

# SOCIAL AND LABOUR PLAN

## 2019/20 – 2023/24

# KRIEL COLLIERY

**MP 30/5/1/2/2/130 MR**

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# **SECTION 1:**

## **PREAMBLE - Regulation 46 (A)**

## 1. Introduction & Preamble

### 1.1 Purpose

The purpose of the Mineral and Petroleum Resources Development Act, 2002, (Act No 28 of 2002) (MPRDA) is amongst others to transform the mining and production industries in South Africa. To ensure effective transformation in this regard, the Act requires the submission of the Social and Labour Plan as a pre-requisite for the granting of mining or production rights. The Social and Labour Plan requires applicants for mining and production rights to develop and implement comprehensive Human Resources Development Programmes, Mine Community Development Plan, Housing and Living Conditions Plan, Employment Equity Plan, and Processes to save jobs and manage downscaling and/or closure.

This Social and Labour Plan (SLP) details commitments set by Kriel Colliery for the new SLP cycle commencing on 2019/2020 – 2023/24. This implementation period is dependent on the Department of Mineral Resources and Energy (DMRE) approval. The SLP has thus been designed as working documents to facilitate the appropriate implementation, thereby allowing Kriel Colliery to implement the programmes on the date of receiving approval from the DMRE.

### 1.2 Kriel Colliery Background Information

Kriel Colliery was established by Thermal Coal in 1975, and in 2017 it was sold to Seriti Resources which produces coal for power generation by Eskom's Kriel Power Station. The colliery covers 179km<sup>2</sup> of land and the contract with Eskom is to produce 8.5 million tons per annum. Its underground operation uses mechanised board and pillar mining methods and contractually produces 4 million tonnes per annum. Kriel Colliery's opencast operation makes use of draglines, trucks and shovels to extract 4.5 million tonnes a year. The total labour force for the mine is currently sitting at 1003 excluding contractors.

#### 1.2.1. Compliance with Policy Requirements

Seriti Coal has a firm commitment to good citizenship, hence ethics being the foundation for the organisation, guiding behaviour of individuals locally.

Seriti Resources complies with those standards set out by the Department of Minerals (DMR), Mine Health and Safety Act (MHSA) and the Department of Labour (DOL), through these statutes they uphold their company values, show good citizenship to all stakeholders and live up to their commitments of good ethical qualities, thus giving them a good, sustainable reputation.



### 1.2.2 Future Capital Investments and Expansion Plans

Planned future capital investments of the colliery with regards to rising labour costs, the colliery has a process for identifying major factors facing the workplace in the next 5-10 years. The following critical factors have been identified:

- The need for Collective Bargaining i.e. Wage Negotiations
  - Improvement of technology – this will assist to reduce raising labour costs
  - Training people smarter
  - Specialised skills will improve
  - Reduce the number of contractors.
  - Natural Attrition
  - Utilising best practices

Kriel Colliery is currently sitting at point where their reserves are being depleted. To ensure a continuous supply of coal to Eskom power station, Block F has been developed to replace the depleting reserves from underground operations. Opencast has also been depleted and the future projects to replace it will be Pit 11 and 13 and all the surrounding mini pits. The life of mine extension will see Kriel Colliery supplying coal to Kriel power station till 2034.

### 1.2.3 Existing Closure Plans

Kriel Colliery acknowledges the fact that mine closure could have significant social and economic impacts on its employees, this being said, Kriel Colliery will ensure that it leaves a positive environmental, social and economic legacy. As part of sustainable development planning, Kriel Colliery has the SEAT (Socio-Economic Assessment Tool) along with the Environmental Way.

Community Development abides to its policies and procedures in place for mine closure. A close relationship with stakeholders is maintained and other forums in place to address social and economic impacts on the community. Kriel Colliery strives to be sustainable in the communities in which they operate. Business Integrity is critical success factor in mine closure plans.

**Table 1: Preamble**

Name of the Company:	Seriti Coal (PTY ) Ltd
Name of the Colliery	Kriel Colliery
Physical address	Mining and Property Rights Department
	3 Glen hove
	Corner Glenhove Tottenham Ave
	Melrose Estate 2196
Postal address	Seriti Coal ( Pty) Ltd
	PO Box 639
	Northlands
	2116
Telephone number	+27 11 047 7000
Alternate number	086 515 0514
Mine address	Kriel Power Station Road
	Farm Driefontein
	Kriel
	Mpumalanga, South Africa
Mine postal address	P.O Box 27
	Kriel
	2271
Telephone number	<b>+27 (17) 617 1111</b>
Mine fax number	<b>+27 (17) 617 3910</b>
Commodity	Coal
Life of mine	14 years with further opportunities being explored
Contact Person at Head Office for this Report	Priscilla Mngomezulu Community Development and Regulatory Affairs Manager E: priscilla.mngomezulu@seritiza.com O: (011) 047 7027 M: 083 701 4168
Contact Person at Kriel Colliery for this Report	Patricia Mahlangu Human Resource Manager E: patricia.mahlangu@seritiza.com O: (017) 617 1115 M: 084 208 4635



### 1.3 Breakdown of Labour Sending Areas

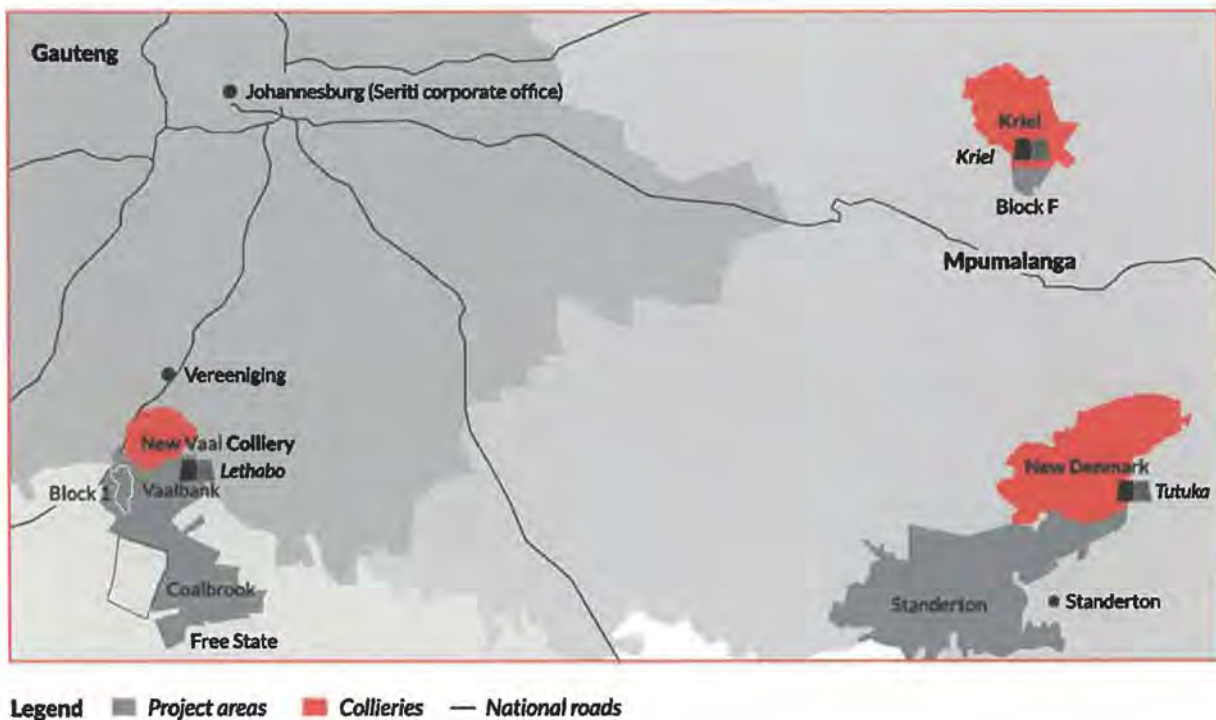
Table 2: Labour Sending Areas

Mine Community	Labour Sending Area
<b>Province</b>	<b>Province</b>
<b>Mpumalanga:</b> <ul style="list-style-type: none"> <li>• Ga Nala :177</li> <li>• Kriel :308</li> <li>• Thembalihle :1</li> <li>• Rietspruit :26</li> <li>• Albion Farm :1</li> <li>• Ogies :3</li> </ul>	<ul style="list-style-type: none"> <li>• Mpumalanga :310</li> <li>• Gauteng :69</li> <li>• Kwazulu-Natal :1</li> <li>• Limpopo :1</li> <li>• North West :2</li> </ul>
<b>District Municipality</b>	<b>District Municipality</b>
<ul style="list-style-type: none"> <li>• Nkangala District Municipality 758</li> </ul>	<b>Mpumalanga</b> <ul style="list-style-type: none"> <li>○ Gert Sibande :57</li> <li>○ Nkangala :758</li> <li>○ Other :84</li> </ul>
<b>Local Municipality</b>	<b>Local Municipality</b>
<ul style="list-style-type: none"> <li>• Emalahleni Local Municipality 730</li> </ul>	<b>Based on Mpumalanga only:</b> <ul style="list-style-type: none"> <li>• Emalahleni :730</li> <li>• Govan Mbeki :30</li> <li>• Lekwa Local Municipality: 7</li> <li>• Other :132</li> </ul>

#### 1.4 Kriel Colliery Location

Kriel Colliery is situated in Ga-Nala, a unit of the eMalahleni Local Municipality, in the Nkangala District Municipality of the Mpumalanga province. It is located 160km east of Johannesburg, 45km south of eMalahleni and 30km north of Secunda and Bethal. Ga-Nala, formerly known as Kriel Town, is located about 12km from the colliery, with the Thubelihle Township 19km away, Rietspruit village which is 19km away and several farming communities are also in close proximity to the mine.

Figure 1: Kriel Colliery Location



## **SECTION 2:**

# **HUMAN RESOURCE DEVELOPMENT PROGRAMME Regulation 46 (B)**



## 2 Human Resource Development

### 2.1 Introduction

During 2019, the time spent on training across our entire business was the equivalent of 7 days per employee, representing 6.9% of the company's wage bill.

The safety of our employees is our number one priority. To ensure that we reach our goal of Zero Harm, much of our focus was placed on safety risk management and skills training across the organisation.

This section of the report highlights the progress that Kriel Colliery has made against the targets set in its Social and Labour Plan for:

- The Skills Development Plan
- Career progression and planning
- Mentorship plans
- The internship and bursary plan
- The employment equity plan
- Plans to meet the Mining Charter requirements

### 2.2 Skills Development Plan

#### 2.2.1 Skills Development Facilitator

Kriel Colliery has two dedicated skills development facilitators, Rajesh Jaganandan (primary SDF) and Timothy Nkuna (2<sup>nd</sup> SDF also representing NUM). The latter is an executive member of the National Union of Mineworkers Branch Committee, Solidarity and UASA. The representatives assist in co-ordinating the compilation of the Workplace Skills Plan and Annual Training Report in consultation with Kriel Colliery's joint Employment Equity and Skills Development committee. The committee meets at least every two months to discuss compliance, current training programmes, skills development planning and operational requirements. The committee includes management, union representatives and employees from various disciplines.

The primary objective of human resource development programme is to produce a competently trained and diverse workforce to meet the demands of a modern industry. It is to further develop skills that will enhance productivity of the workforce and improve the employment prospects of Historically

Disadvantaged Persons. In this regard, Kriel Colliery has invested 5% of leviable amount (excluding the statutory skills development levy) on essential skills development. The investment of 5% of the leviable amount on essential skills development will be invested in Science, Technology, Engineering, Mathematics skills (STEM), as well as Artisans, Internships, Learnerships, Apprentices, Bursaries, Literacy and Numeracy skills for employees and non -employees (community members) as defined in the Mining Charter III.

Tables below Provides a five-year plan detailing targets for STEM, Artisans, Internships, Learnerships, Apprentices, Bursaries, Literacy, and Numeracy skills for employees and non -employees (community members). Should a situation arise where operational requirements change, the identified programmes may change to suite the current need of the operation or community. Furthermore, the employees and the surrounding communities do not want to partake in some of the discipline programmes, the value of the programmes will be allocated to other training interventions.

**Table 3: Number and education levels of employees: Kriel Colliery (2019 )**

BAND	NQF LEVEL	OLD SYSTEM	MALE					FEMALE				TOTAL	
			African	Coloured	Indian	White	FN	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	0
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 ABET 1	0	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / ABET 2	49	0	0	0	0	0	0	0	0	49	0
		Grade 6 / Std 4	142	0	0	0	0	0	0	0	0	142	0
		Grade 7 / Std 5 / ABET 3	32	0	0	0	0	0	0	0	0	32	0
		Grade 8 / Std 6	42	0	0	0	0	0	0	0	0	42	0
		Grade 9 / Std 7 / ABET 4	33	0	0	0	0	17	0	0	33	17	
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	43	1	0	8	2	47	0	0	0	54	47
	3	Grade 11 / Std 9 / N2	62	1	0	27	2	42	0	0	2	92	44
	4	Grade 12 / Std 10 / N3	148	3	2	25	3	103	7	0	8	181	118
Higher Education and Training (HET)	5	Diplomas / Certificates	27	0	1	8	2	36	0	3	5	38	44
	6	First degrees / higher diplomas	24	0	1	8	2	17	0	1	3	35	21
	7	Honours / Master's degrees	5	0	0	1	1	6	1	0	0	7	7
	8	Doctorates		0	0	0	0	0	0	0	0	0	0
		<b>TOTAL</b>	607	5	4	77	12	268	8	4	18	705	298
												<b>1003</b>	



## 2.2.2 Adult Education and Training (Literacy and numeracy Skills)

Kriel Colliery funds Adult Education and Training (AET). Employees are encouraged to participate in AET to improve their educational level through awareness in the weekly Safety Awareness Training being conducted at the L & D Centre. Kriel Colliery's current ageing workforce is being replaced through an employment strategy that requires a minimum qualification of grade 12. This strategy does present a challenge in terms of ensuring that the remaining employees are motivated to attend the AET programme. Should no employee show interest during the year to attend AET, access to the AET programme will be made available to the Community. Should the community also not show any interest in the AET programme, the finance made available for said programme will be allocated to other training interventions.

**Table 4:** Implementation of Adult Education and Training

Implementation Plan		
Actions	Person Responsible	Action / Completion Date
A management brief to employees and contractors to encourage them to register for AET	Training Manager	January - Annually
Community members encouraged to register for AET	Community Development Sup	Annually through Forums
Communication to the workforce during annual Safety Awareness Training to explain benefits of AET, the requirements and potential actions the company can take to assist employees	Training Manager	Annually through Safety Awareness Training

**Table 4.1:** Adult Education Levels

Programme	Y1 (2019-2020)	Y2 (2020-2021)	Y3 (2021-2022)	Y4 (2022-2023)	Y5 (2023-2024)	Total	
Level 0	0	0	0	0	0	0	
Level 1	2	2	3	3	2	11	
Level 2	2	2	3	3	2	11	
Level 3	2	4	3	2	1	11	
Level 4	2	6	4	2	2	15	
Total	8	14	13	10	7	48	
<b>Total Financial Provision</b>	<b>R 830 000</b>	<b>R850 000</b>	<b>R860 000</b>	<b>R870 000</b>	<b>R880 000</b>	<b>R4 290 000</b>	<b>R80 000</b>
<b>% of HRD Budget</b>	<b>0.14</b>	<b>0.12</b>	<b>0.12</b>	<b>0.12</b>	<b>0.11</b>	<b>0.61</b>	

### 2.2.3 Learnerships (STEM – Mine & Non-Mine Employees)

A Learnership is a registered and accredited learning programme that includes practical work experience, as well as theoretical studies, thereby integrating both workplace and institutional learning. Through a learnership, people can work towards a qualification whilst employed. It provides both vertical and horizontal articulation within the qualifications framework and produces meaningful competencies for productive work. The structured learning part of the learnerships will include the unit- standard categories required to make up a qualification, i.e., fundamental learning, core learning and specialisation. Work experience must relate to structured learning and prepare learners for competence assessment.

Kriel undertakes to provide learnership programme for both employees (18.1) and non-employees (18.2).

**Table 5: Implementation Plan for Learnerships (STEM – Mine & Non-Mine Employees)**

Implementation Plan		
Actions	Person Responsible	Action / Completion Date
Advertisements for Learnerships to be placed at the Colliery	Recruitment Officer	As per recruitment schedule
Advertisements for Learnerships to be placed at the Community	Community Development Sup	As per recruitment schedule

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**Table 5.1: Learnerships (STEM – Mine & Non-Mine Employees)**

Programme	Duration	Ext 18,2	Int 18,1	Other	Y1 2019- 2020		Y2 2020- 2021		Y3 2021- 2022		Y4 2022-2023		Y5 2023-2024	
					Int	Cont	Int	Cont	Int	Cont	Int	Cont	Int	Cont
Learner Miners	1 Year	N/A	3	N/A	0	0	3	0	0	3	3	0	0	3
Fitters	3.5 Years	1	4	N/A	3	2	0	5	2	3	3	2	2	3
Diesel Mechanics	3.5 Years	2	1	N/A	3	0	0	3	0	3	3	0	0	3
Boilermakers	3.5 Years	0	5	N/A	3	2	0	5	2	3	3	2	2	3
Electricians	3.5 Years	4	2	N/A	4	2	0	6	2	4	4	2	4	2
Instrument Mechanicians	3.5 Years	0	1	N/A	0	1	0	1	1	0	0	1	0	1
Rigger	3.5 Years	0	1	N/A	1	0	0	1	0	1	1	0	0	1
Business Practice	12 Months	N/A	N/A	30	30	0	30	0	30	0	30	0	30	0
<b>Total Learners</b>	<b>N / A</b>	<b>7</b>	<b>17</b>	<b>30</b>	<b>44</b>	<b>7</b>	<b>33</b>	<b>21</b>	<b>37</b>	<b>17</b>	<b>47</b>	<b>5</b>	<b>38</b>	<b>16</b>
<b>Total Financial Provision</b>	<b>N / A</b>	<b>24</b>		<b>30</b>	<b>R4 996 904</b>		<b>R5 121 826</b>		<b>R5 249 872</b>		<b>R5 381 119</b>		<b>R5 515 647</b>	
<b>% of HRD Budget</b>	<b>N / A</b>	<b>N/A</b>		<b>N/A</b>	<b>0.82</b>		<b>0.70</b>		<b>0.72</b>		<b>0.71</b>		<b>0.70</b>	



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**2.2.4 STEM Programmes (Mine Employees)**

The various programmes presented on the mine provide our employees with the necessary Science, Technology, Engineering, Mathematics skills required to meet our operational needs, as well as aiding their personal goals for development. STEM Programmes include a wide variety programmes based on operational needs that may change on a day-to-day basis. The following are some examples of the courses that may be presented on a year-to-year basis i.e., Medium voltage, Maintenance for conveyors, Joy maintenance and fault finding, Dimako transformer courses, Gas testing and flame proofing, mining awareness, engineering awareness, various skill programmes, etc.

**Table 6:** Implementation of STEM Programmes (Mine Employees)

Implementation Plan		
Actions	Person Responsible	Action / Completion Date
Needs determined from Operational requirements.	<ul style="list-style-type: none"> <li>Section Heads</li> <li>L &amp; D Department</li> </ul>	January – Annually
Needs determined from Skill Development Committee meetings	<ul style="list-style-type: none"> <li>SDC Members</li> <li>Training Manager</li> </ul>	Monthly – Annually
Needs determined from Metrics	<ul style="list-style-type: none"> <li>Line Management</li> <li>L &amp; D Department</li> </ul>	Monthly – Annually
Identify individuals for programmes based on organisational needs.	<ul style="list-style-type: none"> <li>Section Heads</li> <li>L &amp; D Department</li> </ul>	Monthly – Annually
Communicate and schedule training relevant to programmes	<ul style="list-style-type: none"> <li>L &amp; D Department</li> </ul>	Weekly – Monthly - Annually

**Table 6.1:** STEM Programmes (Mine Employees)

Programme	Y1 (2019-2020)	Y2 (2020-2021)	Y3 (2021-2022)	Y4 (2022-2023)	Y5 (2023-2024)	Total
<b>Total Number</b>	<b>415</b>	<b>405</b>	<b>410</b>	<b>371</b>	<b>320</b>	<b>1921</b>
<b>Total Financial Provision</b>	<b>R14 000 000</b>	<b>R14 100 000</b>	<b>R14 517 659</b>	<b>R14 891 758</b>	<b>R15 524 151</b>	<b>R73 033 568</b>
<b>% of HRD Budget</b>	<b>2.29</b>	<b>1.93</b>	<b>1.99</b>	<b>1.97</b>	<b>1.98</b>	<b>10.16</b>

### 2.2.5 Safety programmes (STEM)

Seriti is committed to the pursuit of Zero Harm – a journey that requires the complete involvement of all. In our organisation, including contractors and business partners. To sustain this journey, we must address the Safety, Health and Environmental (SHE) risks and opportunities that arise from our activities while systematically achieving regulatory compliance. To support this, we present various safety courses to various levels in the organisation. These courses include but is not limited to; Competent A, OHS safety rep training, Hazard and Risk Identification (S1,2 ORMP – S3 ORMP), Fatigue Management, Firefighting, First aid etc.

**Table 7: Safety Programmes (STEM)**

Implementation Plan		
Actions	Person Responsible	Action / Completion Date
Needs determined from Operational requirements.	<ul style="list-style-type: none"> <li>Section Heads</li> <li>L &amp; D Department</li> </ul>	January – Annually
Needs determined from Metrics	<ul style="list-style-type: none"> <li>Line Management</li> <li>L &amp; D Department</li> </ul>	Monthly – Annually
Identify individuals for programmes based on organisational needs.	<ul style="list-style-type: none"> <li>Section Heads</li> <li>L &amp; D Department</li> </ul>	Monthly – Annually
Communicate and schedule training relevant to programmes	<ul style="list-style-type: none"> <li>L &amp; D Department</li> </ul>	Weekly – Monthly - Annually

**Table 7.1: Safety Programmes (STEM)**

Programme	Y1 (2019-2020)	Y2 (2020-2021)	Y3 (2021-2022)	Y4 (2022-2023)	Y5 (2023-2024)	Total
<b>Total Number</b>	<b>62</b>	<b>73</b>	<b>84</b>	<b>87</b>	<b>97</b>	
<b>Total Financial Provision</b>	<b>R5 850 000</b>	<b>R5 905 045</b>	<b>R6 021 045</b>	<b>R 6 289 545</b>	<b>R6 297 197</b>	<b>R30 362 832</b>
<b>% of HRD Budget</b>	<b>0.96</b>	<b>0.81</b>	<b>0.82</b>	<b>0.83</b>	<b>0.80</b>	<b>4.22</b>

### 2.2.6 Leadership Development Programmes. (STEM)

At Kriel Colliery we continuously look for opportunities to further enhance our frontline supervisors’ skills and knowledge they require to support the company’s strategic intent. By developing new and existing supervisors we equip them with the necessary tools to achieve, best in class in safety, build successful teams, provide effective supervision, deliver superior consistent performance and managing staff



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performance. Various leadership courses will be utilised to support this. These courses may include but is not limited to: OLP, Mentoring and Coaching, Assertiveness, Managing for results, etc. Further to this Seriti has also introduced the Seriti Behavioural Framework that sets out the behavioural attributes, knowledge, skills, experience, and potential required to succeed as an individual and as a company.

**Table 8:** Implementation of Leadership Development Programmes. (STEM)

Implementation Plan		
Actions	Person Responsible	Action / Completion Date
Needs determined from Metrics	<ul style="list-style-type: none"> <li>Line Management</li> <li>L &amp; D Department</li> </ul>	Monthly – Annually
Identify individuals for programmes based on organisational needs.	<ul style="list-style-type: none"> <li>Section Heads</li> <li>Heads of Departments</li> <li>L &amp; D Department</li> </ul>	Monthly – Annually
Communicate and schedule training relevant to programmes	<ul style="list-style-type: none"> <li>Training Manager</li> </ul>	Weekly – Monthly - Annually

**Table 8.1:** Leadership Development Programmes. (STEM)

Programme	Y1 (2019-2020)	Y2 (2020-2021)	Y3 (2021-2022)	Y4 (2022-2023)	Y5 (2023-2024)	Total
<b>Total Number</b>	<b>25</b>	<b>28</b>	<b>30</b>	<b>30</b>	<b>33</b>	<b>146</b>
<b>Total Financial Provision</b>	<b>R563 000</b>	<b>R582 000</b>	<b>R610 000</b>	<b>637 600</b>	<b>R665 600</b>	<b>R3 058 200</b>
<b>% of HRD Budget</b>	<b>0.09</b>	<b>0.08</b>	<b>0.08</b>	<b>0.08</b>	<b>0.09</b>	<b>0.42</b>

### 2.2.7 Internships (STEM) Mentor ship Programme

Kriel Colliery offers experiential learning to several students, which not only affords them an opportunity to complete the practical component of their studies but provides Kriel Colliery with a pipeline of students who could ultimately be offered permanent employment within the company.



**Kriel Colliery Social and Labour Plan:** In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002

**Table 9:** Implementation of Internships (STEM) Mentor ship Programme

Implementation Plan		
Actions	Person Responsible	Action / Completion Date
Advertisement for Scholarships to be placed at Community	Community Development Sup	As per recruitment schedule

**Table 9.1:** Internships (STEM) Mentor ship Programme

Internship Field	Y1 2019-2020		Y2 2020-2021		Y3 2021-2022		Y4 2022-2023		Y5 2023-2024	
	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.
Mining	1	1	0	3	1	1	1	1	1	0
Engineering	0	0	2	0	0	2	0	2	0	2
Rock Engineering	0	1	0	0	1	0	0	1	0	1
Geology	0	1	0	0	0	0	0	0	0	0
Human Resources	0	1	0	0	0	0	0	0	1	0
Safety	0	0	0	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0	0	0	0
										0
<b>Total</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>3</b>
<b>Grand Total</b>	<b>5</b>		<b>5</b>		<b>5</b>		<b>5</b>		<b>5</b>	
<b>Total Financial Provision</b>	<b>R2 550 000</b>		<b>R2 650 000</b>		<b>R2 650 000</b>		<b>R2 750 000</b>		<b>R2 750 000</b>	
<b>% of HRD Budget</b>	<b>0.42</b>		<b>0.36</b>		<b>0.36</b>		<b>0.36</b>		<b>0.35</b>	

### 2.2.8 In-House study assistance (STEM)

The In-house study assistance is available to all the Kriel Colliery permanently employed personnel. The study assistance is managed centrally by the L & D department and is made available to employees wishing to enhance their career opportunities by studying further part time. Employees can apply for study assistance applicable to all fields across the Kriel Colliery mining scope.

**Table 10:** Implementation of In-House study assistance (STEM)

Implementation Plan (Bursars and Scholarships)		
Actions	Person Responsible	Action / Completion Date
Communication of In-House Study assistance policy through Safety Awareness Training	L & D Department	Weekly
Review and approve relevant applications as and when they are received.	<ul style="list-style-type: none"> <li>• Front Line Manager</li> <li>• Training Manager</li> <li>• HR Manager</li> </ul>	Ad-Hoc

**Table 10.1:** In-House study assistance (STEM)

Programme	Y1 (2019-2020)	Y2 (2020-2021)	Y3 (2021-2022)	Y4 (2022-2023)	Y5 (2023-2024)	Total
<b>Total Number</b>	<b>8</b>	<b>15</b>	<b>10</b>	<b>17</b>	<b>13</b>	<b>63</b>
<b>Total Financial Provision</b>	<b>R300 000</b>	<b>R380 000</b>	<b>R250 000</b>	<b>R352 000</b>	<b>R290 000</b>	<b>R1 572 000</b>
<b>% of HRD Budget</b>	<b>0.04</b>	<b>0.05</b>	<b>0.03</b>	<b>0.05</b>	<b>0.04</b>	<b>0.21</b>

### 2.2.9 Non-Mine Employees

Kriel Colliery has taken the decision to invest in specific programmes for the community as below.

#### 2.2.9.1 Bursaries and Scholarships (STEM)

The Kriel Colliery bursary programme is targeted at students that want to pursue a career in the mining industry. The programme is further developed to build a pipeline of future skills the company needs. Bursaries are managed from a central Point from Head Office. The Kriel community scholarship (Any field of choice) is reward to students who have demonstrated excellence in areas of academia. These students are offered with financial support to ensure they complete their tertiary studies. Bursars are managed from central point at Head Office.

**Table 11:** Implementation of Bursaries Non Mining Employees

Implementation Plan (Bursars and Scholarships)		
Actions	Person Responsible	Action / Completion Date
The disciplines will remain the same numbers and we will replace as the candidates complete their programme.	Training Manager/Hr Manager	As per completion of the candidate's program.



**Table 11.1: Bursaries Non Mining Employees**

Bursary & Scholarship	Y1 (2018-2019)		Y2 (2019-2020)		Y3 (2020-2021)		Y4 (2021-2022)		Y5 (2022-2023)	
	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.
BSC In IT	0	0	1	0	0	1	0	0	0	1
B Com Finance	0	0	1	0	0	1	0	1	0	1
Computer Science	0	0	1	0	0	1	0	0	0	1
Accounting	0	0	1	0	0	1	0	1	0	1
Basic Education Honours	0	0	1	0	0	1	0	1	0	1
N Courses	0	0	1	0	0	0	0	0	0	0
Mechanical Engineering	0	1	0	0	0	0	0	0	0	0
<b>Total</b>			<b>6</b>			<b>5</b>		<b>5</b>		<b>5</b>
<b>Grand Total</b>	<b>1</b>		<b>6</b>		<b>5</b>		<b>5</b>		<b>5</b>	
<b>Total Financial Provision</b>	<b>R400 000</b>		<b>R1 600 000</b>		<b>R1 500 000</b>		<b>R1 500 000</b>		<b>R1 500 000</b>	
<b>% of HRD Budget</b>	<b>0.07</b>		<b>0.22</b>		<b>0.21</b>		<b>0.2</b>		<b>0.19</b>	

### 2.2.9.2 Non-Mining Skills Training (STEM)

The Non-Mining Skills programme aims to equip employees and members from the community with non-mining-related skills; to enable them to find other forms of livelihood in other sectors of the economy. Employees, reaching retirement age while working at Kriel Colliery considered as having mining-specific skills would be given the opportunity to acquire a non-mining-related portable skill through a need's analysis process conducted yearly. Courses provided, but are not limited to: Agriculture, Plumbing, Welding, Bricklaying, Hospitality, Nursing, Hair Dressing, Accounting, Entrepreneurships, Early childhood development, Computers, Development and maintain Drone training, Financial Management, Basic waste management, Basic wholesale and retail, basic events management etc.



**Table 12:** Implementation of Non- Mining Skills Training (STEM)

Implementation Plan		
Actions	Person Responsible	Action / Completion Date
Portable skills training offered to the retirees of the year during retirement discussion	ER Officer	Annually
If retiree is not interested in training, a once off opportunity to be offered to a direct dependant	ER Officer	Annually
If direct independent is not interested the opportunity will be offered to members form the community.	ER Officer Community Development Sup	Annually through Community forums
Where applicable, verify accredited service providers and course content are being utilized	Training Manager	Annually

**Table 12.1:** Non- Mining Skills Training (STEM)

Programme	Y1 (2019-2020)	Y2 (2020-2021)	Y3 (2021-2022)	Y4 (2022-2023)	Y5 (2023-2024)	Total
<b>Total Number</b>	<b>45</b>	<b>150</b>	<b>165</b>	<b>160</b>	<b>172</b>	<b>692</b>
<b>Total Financial Provision</b>	<b>R1 100 000</b>	<b>R9 000 000</b>	<b>R8 500 000</b>	<b>R8 800 000</b>	<b>R9 000 000</b>	<b>R39 400 000</b>
<b>% of HRD Budget</b>	<b>0.18</b>	<b>1.23</b>	<b>1.16</b>	<b>1.17</b>	<b>1.15</b>	<b>4.89</b>

### 2.2.9.3 Conducting Skills AUDIT for communities residing around Emalahleni local Municipality

Conducting Skills Audit for communities residing in the Emalahleni Local Municipality and training of community youth on identified market related skills. An audit will be conducted by a consultant to determine the needs and a detailed report will be provided to Kriel Colliery for Action. The audit started in January 2021 and is planned to be completed in December 2021. The audit results will be phased out over into segments over the years to come.

**Kriel Colliery Social and Labour Plan:** In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002

**Table 13:** Implementation of Skills AUDIT for communities residing around Emalahleni local Municipality

Implementation Plan		
Actions	Person Responsible	Action / Completion Date
Audit on Community Start date is January 2021 to December 2021	Community Development Sup	December 2021
Communication with Stake holders, Municipality and sourcing Supplier for audit report close out. Advertisement for candidates to be put out based the audit report findings.	Community Development Sup Training manager Ward members and Municipality	Jan 2022 to March2022.
Audit results to be actioned Year on year going forward in yearly segments	Training Manager	Annually (April 2022 to March 2023)

**Table 13.1:** Skills AUDIT for communities residing around Emalahleni local Municipality

Programme	Y1 (2019-2020)	Y2 (2020-2021)	Y3 (2021-2022)	Y4 (2022-2023)	Y5 (2023-2024)	Total
<b>Total Number</b>	0	0	50	50	50	150
<b>Total Financial Provision</b>	0	0	R 1 000 000	R 1 000 000	R1 000 0000	R 3 000 000
<b>% of HRD Budget</b>	0	0	0.14	0.13	0.13	0.4

**2.2.10 Hard to Fill Vacancies**

**Table 14:** Seriti (Kriel Colliery) had the following hard to fill vacancies

HARD TO FILL VACANCIES					
Occupational level	Department	Job title of scarce and critical skill	Job title of vacancy	Main reason for inability to fill the vacancy	Implementation Plan
Middle Management	Mining	Mining Engineer	Mine Overseer/Section Manager	Low Pass Rate of MMC and MO in the industry	External Recruitment
Middle Management	Technical Services	Rock Engineer	Rock Engineering Specialist	Low Pass Rate of Rock Engineering ticket in the industry	Internal development of Strata Control Officers and Interns
Middle Management	Technical Services	Ticketed Surveyor Manager	Mine surveyor	Low Pass Mine Surveyor Engineering ticket in the industry	Recruitment of PIT and external recruitment
Middle Management	Engineering	Ticketed Engineer	Section Engineer	Low Pass Rate of GCC in the industry	Recruitment of PIT and external recruitment
Senior Skilled	Mining	Dragline Operator	Dragline Operator	Opencast down scaled due to limited mining area	Will train as soon as mining ground becomes available



**Kriel Colliery Social and Labour Plan: In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002**

**Table 15: Kriel Colliery's 5-year Career Progression Plan**

Current Position	Training Intervention	Qualification to be achieved	Y1 2019		Y2 2020		Y32021		Y42022		Y52023	
			No of identified employees	No of identified employees	No of identified employees	No of identified employees	No of identified employees	No of identified employees	No of identified employees	No of identified employees		
			New	Continuing	New	Continuing	New	Continuing	New	Continuing	New	Continuing
Mining Intern	Intern Programme	Mine Overseer ticket and Mine Managers Ticket		4	0	4	0	4	0	4	1	3
Rock Engineering Intern	Intern Programme	Strata control Ticket	0	1	0	1	0	1	0	1	1	0
Geology Intern	Intern Programme	Intermediate ticket	0	1	0	1	0	1	0	1	1	0
Human Resources Intern	Intern Programme	HR Analyst	0	1	0	1	0	1	0	0	0	0
Engineering Learners	Learnerships	Qualified Artisans	0	24	0	21	7	14	14	7	0	21
Learner Miner	Learnership	Qualified Miner	0	0	3	0	0	3	3	0	0	3
VOHE Officer	Coaching/ Training	Mine environmental Control	0	1	0	1	1	0	0	1	0	1
Snr VOHE Assistant	Coaching/ Training	Mine Environmental Control	0	1	0	1	0	1	1	0	1	0
Mine Surveyor	Coaching/ Training	Surveyor certificate of competency	0	1	0	1	0	1	0	1	0	1
Strata Control Officer	Coaching/ Training	Rock Eng. Ticket	0	1	0	1	0	1	0	1	0	1
<b>Total</b>			0	35	3	32	8	27	8	16	4	30

## **2.3 Career progression and mentorship**

### **2.3.1 Career development planning**

At Seriti, we continuously look for opportunities to further enhance our career development planning processes for employees. We strive to have generic career paths for all disciplines and work with individuals to develop a customised career path that will be most suitable for them. This is an ongoing initiative, which we continue to refine. The company has also developed, implemented and rolled out performance contracts to all employee from middle management. In addition, we have extended performance contracts to all our Interns (graduates who have just completed their academic studies).

This enables members of our workforce to manage their careers more effectively and to pursue specific career opportunities.

### **2.3.2 Mentorship**

All our graduates and learners are afforded an opportunity to participate in mentorship programmes wherein an appropriate mentor with the relevant technical skills and capabilities is assigned to provide guidance and direction to the mentees' growth and development objectives. These programmes occur at the following levels:

- All graduates brought into the organisation are assigned a technical mentor who provide support and guidance in the early stages of their careers.
- All learners participating in our learnership programme are assigned a mentor who will provide support and guidance necessary to enable the learners to complete their program and obtain the relevant qualification.

**Kriel Colliery Social and Labour Plan: In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002**

**Table 16: Kriel Colliery has a 5-Year Mentorship Programme and Commitments**

Mentoring Programme	Duration	Ext 18,2	Int 18,1	Other	Y1 2019-2020		Y2 2020-2021		Y3 2021-2022		Y4 2022-2023		Y5 2023-2024	
					Int	Cont	Int	Cont	Int	Cont	Int	Cont	Int	Cont
Learner Miners	1 Year	N/A	3	N/A	0	0	3	0	0	3	3	0	0	3
Fitters	3.5 Years	1	4	N/A	3	2	0	5	2	3	3	2	2	3
Diesel Mechanics	3.5 Years	2	1	N/A	3	0	0	3	0	3	3	0	0	3
Boilermakers	3.5 Years	0	5	N/A	3	2	0	5	2	3	3	2	2	3
Electricians	3.5 Years	4	2	N/A	4	2	0	6	2	4	4	2	4	2
Instrument Mechanics	3.5 Years	0	1	N/A	0	1	0	1	1	0	0	1	0	1
Rigger	3.5 Years	0	1	N/A	1	0	0	1	0	1	1	0	0	1
Interns	4 years	7	0	N/A	0	5	2	5		7		7		5

**2.3.3 Summary**

As stated, Kriel Colliery is committed to spend 5% of the leviable amount on essential skills development that will be invested in Science, Technology, Engineering, Mathematics skills (STEM), as well as Artisans, Internships, Learnerships, Apprentices, Bursaries, Literacy, and Numeracy skills for employees and non-employees (community members) as defined in the Mining Charter III. Please refer to table for summary of projected breakdown of the 5% spent.



**Kriel Colliery Social and Labour Plan:** In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002

**Table 17:** Summary of projected breakdown of the 5% spent.

Programme	Y1 (2019-2020)	Y2 (2020-2021)	Y3 (2021-2022)	Y4 (2022-2023)	Y5 (2023-2024)	Total
Abet	R 830 000	R 850 000	R 860 000	R 870 000	R 880 000	R 4 290 000
Learnership	R 4 996 904.00	R 5 121 826.60	R 5 249 872.26	R 5 381 119.07	R 5 515 647,05	R 26 265 369
Stem Programmes	R 14 000 000	R 14 100 000	R 14 517 659	R 14 891 758	R 15 524 151	R 73 033 568
Safety Programmes	R 5 850 000	R 5 905 045	R 6 021 045	R 6 289 545	R 6 297 197	R 30 362 832
Leadership Dev Programs	R 563 000	R 582 000	R 610 000	R 637 600	R 665 600	R 3 058 200
Internships	R 2 550 000	R 2 650 000	R 2 650 000	R 2 750 000	R 2 750 000	R 13 350 000
In House Study assistance	R 300 000	R 380 000	R 250 000	R 352 000	R 290 000	R 1 572 000
Bursaries and scholarship	R 400 000	R 1 600 000	R 1 500 000	R 1 500 000	R 1 500 000	R 6 500 000
Non-Mining skills	R 1 100 000	R 9 000 000	R 8 500 000	R 8 800 000	R 9 000 000	R 36 400 000
Community skills audit	0	0	R 1 000 000	R1 000 000	R1 000 000	R 3 000 000
<b>Total spent</b>	<b>R 30 589 904</b>	<b>R 40 188 871.60</b>	<b>R 41 158 576.30</b>	<b>R42 472 022</b>	<b>R43 422 595</b>	<b>R 197 831 969</b>
<b>Total Labour Cost</b>	<b>R 612 228 170</b>	<b>R 729 418 653</b>	<b>R 730 813 534</b>	<b>R 754 428 490</b>	<b>R 782 721 285</b>	<b>R 3 609 610 132</b>
<b>Percentage</b>	<b>5%</b>	<b>5.5%</b>	<b>5.6%</b>	<b>5.6%</b>	<b>5.5%</b>	<b>5.5%</b>
<b>Total Leivable Amount</b>	<b>R 30 611 408.50</b>	<b>R 36 470 932.65</b>	<b>R 36 540 676.70</b>	<b>R 37 721 424.50</b>	<b>R 39 136 064.25</b>	<b>R 180 480 506,6</b>
<b>Percentage</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>

## 2.4 Employment Equity

One of our greatest assets is the diversity of our people and we pride ourselves for having moved beyond compliance over the past couple of years. We have an excellent pipeline of talent and continuously focus on ways of improving our performance in this area.

Kriel pays a great deal of attention to the attraction, retention and advancement of women in all disciplines and at all levels of our organisation, hence, women development will form part of individual KPIs.

A Women in Mining (WIM) task team was established in 2017 which seek to focus on a number of initiatives to increase the number of women in mining as well as to address their particular needs, including the physical aspects, health, work culture and workplace environment.

The new Mining Charter compels Kriel Colliery to stretch its target further as we will be striving to achieve and maintain the new targets of the mining charter as well as level 4 of the BBBEE score card.

The operation will take a focus on the diversity plans to address gaps at the different levels of reporting with specific emphasis on women and HDSA targets at senior management role. Progress will be monitored through Monthly Performance Review Meetings and Bi-Monthly Employment Equity Meetings. Table 18 below indicates the breakdown of the EE stats.

**Kriel Colliery Social and Labour Plan:** In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002

**Table 18: Employment Equity – Current status**

	African		Coloured		Indian		White		Total	Total HDSA	Total Female	Foreign Nationals			MC III Target		Current Stats	
	F	M	F	M	F	M	F	M				F	M	TOTAL	% HDSA	% Female	% HDSA	% Female
<b>Senior Management</b>	1	1	1	0	0	0	0	3	6	3	2	0	0	0	60%	25%	50%	33%
<b>Middle Management</b>	15	32	0	0	0	1	2	14	64	50	17	0	1	1	60%	25%	78%	27%
<b>Junior Management</b>	23	72	0	1	0	0	5	24	125	101	28	0	3	3	70%	30%	80%	22%
<b>Core</b>	74	26 4	0	1	0	1	0	3	343	340	74	0	6	6	60%	-	94%	24%
<b>Critical</b>	73	17 7	0	0	0	1	3	32	286	254	76	0	2	2				
<b>Other</b>	89	64	2	1	2	0	8	1	167	166	101	0	0	0	N/A	N/A		
<b>Total</b>	275	61 0	3	3	2	3	18	77	991	914	298	0	12	12			92%	30%
<b>Disability</b>	21	5						1	27	26	21				1.5%			



**Kriel Colliery Social and Labour Plan:** In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002

In implementing Mining Charter III plan, Employment Equity will be aligned to local recruitment and human resources development strategies. The intention is to achieve equity in the workplace and to create a diverse workplace, as well as ensure participation of Historically Disadvantaged Persons and alignment with the Employment Equity Act.

**Table 19: Employment Equity Targets as per Mining Charter III**

Employment Equity Targets	Mining Charter III Targets	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Senior Management</b>						
HDSAs	60%	50%	52%	54%	58%	60%
Females	25%	25%	25%	25%	25%	25%
<b>Middle Management</b>						
HDSAs	60%	60%	60%	60%	60%	60%
Females	25%	20%	22%	23%	24%	25%
<b>Junior Management</b>						
HDSAs	70%	60%	65%	70%	70%	70%
Females	30%	20%	22%	25%	27%	30%
<b>Critical &amp; Core</b>						
HDSAs	60%	60%	60%	60%	60%	60%
Females	-	-	-	-	-	-
<b>Disabilities</b>						
Africans Coloureds Indians Whites	1.5%	1.0%	1.1%	1.2%	1.3%	1.5%

# **SECTION 3:**

## **LOCAL ECONOMIC DEVELOPMENT Regulation 46 (c)**

### 3: Local Economic Development

#### 3.1 Social and economic background

The Emalahleni Municipal area, which means the “place of coal”, consists inter alia of the towns of emollient, Kwa-Guqa, Ga-Nala and Ogies. The town of eMalahleni was established in 1903. It was named after a ridge of white rock located near the present railway station.

The town Emalahleni is probably the most industrialized municipal area in Nkangala and its landscape features mainly underground and opencast coalmines. This area has the largest concentration of power stations in the country.

Emalahleni Local Municipality is located within the Mpumalanga Province and is situated in the jurisdictional area of the Nkangala District Municipality. The district is located to the North-West of the province and is the smallest district in land mass (21%) and has the second largest population concentration (35%) in the province. It covers an area of about 2677.67 km<sup>2</sup> in extent. The Nkangala District Municipality is made up of six local municipalities, namely:

- Emalahleni Local Municipality
- Emakhazeni Local Municipality
- Steve Tshwete Local Municipality,
- Thembisile Hani Local Municipality
- Dr JS Moroka Local Municipality, and
- Victor Khanye Local Municipality

##### 3.1.1 Population size

According to Statistics South Africa (Community Survey 2016), Emalahleni’s population has increased from 395 466 people recorded in the Census of 2011 to 455 228 people recorded in 2016. These figures represent the third largest population in the province after City of Mbombela and Bushbuckridge municipalities. In the Nkangala district, 31.5% of total population of Nkangala reside in Emalahleni municipal area as of 2016. The population of municipality increased by 59 762 between 2011 and 2016.Emalahleni recorded a population growth rate of 3.2% per annum between the periods of 2011 and 2016. Due to the rate in which the population is increasing and the challenges it presents in the planning structures, the municipality in partnership with external stakeholders and industries has plans to minimize the housing backlog, creating employment opportunities and develop skills.



The table below shows the Socio-Economic Profile of Emalahleni Local Municipality:

**Table 20: Socio Economic Profile of Emalahleni Local Municipality**

Socio Economic Profile	2011	2016
Population	395 466	455 228
Population growth per annum		3,2%
<b>Population groups</b>		
Africans	321 668	391 982
Coloureds	6 717	5 450
Whites	61 893	5 403
Poverty Headed count 80%		80%
<b>Sex Ratio</b>		
Males per100 females	111,8	112,3
<b>Labour Market</b>		
Unemployment rate	27.3%	26.6%
Youth unemployment rate	36%	n/a
<b>Education</b>		
No Schooling	6%	5%
Matric	31%	37%
Post Matric	10%	8%
<b>Household Dynamics</b>		
Number of Households	119874	150 420
Informal Housing	23 138	34 845
Rented Housing	39 463	37 473
Formal Dwellings	77.5%	73.6%
Housed owned and paid off	38 519	57 749
<b>Household services</b>		
Household without flushing toilets	52 450	50 738
Piped water inside dwellings	90.8%	55.2%
Household with electricity connections	1 927	912

### 3.2 Key economic activities

At district level Emalahleni contributes 46% of the GDP of the region. This clearly indicates the nature of concentration of economic activities in the area followed by Steve Tshwete (at 37%). Emakhazeni, Dr JS Moroka, Thembisile Hani and Victor Khanye (Delmas) have the least contributions.

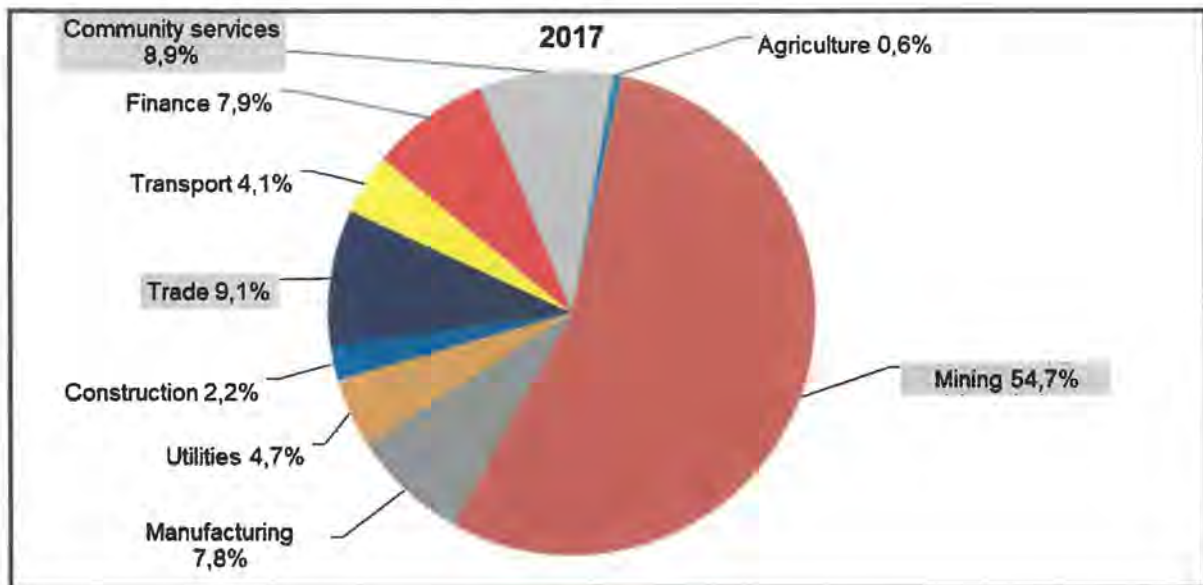
The economic dominance of Emalahleni within Nkangala has the potential of influencing population migration from nearby localities thereby putting a strain on the provision of job opportunities and basic services. Growth and development within neighbouring municipalities is therefore a key priority at the district level.

Electricity has also had significant contribution as well, although marginal decline was experienced. However, Agriculture's contribution to the economy of Emalahleni is relatively low compared to the other sectors of the economy. It is critical to investigate and establish the current state of the primary agricultural activities and the value chain activities associated with the sector. The other sectors with potential include Finance, Trade and the green economy (given the dominance of mining and electricity and their environmental degradation potential).

From the socio-economic analysis, it is evident that Emalahleni faces a number of challenges that should be addressed by growing certain sectors of the economy that are capable of generating skills, employment opportunities, reduce poverty as well as the poverty gap in line with the terms of the New Growth Path. This is the challenge that must be addressed through the development of the Emalahleni LED plan. The table below show the contributions made by the industries in Emalahleni in 2017.



### Contributions by industries in Emalahleni ,2017



Source: Emalahleni Local Municipality IDP (2019-2020)

Emalahleni municipality contributes 45.1% of the economy in Nkangala District Municipality as per 2017 Provincial Municipal Profile Report by the Department of Economic Development & Tourism. Emalahleni is the biggest economy contributor in the Nkangala District and the second largest in the Province after the City of Mbombela. It is contributing 17.3% to the Provincial GDP as in 2017. The size of the economy of Emalahleni was estimated at R57.6 billion in 2017.

The strongest sectors are mining which contributes more than half to the Emalahleni economy almost 55% in 2017. Trade is the second largest industry in Emalahleni with a contribution of 9.1% followed by community services (8, 9%) and finance (7.9%) respectively. Mining is the biggest sector of the economy even though it comes with negatives consequences on environment (pollution) and health (pollution causes diseases).

### 3.3 Other mining companies in the area where Kriel Colliery is hosted (Ga Nala unit municipality and adjacent areas)

Matla Coal, Dorstfontein Mine and the Matla and Kriel Power Stations are close neighbours to Kriel Colliery. All five of these operations share an interdependence with the same surrounding communities, and because of this, there are varying levels of complexity that must be navigated, especially when it comes to perceived and real impacts on the part of Kriel Colliery.

The colliery's goal is to promote strong relationships with the communities that surround the operation; this is done through regular engagement. Engagement planning includes stakeholder mapping and profiling – that is, determining communities' interests and their influence on the business, and assessing the health



of the relationship. The stakeholder base itself is broad and includes both internal and external stakeholders. Internal stakeholders include mine management, labour unions, permanent employees and contractors. External stakeholders are made up of various communities, regulators and provincial and local authorities, non-governmental organisations, local enterprise and competing mining organisations. The specific communities around Kriel Colliery comprise:

Kriel Town, 12km from the colliery; Rietspruit, also 12km away; Thubelihle, 19km from the colliery; and several informal settlements that have sprung up on surrounding farms, where only a few members are employed by the farmers.

The Community Development Superintendent has established quarterly Synergy forums which include directly and indirectly affected parties, interested parties and local authorities. This forum allows stakeholders to bring issues to the mine’s attention so that they can be resolved more expediently.

**3.4 Impacts assessment**

**Table 21: Impact assessment**

Key Issues	Yes	No	Stakeholder affected	Impact description	Management measures
<b>Subsidence</b>	X		Farmers Landowners Community road users	Mining and stooping results in some degree of surface subsidence as ground above the mined blocks settles.	The subsidence area has been fenced off and is monitored on an ongoing basis by the Survey Department to ensure there is no encroaching subsidence into the community's residential area.  The mine has approached an independent developer to source housing for the 28 families. However, based on the experiences of the Frischgewacht community, the mine is reticent to experience the same livelihood restoration difficulties.  Community Development engages quarterly with the community to update them on the process.

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<b>Water availability and quality</b>	X		Farmers Farm Dwellers	Kriel Colliery supplies water to neighbouring farmers.	<p>There is a water lease agreement with Eskom to supply the farmers. Water quality monitoring as per water legislation requirements is in place.</p> <p>There is a need to invest in enhancing water-efficient technologies and solutions across their supply chains and prioritise reducing or eliminating water pollution caused by our activities. Concrete targets must be put in place to track progress towards these</p>
<b>Resettlement</b>	X		Surrounding Farms Landowner Local Business Municipality	<p>Loss of livelihoods and resources and the resettled community have been affected in social services such as paying for water which was free while at the farm. Resettlement to a more urban environment (Thubelihle) has resulted in improved housing quality but carries with it the reality that people now have to pay for water and electricity.</p> <p>This is placing a significant burden on the affected households and livelihood replacement activities have not resulted in financial changes that would enable the payment for such utilities.</p>	<p>A 3-year livelihood restoration programme (LRP) was conducted with the affected community after resettlement in 2013 to 2014. An audit was conducted on this programme by an independent consultant in 2017. This revealed the gaps and highlighted the need for a new LRP to address the failure to restore livelihoods for the Frischgewacht community.</p> <p>The mine has committed to undertake another LRP in 2018 focused on addressing the community's inability to afford the water and electricity costs, and to put appropriate measures in place.</p> <p>One member of each affected household is undertaking Code 10 drivers training which will assist them to become employable thus potentially contributing to livelihood restoration.</p>
<b>Exhumation of graves</b>		X	Municipality The graves Landowners Community Family of the deceased	We observed that affected families are very anxious to <i>relocate</i> their family graves.	Kriel Colliery makes all the necessary traditional preparations for the <i>relocation</i> exercise. Therefore, there is need to quantify preparations and the costs incurred during such preparations.
<b>Influx of people</b>		X	Municipality Ward 25,26,27 & 32 Eskom Exxaro	Pressure on infrastructure service and utilities-lack of adequate housing may also lead to unplanned and controlled development of squatter settlement in the area.	<ul style="list-style-type: none"> <li>Engage The community Forum committee which consist of individuals from affected communities.</li> </ul>

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					<ul style="list-style-type: none"> <li>• Transparent recruitment and procurement policies</li> </ul>
<b>Blasting</b>	X		Rietspruit Surrounding Farms	<p>Some damaging impacts on environment are evident.</p> <ol style="list-style-type: none"> <li>1. Noise</li> <li>2. Gas</li> <li>3. Dust</li> <li>4. Fly Rock</li> <li>5. Ground Vibration</li> <li>6. Vegetation</li> </ol>	<p>Kriel Colliery conducts on-going monthly dust fallout monitoring and dust suppression in accordance with regulatory requirements. The results from dust fallout monitoring indicate that the mine is well within regulatory requirements.</p> <p>The colliery also monitors nearby water sources to assess any potential pollutants. When it comes to overall water management, the mine follows best practice guidelines for the conservation of water.</p> <p>The main source of noise and vibration is blasting conducted at the site of the opencast pit. Thubelihle township and Rietspruit are close enough to hear and feel the blasts, and so the colliery continuously monitors these effects in order to stay within permitted parameters.</p> <p>Residents from Rietspruit have, in the past, complained of cracked windows due to blasts; however, blasting ceased in 2017.</p>

### 3.5 Community Engagement

#### 3.5.1 Stakeholder Engagement Planning

Our main aim is to promote strong relationships with the mine communities and labour sending areas through regular engagement on the issues that may affect them. Our engagement planning includes, stakeholder mapping, profiling – determining their interests, influence on the business and the relation health. We have quarterly Synergy forums, including directly and indirectly affected parties, interested parties and local authorities. These enable our stakeholders to bring issues to our attention so that they can be resolved promptly. We have a broad stakeholder base which includes both internal and external stakeholders. Our internal stakeholders include mine management, labour unions, permanent employees and contractors. Our external stakeholders are made up of various communities, regulators and provincial and local authorities, non-governmental organisations, local enterprise and mining organisations. (See **Annexure A, B and C** detailed stakeholder engagement report, meeting of minutes with union and attendance register and minutes of last meeting with structure)



### 3.6 Stakeholder Profile of Kriel Colliery

**Table 22:** The following table details the Community profile of Kriel Colliery: Mining Community

Community Name	Ward No:	Approximate distance of the community to the mine	Classification of communities (Directly impacted by the mining activities – where mining take place)	Name of Local Municipality	Name of District Municipality	Engagement structure in place to consult
Thubelihle	25	19 km	Mine community	Emalahleni Local Municipality	Nkangala District Municipality	Synergy Forum
Kriel Town	26	12 km	Mine community	Emalahleni Local Municipality	Nkangala District Municipality	Synergy Forum
Surrounding farms	27	12 km	Mine community	Emalahleni Local Municipality	Nkangala District Municipality	Synergy Forum
Rietspruit	32	12 km	Mine community	Emalahleni Local Municipality	Nkangala District Municipality	Synergy Forum

#### Adjacent Community

Community Name	Approximate distance of the community to the mine	Classification of communities indirectly impacted by the mining activities but communities have knowledge of the mine activities and are interested in benefiting	Name of Local Municipality	Name of District Municipality	Engagement structure in place to consult
	35km	Adjacent Community	Goven Mbeki	Gert Sibande District Municipality	SMME Forum
Leandra	32km	Adjacent Community	Goven Mbeki	Gert Sibande District Municipality	SMME Forum
Ogies	27km	Adjacent Community	Emalahleni Local Municipality	Nkangala District Municipality	SMME Forum
Phola	32km	Adjacent Community	Emalahleni Local Municipality	Nkangala District Municipality	SMME Forum
Kinross	20km	Adjacent Community	Goven Mbeki	Gert Sibande District Municipality	SMME Forum

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<b>Labour Sending Community</b>					
<b>Community Name</b>	<b>Approximate distance of the community to the mine</b>	<b>Classification of communities (where majority or significant (i.e. 15% of workers) proportion of mine workers current, or historic, are sourced from)</b>	<b>Name of Local Municipality</b>	<b>Name of District Municipality</b>	<b>Engagement structure in place to consult</b>
Witbank	42km	Labour Sending Area	Emalahleni Local Municipality	Nkangala District Municipality	Emalahleni IDP / LED Forum
Middleburg	60km	Labour Sending Area	Steve Tshwete	Nkangala District Municipality	Emalahleni IDP / LED Forum
Bethal	35km	Labour Sending Area	Goven Mbeki	Gert Sibande District Municipality	Supplier Development Days and SMME Forums

**3.7 Priority Needs of Mine Community and Labour sending areas.**

**Table 23:** Priority Needs of Mine community and labour sending areas.

<b>PRIORITY</b>	<b>GENERAL</b>	<b>SPECIFIC</b>	<b>TYPE OF NEED</b>	<b>MUNICIPALTY</b>
<b>1</b>	<b>Supply of basic services</b>	Addressing water scarcity	Water treatment plant	Emalahleni
<b>2</b>	<b>Skills development and Job Creation</b>	Understanding skills aligned to market needs	Skills audit	Emalahleni
		Portable skills	Training to enhance self-employment and employability	
		Driver's License	Training to promote access to job opportunities	
		Business / Entrepreneurial Skills	SMME development, mentorship and coaching, incubation, capital / funding assistance to address barriers to access the market	
		Computer literacy	Computer training	
		Mining related skills	Training and internship	
<b>3</b>	<b>Education</b>	Improved Maths & Science	Upgrading local schools Teacher and learner development Voluntary Employee / PIT mentorship to learners	Emalahleni
<b>4</b>	<b>Land</b>	Securing land for resettlement	Building houses for the resettlement beneficiaries	Emalahleni



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<b>5</b>	<b>Waste</b>	Improved waste removal and waste recycling systems	Purchase wheelie bins, skips and waste bins, waste collection trucks	Emalahleni
<b>6</b>	<b>Sanitation</b>	Improved drainage system	Construction of subsoil drainage	Emalahleni
<b>7</b>	<b>Recreation and sports facilities</b>	Hosting of soccer tournament and netball tournaments	Renovation of existing infrastructure	Emalahleni

**3.8 Local Economic Development projects**

In consultation with the various stakeholders (i.e. mine and adjacent communities, labour sending areas, Emalahleni local municipality, and Unions) a number of needs were tabled for Kriel Colliery’s consideration in the inclusion the new 5-year SLP cycle. The Tale below outlines the priority projects agreed upon by the communities, local municipality and Unions, over the 5-year period.



**Table 24:** 2019 - 2023 LED PROJECTS

CATEGORY	PROJECT DESCRIPTION	TOTAL FINANCIAL PROVISION	PARTNERSHIP
<p>Construction of outfall sewer line, enhancement of water supply management and provision through installation and construction water house connection infrastructure in Thubelihle Extension 5</p>	<ul style="list-style-type: none"> <li>• Design and construction of approximately 200 meters of 300mm diameter UPVC pipe outfall sewer line,</li> <li>• Construction of 4 average size precast concrete manholes,</li> <li>• Connect to 2 existing manholes,</li> <li>• Provision of house potable water connections and water meters to 400 households,</li> <li>• Installation of 1.5m long uPVC standpipes and plastic garden taps at 400 hundred households</li> <li>• Rerouting of a section of 250 mm diameter water pumping main within Thubelihle ext.5 approximately 1000 meters.</li> </ul>	<p align="center"><b>R 4 200 000</b></p>	<p align="center">Emalahleni Local Municipality</p>
<p><b>Income Generation by capacitating existing local businesses and maintaining of the Information Hub for local SMME's.</b></p>	<p>Enhance Enterprise and Development of Local SMMEs through:                      Training &amp; Development of 15 SMMEs per annum on essential business skills at Steriti's Entrepreneurship Academy.                      Coaching &amp; mentoring of SMMEs.                      Grants and (where necessary) interest free loans for successful SMMEs that secured business with Seriti but lack capital to fulfill awarded contracts.                      Setting up and maintaining of the Information Hub for local SMME's to access business opportunities through the portal</p>	<p align="center"><b>R14 800 000</b></p>	<p align="center">Edu Park and University of Limpopo</p>
<p><b>Provision or upgrading of Emalahleni Local Municipality Water Infrastructure and basic services.</b></p>	<ul style="list-style-type: none"> <li>• Rehabilitation of:</li> <li>• 20 Mega litres concrete reservoir at Point A</li> <li>• A/C pipes at Witbank Extension 8</li> <li>• bulk water supply line from Die Heuwel to Jackaroo Park</li> <li>• of isolation valves on the link and bulk supply lines and</li> <li>• Rehabilitation of Point A tower reservoir</li> </ul>	<p align="center"><b>R12 500 0000</b></p>	<p align="center">Emalahleni Local Municipality</p>
<p><b>TOTAL</b></p>		<p align="center"><b>R31 500 000</b></p>	

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**Table 25: Project 1 Skills audit for eMalahleni local municipality**

Project 1: Construction of sewer line and water house connection infrastructure							
<b>Project Name</b>	Construction of outfall sewer line and installation of water connections in Thubelihle extension 5			Classification of project: Infrastructure and Basic Service			
<b>Background</b>	Emalahleni Municipality has raised the scarcity of water as a priority need within eMalahleni Local Municipality						
<b>Geographic location of the project: Emalahleni</b>	District Municipality Nkangala	Local Municipality Emalahleni (ELM)	Village / Area name Witbank	Project start date 2021			Project end date End of 2023
<b>Output: Water relief Infrastructure equipment</b>	Key Performance Area Emalahleni Ganala	Key Performance indicator Construction of sewer line and water house connections Addition of infrastructure equipment	Responsible entity (inclusive of all role players) Seriti's Kriel Colliery Emalahleni Local Municipality	Quarterly timelines and year Mar 2021 Scope of work from ELM June - July 2021: MoU from ELM	Quarterly timelines and year July – Sept 2021 - Seriti supply chain process Tender process and awarding of contract. Oct 2021 – Oct 2022 Implementation of Project	Quarterly timelines and year Oct 2022 Project Handover	Total Budget R 4 200 000
<b>No of jobs to be created</b>	Classification of jobs	Male adults	Female adults	Male youth	Female youth	Total	Comments
<b>Short term</b>	Emalahleni Local Municipality (ELM) is a Water Services Provider (WSP) within the area of its jurisdiction. The municipality has (among others) a challenge of high-water distribution losses due to aged infrastructure (60% of water distribution network made of asbestos pipes). The Ga Nala area within the municipality is identified as one of the strategic developing areas whereby housing development can be implemented with minimum hindrance in so far as bulk services are concerned. It was against this background that an allocation of about 500 housing units were allocated to build in Thubelihle Extension5. The municipality has accomplished sector plans (e.g., master plans) for planning purposes and is currently in a process of soliciting funds. The municipality is currently grant dependent for project financing and this form of financing has its limitations and as it is unable to finance high capital projects as it leads to long lead time and increased project cost. The intervention by the mining companies (Seriti) will assist the municipality prolong the serviceability, access to basic services, addressing the backlog and improving quality of life for the communities.						Scope attached as Annexure
<b>Medium term</b>							
<b>Long term</b>							
<b>Completion date: 2023 December</b>							
<b>Exit strategy: Municipality will maintain the sewer line upon successful completion</b>							



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**Table 26: Project 2: Enterprise & Supplier Development (ESD)**

<b>Project 2: Capacitating existing and new local businesses and maintaining of the Information Hub for local SMME's</b>							
<b>Project Name</b>	: Capacitating existing local businesses				<b>Classification of project: Income Generation</b>		
<b>Background</b>	Historically, and current, local SMMEs have find it difficult to access the market opportunities due to lack of business skills, resources including human, finance and assets. A need to capacitate local SMMEs continues to be a topical issue during engagements with the mines and local municipality.						
<b>Geographic location of the project: eMalahle ni region</b>	<b>District Municipality</b> Nkangala	<b>Local Municipality</b> Emalahleni		<b>Project start date</b> 2019	<b>Project end date</b> 2023		
<b>Timelines</b>							
<b>Output:</b>	<b>Key Performance Area</b>	<b>Key Performance Indicator</b>	<b>Responsible entity (inclusive of all role players)</b>	<b>Quarterly timelines and year</b>	<b>Quarterly timelines and year</b>	<b>Quarterly timelines and year</b>	<b>Budget</b>
Training of 15 SMMEs per annum on essential business skills Provide Grants and Loans to SMMEs who have secured opportunities at the Mine Maintaining of the Information Hub	Training of SMMEs on essential business skills  Providing grants and (if necessary) interest free loans to SMMEs that secured contracts with Kriel Colliery but lack funds to provide services / goods. Maintenance of the Information Hub	Number of local SMME's trained	Seriti Local SMMEs Edu Park in partnership with University of Limpopo	<b>Oct -Nov 2018</b> Advertisement for Entrepreneurship Academy, SMME engagements, review applications, shortlisting, interviews, selection of successful beneficiaries and briefing sessions. <b>Jan 2019:</b> Opening ceremony and commencement of classes for Entrepreneurship Academy <b>Jan – Sep 2019:</b> attendance, coaching and mentorship <b>Nov 2019:</b> Graduation ceremony <b>Nov-Dec 2019</b> Advertisement for Entrepreneurship Academy, SMME engagements, review applications, shortlisting, interviews, selection of successful beneficiaries and briefing sessions for the recruitment of 2020.	<b>Jan 2020:</b> Opening ceremony and commencement of classes for Entrepreneurship Academy <b>Jan – Sep 2020:</b> attendance, coaching and mentorship <b>April -June 2020</b> Sourcing and appointment of the Service Provider for ESD program <b>June- August 2020</b> Implementation of Grants/Loans for SMMEs <b>July -Sept 2020</b> Implementation of ESD program <b>Nov 2020:</b> Graduation ceremony for SMME's <b>Nov-Dec 2020</b> Advertisement for Entrepreneurship Academy, SMME engagements, review applications, shortlisting, interviews, selection of successful	<b>Jan 2021:</b> Opening ceremony and commencement of classes for Entrepreneurship Academy <b>Jan – Sep 2021:</b> attendance, coaching and mentorship <b>June- August 2020</b> Implementation of Grants/Funding for SMMEs <b>Nov 2021:</b> Graduation ceremony <b>Nov-Dec 2021</b> Advertisement for Entrepreneurship Academy, SMME engagements, review applications, shortlisting, interviews, selection of successful beneficiaries and briefing sessions for the new recruit for 2022 <b>Recruitment to continue annually until 2023</b>	<b>R14 800 000</b>



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					beneficiaries and briefing sessions for the new recruits for 2021.	
<b>Short term: # Jobs created</b>	Phase 1: Scope of work finalised	Capacity development of beneficiaries will equip them with the skills to run their businesses better and access the market. Ongoing mentorship and coaching will further assist the SMMEs to address further areas of development and be competitive. This will address the barriers to access the markets. Although this initiative will not directly create jobs, it will indirectly create jobs as and when SMMEs access opportunities in the market. The number of jobs indirectly created by the beneficiaries who completed the training will be reported to the DMR via the mine's SLP annual report.				
<b>Medium term: # Jobs created</b>	Phase 2: Service provider appointed					
<b>Long term: # Jobs created</b>	Phase 3: Conducting of Skills audit and developing skills report					
<p><b>Successful beneficiaries receive a certificate of completion endorsed by University of Limpopo at the graduation ceremony</b></p> <p><b>Completion date and Exit strategy:</b></p> <p>Exit: 2023 – will be dependent on challenges and needs by SMMEs</p>						

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**Table 27:** Project 3 Water project and unfractured

<b>Project 3: Provision or upgrading of Emalahleni Water infrastructure and Basic services</b>							
<b>Project Name</b>	Provision or upgrading of Emalahleni Water infrastructure and Basic services		Classification of project: Infrastructure and Basic Service				
<b>Background</b>	Emalahleni Municipality has raised the scarcity of water as a priority need within eMalahleni Local Municipality						
<b>Geographic location of the project: Emalahleni</b>	District Municipality Nkangala	Local Municipality Emalahleni (ELM)	Village / Area name Witbank	Project start date 2020			Project end date End of 2023
<b>Output: Water relief Infrastructure and Basic Services</b>	<b>Key Performance Area Emalahleni</b>	<b>Key Performance indicator Upgraded water project by 2022 Replacement of A/C pipes, bulk water supply, isolation valves and rehabilitations of Point A tower reservoir.</b>	<b>Responsible entity (inclusive of all role players) Seriti's Kriel Colliery Emalahleni Local Municipality</b>	<b>Quarterly timelines and year</b> <i>Jan-Mar 2020: Scope of work from ELM</i> <i>Apr-Jul 2020: MoU from ELM</i> <i>Aug -Sept 2020: Seriti supply chain process Tender process and awarding of contract</i>	<b>Quarterly timelines and year</b> <i>Oct-2020-April 2021</i> Kick start the implementation of the project on the Rehabilitation of 20 Mega litres concrete reservoir at Point A according to the scope provided  <i>May—Dec 2021</i> Replacement of A/C pipes at Witbank Extension 8  <i>Jan -June 2022</i> Replacement of bulk water supply line from Die Heuwel to Jackaroo Park	<b>Quarterly timelines and year</b> <i>July -Dec 2022-</i> Replacement of isolation valves on the link and bulk supply lines  <b>Jan-Sept 2023</b> Rehabilitation of Point A tower reservoir  Nov 2023 <b>Project Handover</b>	<b>Total Budget R12 500 000</b> <i>R3 000.000</i> <i>Rehabilitation of 20 Mega litres concrete reservoir at Point A</i> <b>R2 500 000.00</b> Replacement of A/C pipes at Witbank Extension 8 <b>R3000 000.00</b> Replacement of bulk water supply line from Die Heuwel to Jackaroo Park <b>R3000 000.00</b> Replacement of isolation valves on the link and bulk supply lines <b>R1000 000.00</b> Rehabilitation of Point A tower reservoir
<b>No of jobs to be created</b>	Classification of jobs	Male adults	Female adults	Male youth	Female youth	Total	Comments
<b>Short term</b>	The Emalahleni Local Municipality water Infrastructure project will assist the municipality in upgrading and renewing the current water infrastructure, the infrastructure is approximately fifty years old and has reached the end of its life. The project will see the replacement of the following: 20 mega litres concrete reservoir at Point A, A/C pipes at Witbank extension 8, bulk water supply line from Die Heuwel to Jackaroo Park and isolation valves on the link and bulk supply lines that will assist in making the project runs smoothly.						Scope attached as Annexure
<b>Medium term</b>							

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<b>Long term</b>	Municipality to provide Kriel Colliery with an implementation plan on how the water project will be phased out over a period of 5 years. As project starts Job opportunities will be available for both males and females, the municipality will then advise on the number of jobs created annually and will be reported to the DMR.	
<b>Completion date:</b> 2023 December		
<b>Exit strategy:</b> Municipality will maintain the water project upon successful completion		



### 3.9 The procurement progression plan and implementation for HDSA companies in terms of capital goods, services and consumables – Regulation 46(c)(vi)

#### 3.9.1 Inclusive Procurement

As a mining right holder, the Mining Charter III requires that we promote economic growth through the development or nurturing of small, medium and micro enterprises and suppliers of mining goods and services. To achieve inclusive procurement, supplier and enterprise development as the mining right holder we must identify all goods and that will be required at the mine and ensure that our procurement policy adhere to Mining Charter III requirements. The five-year transition to meeting the requirements of the mining charter are shown in Table below:

**Table 28: Inclusive Procurement**

		Five Year Transition Period Targets				
Mining Goods	Measure	Y1	Y2	Y3	Y4	Y5
	Goods procured from HDP (51% BO)	3%	6%	10.50%	15%	21%
	Goods procured from 51% BWO/BYO entities	0.71%	1.43%	2.50%	3.57%	5%
	Goods procured from BEE Compliant entities (25%+1 BO)	6.29%	12.57%	22%	31.43%	44%

		Five Year Transition Period Targets	
Services	Measure	Y1	Y2
	Service procured from HDP (51% BO)	43,75%	50%
	Service procured from Black Woman Owned & controlled entities (51% BWO entities)	13,13%	15%
	Service procured from Black Youth Owned & controlled entities (51% BYO)	4,37%	5%
	Service procured from BEE Compliant entities (25%+1 BO)	8,75%	10%

### 3.9.2. Procurement Progression Strategy

Strategy Pillars	Objective	Desired Outcomes
OEM Engagements	<ul style="list-style-type: none"> <li>• Redirect spend to capable BO, BYO &amp; BWO entities, with special focus on “Services” suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>• Unbundling of OEM contracts</li> <li>• Sub-Contracting to SMMEs</li> </ul>
Development Programmes	<ul style="list-style-type: none"> <li>• Non-Monetary development of local SMME’s to become Supply Chain ready (i.e. basic business skills)</li> <li>• Supplier Capability Analysis</li> <li>• Increase spend with current BO suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• A pipeline of capable &amp; supply chain ready SMMEs</li> <li>• Supplier Diversity</li> <li>• Scaling up of current BO suppliers</li> </ul>
Grants/Funding	<ul style="list-style-type: none"> <li>• To finance the purchasing of machinery/tools to capacitate local SMMEs.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved operating capacity of SMMEs</li> <li>• Assist SMMEs towards sustainability</li> </ul>
End-User Mentorship	<ul style="list-style-type: none"> <li>• Leveraging end-user’s technical expertise by assigning them to mentor developing SMMEs in their field of expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer of technical knowledge</li> </ul>
ESD Portal	<ul style="list-style-type: none"> <li>• Leverage technology to provide SMMEs with access to Business Opportunities available at the mine</li> </ul>	<ul style="list-style-type: none"> <li>• Market Access</li> </ul>

### 3.9.3. Enterprise & Supplier Development

The purpose for implementing supplier and enterprise development is to strengthen local procurement; enhance the ease and cost competitiveness of sourcing mining goods and services and build South Africa's industrial base in critical sectors of production and value addition. Seriti since 2019 has committed R 14.8 million over a period of five years towards the development of local SMMEs through incubation and funding. In keeping with the aims of the Mining Charter III, the focus will be on developing local black owned and managed SMME.



**Kriel Colliery Social and Labour Plan: In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002**

Period	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Enterprise Development Budget	R 1 000 000.00	R 1 000 000.00	R 1 000 000.00	R 1 000 000.00	R 1 000 000.00
Supplier Development Budget	R 960 000.00	R 960 000.00	R 960 000.00	R 960 000.00	R 960 000.00
Grants/Funding	R 500 000.00	R 500 000.00	R 500 000.00	R 500 000.00	R 500 000.00
SMME Hub/Supplier Day	R 500 000.00	R 500 000.00	R 500 000.00	R 500 000.00	R 500 000.00
<b>Total</b>	<b>R 2 960 000.00</b>	<b>R 2 960 000.00</b>	<b>R 2 960 000.00</b>	<b>R 2 960 000.00</b>	<b>R 2 960 000.00</b>

### **3.10 Measure to address Housing, Living Conditions and Nutrition – Regulation 46 (c)(iv)**

#### **3.10.1 Introduction**

Mining charter III requires mining companies to improve the standard of housing and living conditions of mine employees, as stipulated in the Housing and Living Conditions Standard for the Mining and Minerals Industry, developed in terms of Section 100 of the MPRDA. The Standard provides, amongst others, the following principles:

- Decent and affordable housing;
- Provision for home ownership.
- Provision for social, physical and economic integration of human settlements; and
- Secure tenure for mine employees in housing institutions.



### 3.10.2 Housing stats

**Table 29:** Types of accommodation per employee type: Kriel Colliery (2018)

HOUSING STATS					
	OFFICIAL	SENIOR SKILLED	SKILLED	CONTRACTORS	Anglo Employees
Employment Housing	42	28	65	0	3
Flatlets	0	0	10	0	0
Informal Flats	0	1	0	0	0
	1	0	17	0	0
<b>TOTAL</b>	<b>43</b>	<b>29</b>	<b>92</b>	<b>0</b>	<b>3</b>

By 2014, Kriel Colliery already demolished the hostel and have all employees residing in married accommodation. Employees staying in flats are in the process of vacating and these flatlets are also being demolished.

Kriel has only 17% of its workforce residing in the mine accommodation as per table 15 below. These employees have various reasons why they still prefer to reside in the mine accommodation. Amongst the employee's reasons are employees who do not plan to retire locally but have their secure residents at their home towns outside Mpumalanga. However, the company continues to explore options to encourage employees to opt for own accommodation in the interest of sustainability.

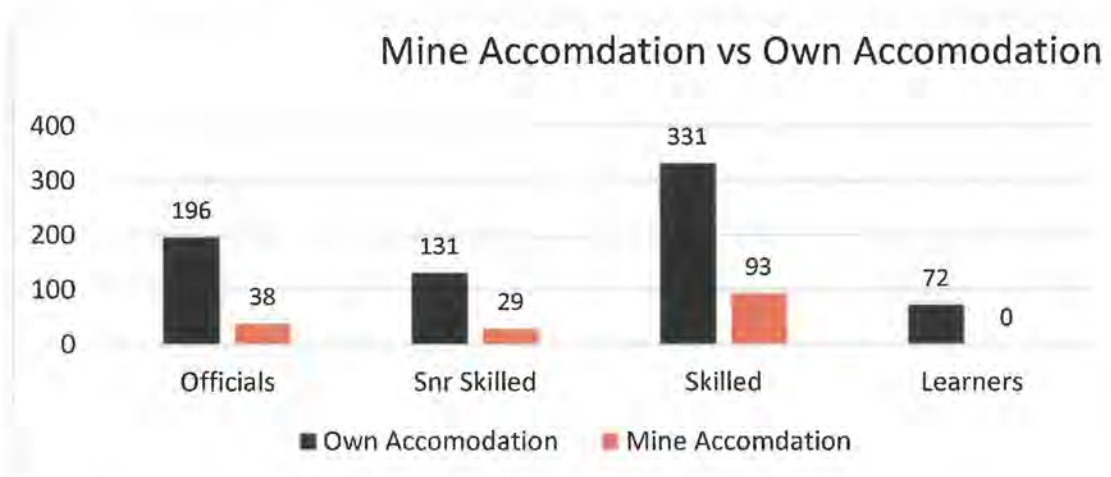


Figure 3.4 below illustrate the number of employees per who currently receive housing allowance and reside in their own accommodation.

The number of mine employees who opt to receive a housing allowance which allows them to live in sustainable and established residential areas has increased over the last few years. Currently 83% of our employees resides in their own accommodation. The company has put strict measures in place to ensure

that these employees do not go back to reside in the mine accommodation in order to promote home-ownership.

### 3.10.3 Housing Action Plan

Our housing action plan has been based on the following pillars:

- The adjustment of housing allowances in line with market conditions to encourage employees to relocate to sustainable residential settlements in established areas.
- To facilitate and market home ownership to all employees.
- Not allowing employees who are already on own accommodation to move back into mine accommodation.

The following table shows progress made with regards to housing allowance provided to employees per grade over the past few years:

**Table 30:** Seriti's housing allowances per employee grade

Employee grade	2019	2020	2021
CAW	R 9 000	R 9 000	<b>R 9 000</b>
CU	R 8 000	R 8 000	<b>R 9 000</b>
C Lower and B Band	R 8 791	R 8 891	<b>R 9 000</b>
Senior-skilled	R 8 791	R 8 891	<b>R 9 000</b>
Skilled	R 8 791	R 8 891	<b>R 9 000</b>

### 3.11 Living Conditions

KRC continue to drive the awareness and management of HIV/AIDS and chronic diseases. Employees who test negative are actively encouraged to remain so, while those who are HIV-positive can lead full and productive lives on our comprehensive disease management programme. Employees and their dependents have access to free anti-retroviral treatment (ART) and a range of care and support services from our medical centre. In addition, it is compulsory for all our full-time employees to have a medical aid where their dependants are also covered.

Annually, the company conduct triple testing on our employees and contractors. The triple testing comprises of HIV/AIDS testing, Blood Pressure/Sugar levels as well as Body Mass Index (BMI)

Diagram 3.1 below indicate the percentages of employees that in various department with the operation that conducted Voluntary Counselling and Testing in the previous years.

### 3.12 Wellness

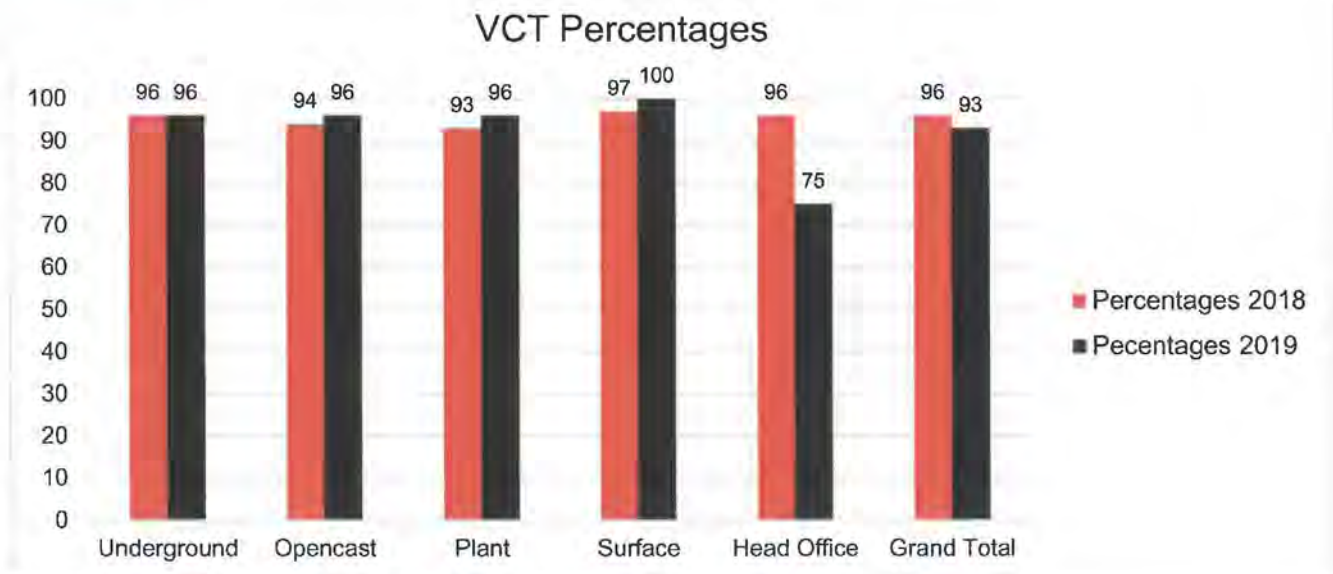


Diagram 3.1: VCT Progress Achieved during 2018 & 2019

KRC have an absolute non-discrimination, non-stigmatisation practice, and make every effort to create an environment in which employees living with HIV/AIDS are able to open up about their status without fear of stigma or rejection, while those who are not ready or willing to declare their status are assured confidentiality.



**Table 31:** shows the current challenges with the Wellness portfolio and opportunities that the colliery will utilise to address these challenges.

CHALLENGE		TARGET	OPPORTUNITIES
BMI	60% of Workforce are Overweight	1. Reduction of current BMI overweight percentage by 50% in 5 years' time.	<ul style="list-style-type: none"> <li>• Health Education and more health campaigns.</li> <li>• Business unit to have own weekly exercise programmes.</li> <li>• Increase accessibility of gym facilities to all employees.</li> <li>• Healthy meals served by Canteen and Mine events.</li> <li>• Monthly sports days and biggest loser competitions.</li> <li>• Encourage more support weight loss support groups amongst employees</li> </ul>
HIV/AIDS & TB	New Conversions and new TB cases	Zero Conversions and Zero TB cases	<ul style="list-style-type: none"> <li>• Peer educators per business unit to be more active.</li> <li>• TB Screening and Education on all employees on every health centre visit.</li> <li>• TB Contact tracing in the department affected.</li> <li>• TB prophylaxis (Preventative Treatment to all immuno-compromised employees)</li> </ul>
DIABETES AND HYPERTENSION	Increasing number of Diabetes and Hypertension amongst employees	To reduce new cases of chronic conditions by 5% year on year	<ul style="list-style-type: none"> <li>• Health Education to be given on lifestyle modifications e.g. diet, exercises programmes.</li> <li>• All cases to be referred to a dietician for professional advice on food choices.</li> <li>• All employees to be monitored 3 monthly bases.</li> <li>• More drives on chronic diseases across the mine.</li> </ul>
CANCER	Lack of knowledge on Cancer Less Cancer Testing	All employees to be tested for various cancers annually and to have a baseline	<ul style="list-style-type: none"> <li>• Create more cancer awareness amongst all employees and intensify campaigns and Testing</li> </ul>

While we continue to come across challenges in our drive towards a healthy workforce, we will invest significant resources into initiatives that is aimed at improving our current health status and awareness of our workforce our surrounding communities.

Some of the initiatives will include industrial theatres, raising awareness about the disease in our daily safety bulletins and mine-based campaigns. These drives will be more intensified as we challenge the status quo as committed in Table 3.1 above. This will ensure we break the barriers that prevent us to achieve the full potential of our workforce wellness status. Cancer screening and awareness will remain an area of focus as we collaborate with relevant stakeholder like CANSA to fight towards preventing the spread of this decease.

To drive these activities, we have 10 active wellness peer educators who have been trained by an external service provider, who also provided training on home-based care, counselling, education at schools and in the community about the importance of general wellness.

# **SECTION 4:**

## **MANAGEMENT OF DOWNSCALING & RETRENCHMENTS – Regulation 46 (d)**



## Management of Downscaling & Retrenchments

### 4. Management of Downscaling & Retrenchments

Kriel Colliery acknowledges the need to ensure compliance and ethical conduct where retrenchments and downscaling are concerned. As such, the mine complies with all Labour Relations and Mining Legislation where such may be required. As per the MPRDA, a Future Forum is required to be established for the purpose of communication between the Mine and employees and must consist of representatives from management and organised labour.

In the event of unplanned downscaling and retrenchment, Kriel Colliery will comply with the relevant legislature in terms of:

- Section 52 (1) of the MPRDA and Section 189 of the LRA.
- Section 52 (1) of the MPRDA, National Social plan guideline of DoL and Section 189 of the LRA.

In order to meet the requirements of Regulation 46 (d) (i), (ii), (iii), and (iv), the following process will be implemented at Kriel Colliery:

#### 4.1 Establishment of a Future Forum – Regulation 46 (d) (i)

Future forums are an outcome of the 1998 Presidential Job Summit, where the tripartite parties agreed on the implementation of a “Social Plan” seeks to put in place of three sets of measures, or interventions namely;

- To prevent retrenchments taking place;
- Where retrenchments are unavoidable, they are managed humanely; and
- Where large-scale retrenchments have taken place, then measurements to assist the affected individuals and communities to find alternative form of employment or sustainable livelihood.

The establishment of a Future Forum is a requirement under Regulation 46 (d) (i) of the MPRDA. A Future Forums is a site-specific labour-management body that will focus on the implementation and monitoring of the Social and Labour Plan.

For Seriti Coal to address the above three objectives, they required to establish structures known as “Future Forum”, consisting of management, employees and / or their representatives and authorities. The mandate of Future Forum is to “look ahead into the future, at problems facing Seriti Coal that may result in job losses and / or decline of the Company and come up with possible solutions to address potential job losses.

A joint labour-management committee has been established at the mine-site level and will be utilised as **Seriti Coal Future Forum**. This Forum will have the following specifics:

- To promote on-going discussion / consultations between workers or their representatives and employers about the future of the mine and industry / sector.
- To look ahead / into the future to identify problems, challenges facing the mine and the industry or sector that may contribute to future job losses or decline of the mine and industry/sector and agree and propose possible solutions.
- To develop turnaround or redeployment strategies to help reduce job losses and to improve business sustainability;
- To structure and implement proposals agreed on both by Kriel Colliery and worker parties; and
- To notify the Minister of Labour if its proposals and to indicate if the Future Forum requires support in the implementation of its plans / proposals.

#### **4.2 Mechanism to save jobs and alternatives to avoid decline in employment – Regulation 46 (d) (ii) and (iii)**

Should prevailing economic conditions cause the profit revenue ratio of any operation to be less than an average of six per cent for a continuous period of 12 months, Kriel Colliery would initiate the following processes which must include, but not be limited to, the following:

- Consultation with all relevant stakeholders
- The implementation of section 189 of the Labour Relations Act, 1995
- Notifying the Minerals and Mining Development Board
- Compliance with the Ministerial directive and confirmation of how corrective measures would need to be taken.

#### **4.3 Mechanism to Ameliorate the Social and Economic Impact of Downscaling and Closure**

Planning for closure and downsizing takes place throughout the life cycle of the mine, from exploration through to post-closure rehabilitation. Kriel Colliery intends to ensure that the livelihoods of its mineworkers, residents and families are sustained despite the downsizing or closure of the mine.

##### **Strategy**

Kriel Colliery will make every effort to ameliorate the social and economic impact of individuals, regions and economies where retrenchment and closure is certain. These initiatives will focus on:

- Assessment and counselling services for affected individuals
- Comprehensive self-employment training and re-employment programmes; and
- Closure planning

### **Assessment and counselling services**

The Company will consider providing counselling through professional counsellors. Requests for such counselling are to be directed to the Manager Human Resources

### **Closure Planning**

Kriel Colliery has developed a closure plan that considers the optimal use of mine land and infrastructure during the operational phase as well as the closure phase of the mining life cycle. This plan will be a focus area of Kriel Colliery's LED strategy to diversify the economy and will take into account the potential social benefits of utilising the existing land and infrastructure.

Of the importance is the consideration of alternative uses of the physical infrastructure in the event of mine closure, which will require an amendment to the existing Environmental Management Plan Reports (EMPRs) in consultation with the Department of Mineral And Energy

While the Social and Labour Plan is geared towards mitigating the impact of mine-closure on mine communities and labour sending areas, specific planning is required regarding the concurrent and post-mining use of the physical assets of Kriel Colliery as potential community development purposes. These physical assets include:

- Land holdings by the mine.
- Physical infrastructure.
- Social infrastructure.
- Commercial and industrial infrastructure; and
- Administrative infrastructure

All infrastructure and mine management programmes on projects will be conceived and implemented within the context of the accepted standards of sustainable development.



Difference between Immediate & Planned Closure Models

Immediate Closure	Planned Closure
Immediate closure plan entails current mining footprint, buildings and infrastructure	The methodology for planned closure entails the planned /scheduled closure of the entire mine/part of the mine (as the case may be) at a specific point(s) in the future. Planned closure covers the planned footprint at closure which includes all buildings, infrastructure and rehabilitation that will be decommissioned before Life of Mine was considered.

Only a preliminary closure plan is required at this point as per the MPRDA which was completed in 2014, once the NEMA as amended financial provision Regulations come into effect, Kriel Colliery will comply to its requirements. The final mine closure plan will be completed in 2032

Of the importance is the consideration of alternative uses of the physical infrastructure in the event of mine closure, which will require an amendment to the existing Environmental Management Plan Reports (EMPRs) in consultation with the Department of Mineral Resources and Energy.

While the Social and Labour Plan is geared towards mitigating the impact of mine-closure on mine communities and labour sending areas, specific planning is required regarding the concurrent and post-mining use of the physical assets of Kriel Colliery as potential community development purposes. These physical assets include:

- Land holdings by the mine.
- Physical infrastructure.
- Social infrastructure.
- Commercial and industrial infrastructure; and
- Administrative infrastructure

All infrastructure and mine management programmes on projects will be conceived and implemented within the context of the accepted standards of sustainable development.

**Land and infrastructure for food production enterprise on mine land**

A principal issue in the reduction of risk exposure of mine communities is their lack of food security. More specifically, loss of wage income as a consequence of retrenchment eliminates or reduces the capacity of the urban resident to purchase food. In a rural environment, residents can often undertake subsistence farming as a substitute for purchased food. Inevitably, due to space constraints and the competition for formal sector employment in an urban environment, lower income groups will have the greatest difficulty in gaining alternative employment. They will also be most restricted in their access to land to grow alternative subsistence sources of food.

Where retrenchments or closure of the operation is imminent, the mine would put in place the following process to ameliorate the social and economic impact on individuals, regions and economies:

#### **Transfer of ownership and responsibility of some infrastructure and services**

Planning will be undertaken at the operational stage for the nationalisation of physical and social infrastructure owned, managed or subsidised by the mine. Other possibilities include the transfer to local, provincial or national authorities for local authority management of townships and infrastructure. This infrastructure includes but not limited to:

- Roads;
- Power lines and major transformations
- Sewerage reticulation and disposal;
- Water supply and reticulation.
- Communication infrastructure

The timeous transfer of these facilities and utilities to the appropriate authorities well before mine closure will be vital in creating sustainable mine communities, as will the establishment of permanent communities through home ownership schemes.

#### **Post-closure use mine infrastructure**

Once the possibilities for concurrent use of mine land and infrastructure have been exhausted, the future of the remaining land infrastructure belonging to or managed by the mine needs to be concerned. It is not always possible to find alternative uses for mine-specific infrastructure or land-use such as waste dumps and slimes and dams. However, Kriel Colliery will examine each component of its land and infrastructure and assess the extent to which post-mining use is possible

The options will include the following:

- Transfer of land and associated infrastructure to mine communities for conversion and use in local economic development, skills development and training programmes to build capacity in a number of vocational or technical areas.
- Sale of land and infrastructure to private individuals.
- Transfer of land and associated infrastructure to the government or state agencies; and
- Rehabilitation of the land or demolition and removal of the infrastructure.

#### **Training and mentorship of community members**

Kriel Colliery undertakes to consider assisting in the establishment of the various business structures where stakeholders or appointees will be trained and mentored in the appropriate business and technical skills as a kernel focus of the LED programme. Other capacity initiatives would include:

- Training and educating community leaders and owners to manage the resources in a sustainable manner,
- Understanding the post-mining use potential of the mining infrastructure, land and natural resources.
- Paying for essential skills such as water and power after mining
- Communication skills.
- Negotiation in terms of the economic aspects after closure; and
- Ensuring that the non-renewable mineral resources can be replaced by enhancement of biologically renewable resources.



## **SECTION 5:**

# **FINANCIAL PROVISION – Regulation 46 (e)**

## 5.1 Financial Provision

**Table 32:** Financial Provision

Financial Provision	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	TOTAL FINANCIAL PROVISION
Human Resource Development	R 45 239 950	R 55 041 178	R 57 793 239	R 60 682 290	R 63 716 405	R282 473 062
Local Economic Development Projects	R 3 260 000	R 7 460 000	R 7 260 000	R 6 110 000	R 7 410 000	R31 500 000
Downscaling and Retrenchment						
<b>TOTAL SLP PROVISION</b>	<b>R 48 499 950</b>	<b>R 62 501 178</b>	<b>R 65 053 239</b>	<b>R 66 792 290</b>	<b>R 71 126 405</b>	<b>R 313 973 062</b>

## 5.2 Local Economic Development

**Table 33:** Local Economic Development

The following table represents the Local Economic Development Financial Provision:

PROGRAMME	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Skills Audit and training	R300 000	R 1 500 000	R 1 800 000	R 150 000	R 450 000	R 4 200 000
Enterprise and Supplier Development Centre (ESD)	R2 960 000	R2 960 000	R2 960 000	R2 960 000	R2 960 000	R14 800 000
Provision or Upgrading of ELM Water Infrastructure and Basic Services	R0	R 3 000 000	R 2 500 000	R3 000 000	R4 000 000	12 500 000
<b>TOTAL</b>	<b>R3 260 000</b>	<b>R7 460 000</b>	<b>R7 260 000</b>	<b>R6 110 000</b>	<b>R7 410 000</b>	<b>R31 500 000</b>

# **SECTION 6:**

## **ANNEXURES – KRL**



## 6.1 ANNEXURE: KRL 1 – STAKEHOLDER ENGAGEMENT PLAN

# THE TEAM



**Bongani Mathe**  
Community Development  
Officer  
Meeting Coordinator  
Support in chairpersons  
Follow up on actions of  
engagement



**Margaret Phatlane**  
Community Development  
superintendent  
Meeting leader / chairperson



**Thozama Galawe**  
Community Development  
Assistant  
Minutes  
Venue  
Coordination

## INTRODUCTION

### REGULATION CONTEXT:

The stakeholder engagement in Emalahleni Local Municipality is connected to the preparation of the submission of the Social and Labour Plan and compliance with the Mining Charter. Which states that; "Therefore, a mining right holder must, in consultation with relevant municipalities, mine communities, traditional authorities and affected stakeholders, identify developmental priorities of mine communities. The identified developmental priorities must be contained in the prescribed and approved Social and Labour Plan of a mining right holder."

### BACKGROUND:

Stakeholder engagement activities were organized by the community development office. Stakeholders were informed of the engagements via telephone calls and sms and social media. discussions held were about:

- **Socio-Economic Conditions and Development**

The main issues raised by stakeholders related to:

- **Employment Opportunities**
- **Procurement Opportunities**
- **Skills Development**

The engagements sessions were attended by representatives from the community; ward councilors, NDC employees, local enterprise and business, women, youth and unemployed.

## **STAKEHOLDER ENGAGEMENT APPROACH**

Stakeholder relations are critical for the sustainable growth of our business and therefore we seek to maintain an open, permanent, and transparent dialogue with our stakeholders. Particularly important are those groups formed primarily by Communities, Employees, and Smme's. This is due to both the influence they have on the business and the impacts they have on our operations and organizational strategy. Suppliers, industry associations, government authorities, and regulatory agencies complete the stakeholder framework with which we also maintain engagement activities.

With an eye toward establishing closer proximity to these groups and also to promote a conscious and interactive dialogue between us, we participate in forums and sector meetings, as well as hold various events during the year with our business partners.

We maintain an ongoing dialogue with leaders of the communities in proximity to our operations through periodic visits, designed to receive suggestions and complaints, questions need to be answered or information provided about projects under development.

In the field of social responsibility, our strategy focuses on local development, encouraging initiatives that contribute to the education and training of people near our Operation Kriel Colliery, collaborating to benefit economic diversification and quality of life of these communities.

Our engagement actions are structured and designed to build strong and lasting relationships.

Therefore, we act ethically, committedly and always try to keep the channels open for transparent dialogue with our communities.

We restructured our Social Responsibility actions on two main fronts, designed to make them more dynamic and enhance the flow of communication with the community and how we manage projects: Stakeholder Relations and Social Project Local Economic Development. While the former is aimed at obtaining a social license to operate, while recognizing the realities and potentials of each community, the latter is driven by the management of the social investments and the striving for shared value.

**Kriel Colliery Social and Labour Plan: In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002**



**PIC: STAKEHOLDER ANALYSIS.**

These are our day to day, weekly, monthly, bimonthly, or quarterly (frequency of engagement) stakeholders. Therefore, we have divided them into categories namely: Synergy Forum (SMME, Government Authorities, Employees, Industry association, community)

1. SMME Forum (Ganala Local business)
2. Youth Forum (Ganala Youth)
3. Community Forum (Chairperson and secretary of all 4 wards)



**Kriel Colliery Principles of Sustainable stakeholder relations**

1. Be acknowledged by society as a socially responsible colliery.
2. Have sustainability as a strategic pillar, guiding governance, management, education, and investment decisions – creating value.
3. Consistently improve economic and social sustainability at Ganala, comparable to world-class standards.
4. Be acknowledged as a company that attracts, develops, and retains talented people in order to generate value and build a fair and inclusive society.
5. Be committed to the welfare and health and safety of employees, and community.
6. Contribute to the development of the community in LED projects.
7. Encourage all employees and stakeholders to cooperate and participate in the building of partnerships and collaborative work aimed at generating value for all.



**7 PRINCIPLES**

## **Stakeholder meetings**

According to our stakeholders top 5 development challenges in Ga Nala are:

1. Unemployment,
2. Infrastructure,
3. Skills development,
4. Procurement Opportunities
5. Enterprise development,
6. Other challenges include education ( young people from the area not going to tertiary institutions due to unavailability of funds)

Numbered according to priority.

From our engagements with the different forums and the feedback given we were able to plan our SLP program.

**DRAFT SLP DISCUSSIONS (2019 - 2023)**

CATEGORY	PROJECT DESCRIPTION	PROPOSED FINANCIAL PROVISION	PARTNERSHIP
Construction of outfall sewer line, enhancement of water supply management and provision through installation and construction water house connection infrastructure in Thubelihle Extension 5	<ul style="list-style-type: none"> <li>• Design and construction of approximately 200 meters of 300mm diameter UPVC pipe outfall sewer line,</li> <li>• Construction of 4 average size precast concrete manholes,</li> <li>• Connect to 2 existing manholes,</li> <li>• Provision of house potable water connections and water meters to 400 households,</li> <li>• Installation of 1.5m long uPVC standpipes and plastic garden taps at 400 hundred households</li> </ul> <p>Rerouting of a section of 250 mm diameter water pumping main within Thubelihle ext.5 approximately 1000 meters</p>	<b>R 4 200 000</b>	Emalahleni Local Municipality
Business Incubator / Enterprise and Supplier Development Centre (ESD)	<p>Use of local SMME's to enhance local employment through:</p> <ul style="list-style-type: none"> <li>• Establishment of the information hub.</li> <li>• Training &amp; Development of suppliers, Coaching &amp; mentoring of suppliers,</li> </ul> <p>Vendor Registration</p>	<b>R 14 800 000</b>	
Provision or Upgrading of Emalahleni Local Municipality Water Infrastructure and Basic Services	<ul style="list-style-type: none"> <li>▪ Rehabilitation of 20 Mega litres concrete reservoir at Point A</li> <li>▪ Replacement of A/C pipes at Witbank Extension 8</li> <li>▪ Replacement of bulk water supply line from Die Heuwel to Jackaroo Park</li> <li>▪ Replacement of isolation valves on the link and bulk supply lines</li> <li>▪ Rehabilitation of Point A tower reservoir</li> </ul>	<b>R12 500 000</b>	Emalahleni Local Municipality
<b>TOTAL</b>		<b>R31 500 000</b>	



FINAL SLP

CATEGORY	PROJECT DESCRIPTION	TOTAL FINANCIAL PROVISION	PARTNERSHIP
Construction of outfall sewer line, enhancement of water supply management and provision through installation and construction water house connection infrastructure in Thubelihle Extension 5	<ul style="list-style-type: none"> <li>Design and construction of approximately 200 meters of 300mm diameter UPVC pipe outfall sewer line,</li> <li>Construction of 4 average size precast concrete manholes,</li> <li>Connect to 2 existing manholes,</li> <li>Provision of house potable water connections and water meters to 400 households,</li> <li>Installation of 1.5m long uPVC standpipes and plastic garden taps at 400 hundred households</li> </ul> <p>Rerouting of a section of 250 mm diameter water pumping main within Thubelihle ext.5 approximately 1000 meters</p>	R 4 200 000	Emalahleni Local Municipality
Income Generation by capacitating existing local businesses	<p>Enhance Enterprise and Development of Local SMMEs through:</p> <ul style="list-style-type: none"> <li>Training &amp; Development of 20 SMMEs per annum on essential business skills at Seriti's Entrepreneurship Academy;</li> <li>Coaching &amp; mentoring of SMMEs;</li> <li>Grants and (where necessary) interest free loans for successful SMMEs that secured business with Seriti but lack capital to fulfill awarded contracts.</li> </ul>	R 14 800 000	Edu Park and University of Limpopo
Provision or upgrading of Water infrastructure and basic services	Contribution to Emalahleni Water Infrastructure and Basic Services	R12 500 0000	Emalahleni Local Municipality
<b>TOTAL</b>		<b>R 31 500 000</b>	

**Kriel Colliery Social and Labour Plan: In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002**

**FINAL SLP**

- Was endorsed by the ELM
- Was accepted by the Ganala Community Structure and Unions

PROGRAMME	2019	2020	2021	2022	2023	TOTAL
Construction of sewer line and water house connection infrastructure	R0	R 0	R 1 800 000	R 1 800 000	R 600 000	R 4 200 000
Enterprise and Supplier Development Centre (ESD)	R2 960 000	R2 960 000	R2 960 000	R2 960 000	R 2 960 000	R 14 800 000
ELM Water Infrastructure and Basic Services	R0	R0	R 4 500 000	R4 000 000	R4 000 000	R 12 500 000
<b>TOTAL</b>	<b>R 3 260 000</b>	<b>R 2 960 000</b>	<b>R7 260 000</b>	<b>R 7 560 000</b>	<b>R 7 410 000</b>	<b>R 31 500 000</b>

**6.2 ANNEXURE: KRL – SCOPE FOR UPGRADING OF EMALAHLENI WATER INFRASTRUCTURE PROJECT AND BASIC SERVICES**

PROJECT NAME	PROJECT DESCRIPTION	PROPOSED BUDGET	PERIOD
Telemetry	<p><b>The scope for pump stations shall comprise of the following:</b></p> <ul style="list-style-type: none"> <li>• Install a new Telemetry System to monitor the pumps status.</li> <li>• Install new MCC panel with Soft Starters + Modbus RTU communication card.</li> <li>• Install Digital Radio and Antenna to Transmitting telemetry data to Plant SCADA PC</li> <li>• Install Actuators on the valves</li> <li>• Install cables to the new MCC / Telemetry panel</li> </ul> <p><b>The scope for reservoirs shall comprise of the following</b></p> <ul style="list-style-type: none"> <li>• Install Telemetry System to monitor the level of the Reservoir and Tower.</li> <li>• Install Telemetry system to monitor reservoirs inlet and outlet flows</li> <li>• Install Telemetry system to monitor pressure on reservoirs inlet and outlet pipes</li> <li>• Install Telemetry system to monitor water quality on critical determinants (chlorine residual, turbidity, manganese, ph and electrical conductivity)</li> <li>• Install Actuators on the valves</li> <li>• Install a wireless data communication to the Telemetry system.</li> </ul>	R4 000 000.00	Nov 2021 – June 2022



**Kriel Colliery Social and Labour Plan:** In compliance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002

	<ul style="list-style-type: none"> <li>▪ Install Digital Radio and Antenna to Transmitting telemetry data to Plant SCADA PC</li> <li>▪ Install new MCC panel with Soft Starters + Modbus RTU communication card.</li> </ul>		
<b>Pressure Reducing Valves (PRV's)</b>	<ul style="list-style-type: none"> <li>• PRV's shall be used to regulate pressure on areas which prone to high infrastructure failure rate</li> <li>• 5 PRV's shall be prioritized for installation.</li> <li>• The following are verifications to be made prior installation:               <ul style="list-style-type: none"> <li>○ Ideal location</li> <li>○ Determine existing operating pressure</li> <li>○ Determine required pressure after reducing</li> <li>○ Verify pipe diameter</li> </ul> </li> <li>• PRV's shall have easy access for maintenance purposes</li> <li>• Minimum water supply interruption must be realized during installation.</li> <li>• PRV's must be protected against theft and vandalism</li> </ul>	<b>R3 500 000.00</b>	<b>Apr 2022 – Oct 2023</b>
<b>Replacing of Asbestos Pipes</b>	<ul style="list-style-type: none"> <li>• <b><u>To be finalised</u></b></li> </ul>	<b>R5 500 000.00</b>	
<b>TOTAL</b>		<b>R12 500 000.00</b>	

6.3 ANNEXURE: KRL – SCOPE FOR:

**CONSTRUCTION OF OUTFALL SEWER LINE AND INSTALLATION OF WATER CONNECTIONS IN THUBELIHLE EXTENSION 5**

PROJECT NAME	PROJECT DESCRIPTION	PROPOSED BUDGET	PERIOD
CONSTRUCTION OF OUTFALL SEWER LINE AND INSTALLATION OF WATER CONNECTIONS IN THUBELIHLE EXTENSION 5	<p>The scope of works entails amongst others the following activities:</p> <ul style="list-style-type: none"> <li>• Design and construction of approximately 200 meters of 300mm diameter UPVC pipe outfall sewer line,</li> <li>• Construction of 4 average size precast concrete manholes,</li> <li>• Connect to 2 existing manholes,</li> <li>• Provision of house potable water connections and water meters to 400 households,</li> <li>• Installation of 1.5m long uPVC standpipes and plastic garden taps at 400 hundred households</li> <li>• Rerouting of a section of 250 mm diameter water pumping main within Thubelihle ext.5 approximately 1000 meters</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Design drawings</li> <li>• Municipal approvals</li> <li>• Construction of 200 meters of outfall sewer line</li> <li>• 400 metered water connections,</li> <li>• Rerouting of a section of pumping mains</li> <li>• As-built information</li> </ul>	R4 200 000.00	Jul 2021 – Oct 2022
<b>TOTAL</b>		<b>R4 200 000.00</b>	

### **6.3 ANNEXURE: KRL – SCOPE FOR SKILLS AUDIT FOR EMALAHLENI LOCAL MUNICIPALITY AND TRAINING OF COMMUNITY YOUTH ON CRITICAL SKILLS**

1. The successful service provider is expected to perform the following functions as the minimum deliverables and to adequately address all the listed objectives.

2. Scope

2.1 Identify the skills and knowledge that the eMalahleni Community requires and currently has across the municipality.

2.2 Provide an overview of the scarce and critical skills needs that will enable the community of eMalahleni to be employable and business ready.

2.3 Provide accurate information to develop Skills Plan for the community of eMalahleni

2.4 Develop skills profiles for all occupations available within the municipality.

2.5 Identify the skills gaps and recommend targeted training and skills development interventions for all the wards of eMalahleni

2.6 Generate, present and consolidate skills audit report and recommendations.

3. Requirements

The successful service provider is further required to demonstrate skills and experience in the following areas through the provision of detailed curriculum vitae of team members and reference sites:

3.1 Demonstrable ability to conduct large scale skills audit.

3.2 An understanding of Human Resource Management, Planning and Development in the public and private sector.

3.3 An understanding of public sector related legislative and accountability framework.

3.4 Ability to do research in the Community Development and HRD field.

3.5 The development of tools and instruments within the Community Development field in particular HRD

3.6 Ability to facilitate, compile and present research reports.

3.7 Practical capacity building and mentoring

3.8 Employ unemployed youth of the specific wards where study is conducted.

4. DOCUMENTATION

1.1 The successful candidate shall submit a plan of action and methodology, a list of references, strategy and ability to deliver on the project.

1.2 The copyright of the end report shall vest with Kriel Colliery and be presented with its logo and it will be at liberty to use the report and results as deemed necessary.



## **SECTION 7:**

# **Undertaking**


## 7. Undertaking

Regional Manager  
Department of Minerals Resources  
Mpumalanga Region  
Saveways Crescent Centre,  
Mandela Drive,  
Emalahleni, 1035

29 May 2020

### UNDERTAKING TO ADHERE TO THE SOCIAL AND LABOUR PLAN MINING RIGHT: KRIEL COLLIERY

Kriel hereby undertake to adhere to the information, requirements, commitments, and conditions as set out in the **Social and Labour Plan** approved by the Department of Mineral and Energy.



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**Raymond Makgota**  
General Manager  
Kriel Colliery