

RioTinto



**Richards Bay
Minerals**

Richards Bay Minerals

SOCIAL AND LABOUR PLAN (2025 – 2029)

**Mining Right Numbers:
KZN 30/5/1/2/2/255 MR
KZN 30/5/1/2/2/256 MR**

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ABBREVIATIONS

Abbreviation	Meaning
AET	Adult Education Training
ATR	Annual Training Report
B-BBEE	Broad Based Black Economic Development
DMRE	Department of Mineral Resources
DMRE	Department of Mineral Resources and Energy
DOL	Department of Labour
ED	Enterprise Development
EE	Employment Equity
HDP	Historically Disadvantaged Persons
HRD	Human Resources Development
IDP	Integrated Development Plans
KCDM	King Cetshwayo District Municipality
KZN	Kwa Zulu Natal
LED	Local Economic Development
MCIII	Mining Charter 2018
MLM	uMfolozi Local Municipality
MPRDA	Mineral and Petroleum Resource Development Act (no. 28, 2002) as amended
MQA	Mining Qualifications Authority
MWP	Mine Works Programme
NDP	National Development Plans
NQF	National Qualifications Framework
NUM	National Union of Mine Workers
QCTO	Quality Council for Trades and Occupations
RBM	Richards Bay Minerals
SDGS	Sustainable Development Goals
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMME's	Small, Medium and Micro Enterprises
UASA	United Association of South Africa
uMLM	uMhlathuze Local Municipality
WSP	Workplace Skills Plan

1 SECTION 1: INTRODUCTION AND PREAMBLE

1.1 Preamble (Regulation 46 (a))

This Social and Labour Plan (SLP) for Richards Bay Minerals (RBM); Mining Right Reference Numbers KZN 30/5/1/2/2/255 MR and KZN 30/5/1/2/2/256 MR, is a submission in terms of the requirements of Regulation 10(1) (g) and Regulation 42(1)(a) of the Mineral and Petroleum Resources Development Act (MRPDA) Regulations. The objectives of the SLP as contemplated in Regulation 41 are to:

- Promote employment and advance the social and economic welfare of all South Africans
- Contribute to the transformation of the mining industry; and
- Ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they operate.

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 Figure 1.

RBM is the trading name for two registered companies:

- **Richards Bay Mining (Pty) Ltd** which undertakes the dune mining and minerals separation operations; and
- **Richards Bay Titanium (Pty) Ltd** which is responsible for the smelting and beneficiation process

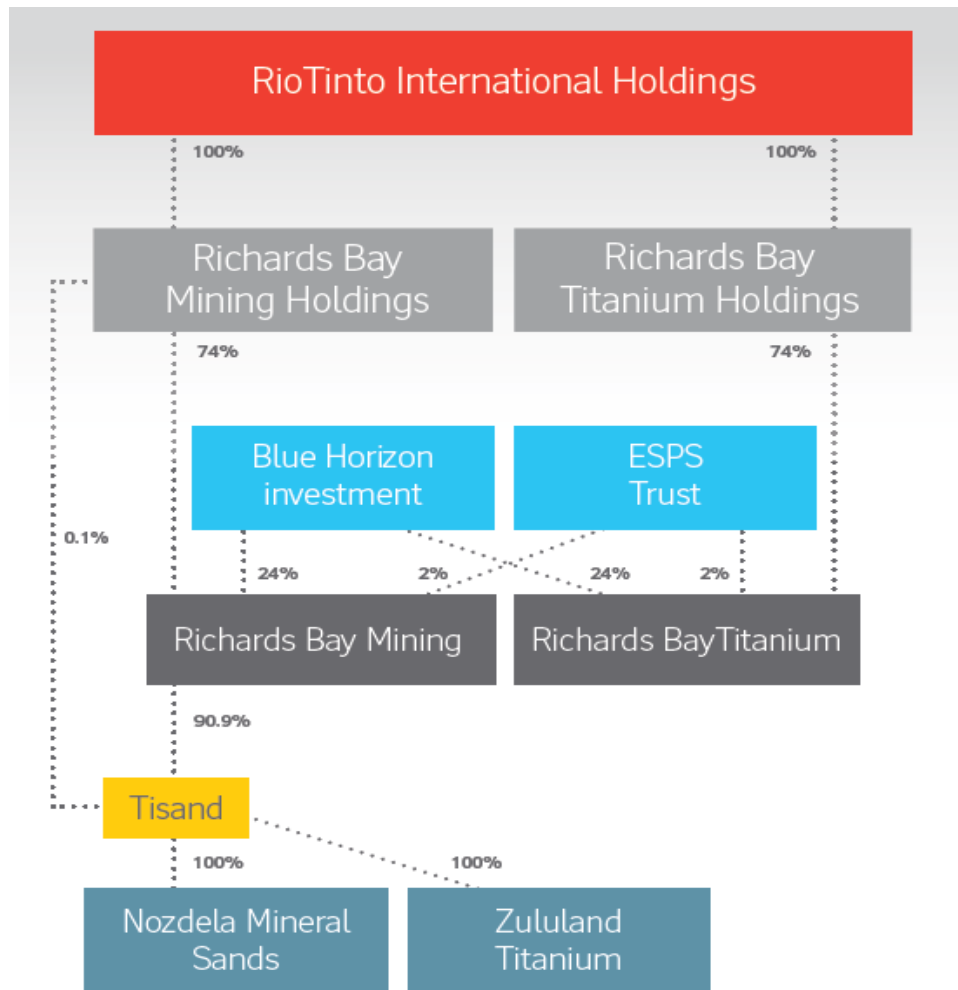


Figure 1: Rio Tinto International Holdings and RBM Shareholding

Rio Tinto, which is RBM's managing company, owns 74% of RBM's shares. Blue Horizon, a BBBEE consortium consisting of lead investors and the four host communities, holds 24% equity. The remaining 2% is held in a trust for employees.

RBM headquarters are in Richards Bay, where all mining and beneficiation takes place. RBM is the largest mineral sands producer and beneficiation company in South Africa. With Rio Tinto's proprietary smelting technology and international marketing links through Rio Tinto Iron and Titanium, RBM is highly competitive in world markets.

1.1.1 Company Details

Table 1: Richards Bay Minerals as at 31 July 2024

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
Location of mine	KwaZulu Natal; King Cetshwayo District Municipality; uMfolozi and uMhlathuze Municipalities
Commodity	Mineral sands
Life of mine	16 years (2040)
Financial year	1 January – 31 December
Contact Person	Mr Werner Duvenhage Email: Werner.duvenhage@riotinto.com

1.1.2 Locality

The mining operations are situated on the coastal dunes on the east coast of South Africa (refer to Figure 2), 20 km north of the city of uMhlathuze and approximately 200 km northeast of Durban. The lease area falls within both the uMhlathuze and UMfolozi local municipalities, which is part of King Cetshwayo District Municipality (KCDM) in the North-Eastern region of the province of KwaZulu-Natal, South Africa. The district comprises six local municipalities, namely uMhlathuze, uMfolozi, Mthonjaneni, Nkandla, Ntambanana and Umlalazi.

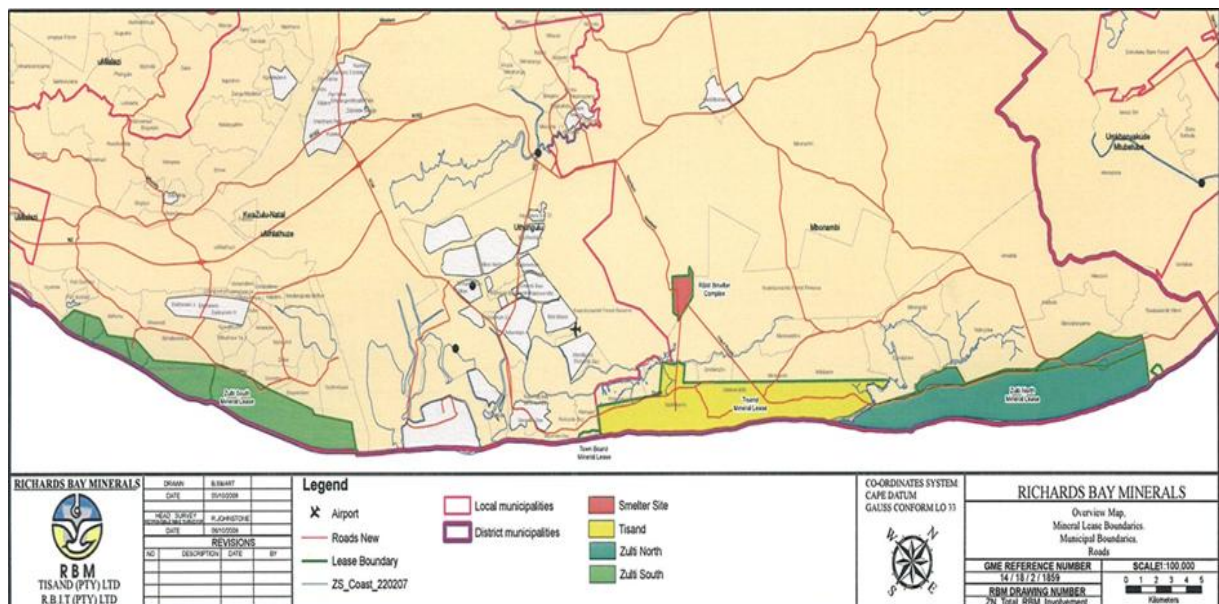


Figure 2: Regional setting of RBM

1.1.3 Mining Methodology

The operation began in 1976 in the KwaMbonambi area (Tisand mineral lease) and new order mining rights 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) by 2024. It is anticipated that mining reserves in the Zulti North mineral lease will last until 2034, with mining continuing in the Zulti South mineral lease beyond 2037.

At the Zulti North minerals area, mining operations use a combination of floating suction dredgers and land-based dry mining units. For dry mining, sand ore is excavated from the mining face using front-end loaders and loaded into a feed hopper, from where it is pumped to a floating concentrator. In dredge mining, a suction dredger extracts sand ore underwater, assisted by a cutter that agitates the sand, and a powerful pump then transports it to the floating concentrator. The concentrator separates most of the gangue minerals from the ore, and the waste material is stacked in mined-out areas to restore the sand dunes. Before mining, vegetation is removed, and once the sand is processed, it is returned to these areas for rehabilitation according to the environmental rehabilitation plan.

The separation of gangue minerals from valuable minerals is based on the different densities within the sand ore. The concentrator produces a heavy mineral concentrate (HMC), which is stored in stockpiles and then transported by truck to the Mineral Separation Plant, located approximately 35 km from the mining site, for further processing.

At Zulti South, full production is expected by the end of 2026. The orebody will be mined using dry mining methods. Sand ore will be excavated using front-end loaders and transported to an ore preparation unit, where it will be screened for oversized material and pumped to the concentrator. The ore preparation unit will be periodically relocated (approximately every 10 days) to keep haul distances short for the front-end loaders.

1.1.4 Labour Plan

As per the requirement of Section 101 of the MPRDA, RBM will continue to ensure compliance the MPRDA including reporting progress compliance against the commitments of the SLP on an Annual basis to the DMRE. Table 2 shows an outline of the current key employees at Richards Bay Minerals with their respective services provided.

Richards Bay Minerals has a total number of one thousand seven hundred and seventy-six (1776) employees including non-permanent staff.

Table 2: RBM Employees as at 31 July 2024

Occupational Level	African	Coloured	Indian	White	Foreign	Total	Female
Top management (F)	8	0	1	0	0	9	5
Senior management (E)	35	0	12	9	0	56	19
Professionally qualified and experienced specialists and middle management (D)	108	22	102	72	1	305	65
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (C)	553	8	9	5	1	576	190
Semi-skilled and discretionary decisions making (B)	740	2	26	22	0	790	132
Unskilled and defined decision making (A)	0	0	0	0	0	0	0
Total Permanent	1444	32	150	108	2	1736	411
Total Non-Permanent	37	1	2			40	20
Total:	1481	33	152	108	2	1776	431

Table 3 and Table 4 below present the planned workforce at RBM and Core Contractors for the next five (5) years. The majority of the RBM's permanent workforce constitutes of Paterson C and B band employees.

Table 3: Summary of Workforce Structure 2025 - 2029

	Shareholder/ Contractor	Responsibilities/ Service	Number of Employees (Baseline)	Number of employees (2025 – 2029)
1	Richards Bay Minerals	Mine Management and General Operations	1776	1830
Total:			1776	1830

Table 4: Planned Workforce – RBM (Own Employees) 2025 – 2029

Occupational Level	Baseline as at 31 July 2029	2025	2026	2027	2028	2029
Top management (F)	9	9	9	9	9	9
Senior management (E)	56	56	57	57	57	57
Professionally qualified and experienced specialists and middle management (D)	305	305	305	305	305	305
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (C)	576	576	576	576	576	576
Semi-skilled and discretionary decisions making (B)	790	790	790	790	790	790
Unskilled and defined decision making (A)	0	0	0	0	0	0
Total Permanent	1736	1736	1836	1836	1836	1836
Total Non-Permanent	40	40	35	35	35	35
Total:	1776	1776	1871	1871	1871	1871

1.1.5 Labour Sending Area and Local Recruitment

The majority (89.76%) of RBM's permanent employees currently live in the uMhlathuze and uMfolozi Local Municipalities.

Table 5 below presents a summary of Labour Sending Area for Mine employees and core contractors.

Table 5: Labour Sending Areas – RBM (Own Employees) as at 31 July 2024

Labour Sending Area	Number	Percentage of Total
Dube	101	5.68%
Mbonambi	507	28.53%
Mkhwanazi	88	4.95%
Sokhulu	118	6.64%
Local (uMfolozi & uMhlathuze LM) – excluding the communities above	780	43.95%
In Province (KZN) –Municipalities other than uMfolozi & uMhlathuze	84	4.73%
Gauteng	57	3.21%
Eastern Cape	3	0.17%
Western Cape	2	0.11%
Mpumalanga	12	0.68%
Limpopo	14	0.79%
Northwest	7	0.39%
Northern Cape	0	0.00%
Free State	1	0.06%
Foreign	2	0.11%
Total:	1776	100%

2 SECTION 2: HUMAN RESOURCES DEVELOPMENT PLAN

2.1 Introduction

The primary objective of the Human Resource Development (HRD) Plan is to enable transformation and empowerment of the workforce; in particular, the Historically Disadvantaged Persons (HDP's) employees to progress to higher levels of employment in the organisation. This section will outline RBM's HRD Programmes as required by Section 46 (b) of the Regulations to the MPRDA.

2.2 Approach

The integrated HRD Programme will continue to enhance the productive potential RBM employees through the implementation of the following plans:

- a) A Skills Development Plan;
- b) A Career Progression Plan;
- c) A Mentorship Plan;
- d) An Internship and Bursary Plan; and
- e) An Employment Equity Plan.

2.3 Skills Development Plan

RBM, through its Human Resource Development policy, is committed to:

- Developing and maintaining core competencies to optimize human resources in support of strategic objectives and improved operational performance.
- Ensuring consistency and integration across all learning and development processes by leveraging technology.
- Aligning learning and development initiatives with business objectives while fostering career-oriented growth.

This approach includes the proactive development of individuals, encompassing career planning and continuous benchmarking to align with best practices and comply with current legislation.

The key objectives of the Skills Development Plan are:

- Developing and expanding the internal talent pool to meet current and future business needs, with a strong focus on **transformation** and addressing historical disparities.
- Building a skilled workforce capable of filling the company's **hard-to-fill vacancies** and meeting transformation requirements.
- Facilitating opportunities for new entrants to the labour market to gain **relevant work experience**.
- Enhancing the **quality of life** for employees.
- Providing access to **core and critical skills** development opportunities to enhance employees' capabilities and competencies in line with their roles and responsibilities.

2.4 Compliance with Skills Development Legislation

Table 6 provides RBM's Sector Education and Training Authority (SETA) registration details as proof of the Mine's compliance with the relevant skills development regulatory requirements.

Table 6: Compliance with Skills Development Legislation

SETA Information Required	SETA Details
Name of SETA:	Mining Qualifications Authority (MQA)
Registration Number with relevant SETAs:	16/MQA/0851/AC4/190319
Skills Development Facilitator:	Taygen Naicker
Proof of submission of Workplace Skills Plan and date of submission	24 April 2024 L080780564 (RBM)

2.5 Adult Education and Training (AET):

2.5.1 Adult Education and Training – Employees

RBM will continue to support the improvement of foundational skills by focusing on increasing literacy rates. Although interest in AET has declined with the introduction of portable skills training, the company remains committed to offering higher education opportunities through National Qualifications Framework (NQF) levels, such as NQF1, NQF2, and NQF3. Additionally, RBM will continue to provide training in more specialized, job-related, and diverse skills. Currently, RBM has a literacy rate of approximately 97%.

RBM recognizes that an educated workforce is crucial to its future success and will continue to address the literacy and numeracy needs of its employees. The company will also offer bridging programs for employees who are literate and numerate but do not meet the entry requirements for career development programs like learnerships and bursaries.

Table 7 reports on Form Q for RBM as of 31 July 2024.

2.5.2 Functional Literacy and Numeracy (Form Q)

Table 7: Form Q – Functional Literacy and Numeracy – RBM (Own Employees) as at 31 July 2024

Band	NQF Level	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									-	-
		Grade2/ Sub B	1								1	-
		Grade 3/ Std1/ABET 1	2								2	-
		Grade4/ Std 2									-	-
		Grade 5/ Std 3/ ABET 2									-	-
		Grade 6/ Std 4	3								3	-
		Grade 7/Std 5/ABET 3	4								4	-
		Grade 8/ Std 6	11								11	-
	1	Grade 9 /Std 7/ ABET 4 / N1 General Education and Training Certificate / Some National Cert.	24								24	-
Further Education and Training	2	Grade 10/ Std 8/ N2 Some Certificates / Some National Certificates	57			3	3				60	3
	3	Grade 11/ Std 9/ N3 Some Certificates / Some National Certificates	119	2	2	4	4		1		127	5
	4	Grade 12/ Std 10/ N4 Further Education and Training Certificates / National Certificate: Vocational / National Senior Certificates	735	16	62	53	202	9	25	9	866	245
Higher Education and Training (HET)	5	2 year National Diplomas / 1 year Higher Certificates / N4, N5 & N6 National Certificates	24		6	8	15	1	1	1	38	18
	6	3 year National & Higher Diplomas / Some other 2-3 year Diplomas / Advanced Certificate	65		16	8	44	1	3	2	89	50
	7	3 year Degrees / Higher or Advanced Diplomas	49	2	12	8	56	2	11	3	71	72
	8	4 year Degrees and Honour's Degrees	23		4	1	21		5	3	28	29
	9	Master's degrees	10		3	5	8		1		18	9
	10	Doctorates	1								1	-
Grand Total			1128	20	105	90	353	13	47	18	1343	431

Table 8 presents the AET needs, and employee feedback collected as part of the SLP 3 plan and see evidence copies of the completed forms attached.

Table 8: AET Need and Process followed to Identify AET Learners:

AET Level	AET Need	Background on Employees and Process Followed to Determine AET Intake Target:
AET 1	3	1x employee completed level 4 AET and to be updated 1x employee completed level 4 literacy and unfortunately couldn't complete numeracy and decided to discontinue with the classes 1x employee indicated that he does not wish to complete AET.
AET 2	3	1x Completed AET Level 2 and thereafter decided to discontinue with the classes 1x has an issue with his eyesight and hence not interested 1x employee indicated that he does not wish to complete AET.
AET 3	4	1x employee completed AET up to level 4 and thereafter indicated that he is no longer interested 3x employee indicated that they do not wish to complete AET, 1x is interested in completing his fitting trade.
AET 4	11	11x employee indicated that they do not wish to complete AET and are interested in completing portable skills training (1x has already completed portable skills training).
	21	

2.6 Occupationally Directed Programme (Learnerships)

The purpose of the Internal (18.1) Quality Council for Trades and Occupations (QCTO) qualifications and part qualifications is to equip employees with skills on the Occupational Qualification Sub-Framework (OQSF) to obtain qualification that will assist them in undertaking their responsibilities more efficiently, which may allow their progression into other positions at RBM, where a need exists. RBM will continue to offer qualifications and part qualifications as per OQSF in disciplines that are relevant to operations and develop skilled people for RBM operations.

The External (18.2) QCTO qualifications and part qualifications programme is to focus on skills development to equip unemployed youth with transferable skills to enter the labour market. Every effort is made to ensure an 80/20 ratio in respect of HDP participation in the Occupationally Directed (learnership) programmes, with emphasis being placed on recruiting women into occupational qualifications.

The specific occupational qualifications offered have been informed by both the skills requirements of the Mine (in line with the WSP, Hard-to-Fill Vacancies and the business plan) as well as the forecasted skills scarcity within the Mining Industry over the next five (5) years (as per the MQA's Sector Skills Plan).

2.6.1 Occupationally Directed Programme (Learnerships) Targets

Table 9 and Table 10 present the Occupational Qualifications targets for Section 18.1 and Section 18.2 from 2025 to 2029. The cost model used for the occupational qualification includes the below elements, it was escalated at 7% per annum and taken into consideration the cost beyond 2029 (qualification duration that is more than 12 months).

2.6.2 Occupationally Directed Programme (Learnerships) Targets

Table 9: Occupational Qualification Plan Targets for Employees 18.1 (2025 – 2029)

Occupational Qualification Programme	Length of Programme	Baseline (2024)	2025	2026	2027	2028	2029	Total New Intake
			New Intake	New Intake	New Intake	New Intake	New Intake	
Engineering Occupational Qualification (include) - Electrician - Mechanical Fitter - Instrumentation - Boilermaker	12 Months	8	10	10	10	10	10	50
Production Mineral Processing Plant Operator /Controller /Process	12 Months	3		6	6	6	6	24
Total New Intake		11	10	16	16	16	16	74
Budget			R691,989	R2,629,412	R3,845,897	R4,094,462	R4,359,393	R15,621,153

Table 10: Occupational Qualification Plan Targets for Unemployed Youth 18.2 (2025 – 2029)

Occupational Qualification Programme	Length of Programme	Baseline (2024)	2025	2026		2027		2028		2029		Total New Intake
			New	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Engineering Occupational Qualification (on-site) • Electrician • Mechanical Fitter • Instrumentation • Boilermaker	36 months	0	7	7	7	7	14	7	14	7	14	35
Engineering Occupational Qualification (Community) • Boilermaker • Electrician • Mechanical Fitter • Welder • Plumber	36 Months	0		27			27	27	27		27	54
New Venture Creation	12 Months	20		20				20				40
Total New Intake		20	7	54	7	7	41	54	41	7	41	129
				61		48		95		48		
Budget				R1,936,734	R8,259,219		R9,413,044		R10,039,657		R27,970,159	

Table 11: Occupational Qualifications Programme Implementation Plan

Person accountable for the overall Occupational Programme: Manager Training and Development	Person Responsible	Timeframe
1. Plan the Occupational Programme a. Finalise the annual programme, including confirming future skill needs for the mine, targets, enrolment criteria, selection process, facilitators, facilities, resources, timeframes and budgets. b. Review the previous year's Intake training schedule and develop the next year's training schedule accordingly. Arrange the necessary logistics	Manager Capability Development and Training	Ongoing
2. Implement Occupational Programmes a. Ensure that training is delivered by the contracted service provider b. Keep accurate records of attendance, scores and outcomes (e.g. Performance appraisals)	Manager Capability Development and Training	Ongoing
3. Report, review and revise the Occupational Programme a. Compile SLP compliance report of progress and achievements, and submit to the DMRE b. Evaluate implementation against targets for current year. Revise the action plan for the following year	Manager Capability Development and Training	Ongoing

2.7 Core Business Skills Training

The Core Skills Development Programmes provide employees with opportunities to acquire the necessary skills and competencies to effectively carry out their job responsibilities through either on-the-job training or formal accredited courses. These programmes are also designed to build the capacity and skills needed for employees to progress to higher levels within RBM, in alignment with mentorship programmes and HDP employment equity targets.

Skills development is planned annually and documented in the Workplace Skills Plan (WSP), as required by the Mining Qualifications Authority (MQA). The WSP is developed in consultation with all relevant stakeholders and approved by the Skills Development Consultative Committee.

The planning and training of skills for individuals are based on following factors:

- Job-specific requirements (as outlined in job descriptions),
- Health, safety, and legal obligations,
- Candidate capabilities,
- Employment equity requirements, and
- Individual development needs.

All legal and safety training requirements, such as license renewals for operating heavy machinery or first aid certification, are determined by company policy and included in the WSP. Most training at RBM follows an outcomes-based approach and complies with MQA and National Qualifications Framework (NQF) standards. Skills programmes and Occupational Qualifications (learnerships) are offered both internally and externally, with external training providers being vetted for reputation and accreditation through the procurement system. The Core Business Skills Training Programmes are detailed in section 12, with Table 12 outlining the targets for Core Business Skills Training at RBM for the period 2025 to 2029.

2.7.1 Core Business Skills Training Targets

Table 12: Core Business Skills Training Targets (2025 - 2029)

Type of Training	2025	2026	2027	2028	2029	Total
Leadership interventions	100	80	80	80	80	420
Legal liability Training	15	15	15	15	15	75
Engineering/Technical skills training	12	12	12	12	12	60
General Safety	540	569	597	540	569	2815
Forklift Material Handling	38	18	38	18	38	150
Turret Truck Material Handling	2	2	2	2	2	10
Overhead Crane Material Handling	51	88	51	88	51	329
Mobile Crane Material Handling	4	4	4	4	4	20
Barge Crane	12	33	12	33	12	102
Rigging training	66	46	95	66	46	319
Truck Mount Crane-Chall. M/Handling	5	5	5	5	5	25
Environmental for Supervisor	9	32	18	35	20	114
33 Kv Training	36	32	36	32	36	172
OHS Skills Training	40	40	40	40	40	200
Grand Total	930	976	1005	970	930	4811
Budget	R12,234,654	R12,679,571	R13,892,714	R17,735,537	R35,565,668	R92,108,145

Table 13: Core Business Skills Training Programme Implementation Plan

Person accountable for the overall Skills Training: Manager Training & Development	Person Responsible	Timeframe
1. Determine the skill development needs Review Training Needs Analysis to determine the current and skills gaps for each employee within their current role. Consider future roles, career goals and employment equity requirements when compiling the final workforce plan and training requirements.	Manager Training & Development	Ongoing
2. Plan annual Skills Development Programme a. Develop a Skills Development Plan which: b. Details the initiatives, targets, employees, facilitators, facilities, resources, career paths, mentorships, timeframes and budgets c. Meets the specific guidelines and targets for HDPs in Management d. Integrates Core Contractors into the skill development plan as per the MPRDA (Act No 28 of 2002) e. Addresses training requirements for training plans	Manager Training & Development	Ongoing
3. Deliver Annual Skills Development Programme a. Ensure that training is delivered by the contracted service provider or in-house personnel b. Use the tracking tools to keep accurate records of attendance, scores and outcomes	Manager Training & Development	Ongoing
4. Report, review and revise Annual Skills Development Programme a. Compile SLP compliance report of progress and achievements, and submit to the DMRE b. Evaluate implementation against targets for current year. Identify critical success factors and lessons learnt	Manager Training & Development	Ongoing

2.8 Portable Skills Plan

Part of the skills development plan is to promote portable skills programmes, which provide additional or alternative non-mining skills to our current employees.

2.8.1 Portable Skills Plan Objective

The objective is to provide portable skills training to employees who show an interest in obtaining such training and to the community to support them with employability. Employees will continue to be entitled to a once-off training at no cost to the employee. If an employee enrolls for training and fails but wishes to continue, they will bear the cost and they will attend training at their own time. Each learner upon completion of skills training will receive a certificate of completion from the nominated training provider. The skills training programmes were identified in consultation with the respective employee and community representative.

The table below outline the budget and targeted portable skills for RBM employees.

Table 14: Employees Portable Skills Training Initiatives Targets (2025 - 2029)

Programme	Length of Programme	2025	2026	2027	2028	2029	Total New Intake
		New	New	New	New	New	
Employee portable skills - Occupational Certificate in Plumbing - Occupational Certificate Bricklayer - Seamstress (Sewing) - Baking	3 – 6 months	40	40	40	40	40	200
Grad Total		40	40	40	40	40	200
Budget		R1,000,000	R1,050,000	R1,102,500	R1,102,500	R1,157,625	R5,412,625

Table 5: Community Portable Skills Training Initiatives Targets (2025 - 2029)

Programme	Lenth of the Programme	2025	2026	2027	2028		2029		Total New Intake
		New Intake	New Intake	New Intake	New Intake	Cont.	New Intake	Cont.	
Drivers license	12 months	90	90	90	90		90		450
General Assistant	1 month	90	90	90	90		90		450
Heavy Lifting training	3 months	90	90	90	90		80		440
Technical skills (Maths & Science)	3 years			20		20		20	20
Total New Intake		270	270	290	270	20	260	20	1360
					290		280		
Budget vs Actual		R2,433,060	R2,554,713	R3,134,841	R3,134,841		R3,268,964		R14,526,419

2.9 Hard to Fill Vacancies (Form R)

Table 15 presents the Hard to Fill Vacancies (Form R) at RBM due to various reasons as cited below. The table also explains how the Mine plans to address the shortage of skills for the various vacancies identified.

Table 15: Hard to Fill Vacancies (Form R) as at 31 July 2024

Occupational level	Job title or vacancy	Main reason for inability to fill the vacancy	Intervention
Top Management	N/A	N/A	N/A
Senior Management	N/A	N/A	N/A
Professionally qualified and experienced specialist and mid management	Heavy Mobile Equipment Plant Engineer (Mechanical), GCC Engineer (Electrical) Industrial Engineers	• HME Plant Engineer GCC – affordability • GCC Electrical- Lack of female engineers coupled with affordability • Industrial Engineers – affordability challenges	• 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	Artisans: Diesel Mechanic, Refractory Mason; Maintenance Controller	• Refractory Mason training centre closed • Diesel Mechanic lacks much needed female population • Maintenance Controller- affordability (Artisans are driven by remunerations hence being a supervisor is not lucrative path for Artisans)	• Passive sourcing, referrals. Long term actions implemented include Graduates, Learnership and Imbokodo programmes at the mine.
Semi-skilled and discretionary decision making	Persons living with disabilities	Facilities structures at RBM as well as RBM location considerations	Leader and the business have been trained and ready to accommodate. Facilities upgrade plans underway. Deliberate & targeted Recruitment campaigns. Partnerships with professional institutions of specialty.

2.10 Career Progression Plan

Career progression planning at RBM is a structured process aimed at guiding the growth of individuals in alignment with the RBM's needs, employees' potential, and their career aspirations. The HRD programme serves as a mechanism for enhancing employees' capabilities, enabling them to advance either to a different role at the same level or to higher positions within the company.

RBM understands the importance of providing employees with opportunities to grow within their chosen disciplines, ensuring that they remain motivated, stable, and skilled. Career progression paths have been established for all employee categories across various disciplines (refer to Annexure A). While employees are encouraged to take ownership of their career development, the company actively communicates available career paths and opportunities. Advancement to higher levels is based on performance, aptitude, and enthusiasm, as well as the availability of opportunities within the employee's occupation. Key factors considered include:

- Education and qualifications,
- Experience,
- Job competencies, and
- Approval from line management where applicable.

Individual development plans (IDPs) outline the goals and activities for an employee's career development. These plans incorporate all developmental assignments, activities, and training from the previous year, as well as any new initiatives aimed at improving performance in the current role or preparing for a future target role, with timelines for completing the necessary training.

Table 16: Career Progression Implementation Plan

Description: The Career Progression Action Plan guides the advancement of individuals within RBM, aligning with the company's needs, objectives, and employees' potential and preferences. The aim of establishing career paths is to ensure that selected employees, including those being fast-tracked, progress into specialist and leadership roles in accordance with the Broad-Based Socio-Economic Empowerment Charter and other strategic goals.		
Person accountable for the overall Career Progression: HR Manager	Person Responsible	Timeframe
1. Talent pool and PDP development - Communicate generic career paths and job profiles to all employees. - Communicating the benefits and available career development opportunities to employees in line with the strategic objectives of RBM. - Review the current talent pool candidates and identify promising employees - Earmark highfliers (specifically HDP's and women) - Develop fast-tracking plans for succession of talent pool candidates - Link talent pool and fast-track plans to hard-to-fill vacancies and leadership positions	HR Business Partner	Ongoing
2. Review and update Career Plans Annually - Assess the effectiveness of the fast-tracking plans for those HDP employees (in talent pool) identified as having significant potential to progress to higher skilled and managerial roles within a short timeframe - Amend the individual development plans as required - Identify new candidates (including new employees over the past 12 months) for the talent pool - Assess and refine the Career Progression paths for key roles (not only HDPs), taking the latest business strategies into consideration	Manager: CDT Supported by HRBP	Ongoing

3. Deliver support programmes for the Annual Career Development Programme - Align the core skills training, occupational programmes, mentorship and performance management plans to support the career progression of employees at RBM. - Continue to provide training and career advice to employees that have not been identified to have potential for further development, or who are not interested in further development - Implement the aligned plans to support career progression paths and Individual Development Plans of employees.	Manager: CDT Supported by HRBP	Ongoing
4. Report, review and revise the Annual Career Development Programme - Compile SLP compliance report of progress and achievements, and submit to the DMRE - Evaluate implementation against targets for current year. - Revise the action plan for the following year	Manager: CDT Supported by HRBP	Ongoing

2.10.1 Career Progression Targets

Table 17: Career Progression Targets (2025 - 2029)

	Gender	Race	Training programmes within career progression paths	Position Starting From	Development/Training Intervention	Target Position working towards	2025	2026	2027	2028	2029
1	M	A	Masters in engineering	Manager: CPA & Smelter	Provide multi – Site exposure within RT. Provide differentiated experience in Operational Improvement Provide leadership training (internal/external)	GM: SP&L	X	X			
2	M	A	Masters in business administration (MBA)	Manager: MPD & MPE	Provide multi – Site exposure within RT. Provide differentiated experience in Operational Improvement Provide leadership training (internal/external)	GM: Mining	X		X		X
3	M	A	Leadership Coaching	Manager: Communities & Stakeholder Eng	Leadership experience / training (internal)	Manager: Capability & Technical Training			X		
4	M	A	Masters in business administration (MBA)	Principal Advisor: Ops Excellence	Provide technical experience within the production value chain at RBM. Leadership training (internal)	Manager: MUH		X		X	
5	F	A	Leader as Coach	Snr: Manager Finance BP	Provide differentiated experience in Operational Improvement. Leadership training (internal)	Chief Financial Officer	X			X	
6	F	A	Leader as Coach	Manager: EDS	Coaching and leadership support (internal/external). Stakeholder engagement training	Manager: Electrical Systems	X		X		X
7	M	I	Leader as Coach & MBA	Principal Advisor	Provide external coaching and support with internal leadership programs. Exposure to another Rio Tinto site	Snr: Manager Finance BP	X	X			
8	F	C	Post Grad Diploma Business Administration & MBA	Supt: MPA	Provide differentiated experience in processing plants. Provide leadership training (internal/external)	Manager: Mining Ponds	X		X		
9	F	I	Mentorship Programme & MBA	Supt: CPA	Allocate Mentor Acting opportunities for Manager roles	Manager: SPL			X		
10	M	A	Rio Excellence Programme	Principal Advisor : MTS	Additional support in leadership training (internal programs)	Principal Advisor : MTS				X	
11	M	A	Leader as Coach	Supt: Spectroscopy	Acting opportunities for Manager role. Mult- plant exposure	Manager: Analytical Services	X		X		

	Gender	Race	Training programmes within career progression paths	Position Starting From	Development/Training Intervention	Target Position working towards	2025	2026	2027	2028	2029
12	F	A	Management Development Program (MDP) Project Management	BI: Advisor	Acting opportunities for PA role. Mult- plant exposure	Principal Advisor: Ops Excellence		X			
13	M	A	Leadership & Mentorship Programme	Graduate: Chemical Engineering	Allocate Mentor Acting opportunities in production. Finance for non-finance	Process Met	X	X			
14	F	A	Leadership & Mentorship Programme	Graduate: Chemical Engineering	Allocate Mentor Acting opportunities in production. Finance for non-finance	Ops Specialist	X	X			
15	F	A	Leadership & Mentorship Programme	Graduate: Geology	Allocate Mentor Acting opportunities in production. Finance for non-finance	Geologist		X	X		X
16	M	I	GCC Programme	Graduate: Mechanical Engineering	Allocate Mentor Acting opportunities in production. GCC Programme	Plant Engineer	X		X		
Total							10	7	8	3	3

2.11 Mentorship Plan

Mentorship is a key process and tool for supporting people development, HRD planning, performance management, and employment equity. It involves a formal relationship between a mentor and a mentee, designed to enhance the mentee's career by developing their skills and knowledge. The mentorship programme fosters an ongoing relationship aimed at unlocking the mentee's full potential for the benefit of the mentee, mentor, and the mine.

Internal mentorship refers to "in-house" mentoring, where lower-level employees are paired with higher-level staff to facilitate skills development and the sharing of experience. External mentorship focuses on coaching RBM's BEE partners, particularly those from communities with an interest in the company.

The RBM Mentorship Plan is a carefully designed professional intervention to support broader initiatives for skills development and employment equity within the operation. The company believes that newly appointed or promoted employees should be supported in achieving full productivity as quickly as possible. Mentorship, whether formal or informal, plays a vital role in this developmental process.

The tables below outline the Implementation plan and the mentorship targets for RBM from 2025 to 2029.

Table 18: Mentoring Implementation Plan

Description: The Mentorship Programme seeks to create formal relationships between mentors and mentees, with the goal of advancing the mentees' career		
Person accountable for the overall Mentorship Programme: Manager HR	Person Responsible	Timeframe
1. Review of current Mentorship Plan a. Interview the current Mentors and Mentees to determine level of satisfaction with current programme b. Revise plan based on outcome of review of current programme c. Revise contract and procedures of mentorship relationships to be more effective	HR Business Partner	Ongoing
2. Plan Annual Mentorship Programme a. Plan annual mentorship activities b. Assign mentors to "highflyers" from the talent pool of employees, as identified in the career progression programme. Match mentor with mentee.	HR Business Partner	
3. Deliver annual Mentorship Programme a. Develop a measurement system to measure the effectiveness (deliverables) of the mentoring process b. Monitor progress and keep record of mentee-mentor engagements c. Provide evidence that the required mentorship activities took place	HR Business Partner	
4. Report, review and revise Mentorship Programme annually a. Compile SLP compliance report of progress and achievements, and submit to the DMRE b. Evaluate implementation against targets for the current year. Identify critical success factors and lessons learnt from current year c. Review and revise mentorship policies and procedures to align with most recent company strategy d. Revise the action plan for the following year, incorporating recommendations	HR Business Partner	

2.11.1 Mentorship Targets

Table 19: Mentorship Targets (2025 – 2029)

Number of Employees and Non - Employees in Mentorship Programmes						
Employee Categories	Baseline	2025	2026	2027	2028	2029
Occupational Qualification 18.2	0	4	5	5	5	5
Occupational Qualification 18.1	0	7	7	7	7	7
Internships	0	7	7	6	6	7
Career Progression Plans	3	4	6	5	4	8
Total	3	22	25	23	22	27
Number of Mentors	2	6	7	5	4	4

2.12 Bursary and Internship Plan

RBM recognizes the importance of not only supporting the development of its employees but also providing opportunities for members of the local community and surrounding areas to access tertiary education (bursaries) and gain practical work experience (internships). The bursary and internship programs are aimed at developing skilled individuals who can meet the company's operational needs while also contributing to the broader economy of the country. In addition to business-related qualifications, RBM acknowledges the importance of developing qualified individuals from affected communities in other sectors of the economy. Through the Portable Skills Programme, RBM will equip its employees and the community with transferable skills that can be applied in other industries, particularly in the event of downscaling or closure.

RBM will continue to offer tertiary education bursaries to qualifying students, allowing them to pursue studies in various fields at universities or universities of technology. These bursaries are also extended to employees and their dependents, based on the professional qualifications needed by the business. RBM's extensive bursary system provides full scholarships to young South Africans in fields critical to the company, helping to close the skills gap. While RBM acknowledges that its investment in bursaries exceeds its immediate needs, this initiative is seen as a contribution to South Africa's broader talent development and a response to the country's critical skills shortage.

2.12.1 Bursary Targets

Table 20: Bursary Programme External Targets 18.2 (2025 – 2029)

Bursary Programme	Length of Programme	Baseline (2024)	2025	2026		2027		2028		2029		Total New Intake
			New	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Engineering	4 Years	8	5	6	5	6	11	5	17	6	17	28
Science	4 Years	2	1	2	1	4	3	3	7	0	9	10
Finance	4 Years	1	2	2	2	2	4	2	6	1	6	9
Humanities	4 Years		1	1	1	1	2	0	3	1	2	4
Health Science	4 Years	2	2	1	2	1	3	2	4	2	4	8
Law	4 Years		0	0	0	1	0	0	1	0	1	1
Total		13	11	12	11	15	23	12	38	10	39	60
Total Bursaries at the Mine				23		38		50		49		
Budget				R2,668,923	R5,832,649		R10,559,354		R15,284,041		R39,890,830	

Table 21: Bursary Programme Internal Targets 18.1 (2025 – 2029)

Bursary Programme	Length of Programme	Baseline (2024)	2025	2026		2027		2028		2029		Total New Intake
			New	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Masters	2 Years	1	1	2	1	1	2	1	1	1	1	6
Honours	1 year		0	1	0	1	0	0	0	0	0	2
Post Graduate Diploma	1 Year		2	2	0	2	0	2	0	2	0	10
Bachelor’s degree	4 Years		2	1	3	1	3	1	4	2	3	7
Management Development Programme (MDP)	1 Year	1	1	2	0	1	0	2	0	3	0	9
Diploma	3 Years	2	2	2	2	2	4	2	4	3	4	11
Certificates	1 Year	1	2	2	0	2	0	2	0	2	0	10
GCC Certificate	1 Year		0	1	0	1	1	1	1	1	1	4
TVET Certificates	1 Years	5	1	0	0	1	0	0	0	1	0	3
RBM Employee Bursars:		10	11	13	6	12	10	11	10	15	9	62
Total Number of Bursars				19		22		21		24		
Budget:				R667,333	R1,233,353		R1,635,024		R1,786,851		R2,431,155	

2.12.2 Internship Targets

Table 22: Internships Targets (2025 – 2029)

Field of Exposure	Length of Programme	Baseline (2024)	2025	2026		2027		2028		2029		Total New Intakes
			New	New	Cont.	New	Cont.	New	Cont.	New	Cont.	
Management Accounting & Finance	2 Years		1	0	0	0	1	0	0	1	0	2
HSE & Environment	2 Years	1	1	0	1	0	1	1	0	0	1	2
Engineering	2 Years	3	3	3	3	1	6	3	1	3	3	13
Analytical Services	2 Years		0	0	0	3	0	0	3	0	0	3
Geology	2 Years	1	0	2	0	0	2	0	0	1	0	3
Metallurgy (Processing & Mining)	2 Years		2	2	2	3	4	3	3	2	3	12
Minerals Processing	1 Years		7	7	0	7	0	7	0	7	0	35
Total:		5	10	14	6	14	14	14	7	14	7	70
Total Interns at the Mine				20		28		21		21		
Budget:				R5,163,044	R4,803,170		R5,911,169		R5,499,150		R13,011,642	

2.13 Human Resources Development Programmes: Summary of Headcount Targets and Financial Provisions

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.

Table 23: Total 5-Year SLP Beneficiary Targets (2025 - 2029)

Human Resources Development	2025	2026	2027	2028	2029	Total
Employee Portable Skills	40	40	40	40	40	200
Community Portable Skills	270	270	290	270	260	1360
Occupational Programme 18.1	10	16	16	16	16	74
Occupational Programme 18.2	7	54	7	54	7	129
Core Business Skills	930	976	1005	970	930	4811
Career Progression	10	7	8	3	3	31
Mentorships	22	25	23	22	27	119
Bursaries External	11	12	15	12	10	60
Bursaries Internal	11	13	12	11	15	62
Internships	14	14	14	14	14	70
Employee Portable Skills	1325	1427	1430	1412	1322	6916

Table 24: Total 5-Year SLP Financial Provisions (2025 - 2029)

Human Resources Development	2025	2026	2027	2028	2029	Total Budget
Employee Portable Skills	R1,000,000	R1,050,000	R1,102,500	R1,102,500	R1,157,625	R5,412,625
Community Portable Skills	R2,433,060	R2,554,713	R3,134,841	R3,134,841	R3,268,964	R14,526,419
Occupational Programme 18.1	R2,629,412	R3,845,897	R4,094,462	R4,359,393	R4,641,785	R19,570,949
Occupational Programme 18.2	R1,936,734	R8,259,219	R9,413,044	R10,039,657	R27,970,159	R57,618,813
Core Business Skills	R12,234,654	R12,679,571	R13,892,714	R17,735,537	R35,565,668	R92,108,145
Bursaries External	R2,668,923	R5,832,649	R10,559,354	R15,284,041	R39,890,830	R74,235,797
Bursaries Internal	R667,333	R1,233,353	R1,635,024	R1,786,851	R2,431,155	R7,753,717
Internships	R5,163,044	R4,803,170	R5,911,169	R5,499,150	R13,011,642	R34,388,175
Total Budget on HRD Programmes	R28,733,161	R40,258,573	R49,743,108	R58,941,969	R127,937,829	R305,614,640

2.14 Employment Equity Plan

RBM fully subscribes to the principles of the Mining Charter and strives to achieve more than the minimum requirements. The mine believes that Employment Equity is an integral part of building an effective and representative workforce and to ensuring equality for all employees. EE processes are driven by an inclusive EE committee with the involvement of senior management and organised labour which ensures that all processes are conducted and challenged effectively.

RBM's employment equity policy has been designed with the aim of achieving the following goals.

- No unfair discrimination practices, direct or indirect, must exist.
- All forms of sexual and/or racial harassment must be eliminated
- All barriers unfairly restricting employment and/or promoting opportunities of any person must be removed.
- Representation of currently underrepresented categories of employees, with the emphasis on HDPs, women, and people with disabilities, at all levels in the organisation, must be enhanced and focused on the long-term objective of reflecting the demographic of the population.
- An organisational culture must be developed in which diversity is encouraged and valued while focusing on shared values in order to develop team spirit, promoting mutual understanding, optimising potential and achieving organisational goals.

2.14.1 Participation of Historically Disadvantaged Person's

RBM remains committed to appointing qualified candidates, with a preference for individuals from the local community, females, and people with disabilities to ensure ongoing compliance with regulatory targets. Our focus is on increasing representation to meet the provincial Economically Active Population (EAP) requirements, particularly by improving the representation of the coloured population across various levels of the organization and females.

2.14.2 Participation of Women

RBM remains committed to meeting the women representation targets in mining as set by the MPRDA, through the implementation of our Employment Equity Plan. To further enhance women's participation in core areas of RBM, we will continue with targeted recruitment and mentorship initiatives for women. Through the Imbokodo programme, we aim to build a talent pipeline ready for placement in entry-level roles within core operations, with opportunities for further development into roles of greater responsibility. We will also maintain our partnerships with educational institutions to offer scholarships and internships in engineering, metallurgy, and other technical fields, providing women with practical experience in core mining functions. Additionally, we are committed to offering flexible working arrangements, ensuring suitable on-site facilities, and fostering a culture that supports gender diversity, aiding in the retention of female talent. We will also establish a sponsorship program, pairing women with senior male leaders within RBM and Rio Tinto to support career growth and long-term participation.

Progress towards the targets will be achieved through:

- Formalising a sponsorship programme for women with check-ins and workshops to ensure ongoing support.

- Management teams to become more accountable for ensuring the targets are met and that the initiatives remain a priority.
- Conduct regular training for all employees on gender sensitivity and inclusivity.
- Provide regular feedback and support through the existing reporting structures (EE and SD forum, Talent Management meeting, etc.)

2.14.3 EE Status (Form S) - Breakdown of workforce

Table 25: Employment Equity Status (Form S) as at July 2024

Levels	Female				Male				Foreign National		Grand Total	Total HDP	Total Female	Disability
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female				
Board	2				2			1	1	1	7	4	2	
Executive Management	5				3		1				9	9	5	
Senior Management	14		3	2	22		9	7			57	50	19	1
Middle Management	50	1	8	6	58	1	20	16		1	161	144	65	2
Junior Management	74	3	19	5	145	6	42	34			328	294	101	2
Grand Total	145	4	30	13	230	7	72	58	1	2	562	497	192	5
Core & critical Skills	272	7	15	1	1076	17	91	78	1	1	1559	1479	295	11
Support	78	6	33	19	57	3	14	15			225	210	136	5
Grand Total	350	13	48	20	1133	20	105	93	1	1	1784	1689	431	16
Disability	4				11		1			4	16	16	4	

2.14.4 EE Targets for 5-year SLP cycle

Table 26 below present the annual targets for HDPs in Management and females at RBM.

Table 26: EE Targets – RBM (Own Employees) (2025 – 2029)

Employment Equity Targets	MII Charter III Targets	2025	2026	2027	2028	2029
Board						
HDPs	50%	50%	50%	50%	50%	50%
Females	20%	20%	20%	20%	20%	20%
Exec/Top Management						
HDPs	50%	50%	50%	50%	50%	50%
Females	20%	20%	20%	20%	20%	20%
Senior Management						
HDPs	60%	60%	60%	60%	60%	60%
Females	25%	25%	25%	25%	25%	25%
Middle Management						
HDPs	60%	60%	60%	60%	60%	60%
Females	25%	25%	25%	25%	25%	25%
Junior Management						
HDPs	70%	70%	70%	70%	70%	70%
Females	30%	30%	30%	30%	30%	30%
Core Skills						
HDPs	60%	60%	60%	60%	65%	65%
Females	10%	10%	10%	10%	12%	12%
Disabilities						
All ethnic groups	1.5	0.9	1.0	1.2	1.3	1.5

2.14.5 EE Implementation Plan

Table 23: Employment Equity Implementation Plan

Employment Equity Implementation Plan:	Person Responsible	Timeframe
Determine Employment Equity needs and aggregate positions in management in terms of the requirements of the MPRDA. a. Align EE plan to skills development plans in terms of demographics, including the selection criteria for Internships, Mentorships and Career progression plans	Manager: CDT Supported by HRBP	Ongoing
Assess the internal Talent Pool of employees for potential HDP candidates that can fill higher level positions should vacancies occur (based on competence and commitment, in line with the Career Progression and Skills Development Plans). b. Continuously record and keep track of employees' demographics through the onboarding process c. Analyse employment policies, practices and procedures to ensure fairness and non-discrimination. d. Ensure that recruitment strategy is in line with targets set e. Develop an EE implementation plan to address areas/levels of non-compliance	Manager: CDT Supported by HRBP	Ongoing
Use Succession planning, career development, and performance management systems to facilitate the development of HDPs into management positions.	Manager: CDT Supported by HRBP	Ongoing
Allocation of specific mentors and coaches to HDP individuals in the talent pool exhibiting potential and aspiration for higher skilled and management positions. In this way they will be sufficiently trained to become more likely candidates for promotion. a. Ensure that Employment Equity committee continues to be a forum that represent both includes members of the Mine's management and employee representative bodies	Manager: CDT Supported by HRBP	Ongoing

b. Identify and revise the HDP's talent pool for the Mine		
Report, Review and Revise the EE Plan a. Evaluate implementation for current year. b. Identify critical success factors and lessons learnt from current year c. Revise the action plan for the following year d. Report on progress on an annual basis to the DMRE	Manager: CDT Supported by HRBP	Ongoing

3 SECTION 3: LOCAL ECONOMIC DEVELOPMENT

3.1 Introduction

LED Projects are aimed at ensuring poverty eradication and community upliftment in the area within which the mining operation is situated as well as in areas from which most employees are sourced from. These 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. 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.

3.2 Socio-Economic Background of the Local, District and Provincial Area

Tisand, Richards Bay Mining (RB Mining) and Richards Bay Titanium, trading as Richards Bay Minerals (RBM), is situated just north of Richards Bay in Zululand, KwaZulu-Natal. RBM 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 has been in operation to the north of Richards Bay for approximately 30 years on two of its mining leases: Tisand and Zulti North.

Lower global commodity prices will have/ is having a negative impact on the micro economy of uMhlathuze. Even with the global downturn in commodity prices, there are still some key expansion projects in the local mining sector. For example, Richards Bay Minerals is expanding with 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). However, this initiative has been temporarily halted following security threats and civil unrest incidents in the area¹.

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 2022). 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.

The tables below depicting the social background and service delivery (population, dwelling type, toilet facilities, water access, refuse removal and energy sources) of the area within which the Mine is situated are based on the Community Survey 2022 from Statistics South Africa.²

¹ Fifth Generation IDP 2022/2023 to 2026/2027 – May 2022, Page 273

² Accessed from: <https://census.statssa.gov.za/#/province/5/2>

3.2.1 Socio-Economic Profile of the Local, District and Provincial Populations

Table 27: Socio-Economic Profile of Surrounding Region - Population

Population	KwaZulu Natal Province		King Cetshwayo District Municipality		uMfolozi Local Municipality		uMhlathuze Local Municipality	
	Total	% Age Population	Total	% Age Population	Total	%% Age Population	Total	% Age Population
Black African	10535830	84,8%	956641	93.7%	157670	98,8%	361147	87,7%
Coloured	183019	1,5%	5713	0,6%	342	0,2%	3616	0,9%
Indian/Asian	1157542	9,3%	19410	1,9%	232	0,1%	15285	3,7%
White	513377	4,1%	37494	3,7%	1108	0,7%	30968	7.5%
Total Population	12423907		1021344		150668		412075	
% Males	47,6%		47,3%		48,2%		48,5%	
% Females	52,4%		52,7%		51,8%		51,5%	
Young children (0-14 years)	27,2%		29,9%		30,9%		25,9%	
Working age population (15-64 years)	66,4%		64,6%		64,1%		69,4%	
Elderly (65+years)	6,4%		5,5%		5,0%		4,7%	
Dependency ratio	50,5%		54,9%		55,9%		44,1%	
Analysis	Statistics above reveal that in the KwaZulu Natal Province, the population is mainly dominated by the Black African ethnic group constituting 84,8% of the total population followed by the Indian/Asian Group. Throughout the Province, District and Local Municipalities, there are more females than males which can be explained by the distribution of the economic sectors within the province. Although the uMfolozi Local Municipality is bigger in land occupation, the uMhlathuze Local Municipality has a larger population due to the nature of the towns and communities situated there. There is a need to evaluate the opportunity to reduce the level of dependency ratio averaging at around 50% in the province.							

3.2.2 Housing and Living Conditions

Table 28: Socio-Economic Profile of Surrounding Region - Dwelling Type

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
Formal dwelling	86,8%	87,4%	88,7%	97,0%
Traditional dwelling	8,0%	11,0%	9,1%	2,0%
Informal dwelling	5,0%	1,1%	2,0%	0,8%
Other	0,3%	0,4%	0,2%	0,2%
Analysis	The most dominant type of dwelling throughout the Province, District Municipality and Local Municipality is the Formal dwelling while the second most dominant is the Traditional dwelling. This finding is supported by the nature of the communities which are urban, peri-urban and rural, therefore the type of dwelling would suit the location of the communities. Although the informal dwelling either in the backyard or in an informal settlement; is not so popular, the existence of such may suggest an influx of people into urbanised and industrialised areas of the Local Municipalities to seek work opportunities. Informal settlements are usually a cheaper option for temporary occupants than formal housing however, they need to be curbed as they may lead to social ills such diseases and crime due to lack of service delivery. Decent housing must be promoted to promote the human right to dignity. The private sector and the local government must work together to ensure that the employees and all community members are accommodated adequately and decently to acceptable standards.			

3.2.3 Sanitation

Table 29: Socio-Economic Profile of Surrounding Region - Toilet Facilities

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
Flush toilet	58,9%	45,0%	26,0%	62,5%
Chemical toilet	7,0%	10,7%	12,3%	7,7%
Pit toilet	28,5%	38,7%	52,7%	28,5%
Bucket toilet	1,2%	0,8%	1,1%	0,2%
Other	2,6%	2,8%	5,2%	0,5%
None	1,9%	1,9%	2,7%	0,7%
Analysis	The statistics given above suggest various patterns on the provision of toilet facilities for the Province, District and Local Municipalities. The provision of toilet facilities within KwaZulu Natal Province suggests a more formalised system with Flush toilets being the most dominant while in the uMfolozi Local Municipality, the most dominant toilet facility remains pit toilets as it is largely rural. uMhlathuze Local Municipality compares well with the Province as the most dominant facility is the Flush toilet with 62.5% of households using it. Some households also use the Chemical toilet in the uMhlathuze Local Municipality which may be the rural communities. More than 28% of households throughout the Province and identified Municipality use the Pit Latrine with either the ventilation pipe or without the ventilation pipe. The use of the pit latrines may also be attributed to the nature of the communities which are rural or semirural communities. There is a need to improve the toilet facilities for those that still use undignified toilet facilities such as the Bucket toilet as well as provide facilities for those that do not have access as it impacts on the health of the communities and individuals.			

3.2.4 Access to Water

Table 30: Socio-Economic Profile of Surrounding Region - Portable Water Access

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
Piped (tap) water inside the dwelling	51,8%	42,3%	23,3%	58,0%
Piped (tap) water inside the yard	25,3%	35,3%	37,6%	34,9%
Piped (tap) water on community stand	10,6%	8,5%	11,7%	2,8%
No access to piped water	12,4%	14,0%	27,5%	4,2%
Analysis	Most households (37,6% and 34,9%) within the uMfolozi Local Municipality and uMhlathuze Local Municipality, respectively have access to piped (tap) water inside the yards while 23,3% in uMfolozi Local Municipality and 58,0% in uMhlathuze Local Municipality have access to piped water inside their houses. A significant 27,5% of households in the uMfolozi Local Municipality have no access to piped water which may suggest that water is not easily accessible in the communities falling under the municipality as they are rural in nature. Within the KwaZulu Natal Province and some parts of the District Municipality, households still access water from unprotected water sources such as flowing stream or river due to the nature of the communities. Clean and safe water has been made accessible to communities depending on the type of area they live in hence the sources range from taps to boreholes, streams as well as water carriers. It is important to ensure that water remains an accessible source to all communities to avoid negative impact on the quality of life for all households as well as to promote the right to basic services.			

3.2.5 Refuse Removal

Table 31: Socio-Economic Profile of Surrounding Region - Refuse Removal

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
Removed by local authority at least once a week	57,7%	39,9%	21,1%	55,3%
Removed by local authority less often than	1,1%	1,1%	0,2%	1,8%
Communal refuse dump	1,7%	2,9%	2,2%	4,0%
Communal container/central collection point	3,1%	3,9%	1,7%	6,7%
Own refuse dump	31,2%	46,3%	70,4%	29,1%
No rubbish disposal	4,2%	4,9%	2,7%	2,5%
Other	1,0%	1,1%	1,8%	0,6%
Analysis	The most prevalent refuse removal method throughout the Province, District Municipality and Local Municipalities is own refuse removal with statistics ranging from 29,1% to 70,4% of households. This is followed by removal by local authority once a week which can be explained by the nature of communities, some are largely rural with no refuse removal services available for them while the communities in urban areas would have this service provided by the Local municipality. Refuse Removal is a very important service necessary for most if not all households to curb health risks within communities. There is a need to establish ways in which the communities that do not have disposal methods can do so without being exposed to health hazards such as the introduction of recycling initiatives and maintenance of green communities.			

3.2.6 Energy source

Table 32: Socio-Economic Profile of Surrounding Region - Energy Source used for Cooking

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
Electricity from mains	71,9%	71,9%	77,8%	77,0%
Gas	20,6%	19,0%	14,3%	21,6%
Paraffin	0,9%	0,3%	0,2%	0,1%
Wood	6,0%	8,5%	7,3%	1,1%
Coal	0,2%	0,1%	0,0%	0,0%
Animal dung	0,0%	0,0%	0,0%	0,0%
Solar	0,0%	0,0%	0,0%	0,0%
Other	0,1%	0,1%	0,1%	0,0%
None	0,2%	0,2%	0,3%	0,1%
Analysis	Throughout the KwaZulu Natal Province, District Municipality and Local Municipalities, more than 71% of households have access to electricity for cooking purposes. Wood is a significant source for cooking within the uMfolozi Local municipality after electricity at 7,3%. It is worth noting that some households use sources such as gas and paraffin while some have no source of energy available at all. Generally, electricity is an expensive source of energy and households may opt for cheaper alternatives; however, there is still a need to improve access to energy sources for all households especially in areas which have no access to any source of energy. The municipalities can consider the use of solar energy which does not seem that popular at the moment throughout KCDM, but it is much cheaper and efficient.			

Table 33: Socio-Economic Profile of Surrounding Region - Energy for Lighting

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
Electricity from mains	96,7%	97,8%	98,1%	99,2%
Gas	0,2%	0,2%	0,2%	0,1%
Paraffin	0,3%	0,1%	0,0%	0,0%
Candles	2,4%	1,5%	1,2%	0,5%
Solar	0,2%	0,0%	0,0%	0,0%
Other	0,1%	0,1%	0,1%	0,1%
None	0,2%	0,2%	0,3%	0,1%
Analysis	More than 96% of households have access to electricity for lighting purposes throughout the Province as well as the District Municipality. For the Local Municipalities more than 98% of households have access to electricity for lighting. The above statistics suggest that more households have access to electricity; however, most of them prefer to use cheaper methods for heating and cooking probably in an effort to avoid higher electricity tariffs. Candles are also a widely used source of lighting for the Province and District Municipality which suggests that they are the preferred option where households do not have access to energy for lighting and in areas that are rural or semi-rural with no access to electricity as an energy source.			

3.2.7 Education Levels

Table 34: Socio-Economic Profile of Surrounding Region - Educational Profiles

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
No schooling	8,3%	12,7%	12,1%	7,8%
Some primary	7,9%	8,2%	9,1%	5,9%
Completed primary	3,2%	3,1%	3,0%	2,2%
Some secondary	28,4%	26,3%	27,7%	22,2%

Grade 12/Std 10	41,2%	39,5%	41,7%	46,5%
Higher education	10,4%	9,5%	6,0%	14,6%
Other	0,6%	0,6%	0,5%	0,7%
Analysis	Overall statistics at district and local levels indicate poor educational profiles with most of the population having completed some secondary or some primary education. In the uMfolozi Local Municipality and uMhlathuze Local Municipality only 41,7% and 46,5%, of the population, respectively have attained a Grade 12 qualification or equivalent. In the District Municipality a significant 12,7% of the population have no schooling as all. With regards to higher qualifications, a mere 6,0% of the population in the uMfolozi Local Municipality have higher qualifications while only 14,6% in the uMhlathuze Local Municipality have such. This results in a shortage of qualified skilled labour which is a critical factor throughout South Africa. Provision for the extension of education and training will be essential to provide the skills required for a growing regional, district and local economy. Improved education profiles will lead to an increased skills base for job opportunities and further study opportunities within the broader KwaZulu Natal Province.			

3.2.8 Employment Levels

The tables below depicting the education and the economic background (employment, individual income and Sectorial Employment) of the area within which the Mine is situated is based on the Census 2011 from Statistics South Africa.

Table 35: Socio-Economic Profile of Surrounding Region – Employment

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
Employed	19,88%	16,34%	13,42%	25,67%
Unemployed	9,80%	8,68%	9,73%	11,52%
Discouraged work-seeker	4,76%	5,28%	5,70%	3,87%
Other not economically active	28,67%	30,40%	30,62%	26,41%
Age less than 15 years	0,00%	0,00%	0,00%	0,00%
Not applicable	36,89%	39,30%	40,53%	32,53%
Analysis	The province and district municipality as well as uMfolozi Local Municipality all show levels of employment that are less than 20% of the population within the economically active population. The uMhlathuze Local Municipality shows better employment levels of 25,67% compared to the rest of the areas of study. The employment rate of the population is closely linked to the educational qualifications; improved educational levels will lead to increased access to employment opportunities. A significant percentage of the population at all levels is presented as not applicable which may suggest that they may not be interested in securing any employment. The employment status of these individuals is also related to the income distribution across the various areas in the KwaZulu Natal Province and more needs to be done to create a sustainable economy to help eradicate poverty; such as skills development initiatives or local economic development projects.			

3.2.9 Monthly Income Levels

Table 36: Socio-Economic Profile of Surrounding Region – Individual Monthly Income

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
No income	41,34%	41,02%	42,47%	40,91%
R 1 - R 400	21,26%	24,19%	28,70%	16,35%
R 401 - R 800	3,52%	3,31%	3,00%	3,08%
R 801 - R 1 600	11,34%	11,29%	11,09%	8,40%
R 1 601 - R 3 200	4,77%	3,65%	3,83%	5,08%
R 3 201 - R 6 400	3,22%	2,40%	1,78%	4,17%
R 6 401 - R 12 800	2,86%	2,44%	1,19%	4,59%

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
R 12 801 - R 25 600	1,91%	1,80%	0,64%	3,70%
R 25 601 - R 51 200	0,71%	0,70%	0,26%	1,39%
R 51 201 - R 102 400	0,17%	0,12%	0,01%	0,26%
R 102 401 - R 204 800	0,08%	0,07%	0,04%	0,12%
R 204 801 or more	0,06%	0,04%	0,02%	0,08%
Unspecified	7,65%	7,58%	6,86%	8,66%
Not applicable	1,11%	1,38%	0,10%	3,21%
Analysis	A large percentage (above 40%) of the population within the Local Municipalities receive no income at all which also resembles the individual income profile of the Province and District Municipality. Most of the population survives on a monthly income of less than R400 per month which shows how a significant number of people survive below the minimum wage. More than 10% of the population in the uMfolozi Local Municipality survive on less than R 1 600 per month. Less than 5% of the population at all municipal levels earns above R6 400 per month. Taking into account the sizes of the households within the identified areas, some households survive on incomes earned by a single household member including social grants which is not sufficient for monthly needs. A very small percentage of the population earns above the poverty line with the majority of the households and communities living in dire poverty with not enough to cover basic needs. Improved employment rates will lead to improved individual and household monthly income. Both employment and income are reliant on improved education and skills. Education needs to be improved so that people can get better qualifications to enable them to access career opportunities.			

3.2.10 Key Economic Activities

Table 37: Sectoral Contribution to the GDP within the Surrounding Region in 2011

	KwaZulu Natal Province	King Cetshwayo District Municipality	uMfolozi Local Municipality	uMhlathuze Local Municipality
In the formal sector	15,42%	12,64%	9,92%	20,34%
In the informal sector	2,55%	2,32%	2,46%	3,22%
Private household	1,80%	1,24%	0,90%	1,99%
Do not know	0,55%	0,45%	0,38%	0,48%
Unspecified	0,00%	0,00%	0,00%	0,00%
Not applicable	79,68%	83,36%	86,34%	73,96%
Analysis	15,42% of individuals are employed in formal sectors throughout the KZN Region, with less than 3% of individuals being employed in informal sectors. The District and Local Municipalities maintain similar patterns where most people are in the Formal Sector. A large population has been recorded as not applicable which may suggest that they are not employed at all. It is important to establish the sectors most of the population falls into so that the distribution of wealth and access to resources can be assessed. Effort to be made by both the public and private sector to promote initiatives within the communities that will improve their economic life so that they contribute positively to their own local economic development.			

3.3 Priorities Across Development Frameworks

3.3.1 Provincial Development Growth and Development Strategy - Vision 2035: KwaZulu Natal Province³

The Provincial Development Growth and Development Strategy (PDGS) was established in August 2011 with a view to review it every five (5) years. The vision of the KwaZulu Natal Province is “By 2035 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World”

In the context of the PGDS defining ‘growth’ and ‘development’ includes ‘growing the economy for the development and the improvement of the quality of life of all people living in the Province of KwaZuluNatal’. In doing so, it is envisaged that the KwaZulu-Natal Province will:

- Enjoy stable and sustainable economic growth supported by world class Infrastructure with a skilled and stable workforce;
- Be the preferred Southern African business, investment and tourism destination;
- Be energy secure, augmented by viable green economy technology;
- Be connected via high-speed reliable internet access;
- Be food secure through own agricultural production;
- Experience poverty eradicated with HIV/AIDS and social ills firmly under control;
- Enjoy dignified and safe living environments for all;
- Have inequality drastically reduced;
- Prosper under clean, effective and efficient governance; and
- Reap the benefits of well-connected urban and rural places.

Based on the vision, the figure below presents a summary of the strategic goals and objectives of the KwaZulu Natal Province as reviewed in 2016.

³ KwaZulu Natal 2035 Provincial Development and Growth Plan, 2018.



Figure 3: KwaZulu Natal Province PGDP Strategic Goals and Objectives

3.4 Alignment with Provincial, District and Local Municipal Priorities - Local Economic Development Planning

3.4.1 King Cetshwayo District Municipality IDP ⁴

King Cetshwayo District Municipality is a category C municipality and is located in the northeastern region of the KwaZulu-Natal Province on the eastern seaboard of South Africa. It covers an area of approximately 8213 square kilometres, from the agricultural town of Gingindlovu in the south, to the UMfolozi River in the north and inland to the mountainous beauty of rural Nkandla.

The King Cetshwayo District is surrounded by uMkhanyakude District to the north, Zululand District to the north-west, uMzinyathi District to the north-east and iLembe District to the south and is approximately 150 km north of the eThekweni metro. The headquarters of the KCD is in Richards Bay and the district is made up of five local municipalities, namely:

Mthonjaneni, uMlalazi, Mfolozi, uMhlathuze and Nkandla. The N2 from Durban to

Mpumalanga passes through the District. King Cetshwayo has an estimated number of 1 008 344 people residing in 205739 households, according to the Statistics SA Census conducted in 2022. The 2011 Census Data approximated the total population of KCDM at 907 519 people, indicating a growth of 113 825 people from year 2011 to 2022.

The following are the KCDM's strategic goals:

⁴ Integrated Development Plan (2018/19-2021/22) First Review 2018/19 King Cetshwayo District Municipality

- Local and economic development
- Organisational and human resource development
- Basic Service Delivery and Strategic Infrastructure
- Create and promote a safe, healthy and secure environment
- Promote good Governance and enhance Public Participation
- Co-ordinate Planning, Spatial Equity, Coastal and Environmental Management

3.4.2 uMfolozi Local Municipality IDP ⁵

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 uMhlatuze, 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 Land⁶. 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. The Key Performance Areas (KPA) for the uMfolozi Local Municipality include the following;

- Good Governance and Public Participation;
- Municipal Transformation and Organizational Development;
- Basic Services Delivery;
- Financial Viability and Management; and
- Local Economic Development and Social Development

The table below presents the objectives and strategies of the Local Municipalities based on the above KPAs;

Table 38: UMfolozi Local Municipality KPAs, Goals and Strategies

KPA	Goal	Strategy
Good Governance and Public Participation	To provide a democratic and accountable government for local communities	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	To ensure internal municipal excellence	• Increase performance & 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	To ensure the provision of Basic Services and creation of safe and	• Improve the state of Municipal Physical Infrastructure • Increase provision of municipal services • Improve environmental management

⁵ 2018/19 UMFOLOZI INTEGRATED DEVELOPMENT PLAN (IDP)-FINAL, 2nd IDP FOR THE 4th GENERATION

⁶ Accessed from: <https://municipalities.co.za/overview/1106/umfolozi-local-municipality> on 27 June 2019.

KPA	Goal	Strategy
	healthy environment to our communities	• Increase Community Safety
Financial Viability and Management	To ensure financially viable and sustainable municipality	• Improve revenue Management and reduce debt • Improve expenditure management • Improve budget and strengthen financial governance • Improve asset management.
Local Economic Development and Social Development	To promote Local economic and Social Development	• Improve Entrepreneurship • Promote Local Economic Development • Strengthen the Local Businesses • Increase Job Opportunities

3.4.3 uMhlathuze Local Municipality IDP ⁷

The City of uMhlathuze (KZ 282) is situated on the north-east coast of the province of KwaZulu-Natal, about 180 kilometers north-east of Durban. The uMhlathuze land area covers 123 359 ha 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). The population is estimated at 410 456 as per Community Survey 2016, although in terms of Census 2011 the total population was estimated at 334 459. The number of households increased from 86 609 in 2011 to 110503 as per Community Survey 2016.

The municipality borders a coastline that spans approximately 45 kilometers. The N2 highway traverses the uMhlathuze Municipality in a north-east direction towards the Swaziland border and south-west towards Durban. It effectively forms a division between Empangeni and Richards Bay. The R34 Provincial Main Road passes through Empangeni towards Melmoth.

The uMhlathuze Municipality was established on 5 December 2000 after the demarcation process and the local government elections of that date. There are a number of natural and man-made phenomenons that have shaped and continue to shape the uMhlathuze Municipality. The area is inundated with a system of wetlands and natural water features such as Lakes Cubhu, Mzingazi, Nsezi and Nhlabane. Major rivers include the Mhlathuze, Nsezi and Ntambanana.

The main access into the municipal area is via the N2 in a north south direction and in an east west direction the R34 from Ntambanana. Other significant roads in the area include the MR431 (that provides a northerly entry into Richards Bay from the N2) as well as the Old Main Road that straddle the N2. Railway lines are prevalent in the municipal area but do not provide a passenger service, only a commercial/industrial service is provided.

Linked to its coastal locality is the Richards Bay deep-water port that has been instrumental in the spatial development of the area in the past and will definitely impact on the areas' future spatial development. There is one airport and a couple of land strips in the municipal area

The table below presents the key initiatives of the uMhlathuze Local Municipality to MTSF priorities.

⁷ uMhlathuze Local Municipality Final IDP Review 2018/2019, "1st IDP Review of the Fourth Generation".

Table 39: Alignment of uMhlathuze Initiative with MTSF Priorities

Capable, Ethical, Developmental State	• Internalization of SDGs • Land Use Management Challenges in Rural areas • Effective JMPT • Alignment with SOE by way of an Memorandum of Understanding • Hierarchy of Plans in place • Council Codes of Ethics • Consultation approach • Improved Business Processes (SAP) • Youth Desk • Women's Forums
Economic Transformation and Job Creation	• Ease of Doing Business • Green Economy: Materials Recovery & Waste Management • Comprehensive Integrated Transport Plan • Securing Water Supply • Energy Sector Plan & Alternatives • Biodiversity Economic Opportunities • Agricultural Support Plan • Informal Economy Support • Ongoing business (including SMME) support
Education, Skills and Health	• Public Wi-Fi • Proposed Maritime TVET (Operation Phakisa) • Target areas of known educational backlogs • Operation Sukuma Sakhe War Rooms to assist with Community Health • Completion of ECD (Early Childhood Development) Centres
Consolidating the Social Wage Reliance and Quality Basic Services	• Batho Pele Committee • Target Areas of Poverty as per socio-economic indicators • Target assistance to known Child Head Households and Indigents (OSS) • Support for EPWP • Pursue Food Security (Agricultural Support Plan) • Food Bank • Water, Sanitation, Electricity & Waste Removal
Spatial Integration, Human Settlement and Local Government	• Settlement patterns, Nodes & Corridors • Spatial Transformation Agenda • Priority Housing Development Areas (PHDAs) process • Green House Gas Inventory • Green Building Guideline • Rural Planning & Agrarian Support • Infrastructure Sector Plans • Water Re-use PPP • Public Transport Planning & Investment • Land Reform Task Team
Social Cohesion and Safer Communities	• Disaster Management Plan (Level 2) • Arts & Culture Events • Functionality of OSS & War Rooms • Grant-in-Aid • Special Programmes
A Better Africa and World	• National & International Collaboration & Coordination • Partnerships (UWASP, ICLEI, GiZ etc.) • Disaster Management Services • Climate Action

3.4.4 Infrastructure Development, Poverty Eradication and Welfare Creation Projects, Regulation 46 (c) (iii):

3.4.4.1 Approach

NDP states that South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This requires a new approach – one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people’s capabilities to lead the lives they desire. The achievement of this vision is based on the following priorities:

- Creating jobs and livelihoods
- Expanding infrastructure
- Transitioning to a low-carbon economy
- Transforming urban and rural spaces
- Improving education and training
- Providing quality health care
- Building a capable state
- Fighting corruption and enhancing accountability
- Transforming society and uniting the nation

RBM intends aligning its LED approach to address the top priorities of both the SDGs and the NDP as well as that of PDGS, namely inclusive economic growth to ensure job and livelihood creation which will alleviate extreme poverty and hunger. RBM aims to achieve this through an LED programme which encourages collaboration between local communities, government and the private sector to leverage regional resources and opportunities to ensure that projects aimed at community development has a significant economic impact on the broader area.

Throughout the life of the Mine, RBM intends playing an ongoing role in the formulation and implementation of the IDP for the areas surrounding the Mine. The Mine participates in local economic development through the established IDP frameworks and local Traditional Council Structures. The community projects will be monitored and managed on an ongoing basis to keep track of key performance indicators such as; the number of jobs created, the number of beneficiaries and the financial expenditure on the projects.

3.4.4.2 Baseline Situation

RBM as a responsible citizen has contributed approximately a R320 million through LED initiatives in the previous SLP. RBM continues in its commitment to contribute towards the upliftment and sustainable development of the communities surrounding its operation. Several projects have been identified for RBM involvement in Local Economic Development, which will contribute significantly to poverty eradication in the local communities.

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 TC's; 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. Detailed consultation has taken place between RBM and the municipal offices to understand the community development priorities of the relevant Integrated Development Plans. The list of potential LED projects has been formulated with involvement of this process.

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

Table 40 below shows the record of meetings held with various stakeholders to discuss potential LED Projects, see Annexure C for proof of Stakeholder Consultations.

3.4.5 Stakeholder Engagements

Table 40: Richards Bay Minerals' Record of Stakeholder Engagements for LED Identification

No.	Stakeholder Group	Date	Venue	Objective
1	Dube Traditional Council	16 th July 2024	Dube Traditional Council Offices	SLP 3 progress update and identification of SLP 4 projects
2	Sokhulu Traditional Council	25 th June 2024	Sokhulu Traditional Council Offices	SLP 3 progress update and presentation of proposal to amend current SLP (2020-2024)
3	Sokhulu Traditional Council	9 th July 2024	Sokhulu Traditional Council Offices	Consultative process with Sokhulu Traditional Council on the proposal to make amendments to the current SLP(2020 – 2024)
4	Mbonambi Traditional Council	30 th July 2024	Mbonambi Traditional Council Offices	SLP 3 progress update and consultation for the identification of SLP 4 projects
5	UMfolozi Local Municipality	06 th May 2024	UMfolozi LM Municipal Manager's Boardroom	SLP 3 progress update and alignment on SLP 4 consultation process
6	UMfolozi Local Municipality	13 th June 2024	UMfolozi LM Municipal Manager's Boardroom	RBM to provide feedback on progress and cost overview of SLP 3 projects. UMfolozi LM submission of Projects for consideration in SLP 4 Discuss logistics for the handover event of Umfolozi Driver's Licence Access Road Project
7	UMhlathuze Local Municipality	07 th May 2024	Empangeni Civic Centre	SLP 3 progress update and consultation for the identification of SLP 4 projects
8	Union	11 th September 2024 10 th October 2024 23 rd October 2024 5 th November 2024 13 th November 2024 25 th November 2024	Virtual Virtual Postponed Virtual Virtual Virtual	SLP 4 – discuss and agree on the portable skills target. Due to unavailability of some of the union reps the meeting was postponed and is rescheduled to take place on 31 October 2024 SLP 4 – discuss and agree on the portable skills target. SLP 4 – discuss and agree on the portable skills target. SLP 4 – discuss and agree on the portable skills target.
9	UMfolozi Local Municipality	11 th November 2024	UMfolozi Local Municipality Mayors Boardroom	SLP 4 LED Projects endorsements and signing of the Letter of Commitment
10	UMhlathuze Local Municipality	26 th November 2024	City of UMfolozi LM Offices	SLP 4 LED Projects endorsements and signing of the Letter of Commitment
9	Umfolozi Local Municipality, Sokhulu and Mbonambi Traditional Councils	14 th April 2025	CSC Boardroom UMfolozi Local Municipality	SLP 4 review update, Section 102 application feedback and SLP 3 projects progress update
10	Mbonambi Traditional Council	15 th April 2025	Mbonambi Traditional Council Offices	SLP 4 review update and the identification of SLP 4 project
11	Dube Traditional Council	22 April 2025	Dube Traditional Council Offices	SLP 4 review update, SLP 3 progress update and the identification of SLP 4 project

No.	Stakeholder Group	Date	Venue	Objective
12	City of UMhlatuze Local Municipality	25 th April 2025	EES Boardroom Civic Centre Richards Bay	SLP 4 review update, Section 102 application feedback and SLP 3 projects progress update
13	Department of Health, Mbonambi Traditional Council and UMfolozi Local Municipality	30 th April 2025	Enseleni Clinic Boardroom	To discuss the proposed Mbonambi Traditional Council project for consideration in SLP 4
14	Department of Health and Mbonambi Traditional Council	13 th May 2025	Nhlabane Clinic	Site inspection
15	Department of Education and Sokhulu Traditional Council	22 nd May 2025	Njeke Primary School	Site inspection
16	Department of Education and RBM	30 th June 2025	DOE offices in Richardsbay	Proposed projects for SLP 4 i.e. Njeke and Inkosi Nzwakele Primary Schools
17	DOH and RBM	29 th October 2025	Virtual	MOU review
18	DOH and RBM	31 st March 2026	Virtual	MOU review

3.5 Local Economic Development Projects (2025 – 2029)

Table 41: A list of potential LED projects has been identified, which are listed below:

Project Name	Category	Deliverables	Host Community	Beneficiaries	Land Availability	Allocated budget
Nhlabane Clinic	Infrastructure	Construction of clinic	Mbonambi Traditional Council	Mbonambi Community	Yes	R9 000 000
Njeke Primary School	Infrastructure	Construction of 5 classrooms and administration block	Sokhulu Traditional Council	Sokhulu Community	Yes	R5 000 000
Community Hall	Infrastructure	Construction of a community hall	Mkhwanazi Traditional Council	Mkhwanazi Community	Yes	R5 000 000
Inkosi Nzwakele Primary School	Infrastructure	Construction of 5 classrooms and administration block	Dube Traditional Council	Dube Community	Yes	R5 000 000

The selection of the final projects is based on community consultation and the alignment to the total LED financial provision, including consideration made in the section 102 provision to complete Madunga Road, Sokhulu Youth Centre, Sokhulu Sports Complex, Emalaleni Road and Sokhulu SMME Building withing the approved financial provision for 2025 – 2029 SLP cycle contained in the table below.

Table 42: Total 5 Year LED Financial Provisions

SLP Programme	2025	2026	2027	2028	2029	Total
Local Economic Development Projects	R35,000,000	R30,000,000	R35,000,000	R31,000,000	R18,000,000	R149,000,000

RBM commits to a Total 5-year LED Financial Provision of R149,000,000.

Table 43: LED Implementation Plan

Project Name	Inkosi Nzwakele Primary School					FY of Project Sheet	2025			
Background to Project	The Department of Basic Education is addressing ongoing challenges in schools' infrastructure including water shortage, crowded classrooms, delayed infrastructure projects, etc. Rural schools face severe challenges that are unique to their environment such as insufficient funding from the government, a lack of resources and multi-grade teaching are some of the barriers to effective education. These challenges can be attributed to numerous sources, from within school structures and from the external environment, including local communities and education authorities. After 25 years of democracy, educational standards and learner performance in rural schooling has shown little improvement. The Dube Traditional Council have identified significant challenges faced by Inkosi Nzwakele Primary School due to a severe shortage of classrooms i.e. overcrowding leading to reduced learning outcomes and lack of proper learning environment. Hence have identified an opportunity to assist Nzwakele Primary School by requesting funding from RBM to support the construction of classrooms. This project will not only address the immediate classroom shortage but also: ● Improve student-teacher ratio ● Create a more conducive learning environment ● Enhance the overall quality of education at Nzwakele Primary School RBM deliverables: ● Construction of 4 new classrooms					Project Start Date	January 2025			
						Project End Date	December 2029			
Project partners	RBM, DOE and UMhlathuze LM					Information Valid as at:	Date of approval			
Project Incorporated into which IDP	UMhlathuze LM					Beneficiaries (Community Specific)	Dube Community			
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Within UMhlathuze Local Municipality			
AS IDENTIFIED BY MUNICIPALITY/ IDPs	Spin off employment opportunities	10	8	10	1					
		Male	Female	Youth	Disabled					
		Total Employment Opportunities Created:								
	Short Term	Medium Term	Long Term							
Output		10	2							
Output	Responsible Entity	Activity		Timeframe				FY 20204		
		KPA (key performance area)	KPI (Key Performance Indicator)	Year 1	Year 2	Yea 3	Year 4	Budget Allocation (ZAR)		

Project execution: Design	RBM, Service providers	Appointment of Design team and development of project design.	Provision of detailed designs	Appointment of Selected service provider Submission of detailed designs for approval.	N/A	N/A	N/A	R5 000 000
Project execution: Construction	RBM and service provider	Appointment of Service provider for construction.	- Appointment of Construction service provider - Construction of the classrooms	Appointment of Construction service. Construction of classrooms	Construction of classrooms	Construction of Administration block		
Project handover	RBM and service providers	Provision of close out report.	Submission of project close out report.				All construction snags attended to. Submission of as-built drawings and project close out report.	
Grand Total:								R5 000 000
Exit Strategy:	RBM will hand over the classrooms to Department of Education for maintenance							
Completion Date:	Dec 2029							

Project Name	Njeke Primary School					FY of Project Sheet	2025				
Background to Project	The Sokhulu Traditional Council has identified a need at Njeke Primary School. The school is currently facing a significant challenge: a shortage of classrooms, 80 learners per classroom. Their facilities are overcrowded, hindering the ability for teachers to provide individualized attention. They are forced to hold classes in inadequate spaces, impacting the learning environment. They are unable to accommodate the growing needs of the community student population. To address this critical need, the Sokhulu Traditional Council have requested RBM to fund the construction of new classrooms. This expansion will have a positive impact by: • reduce class sizes • improve student learning outcomes • conducive learning environment • improve infrastructure and facilities At RBM, we believe that education is a cornerstone of a thriving community. We recognize the importance of providing students with access to safe, modern, and conducive learning environments. That's why we are excited to make this classroom construction project a reality. We believe that this project will have a significant and positive impact on the lives of young people and the community. RBM deliverables include the following: • Construction of 4 new classrooms					Project Start Date	January 2025				
						Project End Date	December 2029				
Project partners	RBM, DOE and UMfolozi LM					Information Valid as at:	Date of approval				
Project Incorporated into which IDP	UMfolozi LM					Beneficiaries (Community Specific)	Sokhulu Community				
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Within UMfolozi Local Municipality				
AS IDENTIFIED BY MUNICIPALITY/ IDPs	Spin off employment opportunities	5	5	5	0						
		Male	Female	Youth	Disabled						
		Total Employment Opportunities Created:									
		Short Term	Medium Term	Long Term							
Output											
Output	Responsible Entity	Activity		Timeframe				FY 2024			
		KPA (key performance area)	KPI (Key Performance Indicator)	Year 1	Year 2	Year 3	Year 4	Budget Allocation (ZAR)			

Project execution: Design	RBM, Service providers	Appointment of Design team and development of project design.	Provision of detailed designs	Appointment of Selected service provider Submission of detailed designs for approval.	N/A	N/A	N/A	R5 000 000
Project execution: Construction	Richards Bay Minerals and service provider	Appointment of Service provider for construction.	- Appointment of Construction service provider - Construction of classrooms	Appointment of Construction service. Construction of classrooms	Construction of classrooms	Construction of Classrooms		
Project handover	RBM and service providers	Provision of close out report.	Submission of project close out report.				All construction snags attended to. Submission of as-built drawings and project close out report.	
Grand Total:								R5 000 000
Exit Strategy:	RBM will hand over the classrooms to Department of Education for maintenance							
Completion Date:	Dec 2029							

Project Name	Nhlabane Clinic	FY of Project Sheet	2025
Background to Project	The Mbonambi Community have expressed serious concerns regarding the Nhlabane Clinic located at Mbonambi and its inability to adequately serve the needs of the community. Specifically, they are concerned about the following: Substandard Infrastructure: The current structure of the clinic, which is a park home, is inadequate for providing modern medical services. It poses limitations in terms of space, accessibility e.g., for	Project Start Date	January 2025
		Project End Date	December 2029

	patients with disabilities, and the ability to accommodate necessary medical equipment and procedures. This outdated structure is not conducive to a safe and effective healthcare environment. • Community Needs: Due to the issues outlined above, the clinic is currently failing to meet the healthcare needs of the community it is intended to serve. Patients are reportedly seeking care elsewhere, leading to increased strain on other local healthcare facilities and potentially delaying necessary medical attention. Furthermore, the Department of Health currently does not have funds to build the clinic. Hence the Mbonambi Traditional Council have requested RBM to provide funding for the construction of Nhlabane Clinic building infrastructure and partner with the Department of Health to assist the community with: ○ Convenient and accessible health care facility for community members ○ Improve facility structure and equipment ○ Improved primary health care services ○ Address community's health care needs RBM funding will cover the following deliverable: • Construction of new building infrastructure for the Clinic Department of Health will cover the following deliverables: • Provide all medical equipment and medication • Provide medical staff personnel • Provide clinic furniture							
Project partners	RBM, Department of Health and UMfolozi LM					Information Valid as at:	Date of approval	
Project Incorporated into which IDP	UMfolozi LM					Beneficiaries (Community Specific)	Mbonambi Community	
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Within UMfolozi Local Municipality	
AS IDENTIFIED BY MUNICIPALITY/ IDPs	Spin off employment opportunities	11	5	15	0			
		Male	Female	Youth	Disabled			
		Total Employment Opportunities Created:						
		Short Term	Medium Term	Long Term				
Output		15						
Output	Responsible Entity	Activity		Timeframe				FY 2024
		KPA (key performance area)	KPI (Key Performance Indicator)	Year 1	Year 2	Year 3	Year 4	Budget Allocation (ZAR)

Project execution: Design	RBM, Service providers	Appointment of Design team and development of project design.	Provision of detailed designs	Appointment of Selected service provider Submission of detailed designs.	N/A	N/A	N/A	R5 000 000
Project execution: Construction	RBM and service provider	Appointment of Service provider for construction	Appointment of Construction service provider	Appointment of Construction service. Construction of clinic	Construction of Nhlabane Clinic	Construction of Nhlabane Clinic		
Project handover	RBM and service providers	Provision of close out report.	Submission of project close out report.				All construction snags attended to. Submission of as-built drawings and project close out report.	
Grand Total:								R5 000 000
Exit Strategy:	RBM will hand over the Department of Health for maintenance and provision of services							
Completion Date:	Dec 2029							

Project Name	Mkhwanazi Community Hall	FY of Project Sheet	2025
Background to Project	Mkhwanazi Traditional Council have identified an exciting opportunity to invest in the future of their community. They have requested RBM to embark on a project to build the Mkhwanazi Community Hall, a much-needed	Project Start Date	January 2025

	community hall that will serve as a central hub for community activities, programmes and community gatherings for years to come. The community currently lacks a suitable venue for important gatherings. The Mkhwanazi Community Hall will provide a versatile space for: • Skills training and educational workshops • Community meetings and forums • Recreational activities for all ages • Social community gatherings This hall will be more than just a building; it will be a place where connections are made, skills are learnt, and memories are created. It will strengthen the fabric of Mkhwanazi Community and provide opportunities for everyone to thrive. They have requested RBM to make this vision a reality by funding the construction of the Mkhwanazi Community Hall. Having a community hall will assist in closing the gap and eliminating currently experienced venue access challenges. RBM deliverables: ○ Construction of Mkhwanazi Community Hall					Project End Date	December 2029	
Project partners	RBM and UMhlathuze LM					Information Valid as at:	Date of approval	
Project Incorporated into which IDP	UMhlathuze LM					Beneficiaries (Community Specific)	UMhlathuze LM Communities	
IDP Reference Number of Project	Total Expected Number of Jobs to be created	Male	Female	Youth	Disabled	Geographical Location of Project	Within UMhlathuze Local Municipality	
AS IDENTIFIED BY MUNICIPALITY/ IDPs	Spin off employment opportunities	6	5	5	0			
		Male	Female	Youth	Disabled			
		Total Employment Opportunities Created:						
		Short Term	Medium Term	Long Term				
Output		11						
Output	Responsible Entity	Activity		Timeframe				FY 2024
		KPA (key performance area)	KPI (Key Performance Indicator)	Year 1	Year 2	Year 3	Year 4	Budget Allocation (ZAR)
Project execution: Design	RBM, Service providers	Appointment of Design team and development of project design.	• Provision of detailed designs	Appointment of Selected service provider	N/A	N/A	N/A	R5 000 000

				Submission of detailed designs.				
Project execution: Construction	RBM and service provider	Appointment of Service provider for construction.	- Appointment of Construction service provider - Construction of Mkhwanazi Community Hall	Appointment of Construction service. Construction of Mkhwanazi Community Hall	Construction of Mkhwanazi Community Hall	Construction of Mkhwanazi Community Hall		
Project handover	RBM and service providers	Provision of close out report.	Submission of project close out report.				All construction snags attended to. Submission of as-built drawings and project close out report.	
Grand Total:								R5 000 000
Exit Strategy:	RBM will hand over the Mkhwanazi Community Hall to UMhlathuze Local Municipality for operation and maintenance							
Completion Date:	Dec 2029							

3.6 Measures to Address Housing and Living Conditions (Regulation 46 (c) (iv))

The Housing and Living Condition Standard for the Mining Industry ("The Housing Standard") has been promulgated to give effect to section 100(1) (a) of the MPRDA and sections 26(1) and (3) and 27(1) and (3) of the Constitution of the Republic of South Africa, 1996, and other related legislation by ensuring that adequate housing, health care services, sufficient food and water are adequately provided to mine workers.

The Housing Standard states that:

(i)"The location of the mining operations, which in most cases tends to be far from existing settlement, has necessitated the employers to make provision for housing as an undertaking to be part of the infrastructure required to develop the mine. In the late nineteenth century, since the birth of modern mining industry, single sex hostels have been a significant feature of the system of labour on the mines. The housing and living conditions for many workers in the minerals and mining industry were of substandard nature, adversely impacting on their health, productivity and social well-being.

3.6.1 Principles of housing conditions for mine employees

To give effect to adequate and decent housing for mine employees current and future housing needs, the following principles are applicable:

- (i) Develop social, physical and economic integrated housing development within a mine community.
- (ii) Measures to address the housing demand.
- (iii) Ensure the involvement of employees in the housing administrative systems.
- (iv) Promote best practices and compliance with minimum norms and standards in relation to the delivery and management of housing.
- (v) Promote the use of financing schemes in a transparent and accountable manner.

3.6.2 Living out allowance for housing purposes

- (i) A mining right holder must after consultation with organized labour determine a living out allowance payable to a mine employee who is not receiving any rental or homeownership subsidy from the mining right holder.
- (ii) A living out allowance shall be payable to an employee who has proof of decent and verifiable accommodation; and
- (iii) Mine employee who was previously receiving a rental or living out allowance and decides to purchase a house or unit in the open market shall forfeit such allowance and apply for the homeownership scheme / allowance.

3.6.3 Richards Bay Minerals Housing conditions status for employees

Richards Bay Minerals has never provided housing to its employees, instead employees receive an accommodation/housing allowance on a monthly with their pay. RBM conducted a housing and living conditions survey to ascertain the housing ownership of employees and their needs thereof. The

outcome from the survey revealed that employees were unhappy with the differential value offered for the different categories of employees within the bargaining unit. They requested the company to provide equal value for all employees within the bargaining unit and this matter was further tabled in the wage negotiation in 2015. The employees and employer reached an agreement to put all employees within the bargaining unit under same value. Since 2020 to date employees have been receiving the same amount across all categories/levels of the bargaining unit and increase is affected as part of the wage negotiation agreement.

Table 44: Housing categories prior 2024 and the value in 2024

Year	Employee Group & Number	Accommodation Allowance
2024	C2 to C3 = 358	R7,917.95
	B1 to B4 = 765	

Table 45: Employee Housing

Number Of Employees Accommodated In Single Units	0
Number Of Employees Accommodated In Family Units	0
Number Of Employees Receiving Rental Subsidy	0
Number Of Employees Receiving Home Ownership Subsidy	0
Number Of Employees Receiving Living Out Allowances	1123
Total Number Of Employees	1123

3.6.4 Promote use of financing schemes in a transparent and accountable manner

Employees requested the company to provide alternative financial provider who will assist in ensuring that they are able to have access to housing loans since they were experiencing challenges when dealing with the banks. They suggested a provider and an agreement was signed between IEMAS and RBM to assist employees. In 2023 employees further requested another alternative service provider to assist in ensuring that they have access to housing loans and other financial support. They suggested Bayport and RBM signed an agreement with them.

3.6.5 Principles for living conditions for mine employees

Sufficient, suitable and adequate employee living conditions are crucial components linked to productivity of mine employees and must be provided for at an affordable, equitable and sustainable manner by the mining right holder. In order to ensure employees decent living conditions, a mining right holder must provide:

- (i) Primary health care services for the mine employees.
- (ii) Affordable, equitable and sustainable health care schemes for the employees.
- (iii) Sufficient, suitable balanced nutrition and portable water; and
- (iv) Clean, safe and healthy environment.

3.6.6 Primary health care services

Employees have access to primary health care onsite. We have an onsite doctor and a pharmacy, which enables employees to collect their chronic medication and prescription medication without leaving the site. The doctor will continue to provide primary health care in the morning and the pharmacy will continue with its service from 07h00 to 10h00 daily. The nursing staff also provides primary health in the absence of the doctor.

3.6.7 Sustainable health care schemes for the employees

The clinic will continue to manage employees with chronic illnesses to ensure that they follow their programmes as prescribed by their medical aid and the doctor. Employees will be able to afford the opportunity to do their annual wellness testing at the clinic. Wellness events are conducted annually to promote the healthy living and well-being of employees. On a weekly basis, health share is communicated across the business to promote the well-being of employees.

Rio Tinto - RBM has partnered with Life Assist; a leading South African EAP 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 EAP services are available to employees, families and 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
- Health information

3.6.8 Suitable balanced nutrition and portable water

RBM has revamped the employee restaurant (canteen) to offer a wider variety of healthy food options for employees and contractors. The meals range from smoothies, wraps, light, vegetarian, burger, western, traditional meals. All RBM employees receive a meal allowance which they use to purchase a variety of meals at the canteen.

Table 46: Total amounts currently received per employees' categories:

Employee Group	Meal Allowance
Staff employee	R1,260.60
Bargaining unit employees	R1,414.60
Offsite Employees	R1,933.30

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

3.6.9 Clean safe and healthy environment

Across the business, RBM has staff that clean all areas on a daily basis to ensure that good hygiene is maintained all the time. Employees are also expected to contribute towards housekeeping in their respective areas.

3.7 Procurement

3.7.1 Procurement Baseline as at July 2024 (Form T)

Table 47: Procurement Baseline - Form T

Compliance Target	Measure	MCIII Target	MCIII Weight	2024 Actual	Actual Weighted Score
70% Percentage of Mining goods procurement to be on South African manufactured goods (Capital and Consumables combined).	HDP owned	21%	5%	32.9%	5%
	Women Owned/ Youth Owned	5%	5%	7%	5%
	BEE	44%	5%	79.0%	5%
80% Percentage of Services to be sourced from a South African Based Company	HDP owned	50%	5%	55.7%	5%
	Women Owned	15%	5%	21.5%	5%
	YO Youth Owned	5%	5%	8.1%	5%
	BEE	10%	5%	70.7%	5%
70% Research and Development	SA based entities	70%	2.5%	0%	0%
100% Sample Analysis	SA based companies	100%	2.5%	100%	2.5%

3.8 Procurement Plan

Regulation 46 C (vi) requires the inclusion of a procurement plan and its implementation mining goods and services, in line with the Mining Charter 2018 requirements.

Table 48: Targets for Inclusive Procurement at Richards Bay Minerals (2025 - 2029)

Category	Measure	2025	2026	2027	2028	2029
Mining Goods		70%	70%	70%	70%	70%
70% Percentage of Mining goods procurement to be on South African manufactured goods (Capital and Consumables combined).	HDP owned and controlled companies	21%	21%	21%	21%	21%
	Woman and/or Youth owned and controlled companies	5%	5%	5%	5%	5%
	BEE compliant companies	44%	44%	44%	44%	44%
Services		80%	80%	80%	80%	80%
80% Percentage of Services to be sourced from a South African Based Company	HDP owned and controlled companies	50%	50%	50%	50%	50%
	Woman owned and controlled companies	15%	15%	15%	15%	15%
	Youth owned and controlled companies	5%	5%	5%	5%	5%

Category	Measure	2025	2026	2027	2028	2029
	BEE compliant companies	10%	10%	10%	10%	10%
Research and Development		70%				
Minimum of 70% of total Research and Dev budget to be spend on SA based entities	South African based research and development entities.	70%	70%	70%	70%	70%
Sample Analyses		100%				
SA based companies to be used for 100% of the mineral samples across the value chain	South African based facilities or companies.	100%	100%	100%	100%	100%

** RBM's procurement approach will align with Broad-Based Black Economic Empowerment guided by the RBM Preferential Procurement Policy*

Procurement Action Plan

Action	Responsible Person	Timeframe
To continue to update the policy and procedure in line with the targets set for reporting purposes	Procurement Manager	Ongoing
Integrate broader Enterprise and Supplier Development program for the achievement of procurement targets	Procurement Manager	Ongoing
Ensure that procurement compliance requirements are communicated to contractors through the on-boarding process and included in market engagement strategies	Procurement Manager	Ongoing
Align procurement targets with business KPI's and ensure procurement targets are met	Procurement Manager	Ongoing

3.8.1 Enterprise & Supplier Development

RBM will leverage on Enterprise and Supplier Development Program to support the local procurement opportunities and plan to align to the required targets within the B-BBEE Codes of Good Practise Guidelines.

3.8.1.1 Supplier Development Implementation Framework:



1. *Procurement Linkages*

- Support Host community (HC) suppliers' readiness for procurement opportunities in line with procurement category plans
- Facilitate the inclusion of HC Suppliers into the supply chain with a strong focus on Black-owned, Black women-owned and Youth-owned businesses
- Drive procurement strategy that promotes B-BBEE Preferential Procurement objectives

2. *Business development support*

- Business diagnostic assessments
- Business acumen trainings
- Business mentoring and coaching
- Entrepreneurial and leadership skills development
- Back-office support
- Technical mentoring and coaching

3. *Funding*

- Facilitate access to funding for various business needs through BDSP collaborations

4. *Access to markets*

- Support acquisition of new opportunities in other industries
- Market exposure, through exhibitions, summits, conferences etc.
- Inter Company opportunities for expansion

5. *Industry Partners*

- Collaborate with aligned industry players and external stakeholders to support sustainable growth of the programme beneficiaries
- Partnering with industry experts for technical mentorship and support
- Rio Tinto Africa region expansion projects and partnerships

3.8.1.2 Enterprise Development Implementation Framework:

The Enterprise Development support will be offered to qualifying black-owned businesses within RBM's four host communities, Sokhulu, Mbonambi, Mkhwanazi, and Dube (Focusing on those registered on the RBM Supplier Discovery Portal only for supply chain linkages and a drive for opportunities outside of procurement for sustainability of our communities).

The program will be split into two pillars:

Pillar 1

- Advancement of businesses in underdeveloped sectors within the host communities (e.g. Technology, Agriculture, Manufacturing & Design etc – Local studies to be conducted to determine focus sectors)

Pillar 2

- Advancement of business within sectors that will feed into RBM core business (Will be determined based on long-term procurement category planning)

In addition, standard SMME Development Trainings will be conducted which will equip local small enterprises with essential business skills, enabling them to participate more competitively across various sectors even beyond RBM's supply chain.

The training will cover a wide range of crucial business competencies, including but not limited to:

- **Tender Document Completion:** Guidance on effectively completing RBM tender documents.
- **Costing & Pricing:** Instruction on formal quotation practices.
- **Business Etiquette & Professionalism:** Essential skills for engaging professionally with clients and stakeholders.
- **Compliance Support:** Assistance with ensuring legal and regulatory compliance.
- **Bookkeeping & Cashflow Management:** Tools and techniques for managing finances and cash flow.
- **Marketing Strategies:** Insights into promoting and positioning businesses in competitive markets.

4 SECTION 4: DOWNSCALING AND RETRENCHMENT MANAGEMENT PROGRAMME

4.1 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 the 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.

4.1.1 Establishment of a Future Forum

Richards Bay Minerals has constituted their Future Forum, which meets on bi-annual basis, members of the Future Forum are comprised of the representatives as outlined below:

1. Chairperson (appointed by the General Manager).
2. Representatives (appointed by the General Manager of Mine representing the Mine); and
3. Representatives (appointed by recognized 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 vehicle 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. The Future Forum meets quarterly throughout each year (Ref. Annexure D for Last Meeting Agenda and Attendance Registers).

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 & 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.
- Employment Equity and Skills Development Committee - addresses employment equity and issues pertaining training and development of employees.
- Health & 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 HDP 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.

4.1.2 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 FF to identify strategies to prolong the life of mine or avoid retrenchments and downscaling.
- Consulting with the DoL, the DMREE, 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:
 - 2.1 Prevention of forced retrenchments.
 - 2.2 Voluntary separations (early retirement and voluntary retrenchment packages).

Re-deployment 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 timeframe for the closure process in accordance with Section 52(1) (a) of the Act) will be notified, 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 meet the corrective measures stipulated by the Board.

4.1.3 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; and
- 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.
- h) Consultation with the unions to propose suitable portable skills for the employees to enhance their opportunities in the labour market

4.1.4 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:

- a) Undertaking a Socio-economic Baseline Survey to determine the social dynamics between RBM and the affected regions, the workforce and the affected local municipalities;
- b) Predicting the likely socio-economic impact on employee households, communities and the region;
- c) Identifying critical issues affecting the on-going sustainability of employees and communities during closure, by means of a detailed consultation process;
- d) Identification of alternative livelihood and socio-economic development opportunities and projects, which may become sustainable over the long term;
- e) Mitigating and managing the adverse impacts of closure; and
- f) Providing alternative livelihood options.

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 Skills Development Plan and the creation of LED opportunities for employees and their households in local communities, the negative socio-economic impacts of downscaling, closure and retrenchment should be minimised. This will enable the employee to access alternative livelihood opportunities in other sectors of the economy.

4.1.5 Social and Labour Plan (SLP) Communication

Table 49: 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	Upon approval of SLP Document
		1.2	SLP III Slide Pack / Fact Sheets	1.2.2	Design Project Summary Deck (Slide pack / fact sheet)	
		1.3	Publish SLP III on Company Website/s	1.3.1	RBM Internal announcement / comms campaign	
		1.4	Publish SLP III in Local Newspaper/s	1.4.1	SLP III Outline press release	
		1.5	Hard copies of approved SLP III placed at: -	1.5.1	Local Libraries	
				1.5.2	Municipal Offices	
				1.5.3	Traditional Authority Offices	
				1.5.4	Company / Mine Offices	
		1.6	Announcements, where feasible: -	1.6.1	SLP III Outline media interview (s)	
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.	QUATERLY 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

Table 50: Summary of Financial Provision on Downscaling and Retrenchment Programmes (2025 – 2029)

SLP Programme	2025	2026	2027	2028	2029	Total
Management of Downscaling and Retrenchment	R5,535,000	R5,535,000	R5,535,000	R5,535,000	R5,535,000	R27,675,000
Total	R5,535,000	R5,535,000	R5,535,000	R5,535,000	R5,535,000	R27,675,000

5 SECTION 5: FINANCIAL PROVISION (REGULATION 46 (e))

5.1 Total 5 Year SLP Financial Provision

The following tables present a summary of the budget by RBM on SLP programmes for the Social and Labour Plan period 2025 to 2029.

Table 51: Summary of Financial Provision for Key Elements of Richards Bay Minerals SLP (2025- 2029)

SLP Programme	2025	2026	2027	2028	2029	Total
Human Resource Development Programmes	R28,733,161	R40,258,573	R49,743,108	R58,941,969	R127,937,829	R305,614,640
Local Economic Development Projects	R35,000,000	R30,000,000	R35,000,000	R31,000,000	R18,000,000	R149,000,000
Management of Downscaling and Retrenchment	R5,535,000	R5,535,000	R5,535,000	R5,535,000	R5,535,000	R27,675,000
Total 5 Year SLP Financial Commitment	R69,268,161	R75,793,573	R90,278,108	R95,476,969	R151,472,829	R482,289,640

6 SECTION 6: UNDERTAKING

I _____ the undersigned and duly authorised thereto by RBM Intercement to adhere to the information, requirements, commitments, and conditions as set out in the **RBM Social and Labour Plan**.

Signed at _____ on this _____ day of _____ 20 _____

Signature of responsible person _____

Designation _____

Approved

Signed at _____ on this _____ day of _____ 20 _____

Signature _____

Designation _____