



CHILWAVHUSIKU COLLIERY.

Chilwavhusiku Colliery

Mining Right Number: GP30/5/1/1/2/10037 MR **Close Out Report and Implementation Plan** **Social and Labour Plan FY16-FY21**

*As required in terms of Regulation 46 of the Mineral
and Petroleum Resources Development Act (Act 28 of
2002)*

September 2024

DOCUMENT CONTROL

Report Type:	Social and Labour Plan
Project Name:	Closure Report for Chilwavhusiku Colliery's previous Social and Labour Plan and Verification Sources for period 2016 until 2021

Name	Responsibility	Signature	Date
Black Royalty Minerals Review Team			
Letty Malungani	Training Coordinator		23 August 2024
Doreen Hartman	Reporting Manager		23 August 2024
Mirenda Moremedi	Group HSE Manager		23 August 2024
Kathrine Mutetwa	Manager- Signoff		23 August 2024

TABLE OF CONTENTS

1.	PREAMBLE IN COMPLIANCE WITH REGULATION 46 (A) OF THE MPRDA.....	1
1.1.	Introduction	1
1.2.	Project Context	1
1.3.	Purpose of this Document.....	1
1.4.	SLP Engagement Process.....	2
1.5.	Document Structure	1
1.6.	Company Organogram	2
1.7.	Geographic Origins of Employees	2
2.	HUMAN RESOURCE DEVELOPMENT PROGRAMME IN COMPLIANCE WITH REGULATION 46 (B) OF THE MPRDA	4
2.1.	Skills Development Legislation	4
2.1.1.	Compliance with skills development legislation	4
2.2.	Skills Development Plan – Regulation 46 (b)(i)	5
2.2.1.	Form Q: Education Levels of Workforce	6
2.2.2.	Adult Education and Training	9
2.2.2.1.	Adult Education and Training (AET) Status Quo.....	9
2.2.3.	Learnerships, skills programmes, managerial development and portable skills training 11	
2.2.3.1.	Learnerships.....	11
2.2.4.	Mining Academic Programme – Grade 12 Learner Support Programme	13
2.2.5.	Accredited Technical Skills Training Programmes.....	13
2.2.6.	Managerial Skills Development.....	14
2.2.6.1.	Managerial Skills Development Implementation Plan	14
2.2.7.	Portable Skills.....	16
2.2.8.	Bursary and Internship Plan	18
2.2.8.1.	Bursary and Internship Implementation Plan	18
2.3.	Women in Mining (participation of women).....	19
2.4.	Employment Equity Plan.....	19
2.4.1.	Employment Equity Plan Targets.....	19
3.	Mine Community Development Economic Projects	21

3.1.	Social and economic background information (Regulation 46 (c) (i))	21
3.1.1.	Demographics	21
3.2.	Infrastructure and poverty eradication projects in local and major labour-sending areas	21
3.2.1.	Project 1: The hydroponic vegetable project.....	22
3.2.2.	Project 2: Poultry Farm Project	22
3.2.3.	Implementation Plan for Mine Community Economic Development Projects	22
4.	HOUSING AND LIVING CONDITIONS IN COMPLIANCE WITH REGULATION 46 (C) OF THE MPRDA	25
4.1.	Housing.....	25
4.2.	Living Conditions.....	25
4.3.	PROCUREMENT PLAN IN ACCORDANCE WITH REGULATION 46 (C) OF THE MPRDA	26
4.3.1.	Overview	26
4.3.2.	Objectives.....	26
4.3.3.	Procurement Targets.....	26
5.	DOWNSCALING AND RETRECHMENT IN ACCORDANCE WITH REGULATION 46 (D) OF THE MPRDA	33
5.1.	Regulation 46 (d) (i): Establishment of a Future Forum.....	33
5.2.	Regulation 46 (d) (ii): Mechanisms to save and avoid Job Losses.....	33
5.3.	Implementation of Section 189 of the LRA	34
5.4.	Notification to the Minerals and Mining Development Board	35
5.5.	Comply with Ministerial Directive	35
5.6.	Regulation 46 (d) (iii): Mechanisms to Provide Alternative Solutions for Creating Job Security	35
6.	FINANCIAL PROVISION IN ACCORDANCE WITH REGULATION 46 (E) OF THE MPRDA	37
7.	IMPLEMENTATION PLAN.....	38
8.	UNDERTAKING OF THE SOCIAL AND LABOUR PLAN IN ACCORDANCE WITH REGULATION 46 (F) OF THE MPRDA	39
8.1.	Responsibility and Accountability.....	39
8.2.	Undertaking.....	39

LIST OF FIGURES

Figure 1-1: A simplified company organogram for period 2016 until 2021	2
--	---

LIST OF TABLES

Table 1-1: Black Royalty Minerals Background Information	1
Table 1-2: Breakdown of permanent workforce for permanent and contractor workforce as for five year SLP cycle	3
Table 2-1: Compliance in terms of Mining Qualification Authority	5
Table 2-2: Form Q: Number and educational levels of the permanent workforce as at 31 December 2021	7
Table 2-3: Form Q: Number and Education Levels of the contractors workforce	8
Table 2-4: AET Training – Five year cumulative total and catch-up plan	10
Table 2-5: Internal Learnerships (18.1) five year cumulative total and catch-up plan	12
Table 2-6: External Learnerships (18.2) five year cumulative total and catch-up plan	12
Table 2-7: Technical Skills Training Programmes for reporting period	13
Table 2-8: Managerial Skills Development Programmes for reporting period	15
Table 2-9: Portable Skills training for reporting period	17
Table 2-10: Bursary Programme	18
Table 2-11: Form S: Employment Equity Statistics for period as at 31 December 2021	20
Table 3-1: Mine Community Economic Development Projects	23
Table 3-2: Mine Community Economic Development Project: SLP Template	24
Table 6-1: Financial Provision for period 2016 until 2021	37

LIST OF APPENDICES

Appendix A: Consultation Meeting Minutes

Appendix B: Consultation Meeting Minutes with City of Tshwane and Identified Mine Community Economic Development Projects

Appendix C: Verification Sources: Procurement

Appendix D: Flight Plan

ABBREVIATIONS AND MEANING

ABBREVIATION	MEANING
AET	Adult Education and Training
ARM	African Royalty Minerals
BRM	Black Royalty Minerals (Pty) Ltd
CPP	Career Progression Plan
CTMM	City of Tshwane Metropolitan Municipality
DDM	District Development Model
DMRE	Department of Mineral Resources and Energy
DoL	Department of Labour
EA	Environmental Authorisation
EE	Employment Equity
FET	Further Education and Training
HDPs	Historically Disadvantaged Persons
HR	Human Resources
LoM	Life of Mine
LRA	Labour Relations Act, 1995 (Act No. 66 of 1995)
Mining Charter, 2018	Based Socio- Economic Empowerment Charter for the Mining and Minerals Industry; developed in terms of section 100 of the Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002)
MPRDA	Minerals and Petroleum Resources Development Act, 2002 (Act No.28 of 2002) as amended
MQA	Mining Qualifications Authority
NEMA	National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA) and associated EIA Regulations, 2014 (as amended) (Government Notice No. R. 982 of 4 December 2014 as amended by Government Notice No. R.326 of 7 April 2017)
NQF	National Qualifications Framework
SDA	Skills Development Act, 1998 (Act No.: 97 of 1998)
SDF	Skills Development Facilitator
SDF	Spatial Development Framework
SDL	Skills Development Levy
SDL Act	Skills Development Levies Act, 1999 (Act No. 9 of 1999)
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMME	Small, Medium and Micro Enterprise
WSP/ATR	Workplace Skills Plan and Annual Training Report

1. PREAMBLE IN COMPLIANCE WITH REGULATION 46 (A) OF THE MPRDA

1.1. Introduction

This Social and Labour Plan (SLP), Closure Report and Implementation Plan for Chilwavhusiku Colliery owned by Black Royalty Minerals (Proprietary) Limited (BRM) has been compiled in accordance with the provisions of the Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002) as amended (MPRDA) and the requirements of Part 2 of Regulations promulgated under the MPRDA.

The Department of Mineral Resources and Energy (DMRE) has issued the Amendment Regulations (Government Notice (GN) R420 of 27 March 2020 – MPRDA Amendment Act (MPRDA AA) to the Mineral and Petroleum Resources Development Regulations, 2004 (GN R 527 of 23 April 2004) for the implementation requirements which are more specific in terms of SLP requirements, and consultations requirements for the compilation of and review of SLPs specifically Regulations 41 to 46. These Regulations are explicit and require meaningful consultation with all Interested and Affected Persons (I&APs) including authorities and impacted mine host communities.

1.2. Project Context

BRM is a black-owned mining company and holder of the Mining Right (MR), Reference Number: GP30/5/1/1/2/10037MR, granted on 13 May 2016. The MR is valid for 24 years and will expire on 12 May 2040. The Chilwavhusiku Colliery is an opencast colliery approved on the land measuring 250.06 ha in extent. It is situated on the Portions 71, 72, 73, 77, 78, 79 and 80 of farm Wachtenbietjeskop 506 JR; and Portions 1, 2, 4, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 19 of Tweefontein 491 JR. The colliery is operated by mainly mining and associated Contractors. The management and reporting is done by BRM as the MR holder.

The colliery is approximately 10 kilometres northeast of Bronkhorstspuit, within jurisdiction of Region 7 of City of Tshwane Municipality in Gauteng Province. The , mine establishment started in November 2017 and coalface was reached in February 2018. The mine is currently on year seven (7) of mining production operations. The MR is valid until December 2040.

1.3. Purpose of this Document

BRM is required to submit a Closure Report on the previously approved SLP for period 2016 until 2021 (this document) as part of their MR. The verification sources have been included as Annexures to this document. In addition, a Revised SLP for period 2022 until 2027 will be submitted to the DMRE for approval.

Key objectives of this Closure Report are to:

- Report on the Ownership status of the mine;
- Provide feedback on the Human Resources Development (HRD) Programmes implemented, targets achieved and present implementation plan to address variances recorded;
- Report on the current status of Employment Equity and targets achieved;
- Report on Mine Community Economic Development (MCED) Projects (commonly referred to as LED Projects) and present implementation plan to address backlog;
- Provide status quo on Preferential Procurement including targets achieved;
- Report on Housing and Living Conditions Plan and activities implemented to address nutrition of the workforce;
- Outline the Downscaling and Retrenchment measures implemented; and
- Present the Financial Provisions – budget versus actual commitments made in the initial SLP.

1.4. SLP Engagement Process

An engagement approach has been undertaken, through consultations with the City of Tshwane Metropolitan Municipality (CTMM): Economic Development and Spatial Planning Department and the Community in Region 7 in order to address the backlog. On 16 July 2024, a site SLP audit was conducted by the DMRE SLP Directorate and this culminated into the DMRE SLP Directorate issuing the Section 93 (1)(B)(I) dated 13 August 2024. Subsequently, Consultation Meetings were held with the CTMM to engage them on the MCED Projects in order to address the backlog identified in the Section 93 dated 13 August 2024. Consultations with the community were conducted by the mine officials.

Please refer to Annexure A for the proof of meeting minutes from the DMRE Site Audit and Meeting with the CTMM.

1.5. Document Structure

To this effect; this Closure Report is structured as follows:

- **Section 1:** Presents the project context, company details and geographical origins of the workforce.
- **Section 2:** Outlines the HRD programmes with actual targets, financial commitments and implementation plans.
- **Section 3:** Details the MCED Projects identified and agreed upon in consultation with the CTMM.
- **Section 4:** Housing and Living Conditions Plan, Procurement, Supplier and Enterprise Development Plan (Form T) implemented to date.
- **Section 5:** Presents the Downscaling and Retrenchment Plan implemented to date.
- **Section 6:** Outlines the actual Financial Commitments of the previous SLP.
- **Section 7:** Undertaking by the Director of BRM. Company Details in accordance with Regulation 46

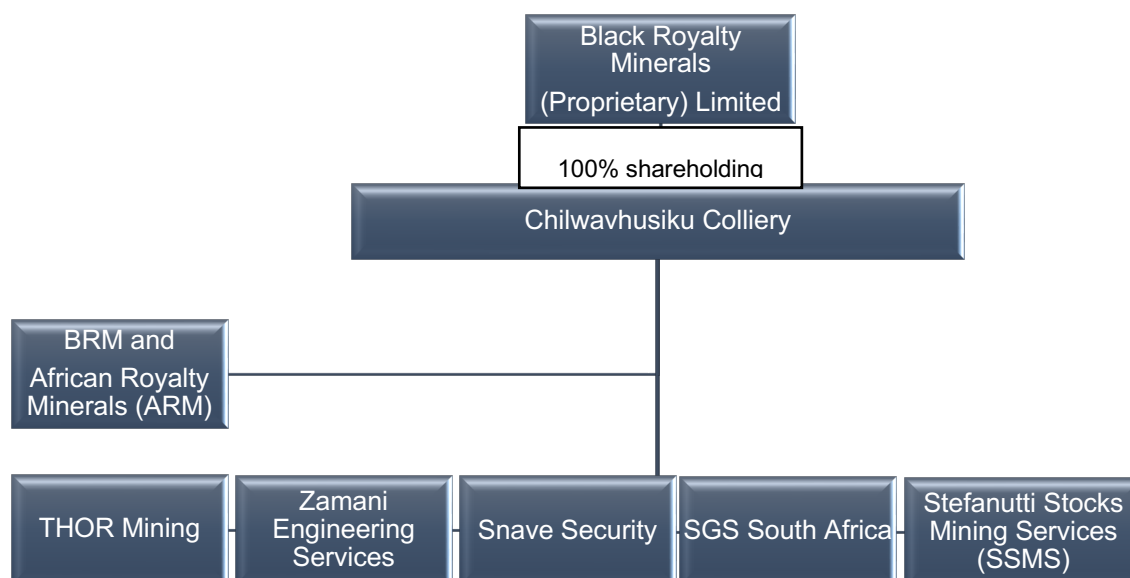
Table 1-1: Black Royalty Minerals Background Information

Mining Right Holder:	Black Royalty Minerals (Pty) Ltd					
Mining Right Number(s):	GP 30/5/1/2/2(214) MR					
Name of Production Operation:	Chilwavirusiku Colliery					
Physical and Postal Address:	01 Fort Street Illovo Extension 1, Sandton Johannesburg 2196					
Telephone Number – Head Office:	(011) 023 9380					
Telephone Number – Mine Site Office:	(072) 057 1977					
Fax number:	(086) 567 8080					
Location of Mine or Production Unit:	Farms Wachtenbietjeskop 506 JR and Tweefontein 491 JR					
	-25°77'99.540 S, 28°81'98.390 E					
	Region 7, Ward 105					
	City of Tshwane Metropolitan Municipality					
	Gauteng Province					
Commodity	Coal					
Life of Mine or Production Unit	24 years					
Financial Year	March to end February					
Reporting Years	2016 until 2021					
Responsible Person:	Mr N, Mareda and Ms Kathrine Mutetwa					
Responsible Person Email Address:	_____					
Responsible Person Mobile Contact Number:	083 574 6572					
Breakdown of Workforce (including mine permanent staff compliment and contractors) *including three (3) Directors:	2016	2017	2018	2019	2020	2021
	1	1	284	427	375	268
Total Workforce for five- year period	1356					
Geographic Origin of Employees (all employees including labour sending areas):	Gauteng (GP), Mpumalanga (MP), Kwa-Zulu Natal (KZN), Limpopo (LP)					

1.6. Company Organogram

Chilwavhusiku Colliery is owned and managed by BRM; and the operations and maintenance function are carried out by various contractors. For purposes of this report, Figure 1-1 below provides a simplified company organogram for the period 2016 until 2021. Please note that there have been structural changes in terms of contractors on-site specifically Stefanutti Stocks who has been replaced by another mining contractor. These changes will be reflected in the Revised SLP for period 2022 until 2027.

Figure 1-1: A simplified company organogram for period 2016 until 2021



1.7. Geographic Origins of Employees

In terms of employment opportunities, Chilwavhusiku Colliery has employed 1356 for previous five-year SLP cycle (2016 until 2021) of which 276 were employed directly by the mine and 1080 employed as contractors. No foreign nationals were recorded for the reporting period.

To note: A target of 60 employees was recorded in the initial SLP. As such, BRM has surpassed the target in terms of the workforce plan.

A breakdown of permanent and contractor employees per sending areas is provided in Table 1-2.

Table 1-2: Breakdown of permanent workforce for permanent and contractor workforce as for five year SLP cycle

Geographic Origin of Employees (all employees including labour sending areas):	Gauteng (GP), Mpumalanga (MP), Kwa-Zulu Natal (KZN), Limpopo (LP)											
	2016		2017		2018		2019		2020		2021	
	GP	1	GP	1	GP	202	GP	262	GP	350	GP	236
			MP	82	MP	165	MP	19	MP	30		
		LP	0	LP	0	LP	4	LP	1			
		KZN	0	KZN	0	KZN	2	KZN	1			

2. HUMAN RESOURCE DEVELOPMENT PROGRAMME IN COMPLIANCE WITH REGULATION 46 (B) OF THE MPRDA

The HRD Programme focuses on the process of developing the skills, knowledge, behaviour and attitudes of individuals and teams to the required levels of performance, to achieve personal, operational requirements and broader social objectives. The HRD Programme responds to employees' future employment aspirations as they follow their career paths through various disciplines.

The HRD objectives are to ensure:

- The availability of the range of skills required to access, extract and process sand deposit productively and safely, on a sustainable and environmentally responsible basis; and
- To provide for the skills of employees in portable competencies which will relate to their livelihood outside the mining environment and, which can be useful to sustain individuals and communities once mining ceases and the mine closes.

The purpose of this section is to describe the following plans implemented and targets achieved and those that are intended for implementation in compliance with Regulation 46 of the MPRDA with the respective targets to address identified gaps. These include:

- Skills Development Plan;
- Career Progression Plan;
- Mentorship Plan;
- Internship and Bursary Plan;
- Employment Equity Statistics and Plan; and
- Development and Participation of Women in Mining.

2.1. Skills Development Legislation

The Skills Development Act (SDA) provides information on the various aspects of skills development in respect of the identification and enhancement of skilled and unskilled employees.

2.1.1. Compliance with skills development legislation

BRM is registered with the Mining Qualifications Authority (MQA) and has submitted the Annual Training Report (ATR) and Workplace Skills Plan (WSP) as per MQA requirements (Table 2-1).

Table 2-1: Compliance in terms of Mining Qualification Authority

COMPLIANCE ASPECT	STATUS QUO
Name of SETA:	Mining Qualifications Authority – Gauteng Region
Registration number with the relevant SETA:	Acquired in 2019
Registration Number:	L150802165
Sub-SDL Number:	T999990118
Confirmation of having appointed a Skills Development Facilitator:	Tsakani Ndlovu
Proof of submission of Annual Training Report and Workplace Skills Plan and date of submission:	MQA Workplace Skills Plan and Annual Training Report (WSP/ATR) submitted and approved for year April 2019-March 2020. <u>To note:</u> The company has not submitted WSP/ATR reports for the years April 2016 to March 2019 and April 2020 to March 2021.

BRM endeavours to undertake administration activities including the paying of levies and the receiving of grants from the MQA and other relevant Sector Education and Training Authorities (SETA) as required by the Skills Development Levy Act (SDLA) (No. 9 of 1999).

The mine has used the existing outsourced training centre to cater for the full range of training including, but not limited to:

- Occupational and safety awareness training;
- Induction and safety training;
- Mine technical training;
- Machinery operators training; and
- Supervisory and basic management training.

2.2. Skills Development Plan – Regulation 46 (b)(i)

BRM initially implemented the Chilwavirusiku Colliery mine project model as part of their Human Resource (HR) Strategy, through its Corporate Head Office to service the mine operations with the required talent pool and offer training. The purpose of the Chilwavirusiku Colliery was to create an enabling environment based on a competency-based and National Qualifications Framework (NQF) aligned HR development applications focusing on training needs analysis, training curriculum, coaching, mentoring and career/leadership/team development initiatives. Key aspects addressed in this model included:

- The compilation of development plans for every employee;
- Formal training including on-the-job training for technical and operational positions;

- Own training programmes; and
- Training to comply with NQF standards (training linked to industry).

As such, the Skills Development Plan focussed on:

- Providing employees with skills to carry out their jobs safely and efficiently;
- Offer employees skills to enable career progression; and
- Present employees with skills which are portable to other industries at an appropriate time before retrenchment or closure.

2.2.1. Form Q: Education Levels of Workforce

The company has continued to ensure that the right talent pool and skills is appointed. As previously indicated, the mine is operated by contractors. As such, the educational levels of the workforce includes the permanent staff compliment from BRM/ARM and the contractor workforce. The majority of employees are mainly local community members, with the exception made to only scarce skills sourced from other labour sending areas.

Table 2.2 below (Form Q) reflects the education levels of the BRM/ARM permanent workforce as at 31 December 2021.

Table 2-2: Form Q: Number and educational levels of the permanent workforce as at 31 December 2021

BAND	NQF LEVEL	OLD SYSTEM	MALE				FEMALE				TOTAL	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
GENERAL EDUCATION AND TRAINING (GET)	1	NO SCHOOLING / UNKNOWN	0	0	0	0	0	0	0	0	0	0
		GRADE 0 / PRE	0	0	0	0	0	0	0	0	0	0
		GRADE 1 / SUB A	0	0	0	0	0	0	0	0	0	0
		GRADE 2 / SUB B	0	0	0	0	0	0	0	0	0	0
		GRADE 3 / STD 1 / AET 1	0	0	0	0	0	0	0	0	0	0
		GRADE 4 / STD 2	0	0	0	0	0	0	0	0	0	0
		GRADE 5 / STD 3 / AET 2	0	0	0	0	0	0	0	0	0	0
		GRADE 6 / STD 4	0	0	0	0	0	0	0	0	0	0
		GRADE 7 / STD 5 / AET 3	0	0	0	0	0	0	0	0	0	0
		GRADE 8 / STD 6	0	0	0	0	0	0	0	0	0	0
GRADE 9 / STD 7 / AET 4	0	0	0	0	0	0	0	0	0	0		
TOTAL GET			0	0	0	0	0	0	0	0	0	
FURTHER EDUCATION AND TRAINING (FET)	2	GRADE 10 / STD 8 / N1	0	0	0	0	0	0	0	0	0	
	3	GRADE 11 / STD 9 / N2	0	0	0	0	0	0	0	0	0	
	4	GRADE 12 / STD 10 / N3	1	0	0	1	0	0	0	2	0	
TOTAL FET			1	0	0	1	0	0	0	2	0	
HIGHER EDUCATION AND TRAINING (HET)	5	DIPLOMAS / CERTIFICATES	2	0	0	1	3	0	0	0	0	
	6	FIRST DEGREES / HIGHER DIPLOMAS	3	0	0	1	5	0	0	0	0	
	7	HONORS / MASTER'S DEGREES	1	0	0	0	0	0	0	0	0	
	8	DOCTORATES	0	0	0	0	0	0	0	0	0	
TOTAL HET			6	0	0	2	8	0	0	8	8	
TOTAL			7	0	0	3	8	0	0	10	8	

Table 6 below indicates the breakdown of education levels of contractors providing services at Chilwavirusiku Colliery as at 31 October 2021

Table 2-3: Form Q: Number and Education Levels of the contractors workforce

BAND	NQF LEVEL	OLD SYSTEM	MALE				FEMALE				TOTAL	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
GENERAL EDUCATION AND TRAINING (GET)	1	NO SCHOOLING / UNKNOWN	20	0	0	0	0	0	0	0	0	0
		GRADE 0 / PRE	0	0	0	0	0	0	0	0	0	0
		GRADE 1 / SUB A	0	0	0	0	0	0	0	0	0	0
		GRADE 2 / SUB B	0	0	0	0	0	0	0	0	0	0
		GRADE 3 / STDE 1 / AET 1	0	0	0	0	0	0	0	0	0	0
		GRADE 4 / STD 2	2	0	0	0	0	0	0	0	0	0
		GRADE 5 / STD 3 / AET 2	0	0	0	0	0	0	0	0	0	0
		GRADE 6 / STD 4	2	0	0	0	0	0	0	0	0	0
		GRADE 7 / STD 5 / AET 3	3	0	0	0	1	0	0	0	0	1
		GRADE 8 / STD 6	5	0	0	0	1	0	0	0	0	1
		GRADE 9 / STD 7 / AET 4	3	0	0	0	1	0	0	0	1	
TOTAL GET			35	0	0	0	3	0	0	0	35	3
FURTHER EDUCATION AND TRAINING (FET)	2	GRADE 10 / STD 8 / N1	12	0	0	0	2	0	0	0	0	1
	3	GRADE 11 / STD 9 / N2	45	0	0	1	7	0	0	0	0	7
	4	GRADE 12 / STD 10 / N3	82	0	1	8	24	0	0	0	0	24
TOTAL FET			139	0	1	9	33	0	0	0	149	33
HIGHER EDUCATION AND TRAINING (HET)	5	DIPLOMAS / CERTIFICATES	23	0	0	5	9	1	0	1	0	11
	6	FIRST DEGREES / HIGHER DIPLOMAS	0	0	0	1	4	0	0	0	0	4
	7	HONORS / MASTER'S DEGREES	2	0	0	0	0	0	0	0	0	0
	8	DOCTORATES	0	0	0	0	0	0	0	0	0	0
TOTAL HET			25	0	0	6	13	1	0	1	31	15
TOTAL			199	0	1	15	49	1	0	1	215	51

2.2.2. Adult Education and Training

2.2.2.1. Adult Education and Training (AET) Status Quo

BRM initially planned to enrol 196 AET learners for the five-year duration of the SLP. Considering the educational levels of the workforce, permanent employees as well as contract workers as seen on the respective Form Q documents, very few employees meet the requirements to attend AET training.

Although BRM did not have a target for community members in the SLP it became evident that there is a great need for community members to receive AET training. A Community Steering Committee (CSC) was appointed to facilitate the AET training function aimed at providing community members the opportunity to participate in the AET programme, and improve educational levels within the community.

It is also noted that the impact of COVID 19 which resulted in no contact sessions with CSC for the period of approximately 3 years since normal operations post COVID 19 resumed in early 2022. The COVID 19 impact caused a delay of 3 years considering the commencement date of the mine operation and reporting time period for the approved SLP.

As such, the targets set were not achieved. See Table 2-4 for the cumulative targets in the SLP as well as a catch-up plan. The incorporation of the catch-up plan will run parallel with the implementation of the new SLP. Please see **Appendix D** for the Flight Plan on how the deficit of targets will be implemented.

Table 2-4: AET Training – Five year cumulative total and catch-up plan

AET Level	Cumulative target	Actual	Deficit	Year 1	Year 2	2024	2025	2026
Mother tongue literacy	45	0	-45			15	15	15
AET Level 1	50	0	-50			17	17	17
AET Level 2	46	0	-46			15	15	15
AET Level 3	33	0	-33			11	11	11
AET Level 4	22	0	-22			7	7	8
Total	196	0	-196			65	65	66
Budget	R850 000	R0	-R850 000			R283 333	R283 333	R283 333

2.2.3. Learnerships, skills programmes, managerial development and portable skills training

2.2.3.1. Learnerships

The Learnership programme was initiated in 2020. The learnership was designed to cater for both engineering and other mining-related learnerships. The targets for internal learnerships was 26 and 28 Community members. To date, a cumulative number of four (4) learners has been achieved for this reporting period.

Refer to Table 2-5 and Table 2-6 for the learnership fields, targets, actuals including spending to date as well as the catch-up plan to incorporate the targets that was not met in this SLP. Please see **Appendix D** for the Flight Plan on how the deficit of targets will be implemented.

Table 2-5: Internal Learnerships (18.1) five year cumulative total and catch-up plan

Learnership Trade Test Fields	Cumulative target	Actual	Deficit	Year 1	Year 2	2024	2025	2026
Electrician	6	0	-6			2	2	2
Fitting	7	0	-7			2	2	3
Diesel (Mechanic Apprentice)	3	1	-2				1	1
Mining	2	0	-2				1	1
Metallurgical	3	0	-3			1	1	1
Civil	5	1	-4			1	1	2
Total	26	2	-24			6	8	10
Budget	R1 490 000	R710 040	-R779 960					

Table 2-6: External Learnerships (18.2) five year cumulative total and catch-up plan

Learnership Trade Test Fields	Cumulative target	Actual	Deficit	Year 1	Year 2	2024	2025	2026
Learner Miner	26	2	-24			8	8	8
Total	26	2	-24			8	8	8
Budget	R1 000 000	R316 415	-R683 585					

2.2.4. Mining Academic Programme – Grade 12 Learner Support Programme

BRM in partnership with Shekinah CSI Solutions implemented the Mining Academic Programme (MAP) which was targeted at Grade 12 learners within the local community. The MAP was a supplementary education programme that delivered academic support to Senior High School Learners in Tshwane Municipality's Region 7. Through the use of technology and facilitators, learners received free, engaging and high quality extra tuition, in key subjects once a week. The total financial commitment that was spent on the MAP initiative was R3, 226 990.00. The need for this intervention was only realised during the five-year period of the SLP, hence this amount was not budgeted for.

2.2.5. Accredited Technical Skills Training Programmes

It should be noted that various job appropriate skills training was provided to both mine and contractor employees during construction and first-phases of mine operations from 2018. Table 2-7 depicts the targets achieved as initially planned as well as spending on these technical skills training programmes. It should be noted that targets in other areas of technical skills training were not met in order to prioritise those that were in demand during construction phase. The cumulative total for technical skills training was exceeded by 30, hence there will be no additional training done in the elements where the target was not met.

Table 2-7: Technical Skills Training Programmes for reporting period

Course title	Cumulative target	Actual	Deficit
Induction	288	355	+67
Operator Skills - Front End Loader	81	23	-58
Operator Skills - Dumper Loader	79	73	-6
Competent A - Examine and Make Safe	10	15	+5
Water Cart	6	23	+17
Grader Operator	4	8	+4
Blasting	1	4	+3
First Aid	48	54	+6
SHE Reps	32	36	+4
Artisan Aide Training	15	10	-5
Assessor Training	4	7	+3
Introduction to Supervision Effectiveness	3	3	0
Computer Courses	10	0	-10
Total	581	611	+30
Budget	R1 140 000	R 1 624 788	+R484 788

2.2.6. Managerial Skills Development

The Chilwavirusiku Colliery was intended to also facilitate the managerial skills programme to ensure that both new and existing managers have capacity to function at an optimal level and are fully equipped to take advantage of promotional opportunities.

2.2.6.1. Managerial Skills Development Implementation Plan

BRM is committed to ensuring that the programmes are implemented and as such, the training of the deficit will run parallel to the training of the new SLP. Please see **Appendix D** for the Flight Plan on how the deficit of targets will be implemented.

Table 2-8: Managerial Skills Development Programmes for reporting period

Learnership Trade Test Fields	Cumulative target	Actual	Deficit	Year 1	Year 2	2024	2025	2026
Project Management	13	1	-12			3	4	5
Management Development	11	1	-10			1	4	4
Presentation skills	6	1	-5			1	2	2
Stress Management	2	0	-2				1	1
Finance for non-financial managers	14	1	-13			3	5	5
Practical skills for new managers	12	3	-9			3	3	3
Decision Making and Creative Problem Solving techniques	6	1	-5			1	2	2
Mentorship and coaching	7	0	-7			2	2	3
Manganese Prep Advance	7	0	-7			2	2	3
Business writing skills	8	0	-8			2	3	3
Assertiveness	8	0	-8			2	3	3
TOTAL	94	8	-86			21	31	34
Budget	R1 110 000	R145 082	-R964 918					

2.2.7. Portable Skills

BRM's intension was to utilise the CSC that was established for the AET Programme to further identify such individuals within the local host community. Due to the community in-conflicts, this has not materialised and as such the no portable skills training was done during the reporting period.

There was no need for the mine to do any Portable Skills training of employees hence no training was done during the reporting period. See the table below for the targets as well as the catch-up plan which will run parallel with the intakes of the new SLP. Please see **Appendix D** for the Flight Plan on how the deficit of targets will be implemented.

Table 2-9: Portable Skills training for reporting period

Portable skills	Cumulative target	Actual	Deficit	Year 1	Year 2	2024	2025	2026
Community House Builder	20	0	-20			6	7	7
Construction Contractor	22	0	-22			7	7	8
Electrical Engineering	36	0	-36			12	12	12
Construction Painter	27	0	-27			9	9	9
Construction Road Worker	9	0	-9			3	3	3
Vehicle Servicing	11	0	-11			3	4	4
Farm worker	7	0	-7			2	2	3
Tourism (Guiding)	18	0	-18			6	6	6
Total	150	0	-150			48	50	52
Budget	R1 750 000	0	-R1 750 000					

2.2.8. Bursary and Internship Plan

Table 2- depicts the bursary programmes that were implemented and the actual targets achieved. The bursary programme was planned to accommodate 25 students, however twelve candidates were placed on the programme since 2020. A variance of 13 is noted. A total budget of R750 000.00 was committed to, however, R442 458 was spent on tuition, accommodation, books and stipend of R3000.00 which was allocated to each learner. Please see **Appendix D** for the Flight Plan on how the deficit of targets will be implemented.

Table 2-10: Bursary Programme

Bursaries	Cumulative target	Actual	Deficit	Year 1	Year 2	2024	2025	2026
Reporting period	25	12	-13			3	4	6
Budget	R750 000	R442 458	-R307 542					

The target for internships was 25 students. However, no spending was recorded for internship programme for reporting period.

Table 2-11: Internship Programme

Internship	Cumulative target	Actual	Deficit	Year 1	Year 2	2024	2025	2026
Reporting period	25	0	-25			8	8	9
Budget	R1 000 000	R0	-R1 000 000					

2.2.8.1. Bursary and Internship Implementation Plan

BRM is committed to achieving its targets on the bursaries and internships and as part of the implementation plan, additional students will be sourced to address the variance. This is anticipated to run parallel with the new SLP. Please see **Appendix D** for the Flight Plan on how the deficit of targets will be implemented.

2.3. Women in Mining (participation of women)

BRM believes in gender equality as one of its core values and one of the cornerstones of embedding transformation for the organisation. BRM will not limit itself to the Mining Charter targets. To this end women will continue to be offered equal opportunity to participate in the operation at all levels.

To deliver on this commitment, the following will be implemented:

- Women identified as having potential will be fast-tracked in their careers with full coaching and mentorship;
- Employees will be informed and educated to reduce the negative stereotype and preconceptions towards women; and
- Delivery on the mine career progression plan together with the talent management process will be monitored to ensure adequate empowerment of women alongside their male counterparts. This process will be used to ensure that women are not inadvertently passed over in the promotion process.

To date, the following has been achieved:

- 1 x Top Management (Paterson F- Band) Women in mining - Leaner miner, went through training at commencement of the mine, 2017 and currently heading the mining operation.
- 1 x Top Management (Paterson D-Band) in Women in mining - Civil Engineering, went though 1st set of mining exposure training in 2019.

2.4. Employment Equity Plan

2.4.1. Employment Equity Plan Targets

The Mining Charter Scorecard of 2016 targets has been used to inform the Employment Equity Plan and targets for previous SLP. Chilwavirusiku Colliery – inclusive of the mine permanent and contractor workforce has surpassed the target in terms of MCIII Scorecard.

Table 2-11: Form S: Employment Equity Statistics for period as at 31 December 2021

Category	African		Coloured		Indian		White		Foreign Nationals		Demographics	Total Employees
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
(Board)	1	2										3
Executive Management												0
Senior Management	1	2			1		5				N	9
Middle Management	10	4					3				Y	17
Junior Management	15	8					5				Y	28
People with Disabilities	0	1					1				Y	2
Core and Critical Skills	153	48					6	2			Y	209
Total	180	65	0	0	1	0	20	2	0	0		268

Management Level	Total	HDP	HDP Female	HDP Targets	HDP Actuals	Weighting	Weighting Scored
Board	3	3		50%	100%	2%	2%
Females			2	20%	67%	2%	2%
Executive Management	0			50%	0%	4%	4%
Females				20%	0%	3%	3%
Senior Management	9	4	0	60%	44%	3%	2%
Females			2	25%	22%	3%	3%
Middle Management	17	14		60%	82%	2%	3%
Females			4	25%	24%	2%	2%
Junior Management	28	23		70%	82%	2%	2%
Females			8	30%	35%	2%	2%
Employees with disabilities	2			1,50%	1%	2%	2%
Core and critical skills	153	147	50	60%	96%	3%	3%

3. Mine Community Development Economic Projects

The primary objective of mine community development is to meaningfully contribute towards community development, both in terms of size and impact, in keeping with the principles of the social license to operate.

The Mine, through consultation with relevant municipalities, mine communities, traditional authorities, and affected stakeholders, identified developmental priorities of mine communities and labour sending areas, as contained in the IDP.

***To Note:** For purposes of the Closure Report, brief context has been presented in terms of the social and economic background information.

3.1. Social and economic background information (Regulation 46 (c) (i))

This section has been compiled from research of the local (City of Tshwane Metropolitan Municipality) and district (Nkangala District Municipality) IDP documents giving broad background information on the mining area and surrounding municipality. Statistic South Africa has also been used as a resource for the statistical information (Statistics South Africa) www.statssa.gov.za and from the recently completed environment impact assessment studies.

3.1.1. Demographics

The Gauteng province is divided into three metropolitan Municipalities; the City of Ekurhuleni (CoE), City of Johannesburg (CoJ) and City of Tshwane Metropolitan Municipality (CTMM) and two District Municipalities; Sedibeng District Municipality and Westrand District Municipality.

Chilwavirusiku Colliery is located in Region 7 of CTMM, in Ward 105, the nearest town is Bronkhorstpruit, the areas within this ward are mainly farming, rural and low-income residential. The urban area of Bronkhorstpruit is more developed, with modern infrastructure, such as water, electricity, roads, communication networks and sanitation. The area contains some of the best farming land in Gauteng and has a rather weak spatial structure characterised by heavy through traffic, vast open spaces, and small economic centres.

3.2. Infrastructure and poverty eradication projects in local and major labour-sending areas

BRM intends to play an active role in the social and economic development of Region 7 within the CTMM. Consultation meetings were held with the CTMM to engage them on the MCED projects in order to address the backlog from the previous SLP.

BRM received information from CTMM on the available projects that could be considered by the company. Further engagements with other key stakeholders such as the Department of Education, mine Future Forum and other relevant stakeholders to ensure that the projects are viable and do meet the DMRE requirements have been conducted.

The following projects which were approved in the SLP were not successfully implemented

3.2.1. Project 1: The hydroponic vegetable project

The project formed part of the 2021 SLP. Background information was sourced, with the experts, agricultural specialists to assess the land suitability. A final draft private public partnership agreement was undertaken with the Gauteng Department of Agricultural and Rural Development in February 2020. The land targeted for the project, was under the ownership of BRM, which was purchased in 2018. The total spent for the project was R6 million for land purchase. The target for the project was R2, 509 928.00.

After a socio-economic analysis that was undertaken, the project did not materialise. It was not fully beneficial to the community needs, was not aligned to the IDP of CTMM and that as per the DMRE requirements, the location was not considered appropriate as it was mine-owned land.

3.2.2. Project 2: Poultry Farm Project

The Poultry Farm Project was also an initiative carried out under the Chilwavhusiku Colliery project therefore, the poultry project was not executed. The total budget committed was R1, 500 000.00.

Since the unsuccessful implementation of the above-mentioned projects, consultation meetings with the communities are scheduled to identify the Mine Community Economic Development Projects to be implemented.

3.2.3. Implementation Plan for Mine Community Economic Development Projects

The Mine Community Economic Development Projects will be completed upon completion of the consultation meetings with communities, who will provide inputs on identified MCD projects which will be aligned with the IDP or included in the IDP for implementation once this SLP has been approved by DMRE. .

Table 3-1: Mine Community Economic Development Project: SLP Template

Project Name							Classification of project: e.g., Infrastructure – Water-related and Education	
Background	To be completed subsequent to the public/community meetings to incorporate inputs from the communities.							
Geographical location of project	District Municipality	Local Municipality	Community	Project Start Date		Project End date		
Output (including yearly budget)	Key Performance Area	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Total Budget	
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Persons with Disability	Total	
Short Term								
Medium Term								
Long Term								
Completion date and exit strategy. Note: Beneficiaries must be outlined.								

4. HOUSING AND LIVING CONDITIONS IN COMPLIANCE WITH REGULATION 46 (C) OF THE MPRDA

4.1. Housing

BRM remains committed to developing Housing and Living Conditions Plan aimed at ensuring compliance with the requirements of the Mining Charter. Currently employees are paid a living-out house allowance.

4.2. Living Conditions

BRM discourages the development of unsustainable settlements surrounding the mine by means of:

- Assisting employees with subsidised transport; and
- Establishing a recruitment policy which employs individuals from established areas with access to the purchase of their own accommodation.

Employees at the BRM are paid market related Living Out Allowance (LOA). This LOA will be provided in order to allow the workforce access to quality accommodation in sustainable settlements. The establishment of informal settlements will be actively discouraged and employees will be encouraged to own housing in existing towns.

The payment of a LOA however does include several constraints:

- The LOA will need to cover the bond repayments in a scarce housing supply market;
- The LOA is often not used for accommodation purposes; and
- Employees may consider it cheaper and more convenient to reside closer to the mine, despite the quality of such accommodation.

4.3. PROCUREMENT PLAN IN ACCORDANCE WITH REGULATION 46 (C) OF THE MPRDA

4.3.1. Overview

A Procurement Plan has been developed for the mine's operation. Various measures have been implemented to advance procurement to Historically Disadvantaged suppliers and continually seek develop upcoming local companies through Enterprise and Supplier Development Programmes.

4.3.2. Objectives

The following objective measures are in place:

- Encourage existing suppliers to form partnerships, joint ventures, or consortia with HDSA supplier companies where there is no HDSA company tendering to supply the required goods or services;
- Ensure that tender requirements are comprehensively communicated to HDSA companies;
- Assist aspiring HDSAs in the formulation of appropriate business plans.

4.3.3. Procurement Targets

BRM is focused on the following in terms of their procurement strategy inclusive of supplier and enterprise development.

- Black Women Owned:
 - Employee transport; and
 - PPE supplier.
- Black Youth Owned:
 - Security services.
- Small Medium Enterprises:
 - Coal trucking;
 - Diesel supplier; and
 - Loading contractors.

See a summary of the five years Procurement targets and actuals as per the Mining Charter Scorecard.

Inclusive Procurement Summary 2018

Total discretionary spend for the year	Rands
Goods	R29 973 605
Services	R92 833 490

Goods

BEE Constituent	Procurement spend (Rands)	SD spend (Rands) ¹	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R28 578 451,66				R28 578 451,66	95%
Women / Youth	R28 578 451,66				R28 578 451,66	95%
BEE Compliant	R0,00				R0,00	-

Services

BEE Constituent	Procurement spend (Rands)	ESD spend (Rands) ²	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R90 319 912,48				R90 319 912,48	97%
Women	R6 814 086,55				R6 814 086,55	7%
Youth	R3 099 292,70				R3 099 292,70	3%
BEE Compliant	R1 209 971,36				R1 209 971,36	1%

Goods:

95% of goods were procured from HPD companies of which are all also Women & Youth owned companies, only 5% was procured from non-compliant companies.

Services:

97% of services were procured from HDP companies, 7% from women owned, 3% from youth owned and 1% from BEE companies.

Inclusive Procurement Summary 2019

Total discretionary spend for the year	Rands
Goods	R10 151 278
Services	R239 100 561

Goods

BEE Constituent	Procurement spend (Rands)	SD spend (Rands) ¹	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R10 151 278,24				R10 151 278,24	100%
Women / Youth	R3 567 866,19				R3 567 866,19	35%
BEE Compliant	R0,00				R0,00	-

Services

BEE Constituent	Procurement spend (Rands)	ESD spend (Rands) ²	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R216 615 733,27				R216 615 733,27	91%
Women	R13 541 285,78				R13 541 285,78	6%
Youth	R13 450 484,62				R13 450 484,62	6%
BEE Compliant	R5 329 331,61				R5 329 331,61	2%

Goods:

100% of goods were procured from HPD companies of which 5% are Women & Youth owned companies.

Services:

91% of services were procured from HDP companies, 6% from women owned, 6% from youth owned and 2% from BEE companies.

Inclusive Procurement Summary 2020

Total discretionary spend for the year	Rands
Goods	R73 533 821
Services	R325 571 187

Goods

BEE Constituent	Procurement spend (Rands)	SD spend (Rands) ¹	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R71 507 975,10				R71 507 975,10	97%
Women / Youth	R71 507 975,10				R71 507 975,10	97%
BEE Compliant	R0,00				R0,00	-

Services

BEE Constituent	Procurement spend (Rands)	ESD spend (Rands) ²	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R294 887 186,31				R294 887 186,31	91%
Women	R7 136 961,69				R7 136 961,69	2%
Youth	R9 470 428,96				R9 470 428,96	3%
BEE Compliant	R15 808 341,55				R15 808 341,55	5%

Goods:

97% of goods were procured from HPD companies of which are all also Women & Youth owned companies, only 3% was procured from non-compliant companies.

Services:

91% of services were procured from HDP companies, 2% from women owned, 3% from youth owned and 5% from BEE companies.

Inclusive Procurement Summary 2021

Total discretionary spend for the year	Rands
Goods	R34 106 504
Services	R335 113 441

Goods

BEE Constituent	Procurement spend (Rands)	SD spend (Rands) ¹	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R32 186 284,91				R32 186 284,91	94%
Women / Youth	R32 186 284,91				R32 186 284,91	94%
BEE Compliant	R0,00				R0,00	-

Services

BEE Constituent	Procurement spend (Rands)	ESD spend (Rands) ²	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R258 601 093,26				R258 601 093,26	77%
Women	R9 541 408,65				R9 541 408,65	3%
Youth	R19 399 261,56				R19 399 261,56	6%
BEE Compliant	R17 739 236,71				R17 739 236,71	5%

Goods:

94% of goods were procured from HPD companies of which are all also Women & Youth owned companies, only 6% was procured from non-compliant companies.

Services:

77% of services were procured from HDP companies, 3% from women owned, 6% from youth owned and 5% from BEE companies.

Inclusive Procurement Summary 2022

Total discretionary spend for the year	Rands
Goods	R51 770 495
Services	R197 671 019

Goods

BEE Constituent	Procurement spend (Rands)	SD spend (Rands) ¹	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R50 732 084,22				R50 732 084,22	98%
Women / Youth	R50 732 084,22				R50 732 084,22	98%
BEE Compliant	R0,00				R0,00	-

Services

BEE Constituent	Procurement spend (Rands)	ESD spend (Rands) ²	SD spend through OEMs (Rands)	Offsettable percentage	Total spend (Rands)	Percentage of total
HDP	R143 800 117,60				R143 800 117,60	73%
Women	R25 463 745,99				R25 463 745,99	13%
Youth	R29 912 614,29				R29 912 614,29	15%
BEE Compliant	R11 862 879,56				R11 862 879,56	6%

Goods:

98% of goods were procured from HPD companies of which are all also Women & Youth owned companies, only 2% was procured from non-compliant companies.

Services:

73% of services were procured from HDP companies, 13% from women owned, 15% from youth owned and 5% from BEE companies.

It is evident that Black Royalty Minerals are performing exceptionally well in the Procurement space but will continually seek opportunities to improve where possible.

The procurement of mine services from the local community, from Region 7 including amongst other the following:

- a. Slovago for the removal of sewerage on the mine with total of 5 employees
- b. Water Bowser operations for the dust suppression with total of 10 employees, the breakdown of the water bowsers services companies hired is as follows:
 - 3 Bheki Nhlanhla,
 - 3 Mpondo,
 - 2 Abesna
 - Phaphapama Investment coal transportation services with total of 13 employees.

The procurement from the local community is as follows from 2019 to 2021:

- c. JH Cooling for the services of mine air conditioner with total of 3 employees.
- d. W Masuku for the provision of Tractor – Loader – Backhoe (TLB) for use in the mining with total of with total of 3 employees.
- e. Taxis transport companies to transport mine employees, each company with at least two drivers on rotational shift are in a cost range of R400k per month to mine

The value of the procurement from the suppliers from the local communities of Region 7 is on Appendix C, Procurement Spend.

5. DOWNSCALING AND RETRECHMENT IN ACCORDANCE WITH REGULATION 46 (D) OF THE MPRDA

The eventual closure of the mine will signify the loss of a source of income and employment, which will have implications on the ability of employees to provide for their families. Closure implications; for both family and the community, will be mitigated by the installation and implementation of programmes designed in consultation with the Future Forum (FF), to lessen the negative impacts of mine closure.

At the relevant time the mine will implement the procedures for downscaling and retrenchment as stipulated by the DoL found in Section 189 of the Labour Relations Act, 1995 (Act No. 66 of 1995) (LRA)The mine will implement the following measures to successfully manage downscaling and retrenchment, and ensure a sustainable future for its employees.

5.1. Regulation 46 (d) (i): Establishment of a Future Forum

The mine has established a Future Forum (FF) within two years after the commencement of construction activities (i.e. actual implementation stages of the project) to represent mine management, employees and their representatives. The FF's functions include, but not be limited to:

- The promotion of on-going discussions between employers and employees representatives regarding the future of the mine;
- Identify solutions to problems and challenges which may arise and impact on the operation of the mine;
- Discuss issues regarding retrenchment and downscaling, and identify turnaround strategies;
- Develop and implement prevention and redeployment strategies in the management of retrenchments;
- Coordinate the notification process during retrenchments or closure; and
- Mobilise the DoLs Social Plan Services for technical assistance on job advice, and retrenchment during retrenchment and closure.

5.2. Regulation 46 (d) (ii): Mechanisms to save and avoid Job Losses

BRM will implement strategies and mechanisms to save jobs, prevent unemployment and avoid downscaling through consultation and communication.

To date, the following has been undertaken:

- BRM as a mining right holder has not effected any downscaling nor layoffs, and encourages its contractors to opt for better ways of retaining staff rather than instituting layoffs.
- The Future Forum has been established, with Chairperson appointed.
- First meeting was conducted on 31 July 2018.
- All layoff were presented at the Future Forum.
- All the reduction of production were communicated at the Future Forum.
- The calculation of severance packages for affected employees were presented to Future Forum.
- 2 Contractors (Thor & Zamani) had layoff of 10% of staff members (Front – End – Loaders and General workers), who were all in employed on contract basis.
- All contractors had gone through a Section 189 of Labour Relations Act, Act 66 of 1995 with assistance of in-house HR specialists.
- 1 mining contractor (Stefstocks) had opted for reduction in hours instead of layoff.
- The contractors were assisting employees to claim for UIF.
- The leave days were paid off.
- The accredited skills certificates received by each employees is still stands valid to give employees opportunities of re-employment (retraining was conducted).
- Training of community members on Biodiversity Plan was conducted to ensure that when closure is taking place, community members can still be hired to assist with intense labour environmental work.
- Those that were layoff are to be prioritised when casual works are available.

5.3. Implementation of Section 189 of the LRA

BRM will ensure that the requirements of Sections 189 of the LRA are implemented when any downscaling or retrenchment is contemplated. The following activities will be undertaken:

- Ongoing discussion with FF members;
- Ongoing consultations with relevant unions or employees likely to be affected by retrenchment;
- Apply fair retrenchment principles;

Share information on the financial and operational situation of the mine with FF members, unions or employee representatives;

- Consider proposals from unions and/or employee representatives; and
- Apply mechanisms to avoid or minimise retrenchments.

5.4. Notification to the Minerals and Mining Development Board

BRM will abide by Section 52(1) of the MPRDA, and notify the Mineral and Mining Development Board of its intention to downscale and/or retrench.

5.5. Comply with Ministerial Directive

The mine will act in accordance with, and adhere to the Board's directive as contemplated in Section 52(3), and attempt to meet the corrective measures as stipulated by the Board.

5.6. Regulation 46 (d) (iii): Mechanisms to Provide Alternative Solutions for Creating Job Security

Unavoidable retrenchments will be managed by the following mechanisms:

- Managed humanely through the formulation of an appropriate retrenchment proposal in consultation with the relevant parties;
- Establish strong lines of communication with affected employees to ensure a proper understanding of the process;
- Provide affected employees with standardised information relating to severance packages, retirement funds, and other support mechanisms and services available;
- Manage employee morale to prevent negative spin off effects within the operation; and
- The HRD programme will be implemented throughout the life of the mine, and will attempt to enable employees to access alternative livelihood opportunities after closure.

In addition to the above, the following interested parties will be notified of the retrenchment:

- The Future Forum;
- The DoL's Retrenchment Response Team (RRT) and Job Advice Centres;
- The DTI for projects aimed at SMMEs development;
- Local and district municipalities; and
- Recruitment agencies.

Mechanisms to manage the downscaling and retrenchment process will include, but not be limited to:

- Early retirement;
- Voluntary retrenchment;

- Working shorter hours and the introduction of flexible labour practices;
- Abolish overtime work;
- Moratorium on recruitment;
- Transfers to other mines (if possible); and Job-sharing.

6. FINANCIAL PROVISION IN ACCORDANCE WITH REGULATION 46 (E) OF THE MPRDA

BRM has undertaken their SLP commitments for the Chilwavirusiku Colliery amidst the challenges that were experienced. The financial provision is presented in Table 6-1 below which depicts the **actual spending for the 2016 until 2021 SLP cycle**.

Human Resource Development		2016	2017	2018	2019	2020	2021	Sub-total
Table	SLP Sections							
2-4	Adult Education and Training	R0	R0	R0	R0	R0	R0	R0
2-5, 2-6	Learnerships (combined)	R215 040	R576 707	R0	R81 707	R153 001	R0	R 1 026 455
2-7	Technical Skills (combined)	R0	R0	R377 403	R377 403	R377 403	R492 579	R 1 624 788
2-8	Managerial Skills	R0	R0	R0	R0	R0	R145 082	R145 082
2-9	Portable Skills	R0	R0	R0	R0	R0	R0	R0
2-10, 2-11	Bursary (internal and external)	R0	R0	R0	R0	R0	R442 458	R442 458
	Mine Community Development <i>*MCED Projects as approved by DMRE in consultation with key stakeholders</i>	R0	R0	R0	R0	R0	R0	R0
	Downscaling and Retrenchment <i>*No spending by the BRM for reporting period</i>	R0	R0	R0	R0	R0	R0	R0
	Total	R215 040	R576 707.56	R377 403	R459 110.56	R 530 404	R1 080 119	R3 238 783

Table 6-1: Financial Provision for period 2016 until 2021

Note: BRM in partnership with Shekinah CSI Solutions implemented the Mining Academic Programme (MAP) and spent R3, 226 990.00. The need for this intervention was only realised during the five-year period of the SLP, hence this amount was not budgeted for.

7. IMPLEMENTATION PLAN

As per this closure and implementation report, all targets set were not achieved. See Table 7.1 for the cumulative targets of SLP not achieved, as well as the summarized catch-up plan.

The incorporation of the catch-up plan will run parallel with the implementation of the new SLP. Please see **Appendix D** for the Flight Plan on how the deficit of targets will be implemented.

Table 7.1		MAR2016 - FEB2021 COMMITMENTS		DEFICIT		2024		2025		2026	
TABLE	SLP ACTIVITY	TARGET QTY	ZAR	DEFICIT QTY	ZAR	QTY	ZAR	QTY	R	QTY	ZAR
2-4	AET Training	196	R 850 000	-196	R (850 000)	65	R (283 333)	65	R (283 333)	66	R (283 333)
2-5	Internal Learnership	26	R 1 490 000	-24	R (779 960)	6	R (194 990)	8	R (259 987)	10	R (324 983)
2-6	External Learnership	26	R 1 000 000	-24	R (683 585)	8	R (227 862)	8	R (227 862)	8	R (227 862)
2-8	Managerial Skills Dvpt	94	R 1 110 000	-86	R (964 918)	21	R (235 620)	31	R (347 819)	34	R (381 479)
2-9	Portable Skills	150	R 1 750 000	-150	R(1 750 000)	48	R (560 000)	50	R (583 333)	52	R (606 667)
2-10	Bursary Programme	25	R 750 000	-13	R (307 542)	3	R (70 971)	4	R (94 628)	6	R (141 942)
2-11	Internship Plan	25	R 1 000 000	-25	R(1 000 000)	8	R (320 000)	8	R (320 000)	9	R (360 000)
3-1	Mine Development Project		R 4 009 000		R(4 009 000)				R(2 004 500)		R(2 004 500)
	Accumulate Total	542	R11 959 000	-518	(R10 345 005)	159	R (1 892 776)	174	(R4 121 462)	185	(R4 330 767)

8. UNDERTAKING OF THE SOCIAL AND LABOUR PLAN IN ACCORDANCE WITH REGULATION 46 (F) OF THE MPRDA

8.1. Responsibility and Accountability

The Director of Black Royalty Minerals (Pty) Ltd will be held accountable to the DMRE for the implementation of the mine's Social and Labour Plan: Closure Report. I confirm as the Director that the information presented is a reflection of Chilwavirusiku Colliery's commitment towards compliance with the MPRDA regulations that govern SLPs. Any additional comments or queries can be directed to the Director.

The Director hereby duly approves this SLP Closure Report on-behalf of Black Royalty Minerals (Pty) Ltd.

8.2. Undertaking

I _____, in my capacity as the

_____ ID No.: _____

Date: _____

Place: _____

Signature: _____



BLACK ROYALTY
MINERALS

CHILWAVHUSIKU COLLIERY.

Chilwavhusiku Colliery

Mining Right Number: GP30/5/1/1/2/10037 MR **Close Out Report and Implementation Plan** **Social and Labour Plan FY16-FY21**

*As required in terms of Regulation 46 of the Mineral
and Petroleum Resources Development Act (Act 28 of
2002)*

Appendix A: Consultation Meeting Minutes



BLACK ROYALTY
MINERALS

CHILWAVHUSIKU COLLIERY.

Chilwavhusiku Colliery

Mining Right Number: GP30/5/1/1/2/10037 MR
Close Out Report and Implementation Plan
Social and Labour Plan FY16-FY21

*As required in terms of Regulation 46 of the Mineral
and Petroleum Resources Development Act (Act 28 of
2002)*

**Appendix B: Consultation Meeting Minutes
with City of Tshwane and Identified Mine
Community Economic Development
Projects**



BLACK ROYALTY
MINERALS

CHILWAVHUSIKU COLLIERY.

Chilwavhusiku Colliery

Mining Right Number: GP30/5/1/1/2/10037 MR **Close Out Report and Implementation Plan** **Social and Labour Plan FY16-FY21**

*As required in terms of Regulation 46 of the Mineral
and Petroleum Resources Development Act (Act 28 of
2002)*

Appendix C: Verification Sources: Procurement



BLACK ROYALTY
MINERALS

CHILWAVHUSIKU COLLIERY.

Chilwavhusiku Colliery

Mining Right Number: GP30/5/1/1/2/10037 MR **Close Out Report and Implementation Plan** **Social and Labour Plan FY16-FY21**

*As required in terms of Regulation 46 of the Mineral
and Petroleum Resources Development Act (Act 28 of
2002)*

Appendix D: Flight Plan

BLACK ROYALTY MINERALS

FLIGHT PLAN

SKILLS AUDIT	
Task	Due date
Update skills audit to verify highest qualification	2024/09/01
Determine accredited college to assist with level tests	2024/07/01
Communicate the purpose of a skills audit to employees	Oct-24
Lower-level employees to write level test	Feb-25
Employee to submit proof of highest qualification	Sep-24
Capture verified qualifications on Form Q	
Capture level test information on Form Q	
Employees who are not interested in any training interventions need to sign choice form	Feb 2025 (6 months)

AET	
Task	Due date
Internal	
Discuss AET training with employees (incl contractors) at Union Forum Meetings	Completed
Create choice forms	
Appoint Accredited trainer with correct BBBEE certification to do training	February 2025 (6 Months)
Receive AET nominations from Union Reps or Managers	October 2024 (3 Months)
Create training matrix	September 2024 (1 Month)
External	
Advertise AET to Community Members on various local platforms	November 2024 (3 Months)
Training can commence	February 2025 (6 Months)
Capture all training information and portfolio of evidence	March 2025 (7 Months)
Identify selection criteria for candidates (Internal and External)	October 2024 (2 Months)

BLACK ROYALTY MINERALS

FLIGHT PLAN

LEARNERSHIPS	
Task	Due date
Internal	
Identify employees with specific training on their Personal Development Plan	September 2024 (1 Month)
Discuss training interventions with employees at Union Forum Meetings	October 2024 (2 Months)
Create training matrix	October 2024 (2 Months)
External	
Advertise Learnerships to Community Members on various local platforms	December 2024 (3 Months)
Training can commence	February 2025 (6 Months)
Capture all training information and portfolio of evidence	March 2025 (7 Months)
Identify selection criteria for candidates (Internal and External)	September 2024 (1 Month)

MANAGERIAL SKILLS DEVELOPMENT	
Task	Due date
Identify employees with specific training on their Personal Development Plan	September 2024 (1 Month)
Identify HIPO candidates	January 2025 (5 Months)
Create training matrix	October 2024 (2 Months)
Training can commence	November 2024 (3 Months)
Capture all training information and portfolio of evidence	February 2025 (6 Months)

BLACK ROYALTY MINERALS

FLIGHT PLAN

PORTABLE SKILLS	
Task	Due date
Internal	
Identify employees who are approaching retirement	September 2024 (1 Month)
Expecting ladies (ECD)	September 2024 (1 Month)
Discuss training interventions with employees at Union Forum Meetings	October 2024 (2 Months)
Types of training required	November 2024 (3 Months)
Create choice form	March 2025 (7 Months)
External	
Advertise Portable Skills to Community Members on various local platforms	December 2024 (3 Months)
Training can commence	February 2025 (6 Months)
Capture all training information and portfolio of evidence	March 2025 (7 Months)

BURSARY AND INTERNSHIPS	
Task	Due date
Internal	
Identify employees with specific training on their Personal Development Plan	September 2024 (1 Month)
Discuss training interventions with employees at Union Forum Meetings	October 2024 (2 Months)
Create and update training matrix	September 2024 (1 Month)
External	
Advertise Internships to Community Members on various local platforms	February 2025 (6 Months)
Training can commence	
Capture all training information and portfolio of evidence	February 2028 (3 Years)
Identify selection criteria for candidates (Internal and External)	March 2025 (7 Months)

BLACK ROYALTY MINERALS

FLIGHT PLAN

MENTORING	
Task	Due date
Draft Mentorship agreement	October 2024 (2 Months)
Develop mentorship plan	November 2024 (3 Months)
Train managers and supervisors in management of mentoring	November 2024 (3 Months)
Communicate mentoring plan with employees	January 2025 (1 Months)
Identify mentors	October 2024 (2 Weeks)
Identify mentees	October 2024 (2 Weeks)
Develop mentorship record keeping system	March 2025 (7 Months)
Monitoring and evaluation of mentorship	July 2025 (11 Months)
Draft Mentorship policy	September 2024 (1 Months)

BLACK ROYALTY MINERALS

FLIGHT PLAN

LOCAL ECONOMIC DEVELOPMENT (2016-2021)	
Task	Due date
Submit Section 102 to DMRE	2024/09/03
Conduct site visit with Department of Education and CTMM	TBC
Obtain written support from Department of Education	TBO
Obtain approval and ratification on the site selected	TBO
Draft Scope of Work for tender for Architect and Engineering consultant	October 2024 (2 Months)
Appoint Architect and Engineering consultant	November 2024 (3 Months)
Draft scope of work for tender for construction company	November 2024 (3 Months)
Appoint Construction company	January 2025 (5 Months)
Introduce construction company to local stakeholders to commence construction	January 2025 (5 Months)
Monitor construction	February 2025 (6 Months)

Handover completed project

BLACK ROYALTY MINERALS

FLIGHT PLAN

Task	Due date
Finalise targets (considering Implementation Plan targets)	Sep-24
LED SECTION	
Scrutinise IDP	Sep-24
Assess SLP parameters	Sep-24
Assess Socio-economic baseline	Sep-24
Stakeholder identification	Oct-24
Develop community consultation methodology	October 2024 (3 Months)
Facilitate engagements	October 2024 (3 Months)
Report on Methodology and outcomes of community consultation	October 2024 (3 Months)
Management (incl contractors) sign-off targets	Nov-24
Finalise SLP	Mar-25
Submit SLP to DMRE	Apr-25