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RioTinto



**Richards Bay
Minerals**

Social and Labour Plan 2020-2024

Mining Right Numbers:

KZN 30/5/1/2/2/255 MR

KZN 30/5/1/2/2/256 MR

RioTinto

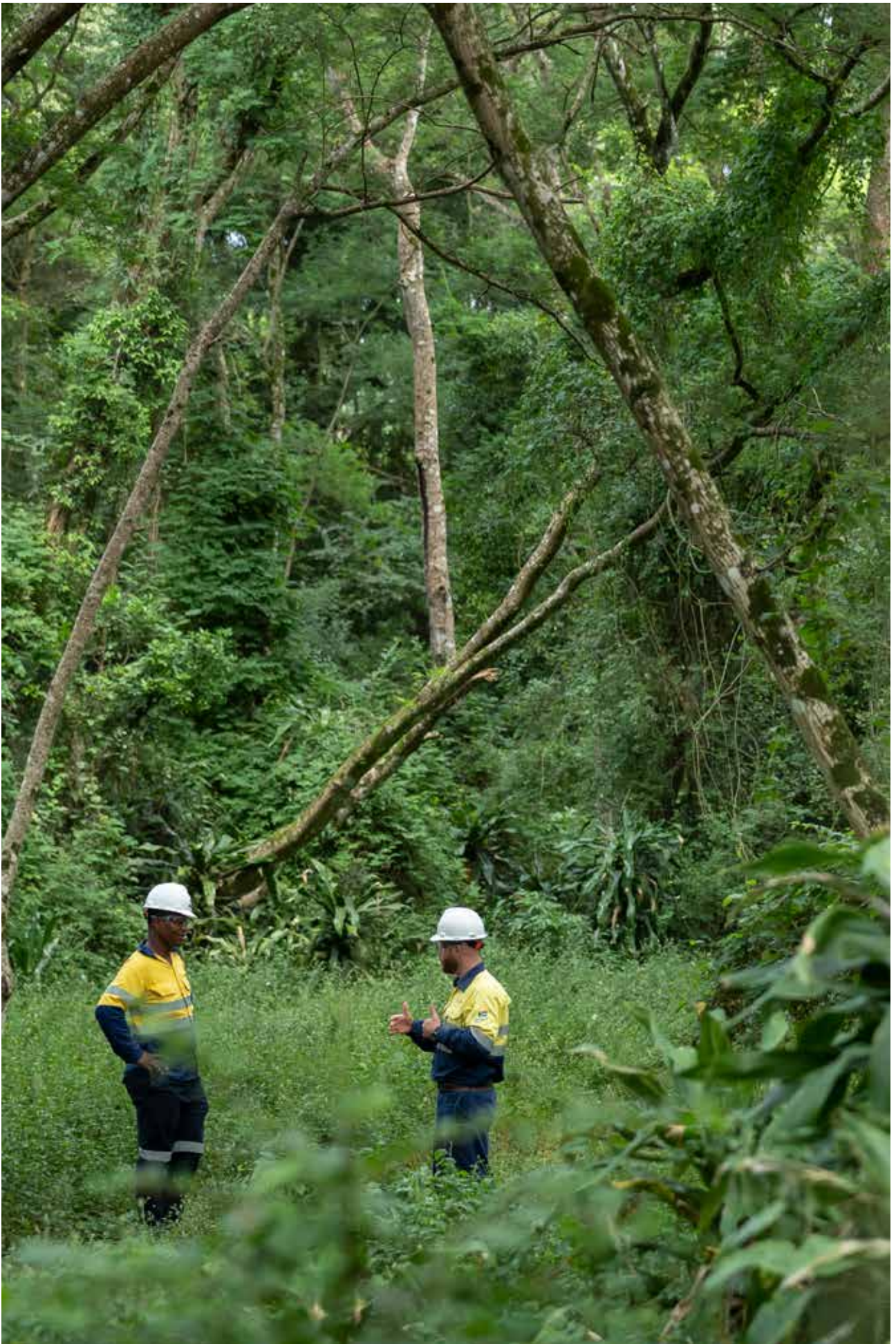


Table of contents

Page	
2	Introduction to Richards Bay Minerals (RBM)
5	Our Social and Labour Plan (SLP)
6	Training and skills development of our employees and in our communities
24	Local Economic Development
35	Selection of our Successful SLP Projects (2015-2019)
36	Downscaling and Retrenchment Management Programme
40	Financial Spend
42	Abbreviations



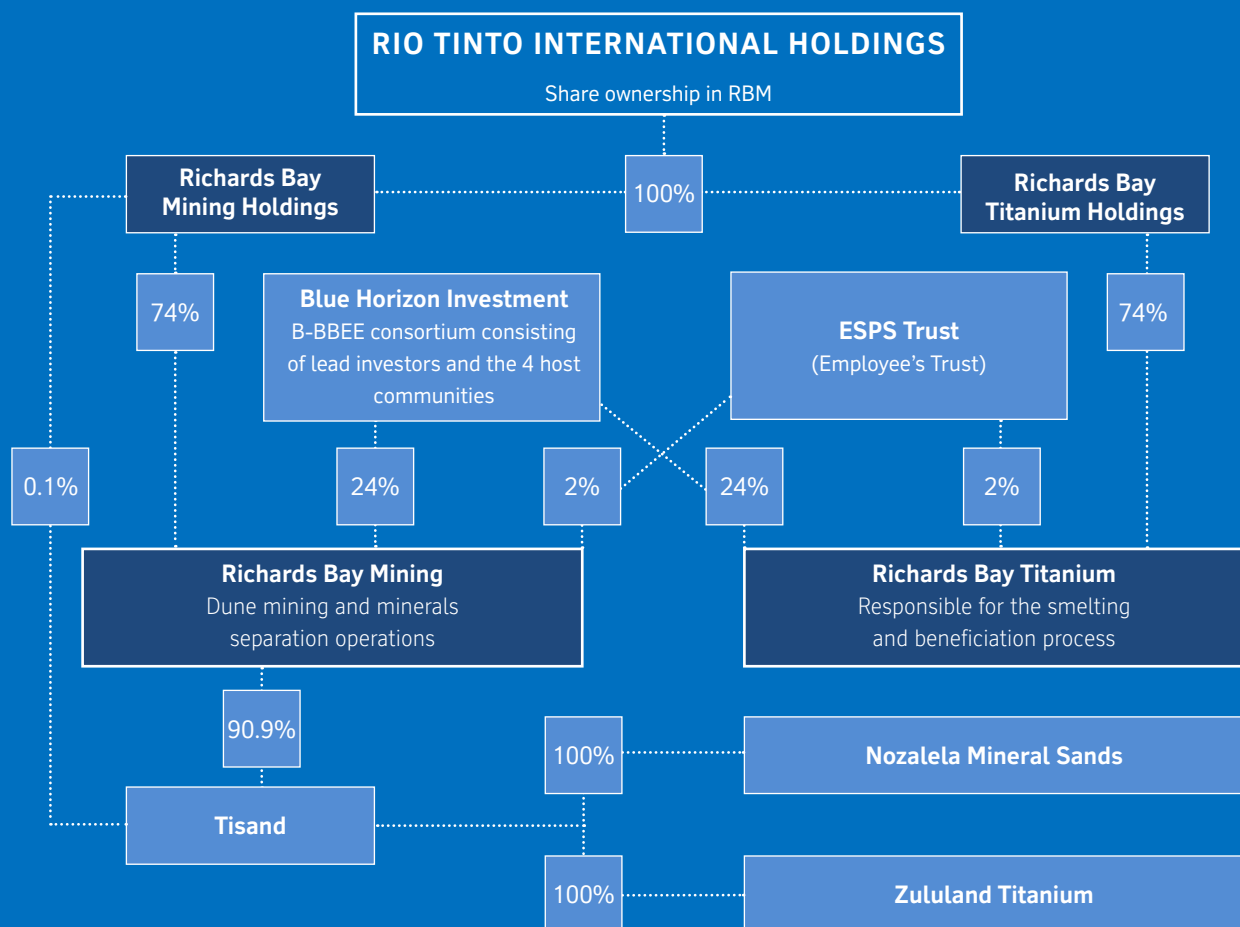
Introduction to Richards Bay Minerals (RBM)

Who we are

RBM was established in 1976 to mine, process, beneficiate and market the heavy minerals occurring naturally in the sand dunes along the coastline of Kwa-Zulu Natal (KZN), near Richards

Bay. Rio Tinto International Holdings based in London is the majority shareholder of RBM as shown in Figure 1.

Figure 1:
Rio Tinto International Holdings
and RBM Shareholding.



Where we are situated

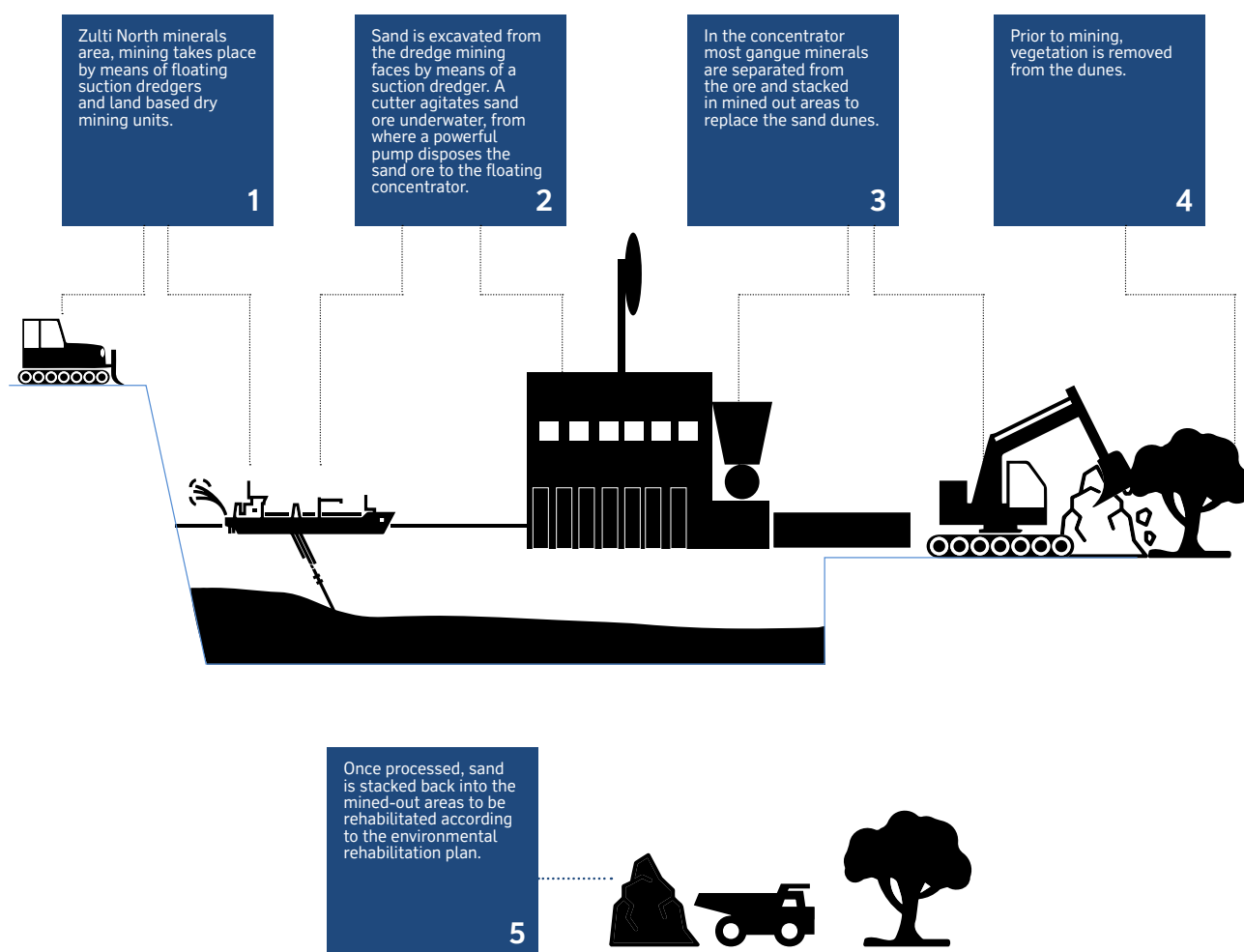
northeast of Durban. The mining is in two local municipal areas known as uMhlathuze and uMfolozi local municipalities, which is part of King Cetshwayo District Municipality (KCDM).

How we mine

The operation began in 1976 in the KwaMbonambi area, and the mining right have been granted until 2041. Mining is currently underway in the KwaSokhulu area (Zulti North mineral lease), with plans for expansion to KwaDube and kwaMkhwanazi (Zulti South mineral lease, which is currently on hold).

Separation of gangue minerals and economic minerals take place based on the different densities of the minerals in the sand ore. The concentrator produces heavy mineral concentrate (HMC) that is pumped to stockpiles. From the stockpiles the HMC is transported by truck to the Mineral Separation Plant for further beneficiation. The mineral separation plant is located approximately 35km from the mining plants.

The orebody will be mined by dry mining methods similar to Zulti North. Sand ore will be excavated from the mining face by means of front-end loaders and transported a short distance to an ore preparation unit. At the ore preparation unit, ore will be screened for oversize material and pumped to the concentrator. From time to time (approximately every 10 days) the ore preparation unit will be relocated to maintain short hauling distances for the FEL's.



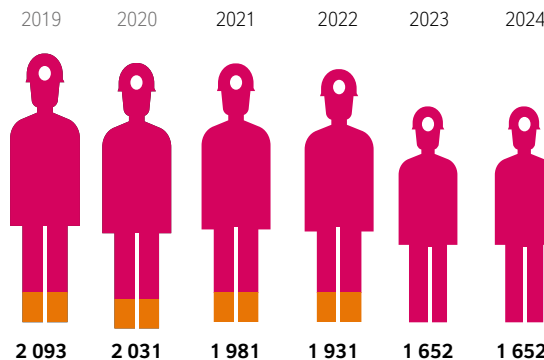
Our Social and Labour Plan (SLP)

This Social and Labour Plan (SLP) for Richards Bay Minerals (RBM) is a combined plan for both Mining Right Reference Numbers KZN 30/5/1/2/2/255 MR and KZN 30/5/1/2/2/256 MR.



Total Employees
as at 30 April 2019
2 093

A total of 2 093 people are employed at the mine of which 1 864 is employed directly by Richards Bay Minerals and 229 people are employed by Albion, the core contractor responsible for Mining and Metallurgical services.



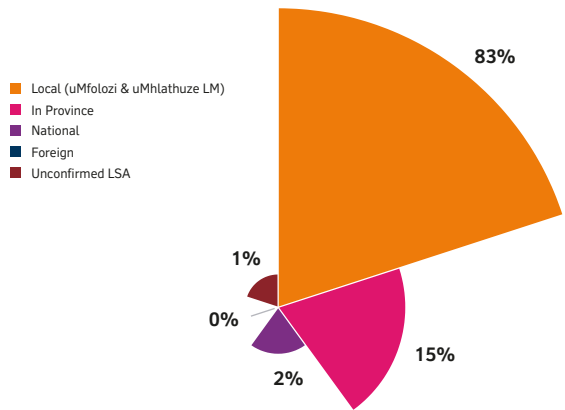
Promoting Employment

RBM will make sure that the mining contractors employed at the mine will comply with the commitments in the Social and Labour Plan and report their progress to the mine and the DMRE.

Labour Sending Areas at Richards Bay Minerals and Core Contractors – Combined as at 30 April 2019

Local Employment

The majority (83%) of RBM's mine and core contractor employees currently live in the uMhlathuze and uMfolozi Local Municipalities.



Training and skills development of our employees and in our communities

The mine and our core business contractor are registered at the Mining Qualifications Authority (MQA) and we submit our workplace skills plan every year in April.

Literacy Rate
97%

The purpose of our training and development plan is to make sure that all employees at the mine receive ongoing training that will ensure their safety at the mine as well as opportunities for development and personal growth.

Our skills development plan include opportunities for employees of the mine as well as our core contractors and mine communities.

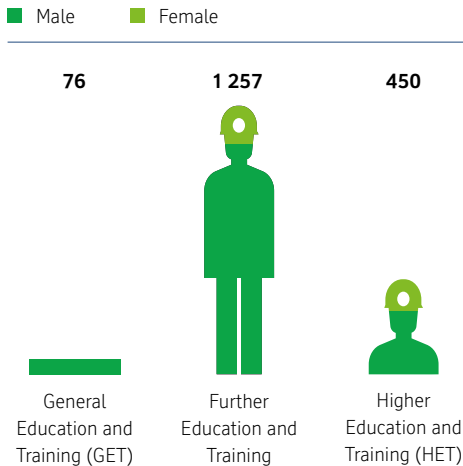
The training and development at Richards Bay Minerals is an investment into our employees to:

- Grow an internal talent pool that will meet current and future business needs;
- Lead to opportunities for the development of skills in our affected communities;
- Allow young people the opportunity to get work experience;
- Improve the quality of work of all our employees; and
- Enhance our employees capabilities in line with their responsibilities in the work that they do.

We believe that an educated workforce is essential for our future success and have a literacy rate of 97%.

Adult Education and Training (AET)

RBM Employees Functional Literacy and Numeracy – as at 30 April 2021



Of the 49 employees that require AET training, 6 employees have indicated their interest to participate in the adult education and training programme, 33 employees are not interested in joining the programme and 9 employees will retire in the next year. We will support all our employees on AET training throughout their adult education training process until they reach AET level 4.

Adult Education and Training (AET) (continued)

Form Q – Functional Literacy and Numeracy for Richards Bay Minerals – RBM (Own Employees) as at 30 April 2021

Band	NQF Old System	Male				Female				Total	
		African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	No Schooling	–	–	–	–	–	–	–	–	–	–
	Grade 0/Pre school	–	–	–	–	–	–	–	–	–	–
	Grade 1/Sub A	–	–	–	–	–	–	–	–	–	–
	Grade 2/Sub B	2	–	–	–	–	–	–	–	2	–
	Grade 3/Std 1/ABET 1	4	–	–	–	–	–	–	–	4	–
	Grade 4/Std 2	–	–	–	–	–	–	–	–	–	–
	Grade 5/Std 3/ABET 2	–	–	–	–	–	–	–	–	–	–
	Grade 6/Std 4	4	–	–	–	–	–	–	–	4	–
	Grade 7/Std 5/ABET 3	12	–	–	–	–	–	–	–	12	–
	Grade 8/Std 6	17	–	–	–	–	–	–	–	17	–
Further Education and Training	1 Grade 9/Std 7/ABET 4/ N1 General Education and Training Certificate/Some National Cert.	37	–	–	–	–	–	–	–	37	–
	2 Grade 10/Std 8/N2 Some Certificates/Some National Certificates	86	–	–	3	3	–	–	–	89	3
	3 Grade 11/Std 9/N3 Some Certificates/Some National Certificates	143	1	–	5	3	–	1	–	149	4
	4 Grade 12/Std 10/N4 Further Education and Training Certificates/ National Certificate: Vocational/National Senior Certificates	672	16	68	78	135	6	22	15	834	178
Higher Education and Training (HET)	5 2 year National Diplomas/ 1 year Higher Certificates/ N4, N5 and N6 National Certificates	74	5	12	15	37	1	4	4	106	46
	6 3 year National and Higher Diplomas/Some other 2-3 year Diplomas/ Advanced Certificate	41	–	12	7	18	1	3	2	60	24
	7 3 year Degrees/Higher or Advanced Diplomas	42	–	20	20	39	–	12	5	82	56
	8 4 year Degrees and Honour's Degrees	23	–	2	12	14	–	1	4	37	19
	9 Master's degrees	7	–	2	4	6	–	1	–	13	7
	10 Doctorates	–	–	–	–	–	–	–	–	–	–
Grand Total		1 239	22	1 164	22	116	144	255	8	1 455	337

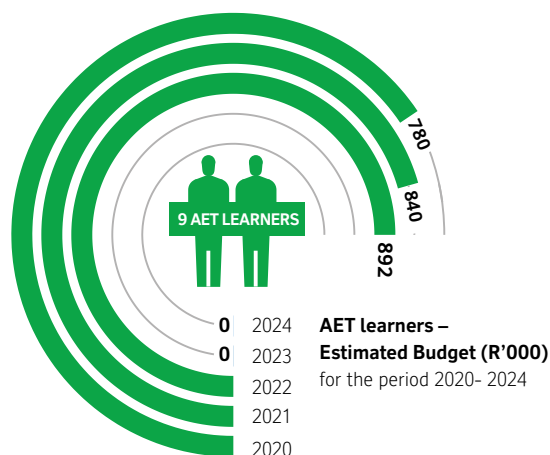
Adult Education and Training (AET) (continued)

AET Targets for Employees at Richards Bay Minerals for the period 2020-2024

	Current AET Participants	AET Continuation and Pass out		AET New Intake	New Intake Pass out
		2020	2021	2020	2021
Employees					
Pre-AET	–	–	–	–	–
AET level 1	2	–	–	–	–
AET level 2	1	–	–	–	–
AET level 3	3	3	–	1	–
AET level 4	2	2	3	–	1
Total	8	5	3	1	1

Portable Skills Training

for the period 2020-2024



An additional budget provision has been made for 4 people in 2020 to ensure that employees whom are progressing slower than anticipated will have the opportunity to complete the AET programme.

Adult Education and Training programmes for unemployed community members is delivered as part of our Portable Skills Training Initiative. Mine employees who have an interest in the **portable skills training programme** will also have the opportunity to enrol in one portable skills training course. The course will be free of charge to the employee, if they do not pass the course, they can enrol a second time at their own cost.

The tables below outline the budget and portable skills training for the RBM employees as well as the wider community.

Targets for Portable Skills Training Initiatives for the period 2020-2024

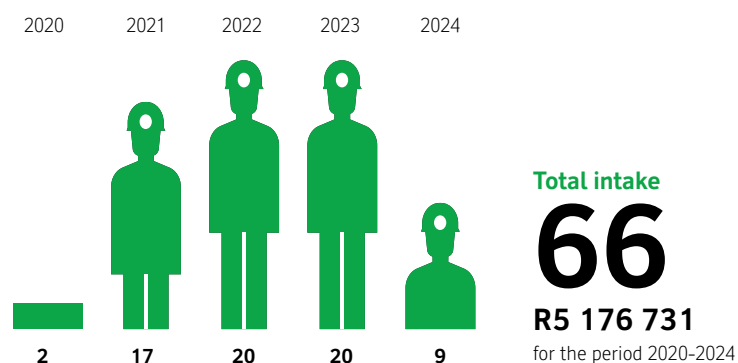
Programme	Length of Programme	New Intake					Total New Intake
		2020	2021	2022	2023	2024	
Drivers Licenses	4 months	–	5	5	5	5	20
Plumbing	4 weeks	2	2	2	3	3	12
Carpentry	6 weeks	2	5	5	5	5	22
Bricklaying	5 weeks	2	2	2	2	2	10
Sewing	10 weeks	2	2	2	5	5	16
Total		8	16	16	20	20	80
Budget (Rand)		412 000	865 200	908 464	1 192 360	1 251 980	4 630 004

Our learnership programmes focus on both employed as well as unemployed people.

Learnerships Employees

For our mine employees we focus on equipping our people with the skills to obtain a trade certificate to help them improve in their jobs as well create opportunities for future development.

Learnership Programme Targets for Employees at Richards Bay Minerals for the period 2020-2024



Learnership Programme	Length of Programme	2020	2021		2022		2023		2024		Total Intake
		New Intake	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	
Electrician	36 months	–	2	–	2	2	1	4	–	3	5
Rigger	36 months	1	2	1		2		1	–	–	3
Fitter	36 months	–	5	–	2	5	1	7	–	3	8
Plater Welder	36 months	–	1	–	1	1	1	2	–	2	3
Instrumentation	36 months	1	5	1	1	4	–	3	–	1	7
Total New Intake			15	2	6	14	3	17	–	9	26
Total Learnerships at the Mine		2	17		20		20		9		66
Budget (Rand)		557 012	1 758 285		1 541 573		975 369		344 491		5 176 731

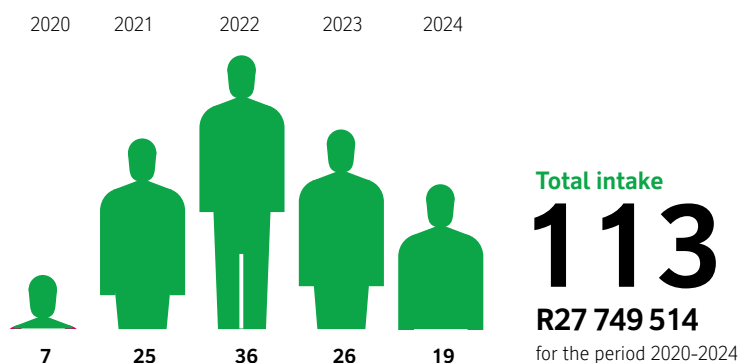


Equipping unemployed youth for the job market.

Learnerships Unemployed Youth

The purpose of the learnerships program for unemployed people, is to equip youth with transferable skills that will help them to get a job. We make sure that our learnership programmes will benefit young people that would not have had the opportunity to study without the support of the mine, with women in engineering learnerships an important focus area for us.

Learnership Programme Targets for unemployed youth in the Richards Bay Area for the period 2020-2024



Learnership Programme Targets for unemployed youth in the Richards Bay Area for the period 2020-2024

Learnership Programme	Length of Programme	2020	2021		2022		2023		2024		Total Intake
		New Intake	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	
Electrician	4 years	2	1	2	3	–	3	–	1	–	3
Instrumentation	4 years	3	2	3	2	5	–	7	–	4	7
Fitter	4 years	2	1	2	1	3	–	4	–	2	4
Diesel Mechanic	4 years	–	1	–	1	1	–	2	–	2	2
Platter Welder	4 years	–	2	–	1	2	–	3	–	3	3
Fitter and turner	4 years	–	–	–	–	–	–	–	–	–	–
Millwright	4 years	–	–	–	1	–	–	1	–	1	1
Minerals Processing and Sands	18 months	–	6	–	–	6	6	–	–	6	12
New Venture Creation	3 years	–	5	–	5	5	5	10	5	10	20
Total New Intake		7	18	7	11	25	6	20	–	19	52
Total Learnerships at the Mine		14	25		36		26		19		113
Budget (Rand)		1 807 059	4 565 093		6 861 756		7 153 051		7 362 554		27 749 514

Core Business Skills Training

We provide training to our employees to make sure they have the skills needed to do their jobs well, this training can be informal or can be provided by an accredited training provider.

Our programmes are designed in such a way that the skills our employees get will help them progress in their employment journey through the support of our mentors and in line with our employment equity and diversity plan.

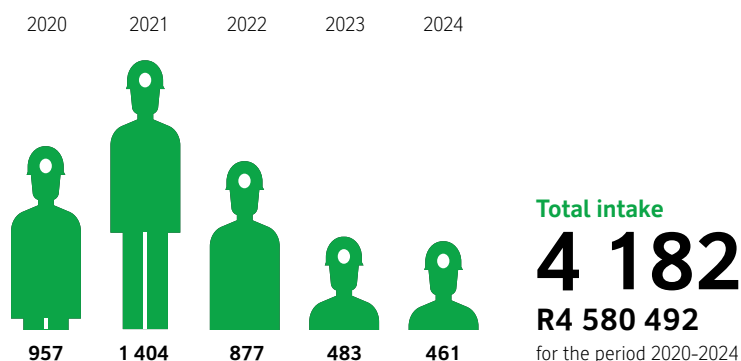
Our skills plan is developed every year and we submit it as a workplace skills plan to the MQA. This skills plan is developed through consultation with all the relevant stakeholders and signed off by the skills development committee.

Core Business Skills Training (continued)

We use the following information when we identify employees for training opportunities:

- Requirements for the relevant job (as per job description);
- Health, Safety and legal requirements;
- Candidates capabilities;
- Employment equity requirements; and
- Individual development.

Core Business Skills Training Targets at Richards Bay Minerals for the Mine and Core Contractor (Combined) for the period 2020-2024



Core Business Skills Training Targets at Richards Bay Minerals for the Mine and Core Contractor (Combined) for the period 2020-2024

Training Course	2020	2021	2022	2023	2024
Assessor	8	10	7	6	6
ATA Fire Fighting	85	9	68	–	–
Basic Rigging	49	195	57	32	30
BEE Training	2	2	2	–	–
CBT MHSA English	29	12	29	–	–
Defensive Driver Training	2	2	2	–	–
Fall Arrest L1	12	24	9	–	–
Forklift License	20	20	20	20	20
Hand Tools	–	139	–	–	–
Handling and Transport of Dangerous Goods	–	2	–	–	–
HIRA	–	2	–	–	–
Intermediate Rigging	11	10	15	8	8
Inventory Training	1	1	–	–	–
ISO Training	24	24	24	–	–
Job Hazard Analysis	10	18	3	–	–
KBC Basic Fire Fighting	–	25	5	–	–
Leadership Interventions	30	25	20	20	15
Lv 1 CITC Ind S	114	97	114	–	–
Lv 2 Supervisors	52	51	50	–	–
Manual Handling	–	139	–	–	–
Material Handling Crane	25	28	35	27	22
MQA Artisan Aids Skills Program	4	2	2	2	2
MQA OHS Rep	8	8	8	8	8
Planning Training	8	8	8	–	–
Power Tools	–	139	–	–	–
Procurement Training	1	–	–	–	–
RBM 33kV Training	20	11	20	11	15
RBM Dune Licence – RBM	75	65	60	55	50
RBM Environmental for Supervisors	15	15	15	15	15
RBM First Aid – Level 1	15	15	15	15	15
RBM General Safety: 3 Years	255	233	210	211	202

Core Business Skills Training (continued)

Training Course	2020	2021	2022	2023	2024
RBM Health and Safety Rep. (NOSA)	10	15	15	15	15
RBM Legal Liability	15	15	15	15	15
RBM Risk Management	10	10	10	8	8
RBM Scaffolding	15	15	15	15	15
SHE Rep 2-day	18	5	12	–	–
Skills Development Facilitator Training	1	–	1	–	–
SLP Training	1	1	–	–	–
Stacking and Storage	–	2	–	–	–
Storeman Training	1	–	1	–	–
Supervisory Training	11	10	10	–	–
Total	957	1 404	877	483	461
Budget (Rand)	980 524	1 238 644	1 048 605	631 115	681 604

Hard to Fill Vacancies

Hard to Fill Vacancies are positions at the mine that are difficult to fill because of a shortage of the correct skills and experience. We solve this problem through various skills development programmes as well as mentorship at the mine. Sometimes we have to recruit people from different regions or countries to make sure that we can find the best person for the position.

Form R Hard to Fill Vacancies at Richards Bay Minerals Mine as at 30 April 2019

Occupational level	Job title or vacancy	Main reason for inability to fill the vacancy	Intervention
Top Management	GM: CCR	The complexity of the community environment RBM is based in, the high turnover of this role over the last 2 years, critical role contributes to the stability of RBM.	Head-hunting firm, understanding the context of RBM. Long-term actions implemented include Succession. Plan to address hard to fill vacancies at Top management level.
Senior Management	Manager: Technology and Asset Management	GCC Engineer required, affordability of skills.	Referrals, passive sourcing. Long term actions implemented include Succession Planning, Graduate recruitment and Bursary Programmes to feed the Talent Pool.
Professionally qualified and experienced specialist and mid management	Plant Engineer Superintendent: Treasury	Plant Engineer - GCC - affordability, geographic location of RBM. Superintendent Treasury - affordability, geographic location of RBM.	Passive sourcing (LinkedIn). Recruitment Agency. Long-term actions implemented include Succession Planning, Graduate recruitment and Bursary Programmes to feed the Talent Pool.
Skilled technical and academically qualified workers, junior management, supervisors	Artisan: Diesel Electric, Fitter, Artisan, Millwright Artisan, Rigging	Scarce trade test and skill specific to mining industry.	Web based recruitment - Indeed, passive sourcing, referrals. Long term actions implemented include Learnership and Imbokodo programmes at the mine.
Semi-skilled and discretionary decision making		N/A	N/A

We encourage everyone to take ownership of his or her own career development using the opportunities the mine makes available.

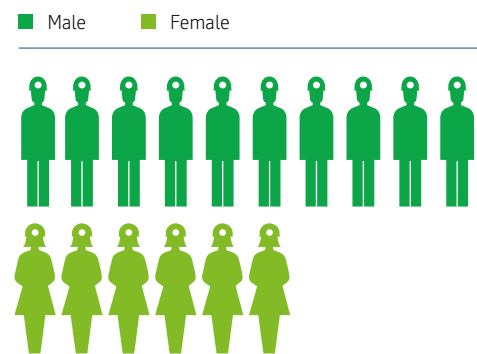
Career Progression Planning

We use career progression planning to shape the growth of our employees according to their potential and aspirations to meet the mine's business needs and objectives. This growth can take place in an employee's current position, or a new position which can be on the same level or at a higher level.

Progression into higher levels is determined by performance, aptitude and enthusiasm, as well as the availability of career opportunities within a given occupation. The following criteria are considered:

- Level of education/qualification;
- Experience;
- Job competencies; and
- Approval by line management where service is provided.

Career Progression Programme at Richards Bay Minerals Mine



Career Progression Programme at Richards Bay Minerals Mine for the period 2020-2024

Gender	Race	Training programmes within career progression pathst	Position Starting From	Development/Training Intervention	Target Position working towards	2020	2021	2022	2023	2024
1	F	A	RT Signature Leadership Program	Mineral Separation Metallurgy Lead	Increased stakeholder engagement-QMM/Min Sep Technical reviews. Acting Experiences.	Manager: Metallurgy Manager: SPandL		X		
2	F	A	Master In Business Administration (MBA)	Specialist: Metallurgy	Provide differentiated experience in Operational Improvement. Provide leadership training (internal/external).	Lead Change Agent Manager: SPandL GM: SPandL	X	X		X
3	M	A	Management Development Program (MDP)	Specialist Metallurgy	Provide experience in leadership "Operations Supt" when role becomes available. Leadership experience/ training (internal).	Manager: SPL		X		
4	F	A	Management Development Program (MDP)	Specialist: Metallurgist	Provide technical experience at MSP, esp. Dry Mills; Leadership training (internal).	Min Sep Lead Manager: Metallurgy	X		X	
5	M	I	RT Signature Leadership Training	Specialist: Metallurgist		Min Sep Lead Manager: Metallurgy	X		X	

Career Progression Planning (continued)

	Gender	Race	Training programmes within career progression pathst	Position Starting From	Development/Training Intervention	Target Position working towards	2020	2021	2022	2023	2024
6	F	A	Management Development Program (MDP)	Superintendent Furnaces	Provide experience on business/finance role. Coaching and leadership support (internal/external). Stakeholder engagement training. Kaizen Lead role acting.	Integrated Planning: Site Lead Lead Change Agent Manager SPandL	X		X		X
7	M	A	RT Signature Leadership Program	Reliability Engineer	Technically very strong in systems, needs further support and guidance in leading large teams and in heavy engineering principles. Provide external coaching and support with internal leadership programs. Exposure to other Rio Tinto site.	Principle Advisor Asset Management	X				
8	M	A	Management Development Program (MDP) Project Management	Plant Engineer – SPandL	Provide leadership exposure in Managerial role, coaching and internal leadership programs Exposure to Engineering services as acting Manager.	Manager Asset Management	X				
9	M	I	Management Development Program (MDP) Project Management	PCS Superintendent	Provide leadership exposure Managerial role, coaching and internal leadership programs Acting as technology manager.	Technology Manager	X				
10	M	A	Rio Excellence Programme	Manager RMM Mining	Additional support in leadership training (internal programs) and provide operational role in 24 months; Rotation at SPand L, and Technical and Asset Management.	GM: Technical and Asset Management					X
11	M	A	Rio Excellence Programme	Mining Plants Manager	Continued exposure in Mining Plants Manager role; External Coach; Acting Opportunities as GM Mining and GM Technical and Assets Management.	GM Mining GM TandAM					X X

Career Progression Planning (continued)

	Gender	Race	Training programmes within career progression pathst	Position Starting From	Development/Training Intervention	Target Position working towards	2020	2021	2022	2023	2024
12	F	A	Rio Tinto Leadership Programme	Environmental Manager	Acting opportunities as GM HSE; Exposure to Rio Tinto; External coach; Mentorship; Exposure to CCR and acting as GM CCR.	GM HSE&S GM CCR					X X
13	F	A	Management Development Program (MDP) Project Management	Superintendent LED	Leadership training; mentoring; Acting opportunities; exposure to other sites.	Manager LED	X				
14	M	A	Management Development Program (MDP) Project Management	Manager Communities	Leadership training; coaching, mentoring; learning from other departments and sites will be important to understand the business better. In terms of readiness for the next level I exposure to other sites. Acting opportunities; Project work.	GM: CCR				X	
15	M	I	Finance for non –finance managers; MBA	Manager: Contractor Management	Courses and/or exposure to improve financial acumen. Increased exposure to production planning. Acting opportunities.	Manager Integrated Planning Manager: MSP Finance Business Partner/CFO	X		X		X
16	M	A	Rio Excellence Programme		Leadership training (internal programs). Technical Mentoring in broader mine planning. Lateral Moves inside Mine Dev. and production teams. Exposure to project evaluation. Projects related exposure within the bigger team.	Manager Mine Development				X	



Mentorship Plan

Mentorship is an important tool in the support of people development, training, performance management and employment equity.

It is a formal relationship between a mentor and a mentee and is established to enhance the mentee's career by building skills and knowledge to ensure that the maximum potential of a person is unlocked for the mutual benefit of the mentee, mentor and the business.

Mentorship Targets at Richards Bay Minerals for the period 2020-2024

Number of Employees and Non-Employees in Mentorship Programmes

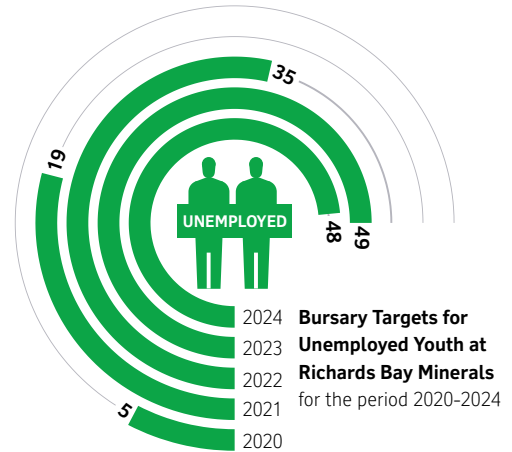
Employee Categories	2020	2021	2022	2023	2024
Learnerships 18.2	7	7	6	–	–
Learnership 18.1	8	7	6	6	5
Internships	8	10	4	10	4
Career Progression Plans	4	6	5	4	8
Total	27	30	21	20	17
Number of Mentors	6	7	5	4	4

The mine support both their employees and members from the local communities with opportunities to access tertiary education through bursaries for unemployed youth with universities, technikons and accredited service providers.

Bursaries: Unemployed Youth

Members in the Mine
Community can benefit from the bursary programme.
Bursaries are available for various industries such as health, ICT and education.

**Total Budget Targets
for unemployed Youth
R17 333 575**
for the period 2020-2024

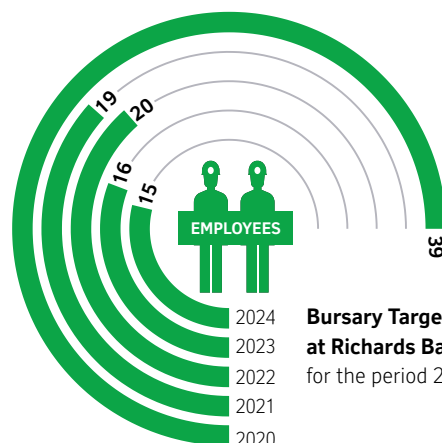


Bursary Programme Targets for unemployed youth for the period 2020-2024

Bursary Programme	Length of Programme	2020	2021		2022		2023		2024		Total New Intake
		New Intake	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	
Chemical Engineer/ Metallurgist	4 Years	2	3	2	2	5	2	7	2	7	11
Mine Engineering	4 Years		–	–	–	–	–	–	–	–	–
Geology	4 Years		–	–	1	–	–	1	1	1	2
Electrical Engineer/ Electronic/Electrical Computer	4 Years	1	2	1	2	3	3	5	2	6	10
Mechanical Engineering	4 Years	2	4	2	3	4	3	5	2	6	14
Finance	4 Years	–	–	–	–	–	1	–	–	1	1
Environmental/ Earth Science/Ecology	4 years	–	–	–	1	–	1	1	–	1	2
Teaching	4 Years	–	1	–	–	1	–	1	–	1	1
Law	4 Years	–	1	–	–	1	–	1	–	–	1
Medicine	5 Years	–	–	–	–	–	–	–	–	–	–
Power Engineering	3 Years	–	–	–	–	–	–	–	–	–	–
Computer Science and Engineering	3 Years	–	–	–	4	–	2	4	–	6	7
ICT	4 Years	–	–	–	3	–	–	3	–	3	3
Land Surveying	4 Years	–	–	–	–	–	–	–	–	–	–
Geomatics	4 Years	–	1	–	–	1	–	1	–	1	1
Actuarial Science	4 Years	–	–	–	1	–	1	1	–	2	2
Civil Engineering	4 Years	–	1	–	–	1	1	1	–	2	2
Mechanical/ Mechatronic Engineering	4 Years	–	–	–	1	–	2	1	–	3	3
Pharmacy	4 Years	–	–	–	–	–	–	–	–	–	–
Town Planning	4 Years	–	–	–	–	–	–	–	–	–	–
Optometry	4 Years	–	–	–	–	–	–	–	–	–	–
BA Humanities:	4 Years	–	1	–	–	1	–	1	–	1	1
Nursing	4 Years	–	–	–	–	–	–	–	–	–	–
Fine Art	4 Years	–	–	–	–	–	–	–	–	–	–
Total			14	5	18	17	16	33	7	41	
Total Bursaries at the Mine		5	19		35		49		48		61
Budget		514 969	1 522 623		2 940 000		4 321 800		8 034 183		17 333 575

Bursaries: Employees

Bursaries are awarded based on professional qualifications required in the business.



Bursary Targets for Employees at Richards Bay Minerals
for the period 2020-2024

Total Bursary Budget for Employees

R4 344 592

for the period 2020-2024

Bursary Targets for Employees at Richards Bay Minerals for the period 2020-2024

Learnership Programme	Length of Programme	2020	2021		2022		2023		2024		Total New Intake
		New Intake	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	
Masters	3 Years	1	3	1	1	4	1	4	1	2	7
Honours	1 Year	3	1	1							4
Post Graduate Diploma	1 Year	4	2		1	–	–	–	–	–	7
Degree (Information Systems, BSc)	4 Years	–	–	–	–	–	–	–	–	–	–
Degree (BCom, HR, Corporate Governance, Safety, etc.)	3 Years	2	1	2	1	3	–	2	–	1	4
Management Development Programme MDP	1 Year	3	1		1	–	1	–	1	–	7
Diploma (Analytical Chemistry, Safety, other)	3 Years	4	–	4	–	3	2	–	2	2	8
Certificate (CIMA, Higher, Quality, other)	2 Years	1	–	1	–	–	–	–	–	–	1
Certificate (Project Management, Safety, Shipping and Other)	1 Year	4	1	–	1	–	1	–	1	–	8
GCC Certificate	1 Year	1	–	–	–	–	–	–	–	–	1
TVET Certificates	1 Year	16	1	–	5	–	5	–	5	–	32
RBM Employee Bursars		39	10	9	10	10	10	6	10	5	79
Total Number of Bursars			19		20		16		15		
Budget:		746 553	670 613		681 686		720 853		1 524 887		4 344 592

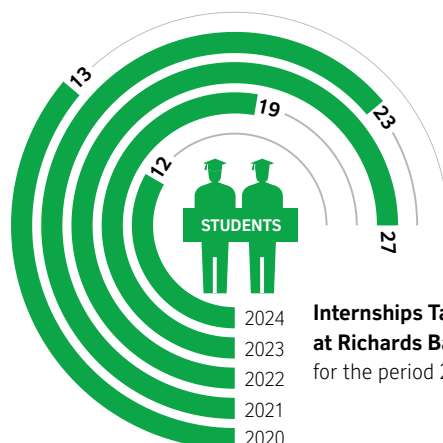
Internships

We use our internship programme to provide students and young graduates with experiential work opportunities. Our bursary and internship programme develop people to meet our operational needs as well the needs of other sectors in our economy.

Total Internship Budget

R24 309 262

for the period 2020-2024



Internships Targets for Students at Richards Bay Minerals for the period 2020-2024

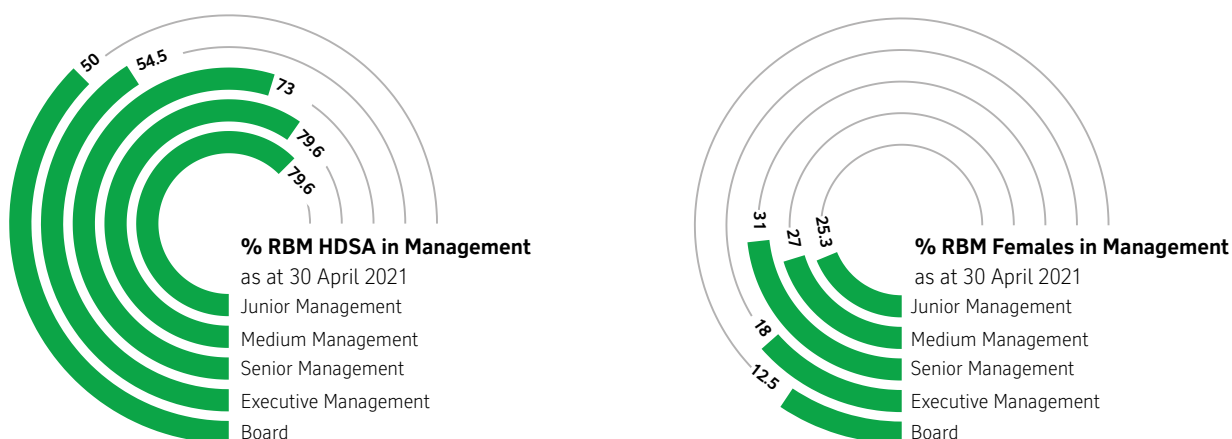
Internships Targets for Students at Richards Bay Minerals for the period 2020-2024

Bursary Programme	Length of Programme	2020	2021		2022		2023		2024		Total New Intake
		New Intake	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	New Intake	Continuation	
Management Accounting and Finance	2 Years	1	–	1	–	1	1	–	–	1	2
HSE and Environment	2 Years		1	–	–	1	–	1	–	–	1
Engineering (PCS, Elec and Mech)	2 Years	5	1	5	2	6	1	3	1	3	9
Analytical Services	2 Years	1	–	1	–	1	–	–	–	–	1
Mining (Geology)	2 Years	2	–	2	–	2	1	–	–	1	3
Metallurgy (Processing and Mining)	2 Years	4	8	4	2	12	2	10	2	4	10
Total		13	10	13	4	23	5	14	3	9	35
Total Learnerships at the Mine			23		27		19		12		
Budget		3 405 691	5 800 000		5 292 000		4 639 722		5 171 848		24 309 262



Employment Equity Plan

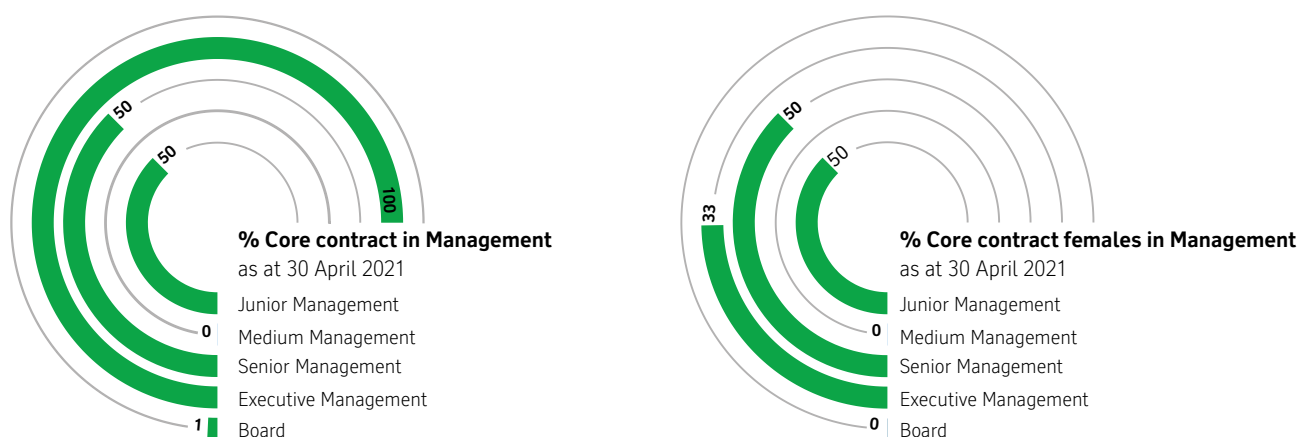
We believe that Employment Equity is an important tool to build an effective and representative workforce and to ensure equality for all of our employees. Our focus on the development and recruitment of people from our local communities has made it possible for the mine to have men and women from all racial backgrounds employed in both core and supporting positions at the mine.



Form S – Diversity Information for Richards Bay Minerals – RBM (Own Employees) as at 30 April 2021

Levels	Female				Male				Foreign National		Grand Total	Total HDSA	Total Female
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female			
Board	1	–	–	–	3	–	–	2	1	1	8	4	1
Executive Management	2	–	–	–	3	–	1	1	4	–	11	6	2
Senior Management	10	–	2	2	11	–	8	11	–	1	45	33	14
Middle Management	26	–	4	5	50	–	17	25	–	1	128	102	35
Junior Management	51	3	17	10	132	7	47	53	–	–	320	267	81
Grand Total	90	3	23	17	199	7	73	92	5	3	512	412	133
Core and critical Skills	200	4	10	6	1 094	20	103	126	4	2	1 569	1 496	220
Support	49	4	34	24	62	2	13	15	2	1	206	193	111
Grand Total	249	8	44	30	1 156	22	116	141	6	3	1 775	1 689	331
Disability	–	–	–	–	4	–	–	1	–	–	5	4	–

Employment Equity Plan (continued)



Form S – Diversity Information for Richards Bay Minerals – Core Contractor as at 30 April 2019

Levels	Female				Male				Foreign National		Grand Total	Total HDSA	Total Female
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female			
Board	–	–	–	–	–	–	–	–	–	–	–	–	–
Executive Management	–	–	–	1	2	–	–	–	–	–	3	3	1
Senior Management	–	–	–	1	1	–	–	2	–	–	4	2	1
Middle Management	–	–	–	–	–	–	–	1	–	–	1	–	–
Junior Management	1	–	–	–	–	–	–	1	–	–	2	1	1
Skilled Technical/qualified	–	–	–	–	4	–	–	2	–	–	6	4	–
Semi -Skilled	11	–	–	–	147	–	–	–	–	–	158	158	11
Unskilled	13	–	–	2	39	–	–	1	–	–	55	54	15
Grand Total	25	–	–	4	193	–	–	7	–	–	229	222	29
Core and critical Skills	–	–	–	–	–	–	–	–	–	–	–	–	–
Support	–	–	–	–	–	–	–	–	–	–	–	–	–
Grand Total	–	–	–	–	–	–	–	–	–	–	–	–	–
Disability	–	–	–	–	–	–	–	–	–	–	–	–	–



Employment Equity Plan (continued)

EE Targets for Richards Bay Minerals – RBM (Own Employees) for the period 2020-2024

	New Mining Charter Targets status @ April 2019				Target 2019		Target 2020		Target 2021		Target 2022		Target 2023		Target 2024	
Levels	HDSA Target %	HDSA Actual %	Female Target %	Female Actual %	HDSA Target %	Female Target %	HDSA Target %	Female Target %	HDSA Target %	Female Target %	HDSA Target %	Female Target %	HDSA Target %	Female Target %	HDSA Target %	Female Target %
Board	50	50	20	13	50	13	50	13	50	13	50	13	50	20	50	20
Exec Management	50	57	20	–	50	–	50	5	50	10	50	10	50	20	50	20
Senior Management	60	70	25	30	60	33	60	25	60	25	60	25	60	25	60	25
Middle Management	60	71	25	21	60	23	60	24	60	25	60	25	60	25	60	25
Junior Management	70	81	30	22	70	23	70	24	70	25	70	26	70	30	70	30
Core and critical Skills	60	80	10	12	60	10	60	10	60	10	60	10	60	10	60	10
	Status @ April 2019				Target 2020		Target 2020		Target 2021		Target 2022		Target 2023		Target 2024	
Disability	1.50		0.20		0.30		0.30		0.50		1.00		1.50		1.50	

EE Targets for Richards Bay Minerals – Core Contractor for the period 2020-2024

	New Mining Charter Targets status @ April 2019				Target 2019		Target 2020		Target 2021		Target 2022		Target 2023		Target 2024	
	HDSA Target %	HDSA Actual %	Female Target %	Female Actual %	HDSA Target %	Female Target %	HDSA Target %	Female Target %	HDSA Target %	Female Target %	HDSA Target %	Female Target %	HDSA Target %	Female Target %	HDSA Target %	Female Target %
Levels																
Board	50	100	20	33	50	–	50	10	50	14	50	15	50	20	50	20
Exec Management	60	50	25	25	60	25	60	25	60	25	60	25	60	25	60	25
Senior Management	60	–	25	–	60	22	60	23	60	24	60	25	60	25	60	25
Middle Management	70	50	30	50	70	23	70	24	70	25	70	26	70	30	70	30
Junior Management	60	–	10	–	60	10	60	10	60	10	60	10	60	10	60	10
Core and critical Skills	60	80	10	12	60	10	60	10	60	10	60	10	60	10	60	10
	Status @ April 2019				Target 2020		Target 2020		Target 2021		Target 2022		Target 2023		Target 2024	
Disability (%)	1.50		0.20		0.30		0.30		0.50		1.00		1.50		1.50	



Local Economic Development (LED)

Introduction

LED Projects are aimed at eradicating poverty and community upliftment in the area within which the mining operation is situated including areas from which most employees are sourced.

RBM is situated within the KwaZulu-Natal Province, in the King Cetshwayo District Municipality (KCDM) under the uMfolozi Local Municipality as well as the uMhlathuze Local Municipality.

These LED projects are identified in consultation with the local authorities and flow from the Integrated Development Plans (IDPs) of the respective District and Local Municipalities of the host and labour source communities.

Socio-Economic Background of the Identified Areas

RBM has been in operation to the north of Richards Bay for approximately 30 years on two of its mining leases: Tisand and Zulti North. The mine processes the heavy minerals located in the coastal sands in the area and is a leading producer of titanium minerals, high purity iron and zircon. RBM is also in possession of a further mining lease, located along a 20km stretch of coastline to the south of Richards Bay and the UMhlathuze River and north of Port Durnford, the Zulti South Mine Lease Area (ZSMLA). It is on land owned by the Ingonyama Trust and falls within the uMhlathuze Local and King Cetshwayo District Municipalities' areas of jurisdiction¹.

¹ uMhlathuze Local Municipality Final IDP Review 2018/2019, "1st IDP Review of the Fourth Generation", Page 69.



Socio-Economic Background of the Identified Areas (continued)

Integrated Development Planning: uMfolozi Local Municipality²

The uMfolozi Local Municipality (previously Mbonambi Local Municipality) is a Category B municipality that forms part of the King Cetshwayo District in the KwaZulu-Natal Province.

It is one of the five municipalities that make up the district. In close proximity to the City of uMhlathuze, the town of KwaMbonambi is situated alongside one of the country's major highways, which runs from Cape Town to the Mozambican border, and carries both tourist and business traffic.

The biggest proportion of land within the uMfolozi Municipal area is owned by private organisations and Ingonyama Trust Land³.

uMfolozi Municipality is one of the poor municipalities in the province, with more than 90% of the population being dependent on subsistence farming for survival.

UMfolozi Local Municipality Goals and Strategies

KPA	Goal	Strategy
Good Governance and Public Participation	<ul style="list-style-type: none"> To provide a democratic and accountable government for local communities. 	<ul style="list-style-type: none"> Promote broaden local democracy. Strengthen Corporate governance. Strengthen Intergovernmental relations. Improve Municipal planning. Reduce risk, fraud and corruption. Enhance access to Library Services.
Municipal Transformation and Organizational Development	<ul style="list-style-type: none"> To ensure internal municipal excellence. 	<ul style="list-style-type: none"> Increase performance and efficiency of Organization. Strengthen capacity and optimize Human Resource Management. Ensure compliance with the Occupational Health and Safety Act. and Compensation for occupational injuries and diseases. Optimize ICT systems, manual procedures and processes. Optimize resource and facility management.
Basic Services Delivery	<ul style="list-style-type: none"> To ensure the provision of Basic Services and creation of safe and healthy environment to our communities. 	<ul style="list-style-type: none"> Improve the state of Municipal Physical Infrastructure. Increase provision of municipal services. Improve environmental management. Increase Community Safety.
Financial Viability and Management	<ul style="list-style-type: none"> To ensure financially viable and sustainable municipality. 	<ul style="list-style-type: none"> Improve revenue Management and reduce debt. Improve expenditure management. Improve budget and strengthen financial governance. Improve asset management.
Local Economic Development and Social Development	<ul style="list-style-type: none"> To promote Local economic and Social Development. 	<ul style="list-style-type: none"> Improve Entrepreneurship. Promote Local Economic Development. Strengthen the Local Businesses. Increase Job Opportunities.

² 2018/19 Umfolozi Integrated Development Plan (IDP) – Final, 2nd Idp for the 4th generation.

³ Accessed from: <https://municipalities.co.za/overview/1106/umfolozi-local-municipality> on 27 June 2019.

Socio-Economic Background of the Identified Areas

(continued)

Integrated Development Planning: uMhlathuze Local Municipality⁴

The City of uMhlathuze is situated on the north-east coast of the province of KwaZulu-Natal, about 180 kilometres north-east of Durban. The uMhlathuze land area covers 123 359ha and incorporates Richards Bay, Empangeni, eSikhaleni, Ngwelezane, Enseleni, Felixton, Vulindlela, Bhucanana and Heatonville as well as the rural areas under Traditional Councils namely, Dube, Mkhwanazi, Khoza (Bhejane), Zungu (Madlebe), Somopho (Mthembu), Obuka (Biyela) and Obizo (Cebekhulu)⁵.

Richards Bay and Empangeni are the main urban centres while the rest of the communities are either per-urban or rural.

uMhlathuze Municipality has the most developed economy compared to all other municipalities in the District with the third largest local economy in the KwaZulu-Natal Province. Although it has the smallest surface area, it has the largest population of the municipalities in the District. It has the characteristics of a highly industrialized urban complex with its most important industries located in Richards Bay.

The table below presents the goals and objectives of the uMhlathuze Local Municipality.

uMhlathuze Local Municipality Goals and Strategies

KPA	Goal	Strategy
Good Governance and Public Participation	<ul style="list-style-type: none"> Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance. 	<ul style="list-style-type: none"> To ensure effective and efficient administration complying with its Legal Mandates. To maintain an organizational performance management system as a tool to monitor progress of service delivery. Ensure Institutionalisation of Batho Pele Culture. To promote a municipal governance system that enhances and embraces the system of participatory Governance. To promote Access to Information and Accountability. To bring the organisation to an enabled risk maturity level. Ensure reliability and maintain independence of internal audit activity.
Basic Services and Infrastructure Provision	<ul style="list-style-type: none"> Integrated infrastructure and efficient services. 	<ul style="list-style-type: none"> To expand and maintain infrastructure in order to improve access to basic services and promote local economic development. To promote the achievement of a non-racial, integrated society, through the development of sustainable human settlements and quality housing. To ensure effective Fleet Management.
Local Economic Development	<ul style="list-style-type: none"> Viable Economic Growth and Development. Public Safety and Security. Safe and Healthy Living Environment. Social Cohesion. 	<ul style="list-style-type: none"> To Develop and promote the agricultural potential of uMhlathuze Municipality. Enhanced sectoral development through trade investment and business retention. To create enabling environment for the informal economy Clear City identity. To Improve the efficiency, innovation and variety of government-led jobs. Promote SMME and Entrepreneurial development. Provision of efficient and effective security services. To ensure Provision of fire and rescue services. Efficient and effective waste management service. To ensure air quality management. To promote social cohesion.

⁴ uMhlathuze Local Municipality Final IDP Review 2018/2019, "1st IDP Review of the Fourth Generation".

⁵ Page 14.

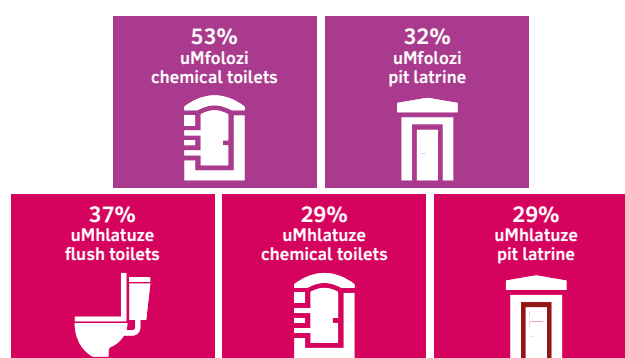
Socio-Economic Background of the Identified Areas (continued)

KPA	Goal	Strategy
Municipal Institutional Development and Transformation	<ul style="list-style-type: none"> A Municipality that is Resourced and Committed to attaining the vision and mission of the organisation. 	<ul style="list-style-type: none"> To create an appropriate organisational climate that will attract and ensure retention of staff.
Municipal Financial Viability and Management	<ul style="list-style-type: none"> Sound Financial and Supply Chain Management. 	<ul style="list-style-type: none"> Compliance with financial legislation and policies. Sustainable Financial and supply chain Management.
Cross Cutting	<ul style="list-style-type: none"> Integrated Urban and Rural Development. 	<ul style="list-style-type: none"> To plan and manage existing and future development.

Socio-Economic Profile of Surrounding Region

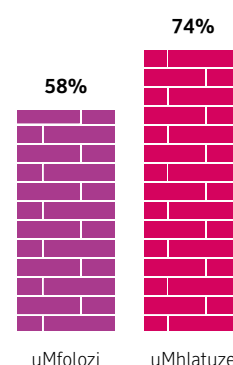
Living conditions: Sanitation

– as at 30 April 2021



Living conditions: People live in formal brick houses

– as at 30 April 2021



The Socio-Economic Analysis is based on a desktop study of existing socio-economic information and development strategies contained in the provincial, district and local databases (Statistics South Africa: Census 2011 and Community Survey 2016). This SLP, particularly LED, has been aligned to the district and local municipalities' IDPs to ensure effective integration in the identification, planning and implementation of projects with economic impact and sustainability.

Population

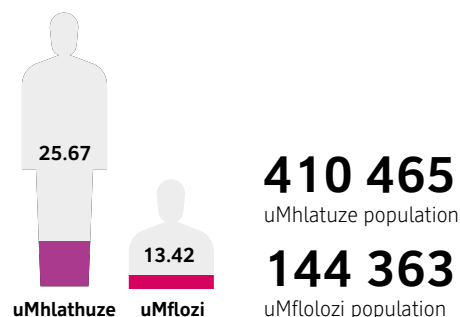
KZN has a population of approximately 11 065 240 people of which 52% are female and 87% Black African.

The households are representative of a fairly urbanised environment with most households (more than 60%) reporting between 1-6 members per household.

Living conditions: Majority of the people in the uMfolozi (58%) and uMhlatuze (74%) live in formal brick houses.

Sanitation in uMfolozi is not well developed, with the majority of people using either a chemical toilet (53%) or a pit latrine (32%). uMhlatuze is better developed, with more access to flush toilets (37%), chemical toilets (29%) and pit latrine (29%).

% People employed by community



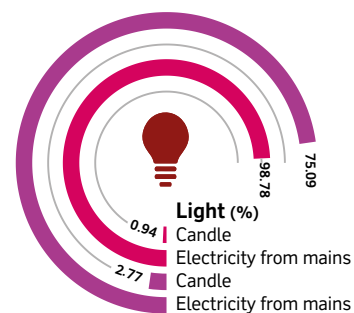
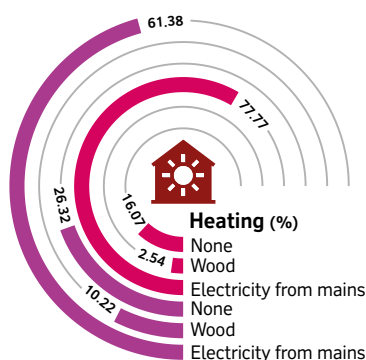
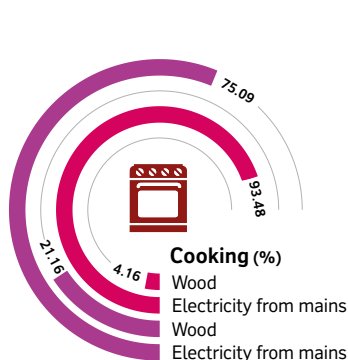


Socio-Economic Background of the Identified Areas (continued)

	uMfolozi Local Municipality %	uMhlathuze Local Municipality %
Access to potable water		
Piped (tap) water inside the dwelling/house	7.12	35.76
Piped (tap) water inside yard	43.21	51.70
Piped water on community stand	11.01	3.70
Water carrier/tanker	19.53	5.38
Refuse removal		
Removed by local authority/private company/community members at least once a week	7.68	34.77
Communal container/central collection point	0.29	7.32
Own refuse dump	88.39	49.92

	uMfolozi Local Municipality %	uMhlathuze Local Municipality %
Educational Profiles		
Some primary	28.23	20.76
Some secondary	26.79	23.74
Grade 12/Std 10	17.04	23.82
Higher	1.57	8.60
Individual Monthly Income		
No income	42.47	40.91
R1 – R400	28.70	16.35
R401 – R800	3.00	3.08
R801 – R1 600	11.09	8.40
R1 601 – R3 200	3.83	5.08
R3 201 – R6 400	1.78	4.17
R6 401 – R12 800	1.19	4.59
R12 801 – R25 600	0.64	3.70
Sectoral Contribution to the GDP within the Surrounding Region in 2011		
In the formal sector	9.92	20.34
In the informal sector	2.46	3.22
Private household	0.90	1.99

Energy source by Household



uMfolozi uMhlathuze

uMfolozi uMhlathuze

uMfolozi uMhlathuze

Our Approach to Community Development

Through our engagement with multiple stakeholders and focus on socio economic inclusion, our goal with community development is to improve livelihoods through the creation of basic infrastructure and income earning opportunities.

RBM support inclusive economic growth by encouraging collaboration between local communities, government and the private sector. The Mine participates in local economic development through the established IDP frameworks and local Traditional Council Structures.

RBM has held discussions and workshops with the District Municipality and the two local municipalities including all four host communities. The Tribal Councils were engaged directly as part of making the process as inclusive as possible. The municipalities formed part of the engagements with the TCs; with further consultation involving participation with only the municipalities took place to ensure the projects are aligned to the IDP's and the regional spatial development plans.

In preparing for the design of the 5-year SLP Community Programme, RBM reviewed the past successes and failures, and have applied the following principles to their programme design to ensure maximum impact and chance of success and sustainability.

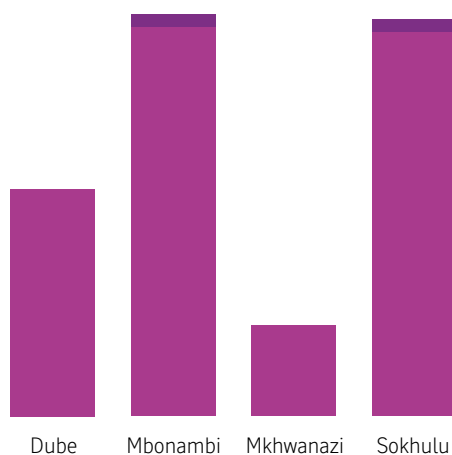
- Implement a collaborative model through which RBM can leverage additional funding opportunities to develop projects that are commercially viable and sustainable long term.
- Enhanced communication between communities, funders and municipalities to align expectations and effort and maximise impact.
- Continue to invest in key income generation projects which kicked off in SLP 2. The additional investments are made to assist the projects, such as the Essential Oil project, to become commercially viable and increase the impact on the region.
- Improving governance and controls of all finances and commitments.

List of our stakeholders that were engaged during the identification of the community development projects:

- Traditional Councils of Dube, Mbonambi, Sokhulu and Mkhwanazi and their duly elected representatives and delegations.
- Department of Mineral Resources Development and Energy.
- uMfolozi Local municipality.
- uMhlatuze Local Municipality.
- King Cetshwayo District Municipality.
- Department of Health.
- Department of Basic Education.
- Department of Social Development.
- Unions and labour representation at RBM.
- Future Forum at RBM.

Community Development (Rand)

50 000 000 88 502 700 20 000 000 90 405 600



Investment in Community Projects

R249 Million

R6 Million

Income generating Investment

R243 Million

Infrastructure Investment



Summary of Planned Community Projects for the period 2020-2024

Project Name	Community	Category	2020	2021	2022	2023	2024	Total
Sokhulu Sports Complex	Sokhulu	Infrastructure	–	1 000 000	7 500 000	10 000 000	8 167 800	26 667 800
Renovations of Sokhulu Sports field	Sokhulu	Infrastructure	–	200 000	800 000	1 000 000	–	2 000 000
Renovations of Langelibomvu Secondary School	Sokhulu	Infrastructure	–	–	6 000 000	7 000 000	4 000 000	17 000 000
Sokhulu Youth Development Centre	Sokhulu	Infrastructure	–	–	4 500 000	5 500 000	2 500 000	12 500 000
Upgrading of Emalaleni Road D1576 in Sokhulu	Sokhulu	Infrastructure	–	–	10 000 000	11 000 000	5 237 800	26 237 800
Timber Processing	Sokhulu	Income Generating	–	500 000	2 500 000	–	–	3 000 000
Business Centre: SMME Building	Sokhulu	Infrastructure	–	500 000	2 500 000	–	–	3 000 000
Dube Multi-purpose centre	Dube	Infrastructure	–	2 000 000	16 000 000	15 000 000	17 000 000	50 000 000
Mkhwanazi Community Development Centre	Mkhwanazi	Infrastructure	–	500 000	6 000 000	8 200 000	5 300 000	20 000 000
Upgrade of Madunga Road (L1699)	Mbonambi	Infrastructure	–	1 000 000	10 000 000	9 000 000	11 000 000	31 000 000
Upgrade of Traditional Council Road	Mbonambi	Infrastructure	–	–	5 000 000	15 000 000	15 000 000	35 000 000
Furniture and Upholstery	Mbonambi	Income Generating	–	35 000	1 965 000	–	–	2 000 000
Upgrade of Schools security (fencing)	Mbonambi	Income Generating	–	500 000	500 000	–	–	1 000 000
Installation of elevated Reservoir	Mbonambi	Infrastructure	10 000 000	1 502 700	–	–	–	11 502 700
uMfolozi Drivers Testing centre access road	Mbonambi town	Infrastructure	–	500 000	4 500 000	3 000 000	–	8 000 000
Total			10 000 000	8 237 700	77 765 000	90 750 700	68 205 600	249 018 307

Housing and Living Conditions for our employees

Richards Bay Minerals has never provided housing to our employees, instead employees receive an accommodation or housing allowance with their pay every month. We conducted a survey with our employees in 2015 and one of the outcomes of the survey was that all employees within the bargaining unit will receive a housing allowance of equal value.



It was difficult for our employees to access housing funds through traditional banks, so they requested our assistance in providing alternative housing funding. IEMAS was suggested as a service provider and an agreement was signed between IEMAS and RBM to assist our employees with access to housing loans.



Access to Primary Health Care Services

Our employees have access to primary health care on-site. We have an on-site doctor and a pharmacy, where our employees can collect their chronic medication and prescription medication without leaving site. The doctor provides primary health care in the morning and the pharmacy is open from 07h00 to 10h00 daily. The nursing staff also provides primary health in the absence of the doctor.

Employees with chronic illnesses can go to the clinic to ensure that they follow their programmes as prescribed by their medical aid and the doctor. All our employees can go for their annual wellness testing at the clinic. We conduct wellness events every year to promote healthy living and well-being of our employees. We communicate a Health Share every week to all our employees to promote overall well being.

We partnered with Life Assist for 24-hour access to support.

Access to Mental Health and Wellbeing

Our employee's wellbeing is important to us and we partnered with Life Assist for 24-hour access to support; a leading South African Employee Assistance Provider to ensure that employees and their families have access to established support networks of qualified and professional individuals in 11 official languages. Life Assist provides a holistic programme aimed at improving the quality of life for employees and their families and allows access to professional assistance to help address those often difficult and complex life issues. The services are available to employees and their relatives living in their household.

The services include:

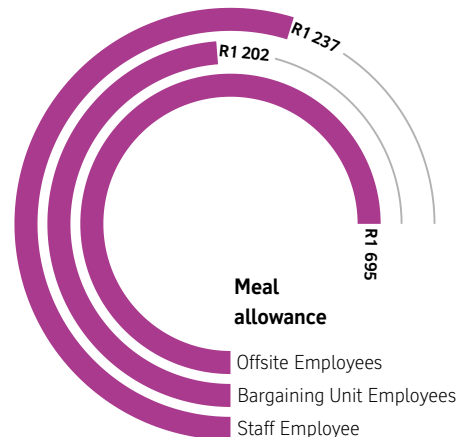
- 24-hour access to telephonic counselling;
- face to face counselling sessions per presenting concern;
- Trauma counselling;
- Telephonic legal advice; and
- Health information.



Suitable balanced nutrition and potable water

We have a canteen on-site that provides meals to employees which caters for light meals, vegetarian, western and traditional meals. All RBM employees receive meal allowances which they use to purchase a variety of meals at the canteen.

Clean water stations are also available for each plant for employees to use and where there is no clean water, bottled water is provided to employees.



Clean safe and healthy environment

Across the business, RBM have cleaning staff that cleans all areas on the daily basis to ensure that good hygiene is maintained all the time. Employees are also expected to keep their respective working areas clean.

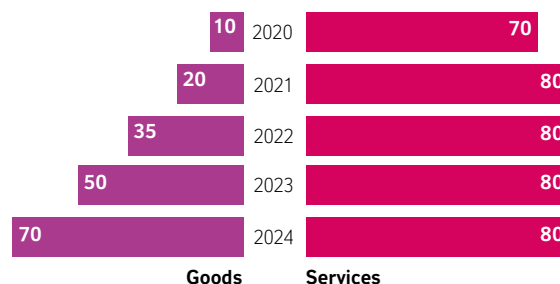
Procurement Progression Plan

RBM is in support of the inclusive procurement targets in the Mining Charter; but we can only implement all the actions required if the following concerns and provisions have been met:

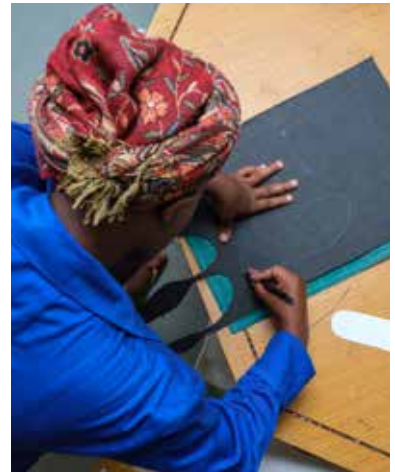
- That South African Bureau of Standards is able to verify RBM local content on all SA manufactured items by end of 2021.

- Support from government and industry to establish a competitive local manufacturing industry in areas where it currently does not exist.
- The permissible use of affidavits since no new generation BEE certificates are available.
- That the stability of SA manufacturers supplying RBM remains.

% Targets for Inclusive Procurement at Richards Bay Minerals
for the period 2020-2024



Selection of our Successful SLP Projects (2015-2019)



Downscaling and Retrenchment Management Programme

Introduction

This section deals with the management of downsizing and retrenchments. It is the mine's intention to abide by the guidelines as set out in the Labour Relations Act and Section 52 of the MPRDA.

The applicable authorities and employees will be notified of any planned retrenchments in accordance with legislative requirements. Negotiations with regards to retrenchment packages will be carried out in line with applicable legislation and company's Human Resource's policies for retrenchment. In addition, provisions for downscaling and retrenchment will be finalised in the Future Forum when the need arises. RBM also has a comprehensive closure plan which stipulates the process to be followed during closure and the detailed estimated cost for the process is provided.

Establishment of a Future Forum

Richards Bay Minerals has constituted their Future Forum, which meets four times a year, members of the Future Forum are comprised of the representatives as outlined below:

1. Chairperson (appointed by the General Manager);
1. Representatives (appointed by the General Manager of Mine representing the Mine); and
2. Representatives (appointed by recognised unions).

The Future Forum is a site-specific labour management body that focuses on the implementation and monitoring of the SLP. The purpose is to provide a formal platform where all affected parties can consult and discuss challenges and possible solutions to problems facing the Mine that may have the potential of leading to possible retrenchments in the future.

Various transformation governing forums and committees exist at RBM where management, employees and the unions discuss different aspects of RBM's operation. These forums meet on a quarterly basis. Below is a summary of all the forums:

- Employee representative bodies – consist of two unions representing employees from different job categories (NUM and UASA). The forum deals with issues of basic conditions of employment and other issues of mutual interests that affect employee relations and is regulated by the recognition agreements.
- Skills Development Committee – deals with issues pertaining training and development of employees.
- Employment Equity Committee – addresses employment equity issues
- Health and Safety forum – addresses issues related to safety
- Local Economic Development Forum – monitors the implementation of LED projects
- Preferential Procurement – monitors business performance on procurement opportunities and encourages the participation of HDSA owned enterprises.
- Women in Mining Forum – addresses issues relating to women in the workplace.

These forums are highly effective in promoting transparent and open discussion between management, employees and the unions on all aspects of the RBM operation. RBM plans to enhance these forums by further expanding their role to include consultation and awareness of the SLP programmes, including issues relating to productivity and the sustainability of RBM, as well as issues that may lead to downscaling and retrenchment.

Mechanism to Save Jobs and Avoid a Decline in Employment

Toward the end of mine life, RBM will need to undergo measures of downscaling or retrenchment. RBM will therefore develop and implement turnaround strategies and mechanisms to save jobs, prevent unemployment and avoid downscaling. This will be done through:

- Seeking to prevent retrenchments from taking place, where possible;
- Utilising the Future Forum to identify strategies to prolong the life of mine or avoid retrenchments and downscaling;
- Consulting with the DoL, the DMRE, and surrounding mining companies to assess any potential opportunities to mitigate the effects of retrenchment or closure;
- Consultations – the consultation process in terms of Section 52 (1) of the Act;
- Implementing Section 189 of the Labour Relations Act, 1995 – the process to implement Section 189 of the Labour Relations Act, 1995;

- Notification to the Minerals and Mining Development Board – the notification process to the Board in terms of Section 52 (1)(a) of the Act; and
- Complying with ministerial directive – compliance with the Minister's directive and confirming how corrective measures will be taken.

The consultation process regarding saving jobs, avoiding job losses and a decline in employment will be managed by RBM in accordance with the provisions of Sections 189 and 189A of the Labour Relations Act as amended. In this regard the following will apply:

1. The Labour Relations Act prescribes a 60-day consultation process;
2. Regarding the Section 189 and 189 (A) requirements, RBM needs to enter into an agreement with unions representing the workforce that specifically addresses the following:
3. Prevention of forced retrenchments;
4. Voluntary separations (early retirement and voluntary retrenchment packages).

Redeployment of employees

Company assistance to alleviate the negative effects of retrenchment includes:

- Pursuing alternative employment opportunities,
- Financial advice,
- Counselling services;
- Provision of entrepreneurial skills;
- Training opportunities including re-skilling;
- Assistance with continuing medical care; and
- Recall of retrenched employees, if required by RBM.

The government authorities will be given notice of the time-frame for the closure process in accordance with Section 52 (1)(a) of the Act, as well as the on-going consultation and Social Plan through the FF structure. Regular progress reports will subsequently be distributed to the necessary departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government. Compliance to the Board's directive will be adhered to in order to meet the corrective measures stipulated by the Board.



Mechanisms to Provide Alternative Solutions and Procedures for Creating Job Security where Job Losses cannot be Avoided

When RBM nears the end of mining life or the current economic conditions force early mine closure, an appropriate retrenchment proposal will be formulated in consultation with the relevant parties and finalised 60 days before this eventuality.

This phase will be implemented in partnership with the DoL and CCMA and the representative unions. Here, affected employees will be helped to maximise their chances of re-employment. During this phase, RBM will regularly communicate with the FF to direct the retrenchment process and identify a Job Advice Centre, which will provide counselling and support to employees in locating alternative employment, e.g. through the formulating of employee CVs, interaction mechanisms with potential employers, interview strategies, etc.

Names of employees whose positions become redundant (the “affected employees”) will, as from the date of redundancy, be placed on the Human Resources database for twelve (12) months. The main purpose for the creation of the database of affected employees is to ensure that when opportunities arise, people on the list will be considered for permanent positions before the employment of external candidates. Additional measures that RBM may take include, amongst others:

- (a) Assistance, prior to retrenchment date, with retraining, portable skills training and other courses to enhance further employment practices;
- (b) Assistance in accessing available and suitable jobs with other local mines or companies, such as the neighbouring mines;

- (c) Informing neighbouring mines of the retrenchment process and ascertaining any job vacancies in existence;
- (d) Assistance with accessing outplacement and/or career transition counselling from relevant consultancies or job advice centres in the community;
- (e) Assistance with completing job application and other relevant forms;
- (f) Financial planning advice, as well as advice and support, in accessing pension/provident fund pay-outs and UIF claims, or other state assistance;
- (g) Personal counselling for individuals and groups to be able to deal with the trauma associated with retrenchment. This will be extended to both retrenched employees and those left behind; and
- (h) Consultation with the unions to propose suitable portable skills for the employees to enhance their opportunities in the labour market.

Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions and Economies where Retrenchment or Closure of RBM is Certain

A Social Closure Plan will be formulated 5 years before planned closure, and will consist of the following:

- Undertaking a Socio-economic Baseline Survey to determine the social dynamics between RBM and the affected regions, the workforce and the affected local municipalities;
- Predicting the likely socio-economic impact on employee households, communities and the region;

- Identifying critical issues affecting the on-going sustainability of employees and communities during closure, by means of a detailed consultation process;
- Identification of alternative livelihood and socio-economic development opportunities and projects, which may become sustainable over the long term;
- Mitigating and managing the adverse impacts of closure;
- Providing alternative livelihood options; and
- RBM will make every effort to ameliorate the social and economic impact on its employees where retrenchment and closure of RBM are certain.

The primary mechanism that will be employed to promote opportunities for alternative livelihoods and employment in other sectors of the economy will be to implement RBM’s HRD Programme on a consistent basis throughout the life of the operation. Through the implementation of our Skills Development Plan and the creation of local economic development opportunities for employees and their households in our local communities, the negative socio-economic impacts of downscaling, closure and retrenchment should be minimised. This will enable employees to access alternative livelihood opportunities in other sectors of the economy.

Social and Labour Plan (SLP) Communication Plan

Focus						
Areas	Deliverables	Action	Timeframe			
1.	SLP PUBLICATION (Methods and Avenues that will be used in Publishing approved SLP III)	1.1	Approved SLP III will be published in English and dominant language, commonly used within the Mine Community	1.1.1	Full SLP III publication in English and Zulu	30 Days after approval of SLP 3
		1.2	SLP III Slide Pack/Fact Sheets	1.2.2	Design Project Summary Deck (Slide pack/fact sheet)	May 2021
		1.3	Publish SLP III on Company Website/s	1.3.1	RBM Internal announcement/ comms campaign	June 2021
		1.4	Publish SLP III in Local Newspaper/s	1.4.1	SLP III Outline press release	July 2021
		1.5	Hard copies of approved SLP III placed at:	1.5.1	Local Libraries	August 2021
				1.5.2	Municipal Offices	August 2021
				1.5.3	Traditional Authority Offices	August 2021
				1.5.4	Company/Mine Offices	August 2021
		1.6	Announcements, where feasible: -	1.6.1	SLP III Outline media interview(s)	August 2021
2.	PROJECTS COMMUNICATION (Each Individual Project)	2.1	Milestone event/announcement/ internal announcement	2.1.1	Portfolio of Evidence will be compiled to announce milestone events	Twice a Year
		2.2	Ongoing photography/data gathering to document progress	2.2.1	Portfolio of Evidence will be compiled for each project, including photo's, data gathering and documented progress	Twice a Year
3.	QUARTERLY SLP PROGRESS UPDATE	3.1	Newsletter	3.1.1	Quarterly SLP III status update in Local Newspaper/s	Quarterly
4.	ANNUAL SLP PROGRESS UPDATE	4.1	Press release	4.1.1	Annual SLP III status update in Local Newspaper/s	Once a Year
		4.2	Media interactions	4.2.1	SLP III Outline of media interactions	Once a Year
		4.3	Media tour of projects	4.3.1	SLP III Media tour of projects	Once a year

Financial Spend

The following tables present a summary of the budget by RBM on SLP programmes for the SLP period 2020-2024.

Summary of Financial Provision for Key Elements of Richards Bay Minerals SLP (2020-2024)

SLP Programme	2020	2021	2022	2023	2024	Total
Human Resource Development Programmes	9 203 798	17 260 458	20 166 085	19 634 271	24 371 549	90 636 163
Local Economic Development and Infrastructure Programmes	10 000 000	67 282 087	62 736 086	61 181 443	47 818 692	249 018 308
Total	19 203 798	84 542 545	82 902 171	80 815 714	72 190 241	339 654 471

Financial Provision on Human Resource Development Programmes (Regulation 46 (E)(1))

RBM is funding its HRD programme by means of the procedures put in place through the Skills Development Act and the payment of skills levies as well as the budgetary commitments made for through the operating costs associated with the mine and implementation of the overall business plan.

⁶ Budgets indicated above for the SLP related training interventions does not include all the training interventions reportable under MCSC 2018. The total training budget for the MCSC training plan has been calculated using the 5% of the annual projected payroll and will be reported against in the MCSC report due March of each year.

Financial Provision on Human Resource Development Programmes (Regulation 46 (E)(1)) (continued)

Summary Breakdown of Human Resources Development Budget (2020-2024) ⁶:

Human Resources Development	2020	2021	2022	2023	2024	Total Budget
AET	780 000	840 000	892 000	–	–	2 512 000
Employee Portable Skills	412 000	865 200	908 464	1 192 360	1 251 980	4 630 004
Learnerships 18.1	557 012	1 758 285	1 541 573	975 369	344 491	5 176 731
Learnerships 18.2	1 807 059	4 565 093	6 861 756	7 153 051	7 362 554	27 749 514
Core Business Skills	501 000	541 080	584 366	631 115	681 604	2 939 165
Bursaries External	514 959	1 522 623	2 940 000	4 321 800	8 034 183	17 333 565
Bursaries Internal	746 553	670 613	681 686	720 853	1 524 887	4 344 592
Internships	3 405 691	5 800 000	5 292 000	4 639 722	5 171 848	24 309 262
Sub-Total	8 724 274	16 562 894	19 701 846	19 634 271	24 371 549	88 994 836
Core Contractor Budget						
Core Business Skills Training	479 524	697 564	464 239	–	–	1 641 327
Total Budget on HRD Programmes	9 203 798	17 260 458	20 166 085	19 634 271	24 371 549	90 636 163

Financial Provision on Local Economic Development Programmes (Regulation 46 (E)(2))

Section 3 details the Mine's plans to undertake Local Economic Development in line with the local and district municipalities Integrated Development Strategies. The following table presents a summary of the budget for Local Economic Development.

Summary of Financial Provision on Local Economic Development Programmes for the period 2020-2024

Local Economic Development Programmes	2020	2021	2022	2023	2024	Total (2020-2024)
Local Economic Development Programmes	10 000 000	8 237 700	77 765 000	90 750 700	68 205 600	249 018 307
Total	10 000 000	7 237 700	67 765 000	75 700 000	57 205 600	249 018 307

Financial Provision for the Management of Downscaling and Retrenchment (Regulation 46 (e)(iii))

The on-going investment in Human Resource Development Programmes and facilitation of training during the life of RBM is intended to support the acquisition of skills that will ensure employability of the workforce beyond the life of the mine.

Summary of Financial Provision on Downscaling and Retrenchment Programmes for the period 2020-2024

Local Economic Development Programmes	2020	2021	2022	2023	2024	Total (2020-2024)
Management of downscaling and retrenchment	5 535 000	5 535 000	5 535 000	5 535 000	5 535 000	27 675 000
Total	5 535 000	5 535 000	5 535 000	5 535 000	5 535 000	27 675 000

Abbreviations

Abbreviation	Meaning
AET	Adult Education Training
B-BBEE	Broad Based Black Economic Development
DMR	Department of Mineral Resources
ED	Enterprise Development
HDSA	Historically Disadvantaged South African
HRD	Human Resources Development
IDP	Integrated Development Plans
DOL	Department of Labour
KCDM	King Cetshwayo District Municipality
KZN	Kwa-Zulu Natal
LED	Local Economic Development
MLM	uMfolozi Local Municipality
MPRDA	Mineral and Petroleum Resource Development Act
MQA	Mining Qualifications Authority
NDP	National Development Plans
NUM	National Union of Mine Workers
NQF	National Qualifications Framework
RBM	Richards Bay Minerals
SDGS	Sustainable Development Goals
SLP	Social and Labour Plan
UASA	United Association of South Africa
uMLM	uMhlathuze Local Municipality
WSP	Workplace Skills Plan





Notes

Name of company	Rio Tinto International Holdings T/A Richards Bay Minerals (RBM)
Name of mine	Richards Bay Mining Proprietary Limited
Physical address	Administration Block The Farm, RBM No. 16317 KwaZulu-Natal
Postal address	Richards Bay Minerals P.O. Box 401 Richards Bay, 3900
Telephone number	(035) 901-3111/4187
Fax number	(035) 901-3480/4170
Website	www.riotinto.com/en/operations/south-africa/richards-bay-minerals