



PPC CEMENT SA (PTY) LTD

**RIEBEEK-WEST
("RIEBEECK MINE")**

DMRE Region - Western Cape

Mining License Ref No. – WC30/5/1/2/2/266MR

SOCIAL AND LABOUR PLAN

FOR THE PERIOD JUNE 2023 TO MAY 2028

FOURTH GENERATION SLP

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A: Abbreviations and Acronyms

ABET	Adult Basic Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
BBSEE	Broad-Based Socio-Economic Empowerment
BEE	Black Economic Empowerment
BBBEE	Broad-Based Black Economic Empowerment
CIF	Critical Infrastructure Fund (DTI)
CSI	Corporate Social Investment
DME	Department of Minerals and Energy
DoH	Department of Housing
DoL	Department of Labour
EE	Employment Equity
EIA	Environmental Impact Assessment
EMP	Environmental Management Programme
EMPR	Environmental Management Programme Report
GDP	Gross Domestic Product
HDP	Historically Disadvantaged Person
HDSA	Historically Disadvantaged South African
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
IAP	Interested and Affected Parties
IDC/P	Individual Development Charter/Plans
IDP	Integrated Development Plan
IPA	Individual Performance Agreement
LED	Local Economic Development
MDG	Millennium Development Goals
MMSD	Mining, Minerals and Sustainable Development
MPRDA	Mineral and Petroleum Resources Development Act
MQA	Mining Qualifications Authority
NGO	Non-governmental Organization
NQF	National Qualifications Framework
PAYE	Pay As You Earn
PRSP	Poverty Reduction Strategy Papers
SADC	Southern African Development Community

SAMPPF	South African Mining Preferential Procurement Forum
SED	Socio-economic Development
SIMRAC	Safety in Mines Research Advisory Committee
SMME	Small, Micro and Medium Enterprise
SPTSF	Social Plan Technical Support Facility
STD	Sexually Transmitted Disease
UIF	Unemployment Insurance Fund
VAT	Value-Added Tax
VCT	Voluntary Counselling and Testing
WSP	Workplace Skills Plan
WSSD	World Summit on Sustainable Development

ORGANIZING STRUCTURE OF THIS DOCUMENT

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).

B: Glossary

TABLE 1: GLOSSARY

ACI	African, Indian and Coloured
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 Swartland 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 Riebeeck
Mine community	The mine community is defined as those towns, villages and tribal settlements that fall within the local municipality.

	<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>
Riebeeck	<p>Riebeeck Mine a division of PPC Ltd.</p>
Total procurement spend	<p>Expenditure on capital goods, consumables and services. This includes both discretionary and non-discretionary expenditure.</p>

C: 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



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:

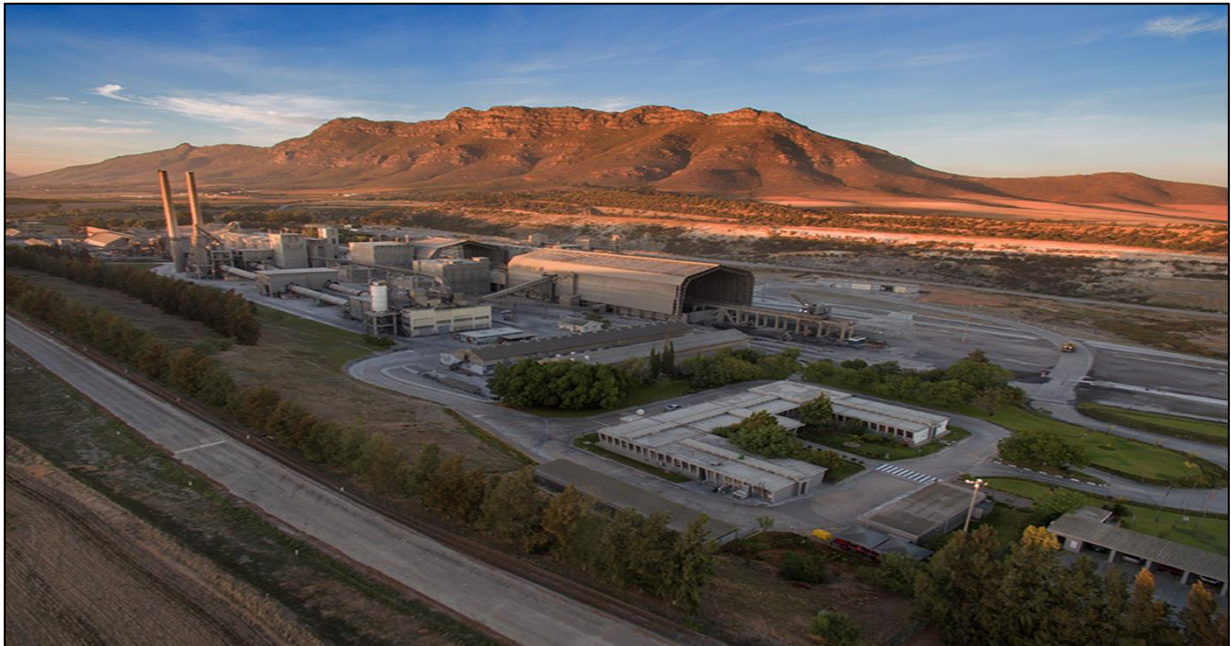
- To undertake the required research in the area to establish baseline information that will inform the socio-economic and economic benchmark profiles.
- To identify the possible areas where synergies can be developed between the activities of the mine, and government structures.
- To ensure that PPC Riebeeck’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 on the Riebeeck Mine

Riebeeck is situated in the Western Cape Province, approximately 10 km from Riebeeck Kasteel and 5 km from Riebeeck-West in the Western Cape Province. Both locations are labour sending areas for the Riebeeck operation. The mining operation, which extracts limestone and shale as input material for its cement manufacturing process, is located 1 km from the Ongegund Village. Fig. 1 provides a general indication of the PPC Riebeeck operation.

PPC Riebeeck

This section outlines the location of Riebeeck, as well as key data on its operation, its spending, its workforce and its socio-economic impact. 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.





Riebeeck is located in the Swartland Local Municipality in the Western Cape in the West Coast District Municipality.

1. Name of company	PPC CEMENT SA (Pty) Ltd
2. Name of quarry	Riebeeck
3. Physical address	Ongegund Farm Riebeek-West
4. Postal address	PO Box 45, Riebeek-West 7306
5. Telephone	022 4618000
6. Facsimile	022 4612388
7. Commodities mined	Limestone, sand/shale

8. Location	The mine is situated 1 km from the Ongegund Village and 3 kilometers from Riebeeck-West and 26 kilometers from Malmesbury and 90 kilometers from Cape Town (Figure 2).
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LIST OF FARMS ON WHICH PPC RIEBEECK CONDUCTS MINING OPERATIONS

Farm name 1:	VLAKKERUG
Farm number and	508
Registration division:	Malmesbury Rd
Magisterial district:	Malmesbury
Farm subdivision name:	Whole Farm
Farm subdivision number:	N/A
SG 21-digit code (if known):	675/1910
Offshore area (if applicable):	N/A
District Municipality	West Coast
Local Municipality	Swartland

Farm name 2:	ONGEGUND A
Farm number and	508
Registration division:	Malmesbury Rd
Magisterial district:	Malmesbury
Farm subdivision name:	REM
Farm subdivision number:	N/A
SG 21-digit code (if known):	675/1910
Offshore area (if applicable):	N/A
District Municipality	West Coast
Local Municipality	Swartland

Farm name 3:	MALMESBURY RD
Farm number and	1176
Registration division:	Malmesbury Rd
Magisterial district:	Malmesbury
Farm subdivision name:	Whole Farm
Farm subdivision number:	N/A
SG 21-digit code (if known):	N/A
Offshore area (if applicable):	N/A
District Municipality	West Coast
Local Municipality	Swartland

1.2.2 Background Information

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

COMPLIANCE WITH TRANSFORMATION REQUIREMENTS FOR CONTRACTORS

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

1.3 Human Resources Development Program

PPC Group corporate policies, including human resources development policies, direct all its mining operations. Riebeeck plans to implement human resources development programmes 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 five-year plans with targets and timeframes is contained in this document and includes the following:

- Learnerships
- Employee Dependent's Bursary Scheme
- Youth Employment Services Programme (YES)
- Internship
- Employee Study Assistance
- Mentorship
- Portable Skills

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- 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 that we operate. Hence, the Human Resources Development section includes communities.

1.4 Local Economic Development Program

This section constitutes an analysis of the impact of Riebeeck 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. Riebeeck 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 Swartland Local Municipality.

1.5 Housing

PPC Riebeeck does not provide employee housing, but accommodation is available for learners. The company offers employee home ownership schemes to assist and encourage home ownership.

1.6 Health and Nutrition

Riebeeck 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 having completed HIV/AIDS Voluntary Counselling and Testing (VCT). This service is also offered to all core contractors on site.

1.7 Preferential Procurement

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

1.8 Downscaling and Retrenchment

This section outlines Riebeeck's measures to avoid job losses, downscaling and retrenchment and where unavoidable, the measures to minimize the impact on employees and communities

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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.

1.9 Foreign Migrant Labour

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

1.10 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.

1.11 Ownership

The Riebeeck mine is one of PPC's mining operations in South Africa and operates as a cost centre supplying products into the market.

1.12 Key statistics for Riebeeck

Riebeeck Mine came into production in	1960
Planned closure	> 80yrs
Average, direct permanent employment	107 employees
Total Wage payments	R 4,285 818 per month
Total pension contribution by Riebeeck	R 330 740 per month
Total Current Preferential HDSA Procurement Spend	Rm 57.59 per annum

1.13 The demographics of the Riebeeck workforce

1.13.1. Defining the mine's labour

In the context of this Social and Labour Plan, the mine's labour is defined as those workers who are employed directly by Riebeeck and other business-related contractors which include the following:

Table 2: Villages and Towns from which Riebeeck Sources its Labour

VILLAGES AND TOWNS WITHIN THE MINE AREA	LOCAL MUNICIPALITY	NUMBER OF EMPLOYEES (%)
Riebeeck Valley	Swartland Municipality	77%
Malmesbury	Swartland Municipality	12%
Other	Various	11%
Total		100%

Information extracted from PPC Riebeeck employee files

Independent Contractors

- Gardening services
- Cleaning services
- Security services
- Civil contractor services
- Engineering contractors

1.13.2. Geographical distribution of Riebeeck sources of labour(1)

a) Provincial distribution

The Western Cape Province supplies the majority of the labour to Riebeeck.

b) Municipal distribution

Riebeeck labour complement of 107 employees is sourced mainly from the Swartland Local Municipality (see Table 2).

1.13.3. Defining the mine community

The mine community is defined as those villages that fall within Ward 3 and 12 of the Swartland Local Municipality. It is this municipality, therefore, that is regarded as:

- a) The focus of Riebeeck Local Economic Development (LED) projects;
- b) The municipality whose Integrated Development Plan (IDP) Riebeeck will consider when developing and implementing its LED projects; and
- c) The area in which the mine's economic impact is assessed.



1.13.4. Profile of the average Riebeeck employee

a) **Dependents**

Riebeeck's employee records show that the average household of employees living in the mine community has 3 dependents.

b) **Language diversity of the Riebeeck's workforce**

About 93% 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 employee age is 39 years old and the average length of service for the workforce is 15 years.

2. SECTION 2: HUMAN RESOURCES DEVELOPMENT (HRD)

2.1. OVERVIEW

The sheer passion and determination of PPC employees form the company's heartbeat. The entire workforce is aligned with, and focused on, the organisation'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 is aligned to the PPC 8 Point 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 such initiatives with the Performance Management policy and process through specific agreed to performance scorecards. Annual WSP/ATR reporting is done centrally for Cement RSA.

2.2. Building 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 to follow a very simple, but sequential logic aimed at creating and sustain an energetic, responsive and engaged culture. The implementation of JABALI benefits all our stakeholders including our customers, suppliers, communities, employees, regulators and shareholders encapsulating the spirit of continuous improvement, shared values, effective communication and doing things the ‘best’ way - the PPC way.

As part of this process, our Organisational Culture Framework, known as “The Jabali Framework sets out “High Performance Culture Elements” which sets the benchmark for internal standards, systems and processes that facilitate employee engagement and participation. The effectiveness of each element in the model is measured annually.

Figure 2: 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 Strategy 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



PPC

People Strategy delivery underpinned by PPC values and governance

2.3. Compliance with Skills Development Legislation

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

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

2.4 Skills Development Plan

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

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

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

2.4.1. Number and Education Levels of Employees

Table 3: Number and Education Levels of Riebeeck Employees, as per Form Q

			MALE				FEMALE				TOTAL	
BAND	NQF LEVEL	OLD SYSTEM	A	C	I	W	A	C	I	W	MALE	FEMALE
		No schooling/Unknown										
		Grade 0/Pre										
		Grade 1 / Sub A										
		Grade 2 / Sub B										
		Grade 3 / Std 1 / ABET 1										
		Grade 4 / Std 2										
		Grade 5/ Std 3 / ABET 2										
		Grade 6 / Std 4										
General Education and Training (GET)		Grade 7 / Std 5 / ABET 3		1							1	
		Grade 8 / Std 6		3							3	
	1	Grade 9 / Std 7 / AET 4										
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1				1		1			1	1
	3	Grade 11/ Std 9 / N2	1								1	
	4	Grade 12 / Std 10 / N3	5	66		7		12			78	12
Higher Education and Training (HET)	5	Diplomas / Certificates		4		1	1	4			5	5
	6	First degrees / Higher diplomas	2	3		1		3		1	6	4
	7	Honours / Masters degrees	1								1	
	8	Doctorates/										
		Total	9	77		10	1	20		1	96	22

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

- Adult Education and Training (AET)
- Learnership Program
- Recognition of Prior Learning

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- 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

2.4.2. Adult education and training (AET)

If PPC is to grow the potential of every person on its team through its Academies and Learning for Growth initiatives, then every employee needs an equal and fair start on the ladder of learning. That start is AET – Adult Education & Training.

AET offers every employee the opportunity to become functionally literate and numerate. All employees were assessed on both communication and numeracy. Based on the assessment outcome, seven employees were still in need of an AET intervention but these employees indicated no interest to achieve AET L4 as stated in previous reports. PPC Riebeeck therefore no longer have AET classes based on need. Community AET classes are offered, however, by the Department of Correctional Services in Riebeeck-West.

2.4.3. Operational Training**Current and Future training interventions Plan for Riebeeck****Table 4: Plan for current and future training interventions for HDSA candidates**

Training Interventions	Plan for 2024 to 2028	
	M	F
Skills Programmes	480	60
Short Courses and Seminars	399	46
Information Sessions	0	2
Leadership Development	3	3
Study Assistance	0	2
Sub Total	882	113
Total	995	
Budget	R8 916 149	

2.4.4. Coherence with the National Skills Development Strategy

In line with the National Skills Development Strategy (NSDS), PPC Riebeeck will focus on mining related Learnerships and bursaries.

2.4.5. Training facilities

Currently most of Riebeeck's core training requirements are undertaken by SETA accredited training providers as well as training centers in Gauteng, Cape Town and PPC's own accredited training centre (PPC Sure Academy) in Mafikeng, in the North West Province.

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People-development interventions aimed at attracting and retaining staff with the required competencies will remain Riebeeck's key focus area. Riebeeck has its own Training Centre on site.

2.4.6. Functional and technical training

To ensure high productivity and good customer service, Riebeeck ensures that functional and technical job skills are mastered by individuals. The PPC Group has put together competencies required at each discipline. Employees have an opportunity to understand the requirements of the job.

A performance management system is in place. Managers and subordinates have regular reviews with 2 formal annual reviews. At these meetings, gaps are identified and training interventions to close the gaps are agreed to for inclusion in an individual development plan. Career aspirations are also discussed as part of the Individual Development Plan. The development plans act as the road map on how the employee will achieve the desired goal.

2.4.7. Learnerships

PPC Riebeeck focus on learnerships for employees and unemployed youth. The formal technical Learnership programmes are run from the PPC Sure Academy situated in Mafikeng. Candidates will experience on-the-job training at Riebeeck in their respective workshops and wider plant.

2.4.7.1. Summary PPC Technical Skills Academy

Vision

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

FIGURE 3: TECHNICAL SKILLS ACADEMY**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, 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 North West, in order to provide support to all PPC operations with technical skills training and development needs.

The main accreditations obtained are:

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

- QCTO - Engineering
 - Skills Development Provider
 - Electrical
 - Mechanical Fitter

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- 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 also holds ISO 9001/2015 certification via the South African Bureau of Standards (SABS).

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

- **Training and Accommodation Facilities and Capacity**

Figure 4: PPC Sure Academy Facility and Capacity



Figure 5: PPC Sure Academy Accommodation Facility and Capacity**Table 5: PPC Riebeeck Learnership Plan 18.1 (Internal) Artisan Training**

Field / Area of Training	2024	2025	2026	2027	2028
Electrician	0	0	0	0	0
Fitter & Turner	0	0	0	0	0
Diesel Mechanic	1	1	0	0	0
Boilermaker	0	0	0	0	0
Total	1	0	0	0	0

2.4.7.2 PPC Riebeeck Learnership Plan 18.2 (External) Artisan Training

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

PPC Riebeeck Learnership Plan

Learnership	Number of Learners				
	2024	2025	2026	2027	2028
	2024	2025	2026	2027	2028
18.1 Learnerships					
Continue– Fitter/Boilermaker/Electrician	1				
New– Fitter/Boilermaker/Electrician					
Budget	1	0	0	0	0
18.2 Learnerships					
Continue Fitter/Boilermaker/Electrician	3	3		3	3
New Intake Fitter/Boilermaker/Electrician	0	0	3		
Total Learnerships	3	3	3	3	3
Total Training Budget	R683 795	R421 148	R421 148	R421 148	R421 148

The industry has an acute shortage of the above skills and Riebeeck, as part of the PPC Group will continue with the Learnership programmes into the future.

2.4.7.3. Artisan Training

PPC implemented a Technician Development Programme (TDP). This programme is aimed at attracting recently qualified electrical (light & heavy current) learners with an S4 qualification from Institutes of Technology.

Technical Development Programme Structure

ROUTE 1: EXTERNAL ROUTE	
Learner Technician Programme	1 Year In-service Programme
Contract Type	Fixed term 12 month Contract
Eligibility	Technikon students with S1 – S4 complete who now require completion of In-service training in order to obtain their National Diploma in Electrical engineering
ROUTE 2: INTERNAL ROUTE	
Trainee Technician Programme	1 Year training programme for prospective technicians
Contract Type	Permanent Contract
Eligibility	1. Learner technicians that the business wants to retain
	2. Electricians / artisans who wish to follow the technician route
Technician Development Plan	2 - 3 Year development plan built into employee's IDP
Eligibility	Current Technicians who have 'N' qualifications and who require further development and up-skilling

The programme will provide learners with the required in-service training to attain a national diploma as well equipping them with PPC specific technician skills sets.

2.4.8. HARD TO FILL VACANCIES

Form-R: Number of vacancies that Riebeeck has been unable to fill as at September 2023

OCCUPATIONAL LEVEL	JOB TITLE OF VACANCY	REASON FOR BEING UNABLE TO FILL THE VACANCY
Top management		
Senior management		
Professionally qualified and experienced specialists, as well as mid-management	Engineer Mechanical/Electrical	Shortage of fully qualified candidates in the market. GCC Mines and works is a scarce skill.
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Electrician and Technician	Shortage of skills.
		Shortage of skills.

Semi-skilled and discretionary decision-making		
Unskilled and defined decision-making		
Strategies to address the challenges of filling the above-mentioned positions include: Internal training and Increase of the talent pool.		

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

- Management and Leadership Development Programme
- Engineering Learnerships
- Career progression and Mentorship Programme
- Enrolment of candidates at the PPC Skills Academy on Learnership Programme
- Being competitive in the market to attract and retain skilled labour
- Community integration

2.4.9 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 within the organisation. Effective succession planning is vital to the sustainability of PPC.

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 blueprint structure of the entire organisation (**Annexure 2**); job models and ideal job 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 aforementioned 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 required are indicated on the employees Individual Development Plan (IDP). Employees are encouraged to take overall responsibility for their IDP's. These are aligned with the company's skills development and training plans, divisional

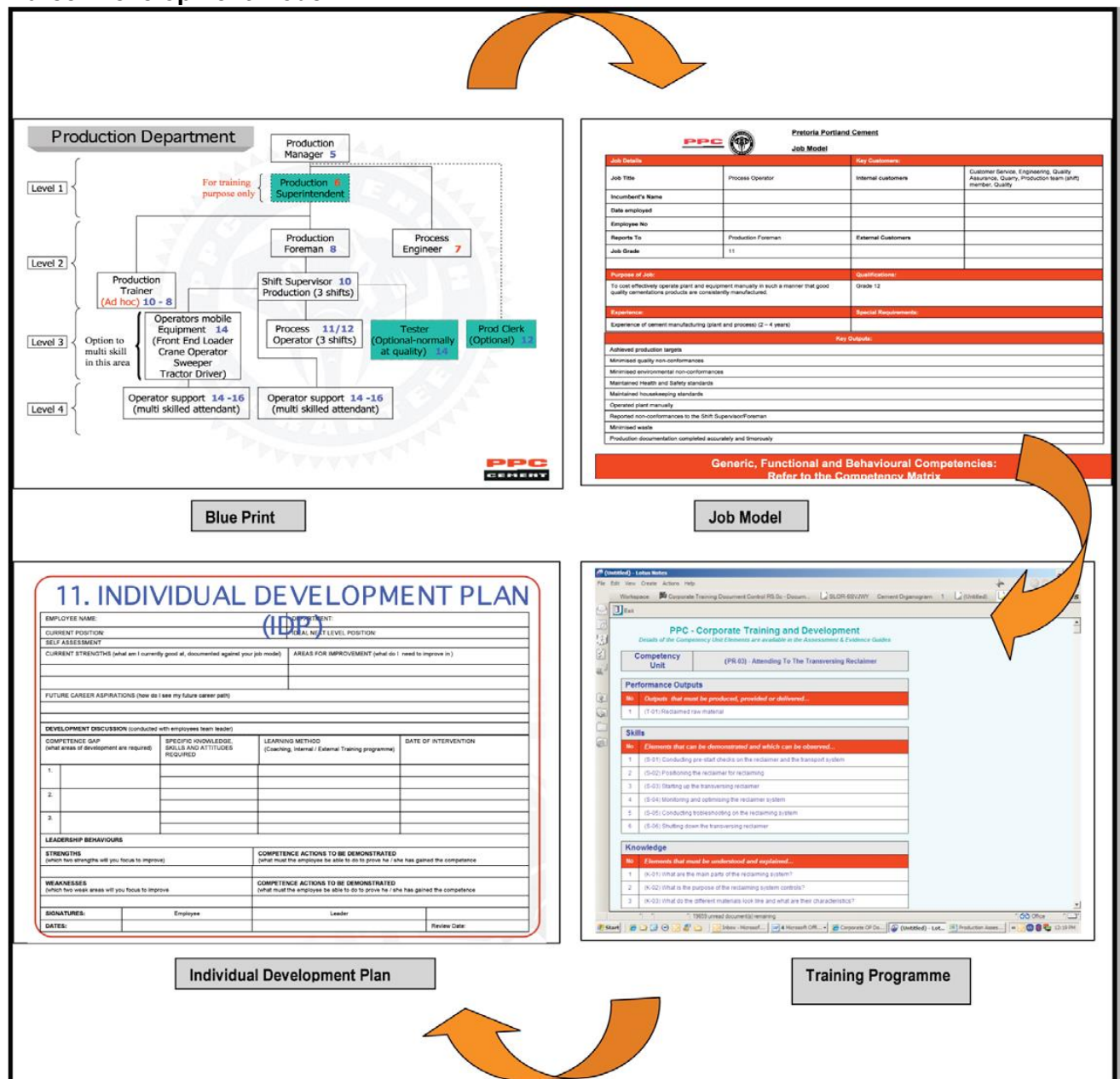
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succession plan and departmental EE plans and are reported in the company's Workplace Skills Plan.

Training and development needs as well as the talent pipeline is aligned to 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).

Table 6: Career Development Model

Career Development Model



2.3.10. Career Progression Plan and Implementation aligned to the Skills Development plan.

An employee, by reference to his/her own capacity to learn different and or higher competencies as determined through Riebeeck 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 programme.

2.3.10.1. Talent Pool

Objective of the Talent Pool

The objective of the PPC Riebeeck 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 Programmes.
- 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 Riebeeck 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 Riebeeck. 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.

2.3.11. COACHING & MENTORING

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

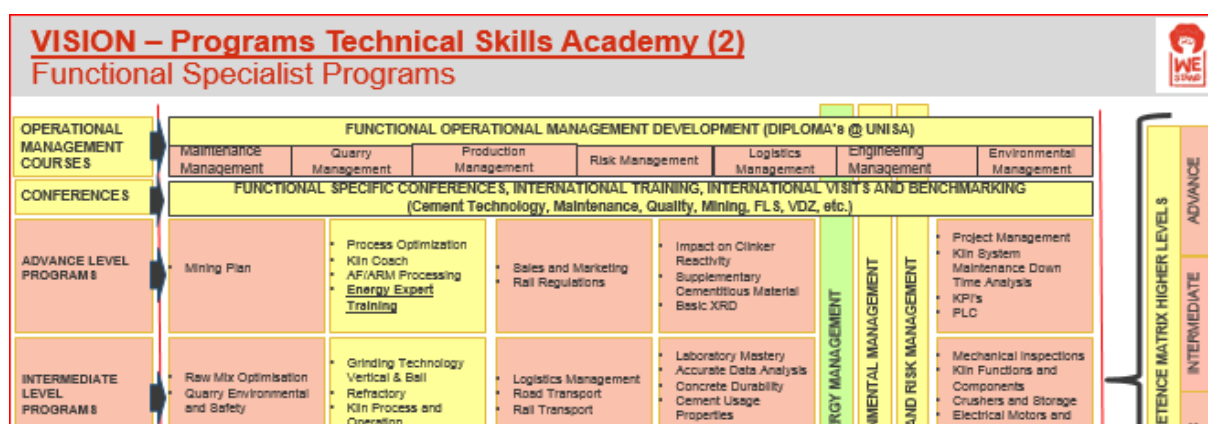
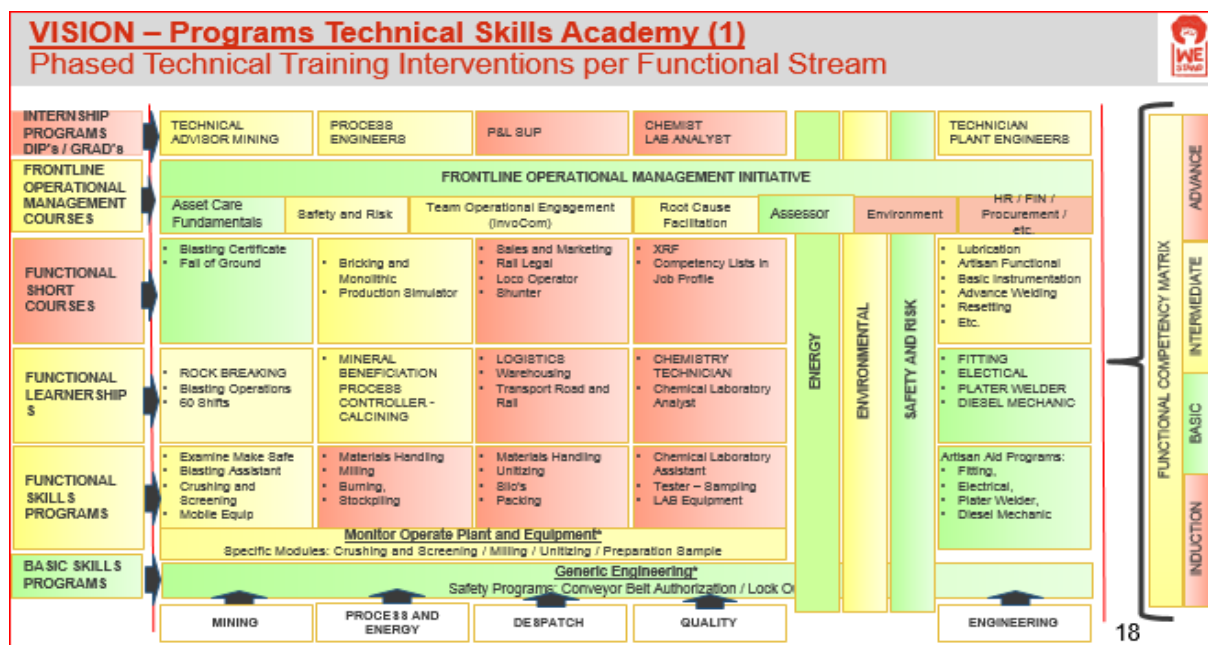
2.3.11.1 Mentorship Plan

Table 9: Mentorship Training Plan – Riebeeck

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

2.3.11.2. Ladders of Learning PPC Sure Academy

Figure 6: Programs at PPC Skills Academy



2.3.12. BURSARY AND INTERNSHIP PLAN

2.3.12.1. Bursary (External) – PPC Employee Dependent Bursary Scheme

PPC believes that strengthening the educational capacity of communities 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 Dependent Bursary Scheme, which are, but are not limited to:

- Mining Engineering
- Mechanical Engineering
- Electrical Engineering
- Chemical Engineering
- B.Sc. Chemistry
- Finance
- Geology
- Artisans

The PPC bursary scheme is a Cement SA scheme, managed by the PPC Human Resources function at head office. 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 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.

Riebeeck will identify **1 bursar** from the local communities in the Swartland Municipal area who will be supported through the PPC Bursary Scheme.

Table 10: PPC Riebeeck Employee Dependent Bursary Scheme bursar details

Bursary	2024	2025	2026	2027	2028
New Intake	0	0	1	0	0
Continue	0	0	0	1	1
Total	0	0	1	1	1
Budget (R)	R0	R100 000	R100 000	R100 000	R100 000

2.3.12.2. 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 employees who are currently studying towards a further qualification and are on the study assistance programme.

Table 11: Riebeeck Employee Study Assistance

Course	2024	2025	2026	2027	2028
National Diploma Safety Management	1	1	1	1	1
Advanced Diploma Quality	1	1	1	1	1
Budget (R)	R26 310	R27 310	R28 310	R29 310	R30 310

2.3.12.3. INTERNSHIPS

PPC Riebeeck will offer experiential learning to **3 students** studying towards a National Diploma in the form of formal Internships over a period of 12 or 18 months to meet the requirements of practical exposure to obtain a National Diploma.

Plan 5: Internship Plan

Type/Area of Training	2024	2025	2026	2027	2028
HR & Administration	2	2	2	2	2
Safety Health & Environment	1	1	1	1	1
Total	3	3	3	3	3
Budget (R)	R180 000	R180 000	R180 000	R180 000	R180 000

2.3.12.4. Vacation Work

Bursars in 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.

Table 12: Vocational Experience Plan Riebeeck 2023 – 2027

Vocational Experience Programme	2024	2025	2026	2027	2028
Vocational Experience	3	3	3	3	3
Total	3	3	3	3	3
Budget (R)	12 000	12 000	12 000	12 000	12 000

2.3.12.5. 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 invests 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

Table 13: Leadership and Management Development Plan

Intervention	2024	2025	2026	2027	2028
First Line Leader Skills Program	2	1	2	2	2
Management Development Program	2	2	1	1	0
Total	4	3	3	3	2
Budget (R)	140000	118000	92000	92000	44000

3. SECTION 3: EMPLOYMENT EQUITY PLAN

3.1. Overview

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 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.

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 Riebeeck has complied with the 2018 Charter Scorecard as depicted below:

Table 14: Employment Equity Statistics Riebeeck as at December 2023

3. EMPLOYMENT EQUITY REPORT 2023										
3.1 Number of employees (NOTE: Place an employee in the category that best resembles his/her job. Do not double count)										
Category	African		Coloured		Indian		White	Subtotals (A)	White	Grand totals (B)
	Male	Female	Male	Female	Male	Female	Female		Male	
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.										

3.2 Percentage HDSAs at different levels						
	Subtotals as in table above (A)	Grand totals as in table above (B)	A as percentage of B	TARGET	Points	
				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

2) Note: One point will be deducted for every full 0.5% below target

3) Top Management includes Executive- and Non-Executive Directors

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 strive to achieve a 3% representation of people with disabilities across all sites 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 on 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 diversity, equity, and inclusivity effort.
- Recruitment, selection, and promotion: PPC recognizes the value of a fair and impartial recruitment and promotion system that gives 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.
- PPC upholds the principle of equal pay for same work considering experience, qualifications, length of service, market benchmark and any other acceptable and fair reason.
- Career development and performance: PPC will give equal opportunities and support to all 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 equal 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.

3.2. Recruitment Procedures

The recruitment process (internal or external) will be informed by the EE Plan on available positions. Should a position become available and identified as designated for an EE candidate, PPC will endeavor to recruit for an EE candidate. For external recruitment, all recruitment companies used by the company will be notified of the company's preference to recruit suitably qualified candidates from designated groups. The same principle applies for internal recruitment.

3.3. Women's Participation at PPC Riebeeck

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.

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PPC subscribes to the requirements of the Mining Charter and in order to achieve the diversification of 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.

3.3. Training and development for HDSA candidates

All employees, especially members of designated groups, will be encouraged to participate in voluntary programs 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 Riebeeck 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.

Table 15: Targets for Female Participation in Mining at Riebeeck

Employment Equity Levels	2024	ACTUAL		FORCEAST	
		2025	2026	2027	2028
Senior Management (E2 – D2)	1	1	1	1	1
Middle Management (D1 – C5)	1	1	1	1	1
Junior Management (C4 – B4)	6	6	7	7	7
Core and Critical Skills (1)	11	11	11	11	11
Total Core Mining	89	89	89	89	89
Total Women in Core Mining	13	13	14	14	14
% Women in Core Mining	14.61%	14.61%	15.73%	15.73%	15.73%
% Black Women in Mining Actual	14.61%	14.61%	15.73%	15.73%	15.73%
% White	1.12%	1.12%	0.00%	0.00%	0.00%

4. SECTION 4: LOCAL ECONOMIC DEVELOPMENT

Social and economic background - Swartland Municipality:

Regulation 46 (c) of the MPRDA requires that PPC Riebeeck outlines strategies and policies for Local Economic Development (LED). PPC Riebeeck 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 Riebeeck, works with government and municipalities of the mine communities in the formulation and implementation of Integrated Development Plans (IDPs).

4.1. Introduction

The main economic sectors in the Swartland area in 2023 included the manufacturing (22.4 per cent), the wholesale and retail trade, catering and accommodation (16.2 per cent) and the agriculture, forestry and fishing (15.3 per cent) sectors. Overall, in the last decade, every economic sector in Swartland area grew positively in terms of GDP, except for the mining and quarrying sector and the electricity, gas and water sector. The negative impact on sectors in 2019 could be due to the weaker business confidence coincided with COVID pandemic, Load Shedding, which led to rising prices and threats to the water supply.

The GDP growth of almost half of the sectors contracted in 2016, resulting in an overall contraction. The agriculture, forestry and fishing sector contracted with 8.1 per cent, the mining and quarrying sector with 6.2 per cent, followed by the electricity, gas and water sector with 4.5 per cent, and transport, storage and personal services (1.4 per cent).

Even though the construction sector is relatively small in comparison with other local sectors, it grew at above average rates between 2012 and 2014 in the Swartland area, indicating new investment in the area during that time, especially in the construction of high-value residential and non-residential spaces as well as road construction.

PPC Riebeeck falls under Ward 3 of the Swartland Local Municipality with Riebeeck Kasteel (Ward 12) & Riebeeck-West (Ward 3) being the main labour sending areas. As a result, Riebeeck's mining activities have a socio-economic impact on these two areas. Therefore, statistics with impact on Municipality Ward 3 and 12 will be highlighted as they have relevance to Riebeeck's Local Economic Development approach.

4.2. Socio-Economic profile of the Swartland Local Municipality

Swartland Local Municipality is located within the West Coast District Municipality, in the heart of the South African Breadbasket. There are several wine and wheat farms in the area. The neighboring towns include Moorreesburg to the north and Malmesbury to the south. Swartland Local Municipality is divided into 12 Wards.

4.2.1. Key statistics for the Swartland Local Municipality

4.2.1.1 Geographic Distribution of the Population

The population of Swartland comprised 133 697 persons in 2022 (This information was obtained from the Western Cape Government's 2022 Socio-Economic Profile (SEP) Report).

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Table 9 below reflects the wider geographic distribution of the population within the Swartland municipality from where PPC Riebeeck sources its labour. The most representative population group within this area is Coloured with a total representation of 65.1% followed by African population of 25.34%

Distribution of Population per Swartland (Census 2011 and Community Survey 2016 and 2017 done by Swartland Municipality) (Latest Statistics not available)

Group	2011	2016	Annual Growth 2011-2016
African	20 805	20 965	0.15%
Coloured	73 753	87 070	3.38%
Indian or Asian	585	795	6.33%
White	17 780	24 932	7.00%
Other	838	0	0
Total Swartland	113 762	133 762	3.29%

The population increased to 133 762 in 2016. The average growth rate between 2011 and 2016 was 3.3% per annum. 65.1% of the population is Coloured, 18.6% White, 15.7% Black African and 0.6% Indian or Asian.

POPULATION PER WARD (2016)

1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
10 146	12 945	10 512	8 632	8 056	10 617	14 568	9 635	12 288	10 976	14 770	10 617	133 762

4.2.1.2. Language and Ethnic Groups

Table 18 provides a detailed breakdown of the ethnic and language diversity of the Swartland Municipality - Wards 3 & 12. Afrikaans is the most spoken language, followed by English and IsiXhosa.

Table 16: Swartland Municipality - Ward 3 & 12: Language & Ethnic Group

PERSONS	WARD 3 %	Ward 12 %
Afrikaans	87.3%	78.7%
English	2.8%	3.6%
IsiNdebele	0.1%	0.2%
IsiXhosa	2.5%	5.9%
IsiZulu	0.1%	0.2%
Sepedi	0.1%	0.1%
Sesotho	1.9%	0.5%
Setswana	0.5%	0.7%
Sign language	0.1%	0.2%
SiSwati	0.0%	0.0%

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Tshivenda	0.0%	0.1%
Xitsonga	0.9%	0.0%
Other	0.2%	0.4%
Unspecified	0.0%	0.0%
Not applicable	3.4%	9.3%

4.2.1.3. Education, Labour Force and Employment

With reference to the Municipal Economic Review and Outlook (MERO) of 2018 the Education statistics of 2017 compare very well with the rest of South Africa considering the following: Learner-teacher ratio: 32.9; Gr12 dropout rate: 20.2; Matric pass rate: 83.5%; Number of schools: 31 and Schools with libraries: 17. However as an industry, we realize that our South Africa's education system does not necessarily address the job market requirements. Experts warn that unless radical change takes root, the unemployment problem will persist, and even matching up to the requirements of the 4th Industrial Revolution could be a pipedream.

As in Table 18, of the 21 130 total labour force within the Wards 3 and 12, 40.75% are employed, 2.2% unemployed and 31.51% economically inactive. Of which 25% is active in agricultural and 11% in manufacturing industries and therefore the biggest employers in the Ward. The Riebeeck mine currently employs 118 people as at December 2023.

Swartland Municipality - Wards 3 & 12: Education Status

	Ward 3	Ward 12
No schooling	598	669
Some primary schooling	2728	2947
Completed primary schooling	697	808
Some secondary	2060	2524
Grade 12/Std 10	1225	967
Higher	443	510
Unspecified	32	5
Not applicable	1104	2009
Total	8888	10438

Table 17: Swartland Municipality - Wards 3 & 12: Labour Force

PERSONS	WARD 3	Ward 12	Total
Employed	4 336	4 275	8611
Unemployed	264	206	470
Discouraged work-seeker	75	47	122
Other not economically active	2 500	2 769	5269
Age less than 15 years	0	0	0
Not applicable	3 338	3 320	6658

4.2.1.4. Dwelling Type

Of the total population, 94% in Ward 3 & 12 live in some form of formal structure. 7.2% of the population live in informal settlements, mostly in shacks.

TABLE 18: SWARTLAND MUNICIPALITY - WARDS 3 & 12: DWELLING TYPE

HOUSEHOLD	WARD 3	Ward 12
Formal (Concrete or Brick)	2361	2027
Traditional Dwelling/hut	2	4
Flat or Apartment in a block of flats/Cluster house complex	69	23
Semi Detached houses	173	385
House/Flat/Room backyard	30	110
Informal Dwelling	64	14
Other	93	39

4.2.1.5. Services

Access to clean drinking water, together with effective sanitation services and refuse removal, are generally accepted as basic services and of critical importance to all communities. According to the 2016 census, 80.1% of the residents have access to piped water in their homes and another 15.8% to piped water inside their yard. In Ward 3, 4.6% of the population had no access to any toilet facilities and sanitation facilities. Overall, there has been increased basic service delivery across the Province. There is access to some form of lighting source within the Municipality. Electricity and candle lighting are available to most of the community. The remainder use other sources (gas, solar, etc.) for lighting purposes.

4.3. The socio-economic impact of Riebeeck on the mine community

4.3.1. Wage Impact

As at 31 December 2023, the Swartland Municipality and Wards 3 & 12 – Riebeeck Kasteel & Riebeeck-West in the Western Cape Province benefited from Riebeeck employee wages at an average monthly net of R 2 273 280.

4.3.2. Broader economic impact of Riebeeck

4.3.2.1. Education

- Riebeeck will:
 - Continue sponsoring equipment and Dux student prizes to the four local schools – Riebeeck-West Primary, Meiring Primary, Rondeheuwel Primary and Riebeeck Kasteel Primary.
 - Continue to donate sport equipment to the local schools.
 - Continue to provide vocational guidance to learners at local high schools.
 - Assist with the support of Early Childhood Development centres (ECD) in both Riebeeck Kasteel and Riebeeck-West by providing business and

management support. ECD centres are critical as they form the foundation of the success of our future leaders.

4.3.2.2. Health

- Riebeeck will continue:
 - Educating and training peer educators and the community on Aids awareness; First Aid.
 - Supporting the local social and welfare organisations.

4.3.2.3 Arts, Sport & Recreation

- Riebeeck continue to sponsor and support local rugby, soccer and cricket teams by providing facilities, sponsorships and equipment.

4.3.2.4 Employment creation

Riebeeck will: Continue to support Enterprise Development projects in the Swartland Municipal area.

4.4. Infrastructure and poverty eradication projects

4.4.1. Preamble

The contribution that Riebeeck provide towards infrastructure and poverty eradication projects within the mine community is a function of the mine's Corporate Social Investment Programme working together with the Government, Municipality and the community. Riebeeck will continue with the objective of partnering with the relevant stakeholders to implement approved projects.

4.4.2. LOCAL ECONOMIC DEVELOPMENT PROJECTS (LED)

4.4.2.1. Riebeeck LED programme

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

The aim of Riebeeck's LED projects will be to ensure that the mine's efforts and expenditure in social investment are effectively coordinated and managed to the best advantage of the host communities.

The programme 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 we operate. This will require an on-going process of consultation with communities and government.

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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 Swartland 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.

4.4.2.2. Strategic objectives of Riebeeck' LED Programme

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

- Support socio-economic development in the mine community;
- Align LED programmes with the local IDP of the Swartland 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 PPC Riebeeck as a socially responsible citizen; and
- Develop partnerships with relevant stakeholders that are mutually beneficial and add value to the expected outcomes of the LED programme.

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

Riebeeck's LED programme will focus on sustainable development as a means to underpin economic empowerment. The underlying core intent of the programme will be social stability.

4.4.2.3 Riebeeck LED Programmes & Initiatives include:

As highlighted – The socio-economic contribution that PPC Riebeeck mine have had in their labour sending areas in the past & will continue to have in the future, mostly focus on infrastructure development, education and poverty eradication within the mine community through the mine's Corporate Social Investment (CSI) and Social and Labour Plan (SLP) Programmes. These programmes have a great impact on the Local Economic Development (LED) programme of the Swartland Municipality. Some of the initiatives which started as CSI programmes have developed into SMMEs, creating employment for the local community. Although not previously documented, these programmes were closely aligned with the IDP of the Municipality.

Riebeeck's future SLP programmes will focus and partnership and collaboration with stakeholders within the Riebeeck Valley.

Prior to implementation, relevant projects will be discussed with the relevant municipal authorities responsible for the implementation of the IDPs, The

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Riebeeck Valley Community Engagement Forum as well as with all other affected stakeholders.

In consultation with the Municipality, councilors and the community, Riebeeck intends to embark on the following project(s):

4.4.2.4. Social & Labour Plan Projects and Budget

Projected Social & Labour Plan Projects for the Riebeeck fourth generation Social and Labour Plan (2023 – 2028) are detailed below

LED Projects identified for Ward 3 and 12 as consulted on and endorsed by the Swartland Municipality.

Project 1: Riebeeck Kasteel

Project 1	2 Mobile Classrooms at Meiring Primary School –Riebeeck Kasteel		
Project Category:	Infrastructure Development and Education		
Background to Project:	The Riebeeck Valley has a number of children with special needs. Meiring Primary School has a number of children with special needs and is currently accommodated with the mainstream children in the same classroom. This creates a problem in terms of the quality of learning for the children. It is important to accommodate the special needs learners in special equipped classrooms based on their learning needs to provide a conducive learning environment. The two classrooms will accommodate about 40 learners and will allow the children to receive special attention and a chance to prosper. An initiative of this nature will foster a sense of belonging and promoting social inclusion.		
Project Objectives:	Establishment and furnishing of two Mobile Classrooms that will be utilized for children with special needs. The facility will offer learners with special needs the opportunity to progress on their own time and receive individual attention.		
Measurable Deliverables:	Scope the project Appointment of Project Manager for identified project Design concept and drawings Conclusions of MOU with the Department of Education and the <u>Swartland Municipality</u> Implementation of the project Handover project to the School Governing Body		
Impact of the project:	This project will greatly benefit the local community and contribute to the wellbeing of Special Needs Children. <ul style="list-style-type: none"> • Job creation at construction phase • Promotion of social inclusion 		
Provisional Project Start and End Date:	2025 – 2026		
Budget:	R 1 m		
Target Group/ Beneficiaries:	Children with Special Needs (Fetal Alcohol Syndrome)	Project in which Local Community:	Swartland Municipality – Meiring Primary School in <u>Esterhof</u> , Riebeeck Kasteel
Number of Beneficiaries Impacted:			Total 40
Jobs created	To be confirmed		
Completion date and exit strategy:	2026 Exit strategy: Handover to the School Governing Body, Local Municipality, Community and Local Ward Councilors		

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Project 2: Riebeek-West

Project 2:	Informal Traders Market – Riebeek-West		
Project Category:	Enterprise Development		
Background to Project:	<p>A need was identified by the Swartland Municipality for an informal traders market in Riebeek-West to have a secure and sheltered place to trade on a daily basis. Informal traders are currently operating on the sides and on the sidewalks of the main street in Riebeek West with no shelter against harsh weather conditions.</p> <p>The project will entail the establishment of a sheltered informal traders market inside an already fenced-in premises under the care of the Swartland Municipality. At the same time, the areas around the informal traders market will be beautified. This will create a safe space for informal traders.</p>		
Project Objectives:	Establishing and beautifying of a secure and sheltered informal traders market inside a fenced park.		
Measurable Deliverables:	Scope the project Appointment of Project Manager for identified project Design concept and drawings Conclusions of MOU with the Swartland Municipality		
	Implementation of the project Handover project to the Swartland Municipality		
Impact of the project:	This project would greatly benefit the local community and contribute to the beautification of the abandoned park ³ <ul style="list-style-type: none"> • Job creation at construction phase • Promotion business development and creating jobs for potential vendors 		
Provisional Project Start and End Date:	2026 – 2027		
Budget:	R 1 m		
Target Group/ Beneficiaries:	Informal Traders	Project in which Local Community:	Swartland Municipality – Town of Riebeek-West
Number of Beneficiaries impacted:			Total
Jobs created	To be confirmed		
Completion date and exit strategy:	2027 Exit strategy: Handover to the Swartland Municipality, Community and Local Ward Councilors		

5. SECTION 5: PREFERENTIAL PROCUREMENT

PPC Cement Riebeeck - Inclusive Procurement Five (5) Year plan.

5.1 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.

Diagnostic – against the 2018 Mining Charter

Table 19: Mining Charter 2023

PPC Riebeeck Procurement Scorecard (anticipated 2019FY Results)		Weight	Target	Achieved	Weighted Score
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%	3.00%	36.74%	5.00%
	5% 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%	0.71%	0.42%	2.97%
	% of the total mining goods procurement spend on SA manufactured goods from BEE Compliant companies (level 4 + 25%+1 vote HDP ownership)	5%	6.29%	51.23%	5.00%
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%	43.75%	20.12%	2.30%
	% of total services procurement spend on SA based companies with a minimum of 51% vote Black women owned and controlled	5%	13.13%	7.36%	2.80%
	% of total services procurement spend on SA based companies with a minimum of 51% vote Youth ownership	5%	4.37%	0.00%	0.00%
	% of the total services procurement spend on SA manufactured goods from BEE Compliant companies (level 4 + 25%+1 vote HDP ownership)	5%	8.75%	43.43%	5.00%
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%	70.00%	20.00%	0.71%
Research & Development	Utilise SA based facilities of companies for the analysis of 100% of all mineral samples across the mining value chain	2.50%	100.00%	30.00%	0.75%
DMR Calculation Preferential Procurement Score		Level 4		61%	

Five (5) Year Plan – Inclusive Procurement

SPL4 Inclusive Procurement				2023 YTD		2024	2025	2026	2027	2028
PPC Riebeeck Procurement Scorecard (Calendar Year 2022 Results)				Target	Actual	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%	27.34%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
	5% 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%	3.57%	4.93%	15.00%	24.00%	20.00%	25.00%	30.00%	35.00%
	% of the total mining goods procurement spend on SA manufactured goods from BEE Compliant companies (level 4 + 25%+1 vote HDP ownership)	5%	31.43%	64.10%	40.00%	40.00%	35.00%	30.00%	35.00%	30.00%
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%	26.95%	50.00%	20.00%	48.00%	46.00%	44.00%	42.00%
	% of total services procurement spend on SA based companies with a minimum of 51% vote Black women owned and controlled	5%	15.00%	2.31%	15.00%	22.00%	16.00%	17.00%	18.00%	19.00%
	% of total services procurement spend on SA based companies with a minimum of 51% vote Youth ownership	5%	5.00%	0.00%	5.00%	0.00%	6.00%	7.00%	8.00%	9.00%
	% of the total services procurement spend on SA manufactured goods from BEE Compliant companies (level 4 + 25%+1 vote HDP ownership)	5%	10.00%	34.94%	10.00%	22.00%	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	2.50%	70.00%	100.00%	70%	100%	100%	100%	100%	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%	100.00%	100.00%	100%	100%	100%	100%	100%	100%
DMR Calculation Preferential Procurement Score				Level 4		Level 4	Level 3	Level 2	Level 2	Level 2

SECTION 6: HOUSING AND LIVING CONDITIONS



PPC EMPLOYEE HOME OWNERSHIP ASSISTANCE

Based on the location or proximity of PPC Riebeeck operation in relation to the labour sending communities;

1. PPC Riebeeck does not provide employee housing, but accommodation is available for learners. The company offers employee home ownership schemes to assist and encourage home ownership.

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 has 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 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 individualized interest rate discount of 0.50%.
- Additional main banked concession - individualized 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

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affordable or gap market). Individuals in these salary bands generally find it difficult to qualify for housing finance as their income is regarded as low for mortgage finance but too high to qualify for the Government free-basic housing scheme.

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

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

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

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

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20	R7 301,00	R7 500,99	R141 745
21	R7 501,00	R7 700,99	R138 849
22	R7 701,00	R7 900,99	R137 401
23	R7 901,00	R8 100,99	R135 952
24	R8 101,00	R8 300,99	R134 503
25	R8 301,00	R8 500,99	R133 056
26	R8 501,00	R8 700,99	R131 607
27	R8 701,00	R8 900,99	R130 158
28	R8 901,00	R9 100,99	R128 711
29	R9 101,00	R9 300,99	R127 262
30	R9 301,00	R9 500,99	R125 814
31	R9 501,00	R9 700,99	R124 365
32	R9 701,00	R9 900,99	R122 917
33	R9 901,00	R10 100,99	R114 555
34	R10 101,00	R10 300,99	R121 469
35	R10 301,00	R10 500,99	R120 020
36	R10 501,00	R10 700,99	R118 571
37	R10 701,00	R10 900,99	R117 124
38	R10 901,00	R11 100,99	R115 675
39	R11 101,00	R11 300,99	R114 226
40	R11 301,00	R11 500,99	R112 779
41	R11 501,00	R11 700,99	R111 330
42	R11 701,00	R11 900,99	R109 882
43	R11 901,00	R12 100,99	R108 433
44	R12 101,00	R12 300,99	R106 985
45	R12 301,00	R12 500,99	R105 537
46	R12 501,00	R12 700,99	R104 088
47	R12 701,00	R12 900,99	R102 639
48	R12 901,00	R13 100,99	R101 192
49	R13 101,00	R13 300,99	R99 743
50	R13 301,00	R13 500,99	R98 294
51	R13 501,00	R13 700,99	R96 847
52	R13 701,00	R13 900,99	R95 398
53	R13 901,00	R14 100,99	R93 950
54	R14 101,00	R14 300,99	R92 501
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

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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

7. SECTION 7: MANAGEMENT OF DOWNSCALLING AND RETRENCHMENTS

7.1. OVERVIEW

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. 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

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

7.2. FUTURE FORUM

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

7.2.1. COMPOSITION OF THE RIEBEECK FUTURE FORUM

The PPC Riebeeck forum consist of:

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

7.2.2. MEETINGS OF RIEBEECK FUTURE FORUM

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

7.2.3. TERMS OF REFERENCE OF THE RIEBEECK FUTURE FORUM

The terms of reference of the Riebeeck 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 Riebeeck Future Forum will also:

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

7.2.4. ISSUES FOR DISCUSSION IN THE RIEBEECK FUTURE FORUM

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

7.2.5. Portable Skills Training

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

- Riebeeck 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.
- Riebeeck will also set aside a budget 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. 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:

Table 20: Plan 15: Portable Skills Training Budget

Budget	2024	2025	2026	2027	2028
Portable Skills Training					
- First Aid	R20 280	R12 280	R20 280	R12 280	R20 280
- Forklift					
- TMM Training (Haul Truck)					

- Advertising and marketing of Portable Skills Training opportunities: Management will advertise these courses via induction training, and key leaders meeting.
 - Ensure that the portable skills training courses offered to employees are relevant to employment and self-employment opportunities in the labour sending areas;
- Local economic development initiatives in the host and labour source areas (mentioned in section 3 above) will be directed at creating employment opportunities in the host and sending communities that can absorb some of the retrenched employees.

7.6 Conclusion

Riebeeck aspires to saving jobs and avoiding job losses wherever possible and is committed to comply with these guidelines should circumstances arise which could result in downsizing or retrenchments.

8. SECTION 8: 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 Riebeeck 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 Riebeeck undertakes towards the implementation/support of the outlined SLP activities during the duration of the mining right.

THE FIGURES BELOW DEPICTS THE ESTIMATED SLP4 FINANCIAL PROVISION FOR THE DIFFERENT ELEMENTS WHICH ARE DEPENDANT ON THE OPERATIONAL AND FINANCIAL PERFORMANCE OF THE RIEBEECK OPERATION IN LINE WITH THE MINING CHARTER REGULATIONS

Table 21: Estimated Financial Provision

Type/Area of Training	Year 2024	Year 2025	Year 2026	Year 2027	Year 2028	Total Budget
Other Training	R97 280	R79 780	R148 980	R79 780	R97 280	R503 100
Learnerships 18.1 and 18.2	R683 795	R421 148	R421 148	R421 148	R421 148	R2 368 387
Artisan Training	R255 810	R187 320	R93 660	R162 150	R13 860	R712 800
Technical Training	R778 180	R544 058	R669 008	R644 058	R769 008	R3 404 312
PPC Employee Dependent Bursary	R0	R100 000	R100 000	R100 000	R100 000	R400 000
Youth Employment Services	R180 000	R180 000	R180 000	R180 000	R180 000	R900 000
Study assistance	R26 310	R27 310	R28 310	R29 310	R30 310	R141 550
Leadership Development	R140 000	R118 000	R92 000	R92 000	R44 000	R486 000
HRD Total Budget	R2 161 375	R1 657 616	R1 733 106	R1 708 446	R1 655 606	R8 916 149
Loal Economic Development Programme (LED)	R0	R0	R1 000 000	R1 000 000	R0	R2 000 000
Total Financial Provision	R2 161 375	R1 657 616	R2 733 106	R2 708 446	R1 655 606	R10 916 149

PPC RIEBEECK MINE – SOCIAL AND LABOUR PLAN

An undertaking by the holder of the mining right to ensure compliance with the Social and Labour Plan and to make it known to employees.

I, **Refiloe Manyatsa**, the undersigned and duly authorized thereto by PPC LIMITED on behalf of PPC Riebeeck, undertake to adhere to the information, requirements, commitments, and conditions as set out in the Social and Labour Plan.

Signed at **RIEBEECK-WEST** on this **27th** day of **February 2024**

Signature of responsible person



Designation: **GENERAL MANAGER**

ANNEXURE 1

Confirmation of having appointed a Skills Development Facilitator

FIGURE 7: FACILITATOR PROOF OF SUBMISSION OF THE WORKPLACE SKILLS PLAN



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

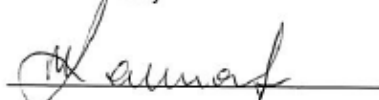
We hereby confirm that **Sanita Uys** has been appointed as the Skills Development Facilitator for PPC Limited, L 330721293 as of 1 March 2021. Please grant full access to the organisation information to submit the WSP-ATR on the MQA system.

SDF details are as follows:

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

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

Yours Faithfully



Signed

Mokate Ramafoko

Managing Director Industrial & Innovation

31/03/2023

Date

**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

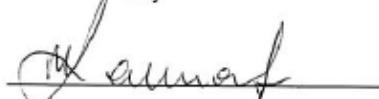
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Full name: Sanita Uys
ID no: 7007070061088
Office no: 022 9138348
Cell no: 084 6610330
Email address: sanita.uys@ppc.co.za

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

Yours Faithfully



Signed

Mokate Ramafoko
Managing Director Industrial & Innovation

31/03/2023
Date

Directors: Van Wylen Roland Carstiaan* (CEO) | Lekula Momo Lucky
*Dutch

PPC RIEBEECK MINE – SOCIAL AND LABOUR PLAN

Figure 7: Proof of Submission of the workplace Skills Plan

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



Mrs Sanita Uys
PRETORIA PORTLAND CEMENT CO
L330721293
P O Box 10311
De Hoek
De Hoek
7321
Tel: 0229138348
Cell: 0846610330
E-mail: sanita.uys@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

ANNEXURE

Figure 9: **Endorsement Letter from Swartland Municipality for PPC Riebeeck**



CLEAN AUDITS SINCE 2010/11
SKOON OUDITS SEDERT 2010/11



Ons gee gestalte aan 'n beter toekoms!
We shape a better future!
Sakha ikusasa elingcono!

Enquiries: Jo-Ann Krieger

Ref: 2/114/1/4; 2/1/4/5 Office of the Municipal Manager
23 February 2024

The Regional Manager
Department of Minerals & Energy (DMRE) Western Cape
Private Bag 9
Rogge Bay
8012

Dear Sire/Madam

SLP4 PROJECTS IDENTIFIED AND ENDORSED BY SWARTLAND MUNICIPALITY FOR PPC RIEBEECK

The above subject matter refers.


This letter serves as confirmation that the Swartland Municipality:

- 1.1 had consulted with the local communities on the Socio-Economic projects listed in the 4th generation Social and Labour Plan of PPC Riebeeck,
- 1.2 that the projects identified are listed in the Integrated Development Plan (IDP) of the Swartland Municipality as Key priority areas,
- 1.3 that the said projects are contained in the 4th generation Social and Labour plan of PPC Riebeeck and are listed below:

SG	PROJECT	WARD	AMOUNT
1 - EDUCATION	Establishment of two classrooms for children with special needs at Meiring Primary	Riebeeck Kasteel	R 1 000 000.00
2- ECONOMIC TRANSFORMATION	Establishment of Informal Traders Market for Small business traders. Contribution towards a recreational space for children	Riebeeck West	R 1 000 000.00
TOTAL			R 2 000 000.00

We herewith fully support and endorse the Projects.

Kind regards,



JM SCHOLTZ
MUNICIPAL MANAGER

Rig asseblief alle korrespondensie aan:
Die Munisipale Bestuurder

Tel: 022 487 9400
Faks/Fax: 022 487 9440

Kindly address all correspondence to:
The Municipal Manager