



Zululand Anthracite Colliery

# SOCIAL AND LABOUR PLAN 2021-2025



DEPARTMENT OF MINERAL  
RESOURCES & ENERGY  
MINERAL & PETROLEUM REGULATION  
2022-05-05  
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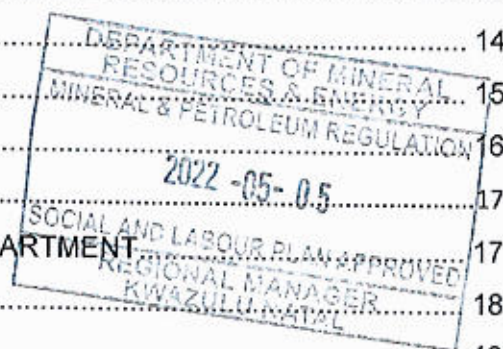
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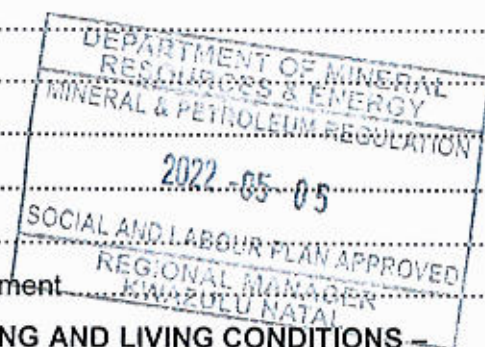




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## Abbreviations and Acronyms

<b>ABBREVIATION</b>	<b>DESCRIPTION</b>
AET:	Adult Education and Training
BEE:	Black Economic Empowerment
BSESS:	Baseline Socio-Economic Study Survey
CBOs:	Community Based Organisations
CEO:	Chief Executive Officer
CMR:	Conversion of Mining Right
CSR:	Corporate Social Responsibility
DMRE:	Department of Minerals Resources and Energy
DoE:	Department of Education
DoH:	Department of Health
DoL:	Department of Labour
DTI:	Department of Trade and Industry
DWAF:	Department of Water and Forestry
FET:	Further Education and Training
FF:	Future Forum
GET:	General Education and Training
GMR:	Granting Mining Rights
HDSAs:	Historically Disadvantaged South Africans
HET:	Higher Education and Training Education and Training Education and Training
HLC:	Housing and Living Conditions
HRD:	Human Resources Development
HRDP:	Human Resources Development Programme
IDPs:	Integrated Development Plans
LED:	Local Economic Development
LEDP:	Local Economic Development Programme
MERSETA:	Manufacturing Engineering and Related Services SETA
MPRDA:	Mineral and Petroleum Resources Development Act
MRC:	Mining Rights Conversion
MQA:	Mining Qualifications Authority
NGOs:	Non-Governmental Organisations

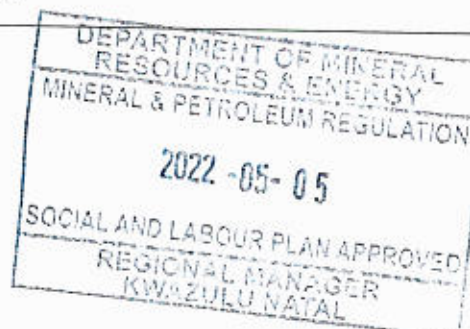
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ABBREVIATION	DESCRIPTION
NLM	Nongoma Local Municipality
NQF:	National Qualifications Framework
RDP:	Reconstruction and Development Programme
SABS:	South African Bureau of Standards
SAQA:	South African Qualifications Authority
SETA:	Sector Education and Training Authority
SHEQ:	Safety, Health, Environment, and Quality
SLP:	Social and Labour Plan
SMMEs:	Small, Medium and Micro Enterprises
UIF:	Unemployment Insurance Fund
VCT:	Voluntary Counselling and Testing
WIM:	Women in Mining
WSP:	Workplace Skills Plan
ULM	Ulundi Local Municipality
ZDM	Zululand District Municipality

### Definitions:

TERM	MEANING
Zululand Anthracite Colliery (Pty) Ltd (ZAC)	Refers to both the mine and plant
Employees	ZAC's permanent employees as well as Core contractors' employees
Permanent employee	Refers to people employed by ZAC on a permanent basis
Core contractor	Refer to contractors which are involved in the core mining business and beneficiation of the mine
Mining Charter	Refers to the Broad-Based Socio-Economic Empowerment Charter for the SA Mining Industry
The Mine or the Company	Refers to ZAC (Pty) Ltd





# SECTION 1: INTRODUCTION AND BACKGROUND INFORMATION ON ZULULAND ANTHRACITE COLLIERY – REGULATION 46 (a)

## 1. EXECUTIVE SUMMARY

### 1.1 Background

Exploration activity in the vicinity of ZAC took place in 1976 and the early 1980's by Southern Sphere and Trans Natal Coal Corporation (later renamed Ingwe Collieries Limited) respectively. ZAC was opened in 1985 and has been a continuously profitable operation supplying domestic and international markets. In 2005, the operation was purchased as a going concern by Riversdale Mining Ltd and its Black Economic Empowerment partner (BEE), the Maweni Mining Consortium which comprises an Employee Trust and a number of community groupings. Breakdown of each of the members of the old Maweni Mining Consortium:

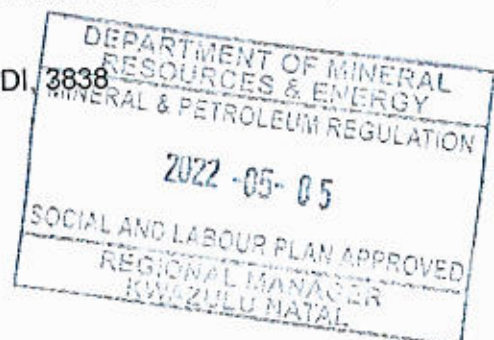
ZAC lies adjacent to the Hluhluwe Umfolozi Game Reserve in the Ulundi Local Municipality (ULM) and Nongoma Local Municipality (NLM) within the Zululand District Municipality (ZDM) in the KwaZulu Natal Province (KZN). The town of Ulundi is situated fifty (50) kilometres to the south-west of the Colliery. Empangeni is the nearest major centre and is located roughly ninety (90) kilometres south-east of ZAC.

In 2020, the operation retrenched went through a retrenchment process as result of the market collapse due to Covid-19 and 695 employees we downscaled.

### 1.2 PREAMBLE

#### Background Information:

<b>Name of Company</b>	Zululand Anthracite Colliery (Pty) Ltd (ZAC), (formerly Rio Tinto – Riversdale Holdings), now part of Menar Group of Companies.
<b>Name of Mine</b>	Zululand Anthracite Colliery
<b>Physical Address</b>	Okhukho Reserve, Mahlabathini District, ULUNDI, 3838
<b>Postal Address</b>	Private Bag X71, ULUNDI, 3838
<b>Telephone Number</b>	+27 (0)35 874 7300
<b>Fax Number</b>	+27 (0)35 870 0389





<b>Location</b>	ZAC lies adjacent to the Hluhluwe Umfolozi Game Reserve in the Ulundi Local Municipality (ULM) within the Zululand District Municipality (ZDM) in the KwaZulu Natal Province (KZN). The town of Ulundi is situated fifty (50) kilometres to the south west of the Colliery. Empangeni is the nearest major centre and is located roughly ninety (90) kilometres south east of ZAC.
<b>Commodity</b>	Exportable high-grade anthracite and domestic anthracite
<b>Life of Mine</b>	Planned life of mine is eleven (10) years, planned to cease operations in 2027
<b>Financial year</b>	1 January to 31 December
<b>Reporting Year to DMRE</b>	31 December annually
<b>Contact person</b>	Xolile Mankayi



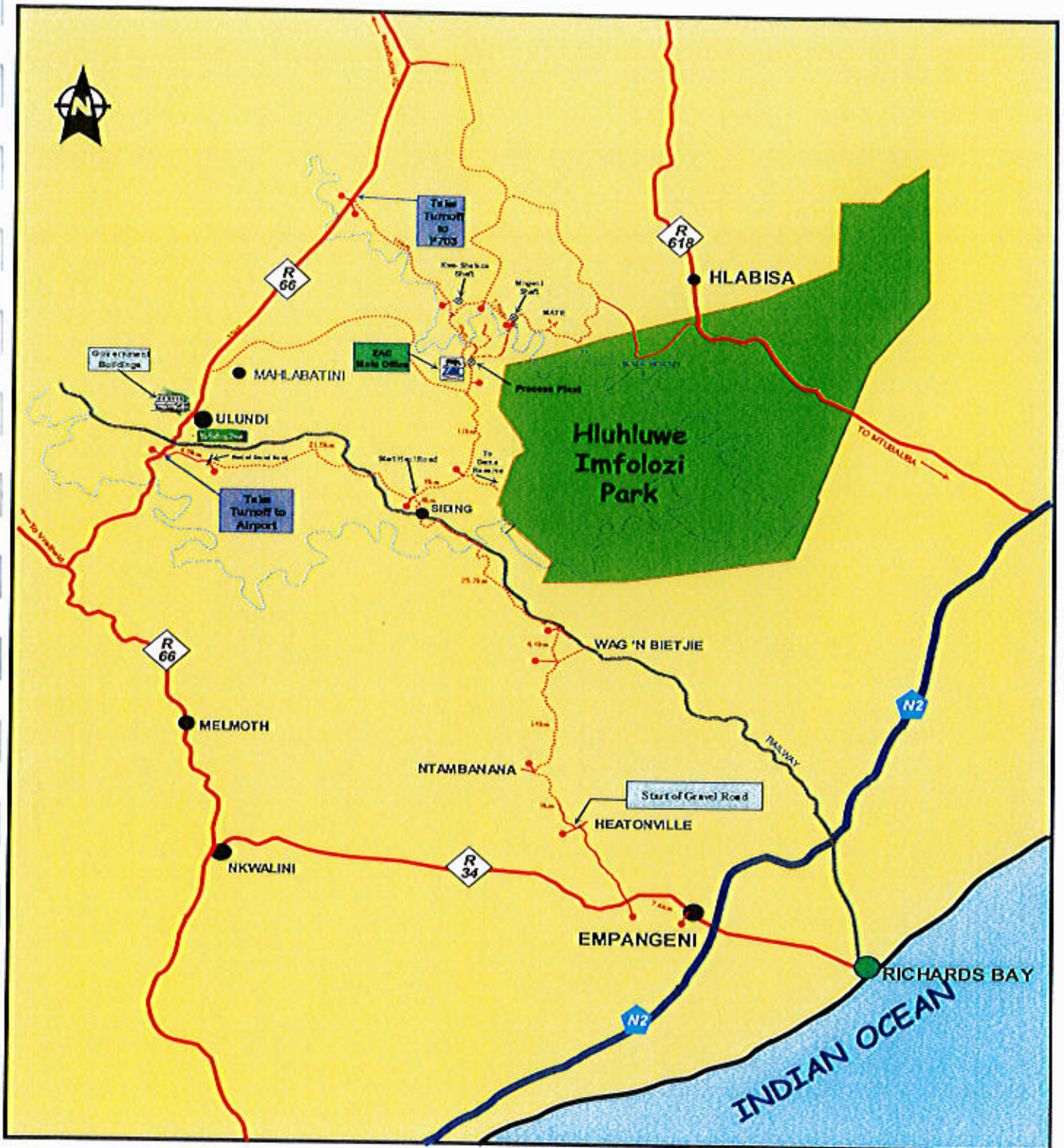


Figure 1: Illustration of the Mining Area (Map)

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### 1.3 Introduction

This Social and Labour Plan is a review SLP for the Zululand Anthracite Colliery's for the period 2021 to 2025. The operation embarked on a retrenchment process downscaling employee, retrenches were offered portable skills voluntarily.

The recalling of employees was conducted in December 2020 to commence duty from January 2021.

#### 1.3.1 Breakdown of employees per Labour Sending Area

Table 1: Labour Sending Areas

Area	No of People	% Strength
Nongoma and Ulundi Local Municipality areas	325	76%
Surrounding areas –Vryheid, Mtubatuba, Empangeni/Richards Bay	35	8%
Other KZN	41	10%
Mpumalanga	12	3%
Gauteng	13	3%
Northwest	0	0%
Limpopo	0	0%
Other	1	0%
No information		
<b>TOTAL</b>	<b>427</b>	
<b>% Total KZN</b>	<b>94%</b>	
<b>% Other provinces</b>	<b>6%</b>	

**Table 2: Labour Sending Areas (Contractors) – January 2021**

Area	Uzamile	Mhobozeli	Ingwenya	Phansi Phezulu	Ntwananza	Hlomani	TOTAL
	No of People	No of People	No of People	No of People	No of People	No of People	
Nongoma and Ulundi Local Municipality areas	13	12	53	5	5	27	115
Surrounding areas –Vryheid, Mtubatuba, Empangeni/Richards Bay	2	2	5	0	0	0	9
Other KZN	1	0	4	0	0	0	58
Total KZN	16	14	62	5	5	27	182
Other Provinces	1	0	0	0	0	0	1
<b>TOTAL</b>	17	14	62	5	5	27	183

**SECTION 2: HUMAN RESOURCES DEVELOPMENT PROGRAMMES - REGULATION 46 (b) (i)**

**2.1 Compliance with the Skills Development (SD) Legislation**

Measure	Progress
Name of SETA	Registered with Mining qualification Authority (MQA)
Registration number with the SETA	ZAC contribute 1% of its payroll towards Skills Development Levies, <b>SDL Number:</b> L810755514
Confirmation of having appointed a Skills Development Facilitator	The Company has registered with the South African Revenue Service (SARS) <b>Primary Skills Development Facilitator:</b> Mr. Siyabonga Mgobhozi <b>Secondary Skills Development Facilitator:</b>





**Proof of submission of workplace skills plan**

ZAC is currently meeting and will continue to meet the requirements of the Skills Development Act and will continue to submit the Workplace Skills Plans (WSP) annually as required by the Act:

**2.2 Skills Development plan: Regulation 46 (b) (i)**

The Education levels of employees are shown in Table 3.

**Table 3: Form Q – The number and educational levels of the workforce – January 2020**

	NQF Level	Classification System	Male				Female				Total
			A	W	C	I	A	W	C	I	
General Education and Training (GET)		No schooling/Unknown	28	0	0	0	0	0	0	0	31
		Grade 0/Preschool	0	0	0	0	0	0	0	0	0
		Grade 1/Sub A	0	0	0	0	0	0	0	0	0
		Grade 2/Sub B	0	0	0	0	0	0	0	0	0
		Grade 3/Std 1/AET 1	0	0	0	0	0	0	0	0	0
		Grade 4/Std 2	14	0	0	0	1	0	0	0	15
		Grade 5/Std 3/AET 2	5	0	0	0	1	0	0	0	6
		Grade 6/Std 4	7	0	0	0	0	0	0	0	7
		Grade 7/Std 5/AET 3	5	0	0	0	2	0	0	0	7
		Grade 8/Std 6	8	0	0	0	2	0	0	0	10
Further Education and Training (FET)	1	Grade 9/Std 7/AET 4	22	0	0	0	1	0	0	0	23
	2	Grade 10/Std 8/N1	37	2	0	0	7	0	0	0	46
	3	Grade 11/Std 9/N2	28	1	0	0	12	0	0	0	41
	4	Grade 12/Std 10/N3	73	2	0	0	29	1	0	0	105
Higher Education and Training (HET)	5	Certificates	64	24	0	0	5	1	0	0	99
	6	First degrees/Diplomas	14	2	0	0	8	0	0	0	26
	7	Honours/Higher diplomas	8	1	0	0	1	0	0	0	10
	8	Masters/Doctorates	1	0	0	0	0	0	0	0	1
			<b>314</b>	<b>32</b>	<b>0</b>	<b>3</b>	<b>76</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>428</b>

Table 3 illustrate Form Q for details of the current education levels of the employees. There is a diversity of education levels amongst the workers, ranging from having no education to tertiary qualification level. ZAC undertakes to continue encouraging employees to take advantage of opportunities provided in AET and Study Assistance programmes, followed by an opportunity to receive vocational or other training in appropriate fields of study.

## 2.3 ADULT EDUCATION AND TRAINING (AET)

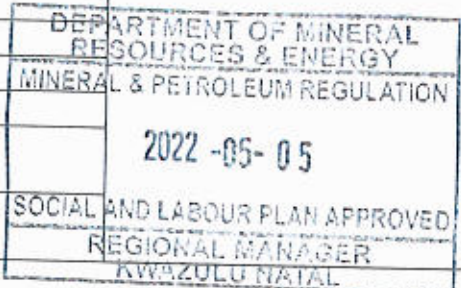
Table 4: ABET – Employees (Internal)

FIELD OF STUDY	YR 2021	YR 2022	YR 2023	YR 2024	YR 2025	TOTAL BUDGET
ABET Level 1	31					R230 000,00
ABET Level 2		21				R230 000,00
ABET Level 3			14			R230 000,00
ABET Level 4				33	5	R460 000,00
<b>TOTAL</b>	<b>31</b>	<b>21</b>	<b>14</b>	<b>33</b>	<b>5</b>	<b>R1 150 000,00</b>

## 2.4 Critical and scarce skills (Hard-to-fill)

The following table outlines the critical and scarce skills as reported by the Mining Qualifications Authority which informed the identification of training and development of internal (the Mine and Contractors) and external candidates.

Table 6: Identified critical and scarce skills according to the MQA

	Occupation	Reason for being unable to fill the vacancy
1		
2		
3		
4		
5		
6		
7		
8		
9		

## 2.5 Core skills training

The purpose of a skills programme is to equip employees with the required skills and competencies to successfully implement their employment responsibilities. These programmes are also designed to equip employees with the required capacity and skills to progress to higher levels of employment at ZAC, in line with mentorship programmes and HDSA participation. ZAC is actively promoting education and skills training opportunities among its employees during its Induction programmes, through regular Imbizo's and via the



Partnership Forum and Employment Equity Forum. Skills development programmes that are offered to employees at ZAC will be implemented at the on-site training centre.

## 2.6 LEARNERSHIPS

The purpose of the learnership programme is to equip learners with skills to assist them in undertaking their responsibilities more efficiently and which may allow their progression into other positions at ZAC, where a need exists.

Table 7: Learnerships (Internal) 18.1

FIELD OF STUDY	YR 2021	YR 2022	YR 2023	YR 2024	YR 2025	TOTAL BUDGET
Processing	0	0	1	Cont.	Cont.	R516 600.00
Diesel Mechanic	0	0	1	Cont.	Cont.	R516 600.00
Boilermaker	1	Cont.	0	0	0	R516 600.00
Basic Coal Prep	0	0	1	Cont.	Cont.	R516 600.00
Electrician	2	Cont.	0	0	0	R516 600.00
<b>TOTAL</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>R2 583 000</b>

A total of six internal candidates will be placed on a two- year learnership programme with the mine. The budget indicated in Table 7 includes the following costs; toolboxes, accommodation, basic phase training, advance phase training, final phase training, and stipend.



**Table 8: Learnerships – External (Communities) 18.2**

FIELD OF STUDY	YR 2021	YR 2022	YR 2023	YR 2024	YR 2025	TOTAL BUDGET
Processing	0	1	1	Cont.	Cont.	R716 600.00
Diesel Mechanic	0	1	2	Cont.	Cont.	R716 600.00
Boilermaker	0	2	0	Cont.	Cont.	R716 600.00
Basic Coal Prep	1	Cont.	0	Cont.	Cont.	R716 600.00
Electrician	2	Cont.	2	Cont.	Cont.	R716 600.00
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>R3 583 000,00</b>

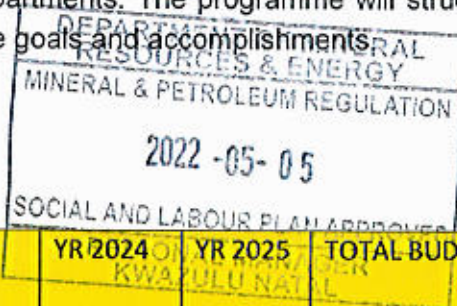
A total of twelve external candidates will be placed on a two- year learnership programme with the mine. The budget indicated in **Table 8** includes the following costs; toolboxes, accommodation, basic phase training, advance phase training, final phase training, and stipend.

## 2.7 INTERNSHIP PROGRAMME

ZAC's internship programme is a monitored work or service experience in which a student has intentional learning goals and reflects actively on what she or he is learning throughout the experience. The internship program and goals will be measured by the company's management team and coaches in the various departments. The programme will structure the experience for the intern will be used to measure goals and accomplishments.

**Table 9: Internship plan**

FIELD OF STUDY	YR 2021	YR 2022	YR 2023	YR 2024	YR 2025	TOTAL BUDGET
Mining	1	2	1	2	1	R129 600.00
Engineering	2	1	1	1	1	R129 600.00
Human Resource	1	1	1	1	2	R129 600.00
Procurement	1	1	1	1	1	R129 600.00
Finance	1	1	1	1	1	R129 600.00
Safety	1	1	2	1	1	R129 600.00
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>R648 000,00</b>





## 2.8 Mentorship Programme

ZAC defines mentoring as the transfer of experience and attributes from a mentor to a junior employee with less experience in the relevant field of expertise) with the intention of improving the competencies of the junior employee to meet the current and future job requirements. Coaching is however, a more hands-on and interactive transfer of experience geared towards developing the less experienced individual during implementing actions whilst on the job. Mentorship is a key process and tool in support of people development, employment equity, HRD planning, and performance management.

The objective is to ensure that the maximum potential of the mentee is unlocked that is mutually beneficial to the mentee, mentor and the mine. Each employee is required to have an annual skills development interview with his/her supervisor during which his/her Career Development Plan (CDP) is discussed and reviewed. As part of the skills development process, supervisors are responsible for mentoring individual employees. This forms part of the talent management process. The core business contractor also has their own mentoring structures in line with the operations' objectives of facilitating suitable support systems for the development of employees. This includes the annual skills development interview driven by the individual's career path or Individual Development Plan (IDP) and particular focus is placed on the fast-tracking of HDSAs and women in mining occupations through the mentoring mechanisms.

**Table 10: Mentorship and Coaching Plan**

Department	Future Positions	Current No. of Mentors	Current No. of Mentees	Total No. of Employees Identified to be Mentored
Mining	Miners, Shift Bosses, Mine Overseer, Production Manager, Mine M Manager and General Manager	2	6	3
Engineering	Trade Workers, Foremen, Snr. Foreman	0	2	2
Process	Quality and Logistics	1	1	1

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Department	Future Positions	Current No. of Mentors	Current No. of Mentees	Total No. of Employees Identified to be Mentored
HRD	Learnership programme (largely for technical training areas) Foremen	1	2	1
Finance	Finance Manager	2	2	1
Safety	Safety Manager	1	1	1
Environment	Environment Manager	1	1	1
Procurement	Procurement Manager	1	1	1
<b>Total</b>		<b>9</b>	<b>16</b>	<b>11</b>

Table 11: Illustration of the Mentoring and Coaching Plan

### 2.8.1 CAREER PATHS

#### 2.8.1.1 CAREER PATH FOR ENGINEERING DEPARTMENT



OCCUPATIONAL LEVEL	POSITION	QUALIFICATIONS/EXPERIENCE	YEARS EXPERIENCE NEEDED BEFORE PROMOTION
Top Management/Senior Management	Engineering Manager	Qualified GCC engineer, Management experience/MBA/10 years' experience in a similar position	10 years or more
Senior Management	Engineer	B Eng/T4/NHD, 5 years' experience in similar position	5 - 7 years
Middle Management	Engineering Superintendent	N6, Trade test, at least 5 years' experience	At least 5 years
Middle Management	Senior Foreman	Gr 12, Trade test, 3 - 5 years' experience	3 - 5 years



Supervisory and Skilled	Charge hand	Gr 12, Trade test, supervisory experience, 3 - 5 years working experience	3 years
Supervisory and Skilled	Artisan	Trade test, Gr 12, 3 - 5 years' experience	5 years
Semi-skilled	Operative/Service-man	Grade 12, 2 -3 years engineering experience	3 years

### 2.8.1.2 MINING CAREER PATH

OCCUPATIONAL LEVEL	POSITION	QUALIFICATIONS/ EXPERIENCE	YEARS EXPERIENCE NEEDED BEFORE PROMOTION
Top Management/Senior Management	Mine Manager	Mine Manager's ticket, Management experience/MBA/10 years' experience in a similar position	10 years or more
Middle Management	Assistant Mining Manager	Mine Overseer/Mine Manager's ticket, Supervisory experience, 5 years working experience	5 years
Middle Management	Mine Overseer	Mine Overseer's certificate, supervisory experience, blasting certificate for fiery mines, 5 years mining experience	At least 5 years
Supervisory/skills	Shift boss	Grade 12/shift boss qualification, blasting ticket, 3 years mining experience	3 - 5 years
Supervisory and Skilled	Charge hand	Gr 12, Trade test, supervisory experience, 3 - 5 years working experience	3 years
Supervisory and Skilled	Miner	Grade 12, Comp A & B, 3 years mining experience, supervisory experience	3 years
Supervisory and Skilled	CM Operators	Grade 12, 2 -3 years working experience, competent in operating underground machinery	2 - 3 years
Semi- Skilled	Machine Operators	Grade 10/12, Driver's licence, English and numeracy, 2 years relevant work experience	2 years

### 2.8.1.3 PROCESSING PLANT

#### CAREER PATH

OCCUPATIONAL LEVEL	POSITION	QUALIFICATIONS/EXPERIENCE	YEARS EXPERIENCE NEEDED BEFORE PROMOTION
Top Management/Senior Management	Process Manager	BSc, Management experience/MBA/10years' experience in a similar position	10 years or more
Middle Management	Shift Superintendent	Grade 12, Advanced Coal prep, Supervisory skills, 3 - 5 years plant experience	5 years
Middle Management	Engineering Plant Foreman	Grade12, Trade test/engineering qualification, supervisory experience, at least five years' experience in a similar position	5 years
Supervisory/skilled	Shift Supervisor	Grade 12, Coal Prep Training, driver's licence, 3 or more years plant experience	3 - 5 years
Supervisory and Skilled	Control Room Operator	Grade 12, Trade test, computer literate, 3 - 5 years working experience in all sections of the plant	3 years
Semi-Skilled	Plant Operator	Grade 12, English and Numeracy, 1 year's relevant experience in the plant	1 years
Semi-Skilled	Section Aide/Assistant	Grade 10, English and numeracy	2 - 3 years
Semi- Skilled	Machine Operators	Grade 10/12, Driver's licence, English and numeracy, 2 years relevant work experience	1 year

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## 2.9 BURSARIES

Table 12: Bursaries – Internal (Employees)

FIELD OF STUDY	YR 2021	YR 2022	YR 2023	YR 2024	YR 2025	TOTAL BUDGET	
Mining	1	Cont.	Cont.	-	Cont.	Cont.	R240 000.00
Electrical Engineering	1	Cont.	Cont.	1	Cont.	Cont.	R240 000.00
Procurement		Cont.	Cont.	1	Cont.	Cont.	R240 000.00
HR	1	Cont.	Cont.		Cont.	Cont.	R240 000.00
Mechanical Engineering	1	Cont.	Cont.	1	Cont.	Cont.	R240 000.00
<b>TOTAL</b>	<b>4</b>		<b>3</b>				<b>R1 200 000,00</b>

Table 13: Bursaries – (External) Communities

FIELD OF STUDY	YR 2021	YR 2022	YR 2023	YR 2024	YR 2025	TOTAL BUDGET	
Mining	1	Cont.	Cont.	Cont.	Cont.	R240 000.00	
Engineering	1	Cont.	Cont	1	Cont.	Cont.	R390 000.00
Environmental Management	1	Cont.	Cont	1	Cont.	Cont.	R240 000.00
Mechanical Engineering	1	Cont.	Cont	1	Cont.	Cont.	R240 000.00
BCom	1	Cont.	Cont	1	Cont.	Cont.	R240 000.00
<b>TOTAL</b>	<b>5</b>		<b>4</b>				<b>R1 350 000,00</b>

### 30. EMPLOYMENT EQUITY (EE) PLAN – REGULATION 46 (b) (v)

ZAC currently report, and will continue to report, annually to the Department of Labour in respect of the operation's employment equity progress. The Employment Equity Plans for the operation will continue to be drafted in accordance with the requirements of the Employment Equity Act and will be published and submitted to the Department of Labour on an annual basis for the remaining life of the operation. The objectives of the Employment Equity Plans are to ensure the maintenance of the principle of equity throughout the operation and to develop strategies to promote affirmative action amongst designated groups.

Preceding the COVID-19 Pandemic ZAC had EE Plan for the period 2019 to 2021. Accordingly, we have been submitting the report as per the approved EE Plan. Post March 2020, COVID-19 Pandemic negatively affected our operations resulting in LRA Section 189A. In that the EE Plan were negatively impacted. **Table 14 below provides actuals based on the figured post May 2020 LRA Section 189A.** However, the numerical targets are based on the EE Plan dating back to 2019 approved EE Plan.

**Figure 14.1 below provides for the numerical targets for 2021 as per the EE Plan 2019-2021.** The report for the 2021 target will be submitted in January 2022. It must be indicated that the EE Plan changed as a results of LRA Section 189A of May 2020. **Table 14.2 will therefore provide overall, the numerical targets for the purpose of the EE Plan starting from year 2022.**

**EE Plan Strategic Approach: 2022 – 2025,** ZAC have developed HRD Programmes that cater for development and fast tracking.

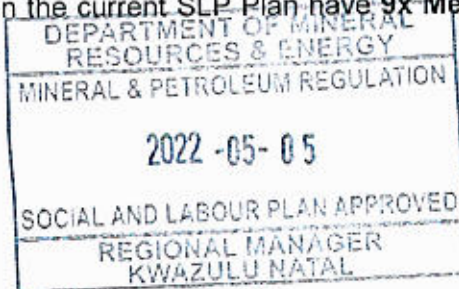
We have looked at Mentor and Mentees and within the current SLP Plan have **9x Mentors and 16x Mentees** in critical mining field of studies.

Learnership equalling **18x Learners**

Internships equalling **35x Interns**

External Bursaries equalling **9x Bursars**

Internal Bursaries equalling **7x Bursars**



Observing the current labour of **427x staffing** of which 42x Leainers, 1x Junior Engineer and 19x Interns. ZAC has potential of promoting few of the current staff going forth. This also open doors for equity candidates upwards movement. Accordingly from 2022 to 2025 ZAC expects to recruits a minimum of 67x new staff and the plan is according to staff planning excluding internal movements and natural attrition.



Table 14: EE current status as at January 2021. The figures below are based on a EE Plan Pre-LRA Section 189 May 2020. New EE Plan is based on Table 14.2 & 14.3

Occupational Level Type	Female												Foreign National				Total					
	Male						White						Male		Female							
	African	Coloured	Indian	White	African	Coloured	Indian	White	Plan	Act	Var	Plan	Act	Var	Plan	Act		Var	Plan	Act	Var	
Top Management	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Senior Management	1	3	2	0	0	2	1	2	1	1	0	0	0	0	0	0	0	0	0	0	0	8
Professionally Qualified	11	3	8	0	0	1	0	11	6	-5	1	0	-1	0	0	0	0	0	0	0	0	9
Skilled technical	113	52	-61	0	1	1	2	54	20	-34	26	9	-17	0	0	0	2	0	0	0	1	197
Semi-Skilled	491	255	-236	0	0	0	0	0	0	0	97	66	-31	1	1	0	0	0	0	0	0	322
Unskilled	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Employees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	616	314	-302	0	1	1	3	66	22	-44	124	76	-48	1	1	0	0	0	0	0	3	813
																						427

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14.1 Numerical Target year 3 (2021) of the EE Plan 2019 - 2020

Occupational Levels	Male						Female						Foreign Nationals		Total
	A		C		W		A		C		W		Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	1	1	0	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	10	0	1	1	9	1	1	1	1	1	1	2	0	0	26
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	103	1	3	3	54	32	1	1	1	2	0	0	0	0	197
Semi-skilled and discretionary decision making	472	1	1	1	0	109	2	1	1	1	0	0	0	0	587
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>586</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>64</b>	<b>142</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>812</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>586</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>64</b>	<b>142</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>812</b>

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14.1.1 Numerical Target year 3 (2021) person with disability of the EE Plan 2019  
- 2020

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	0	0	1	0	0	0	0	0	0	3
Semi-skilled and discretionary decision making	2	0	0	0	0	0	0	0	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	4	0	0	1	0	0	0	0	0	0	5
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	4	0	0	1	0	0	0	0	0	0	5

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### 14.1.2 CURRENT ZAC EMPLOYMENT EQUITY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	1	0	0	0	0	0	0	2
Senior management	5	0	2	1	1	0	0	0	0	0	9
Professionally qualified and experienced specialists and mid-management	3	0	0	5	0	0	0	0	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	61	2	1	24	12	0	0	2	0	0	102
Semi-skilled and discretionary decision making	303	0	0	0	73	1	0	0	0	0	377
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>373</b>	<b>2</b>	<b>3</b>	<b>31</b>	<b>86</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>498</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>373</b>	<b>2</b>	<b>3</b>	<b>31</b>	<b>86</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>498</b>

### 14.2 Numerical Goals 2022 – 2025

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	1	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	3	0	0	1	2	0	0	0	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	2	1	0	4	0	1	2	0	0	16
Semi-skilled and discretionary decision making	8	2	2	0	6	2	0	0	0	0	20
Unskilled and defined decision making	10	0	0	0	12	0	0	0	0	0	22
<b>TOTAL PERMANENT</b>	<b>28</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>25</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>67</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>28</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>25</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>67</b>



### 14.3 Numerical Goals for Person with Disability 2022-2025

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	1	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	1	0	0	0	1	0	0	0	0	0	2
Unskilled and defined decision making	0	0	0	0	1	0	0	0	0	0	1
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

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Table 15: HDSA Candidates Planned

Action	Deliverables	Responsible	Timeframe
Employment equity plans will continue to be compiled in consultation with the Employment Equity and Skills Development Committees (comprising representatives of mine management and recognised unions). The plan will take account of the life of the mine and the labour turnover, age profile.	Current Employment Equity Plan	Employment Equity Forum	Ongoing
The current skills development programmes in place at the mine (as outlined in previous sections of this chapter) will be utilised towards facilitating employment equity across the mine.	Personal Development Plans (PDPs)	HRD Superintendent	Annually
In order to maintain the required percentage compliance in terms of HDSAs in senior managerial positions, the following strategies have been identified: <ul style="list-style-type: none"> <li>• Preference given to HDSA internal candidates for promotions;</li> <li>• Preference given to HDSA external candidates for appointments; and</li> <li>• Identifying HDSA internal candidates as part of talent management process for future senior managerial positions</li> </ul>	Effective retention strategy	Employee Relations Manager	Ongoing
Preference will be given to HDSAs for new vacancies.	Effective recruitment strategy	HR Manager	Ongoing

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**SECTION 3: LOCAL ECONOMIC DEVELOPMENT PROGRAMME-  
 REGULATION 46 (c)**

**3.1 Social and Economic Background Information - Regulation 46 (c) (i)**

The Zululand Anthracite Colliery (ZAC) falls under the Zululand District Municipality which is located on the northern regions of the KwaZulu-Natal Province and it covers



an area of approximately 14 810 km<sup>2</sup>. Approximately half of the area is under the jurisdiction of traditional authorities while the remainder is divided between commercially owned farms and conservation areas. The District comprises of five local municipalities: eDumbe, uPhongolo, Abaqulusi, Nongoma and Ulundi. ZAC falls within the jurisdiction of Nongoma and Ulundi local municipalities. The local municipality areas overlap with four (4) Traditional Authority areas i.e. Zungu, Matheni, Mandlakazi and Mhlaba Tribal Authorities

A desktop background socio-economic study on ZAC's area of operation has been provided in the **District and Local Socio-Economic**. The following was undertaken as part of the consultation with stakeholders:

- A detailed consultation process with relevant unions of ZAC, Core contractors of ZAC, government authorities and affected communities,
- The undertaking of a socio-economic need's analysis in the surrounding communities and major labour sending communities,
- Identifying the impact of ZAC activities on the surrounding socio-economic environment and major labour sending areas.

This section of the IDP provides an analysis of the current situation within the ZDM. It opens with an overview of the socio-economic conditions including demographic trends and patterns as well as the spatial structure of the district. It focusses mainly on the review of the state of the district in relation to the five local government key performance areas

### 3.1.1 Population

The Zululand District is located on the northern regions of the KwaZulu-Natal Province and it covers an area of approximately 14 810 km<sup>2</sup>. In terms of population figures, the majority of the population in ZDM have been born in and are citizens of South Africa.

POPULATION SIZE: ZULULAND DISTRICT WITHIN KZP PROVINCE Zululand; 892310; 8% Umkhanyakude; 689090; 6% Amajuba; 531327; 5% Umzinyathi; 554882; 5% King Cetshwayo; 971135; 9% Ilembe; 657612; 6% Umgungundlovu; 1095865; 10% Uthukela; 706588; 6% Harry Gwala; 510865; 5% Ugu; 753336; 7% Ethekeini; 3702231;

The Zululand District has the third largest population in the KwaZulu Natal Province, with 892 310 people. It accounts for 8% of the total KZN population (11 065 240). According to the 2016 Community Survey (Stats SA), the Ethekeini Metropolitan Municipality is the most populated municipality in the province (33%), followed by uMgungundlovu District (10%) and King Cetshwayo District (9%). More than 50% of the provincial population resides in a municipality that has the largest urban centres, that is Ethekeini, uMgungundlovu and King Cetshwayo Municipalities.

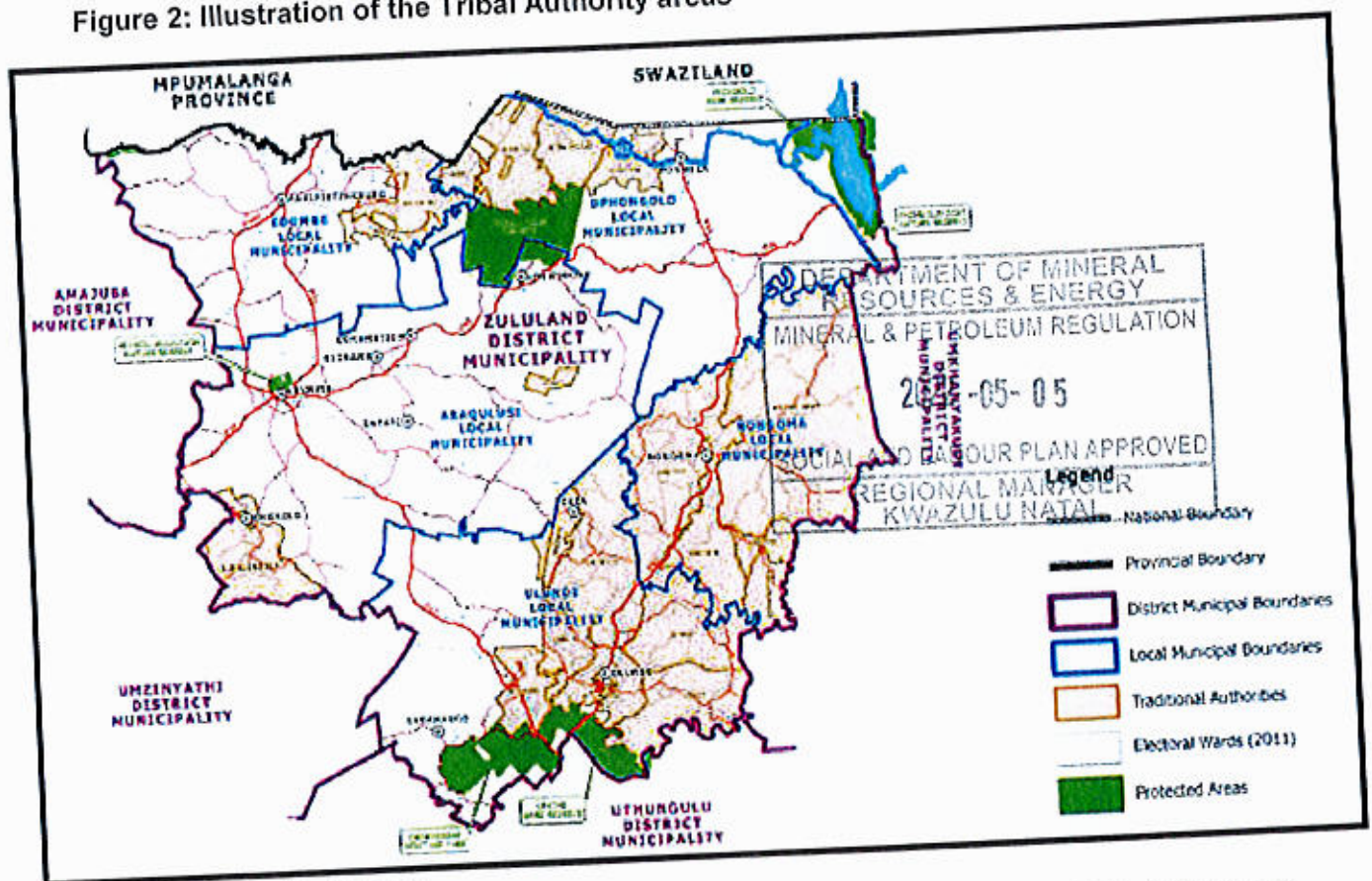
Municipality	Population 2011	Population 2016	Population Growth (% P.A) 2011-2016
Abaqulusi LM	214,714	243,795	2.00%
eDumbe LM	82,053	89,614	2.00%



Nongoma LM	194,908	211,892	1.90%
Ulundi LM	188,317	205,762	2.01%
uPhongola	123,584	141,247	3.04%
Zululand District	803,567	892,310	2.38%

The Map below shows the tribal authorities that overlap with Nongoma and Ulundi local municipalities under the Zululand District Municipality.

Figure 2: Illustration of the Tribal Authority areas



### 3.1.2 Economic Activity

The 2016 Community Survey results indicate that a total population of 448 330 in Zululand is considered economically active (ages of 15-64). 57% of the working age group was not economically active in 2011, with only 19 % of this group employed. The representation of the not economically active population is higher compared to the provincial average of 45% and the national average of 39%. This implies a relatively low labour participation rate at 23,7%.

### 3.1.3 Employment levels

The 41% overall unemployment rate in the Zululand District is higher than the provincial average of 33%. It is the second highest in the province, after uMkhanyakude District.



Similarly, youth unemployment rate of 51,2% in the district is higher than the provincial average of 42.1%.

GENERAL LABOUR INDICATORS	EDUMBE	UPHONGOLO	ABAQULUSI	NONGOMA	ULUNDI	ZULULAND
Employment	10 679	11 756	38 473	14 087	19 723	94 717
Unemployment	4 770	7 910	11 938	10 012	11 848	46 477
Economically Active Population (EAP)	60 184	95 896	165 020	136 603	138 977	596 680
Labour Force Participation	25.7%	20.5%	30.5%	17.6%	22.7%	23.7%
Unemployment Rate	29.9%	26.4%	25.9%	38.5%	38.3%	31.2%

Source: ZDM DGDS, 2017

The total number of unemployed people in the district increased from 68 945 to 95 575 from 1998 to 2018, translating to 28% increase. Over the years, most employment opportunities in the district have been in Abaqulusi and Ulundi LMs. The trends illustrated in the table above shows that these opportunities have slightly decreased between 1998 and 2018 in all LMs with the exception of the Nongoma LM. The employment trends in the Nongoma LM have increased from 10,5% to 14,7%, from 1998 – 2018.

MUNICIPALITY	TOTAL NUMBER OF PEOPLE UNEMPLOYED			PERCENTAGE SHARE OF ZULULAND UNEMPLOYED		
	1998	2008	2018	1998	2008	2018
eDumbe	8 546	11 737	10 842	12.4%	12.0%	11.3%
uPhongolo	8 538	12 126	11 807	12.4%	12.4%	12.4%
Abaqulusi	30 189	39 395	39 336	43.8%	40.2%	41.2%
Nongoma	7 267	13 714	14 055	10.5%	14.0%	14.7%
Ulundi	14 405	21 046	19 537	20.9%	21.5%	20.4%
<b>Zululand</b>	<b>68 945</b>	<b>98 020</b>	<b>95 575</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

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LED projects which will result in long-term and sustainable job creation and employment opportunities for the host communities as well as procurement opportunities and downstream business activities for HDSA businesses from the major labour sending areas.

### 3.1.4 Age distribution

The total population in Zululand District Municipal Area has increased by 10%. This growth continued between 2001 and 2011 with a further increase of 5.7%. The total Population Size



in 2011 was 803,575 people. The number of households have increased significantly between 1996 (104,110 households) and 2001 (141,192 households) and between 2001 and 2011 (157,749 households). The average Household Size has decreased between 1996 and 2011. In 1996, the average household size was 6.6 persons per households. This decreased to an average of 5.1 persons per household in 2011.

The age summary statistics show a Mean age of 28 years the country of South Africa, 26 years for KwaZulu Natal. In comparison, the Zululand District Municipality has a Mean age of 23.6, a Median age of 18 leading to an average of 19.3 which is below the national and provincial average.

The large proportion of the population younger than 15 years is likely to have a strong impact on the creation of employment opportunities, when they move into the economically active bracket. Unemployment may rise significantly if the creation of employment is not achieved. A young population also implies high dependency ratios and increased pressure on the portion of the population that is employed to support the dependent (young and elderly) and unemployed people.

The focus during the implementation of SLP initiatives should thus be on job creation and skills development, in order to absorb the young people finishing school and the economically active but unemployed sectors of the population.

### 3.1.5 Gender composition

The gender ratio (number of males versus number of females) within the Municipal area has remained relatively constant, i.e. 54% female and 46% male. A possible reason for the higher number of females is that males seek employment outside of the Municipal area, such as at Richards Bay, Durban and Gauteng. In 2011, some 1.5% of households (or 2,315 households) were headed by children. This is most likely because of the impact of AIDS. In 2011, some 18.3% (or 28,936 households) were headed by senior citizens older than 65 years of age. This is also most likely as a result of the impact of AIDS.

### 3.1.6 Education levels

Educational trends, as represented in Table 25, are similar between the district (ZDM) and the local municipal areas. There are a significant number of people who have not received any formal education. This is an indication that the illiteracy rates in these areas are quite high. Only a few numbers of people have obtained some form of secondary education.

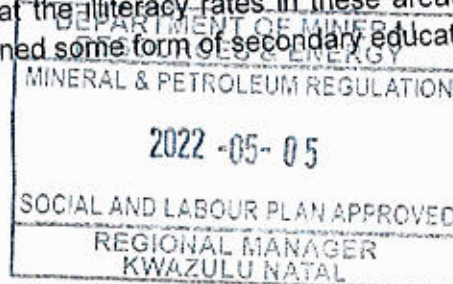


Table 17: Zululand District Municipality Education levels

Education Levels	Number
No Schooling	72 725



Some Primary	61 658
Completed Primary	16 687
Some Secondary	102 554
Std 10/ Grade 12	104 340
Higher	20 150

### 3.1.7 Annual Household income and dependency

The following table indicates that the majority (about 80%) of the population of ZDM earn less than R38 200 per annum, this equates to just over R3 000 per month.

Table 18: Annual household income

Annual Household Income	Total	%
No income	20 369	16
R 1 - R 4800	8 826	5.2
R 4801 – R10 000	16 842	9.40
R10 000 - R20 000	37 581	21.80
R20 000 – R40 000	37 164	13.70
R40 000 – R75 000	17 159	11.1
R75 000 - R 150 000	9 829	11.80
R 150 000 - R 300 000	6 066	6
R300 000 – R600 000	557	1.30
Over R600 000	246	0.50
Unspecified	4	3.70

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### 3.1.8 Infrastructure, Basic Service and Welfare Transportation

The majority of residents in all municipalities are pedestrians. A small number of residents utilises minibus taxis as a mode of travel to places of work and schools. It is of concern, that the use of public transport is nearly non-existent due to the distance between areas and, the condition of, particularly, gravel roads in the district. The passenger transport facilities comprise of taxi ranks, bus stops. Most of the facilities used by passengers are informal with no or poor amenities provided.

### 3.1.9 Energy

Most households (154 022 or 86%) in Zululand District have access to electricity, 78% have in-house prepaid meter and 6, 1% have in-house conventional meters. The district still has higher numbers of households without electricity, compared to KZN. The main supplier of electricity in the district is ESKOM, with 105 742 households purchasing electricity from ESKOM.

In terms of access to energy sources, the majority of households, 54.2% in ZDM, use wood for cooking purposes, while 24.8% in ZDM, use electricity for this purpose, while 13.6% households use wood for preparing meals. The large number of households who still use wood for cooking purposes is an area of concern, especially for NLM. Electricity provision to these households should be prioritised for the future.

The majority of households, however, are still making use of candles (55, 9% in ZDM. It is assumed that the majority of households that do use electricity are based in urban areas, while those using candles reside mostly in rural areas.

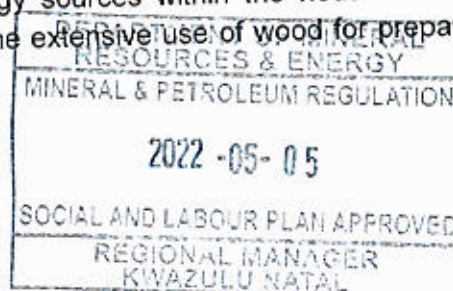
**Table 19: Energy for Lighting**

Energy for Lighting	ZDM	
	Number	%
None	914	0.58
Electricity	110,055	39.4
Gas	636	0.40
Paraffin	795	0.50
Candles	44,677	28.32
Solar	669	0.42

Most households (154 022 or 86%) in Zululand District have access to electricity. below depicts that out of these, 78% have in-house prepaid meter and 6,1% have in-house

Conventional meters. The district still has higher numbers of households without electricity, in comparison to KZN. The main supplier of electricity in the district is ESKOM, with 105 742 households purchasing electricity from ESKOM.

The relatively high usage of fuel-wood, paraffin and candles for household energy purposes, is indicative of underdevelopment and poverty in the region. Furthermore, this reliance on fossil fuels has significant negative impacts on the health of households, e.g., increased respiratory diseases. The use of these energy sources within the households often also causes house fires resulting in loss of life. The extensive use of wood for preparing meals, also leads to deforestation of the environment.





### 3.1.10 Sanitation

Sanitation is still a challenge in the district as 50 593 households are using Pit latrine toilets and 13 901 have no access to sanitation (community Survey 2016). In comparisons to KZN, Zululand has 14,7% households with flush toilets compared to 39,5%. Further, the number of households without sanitation is higher in the district compared to the province, i.e. 8,2% vs 2,7%

**Table 20: Community Access to Sanitation Facilities (Stats SA)**

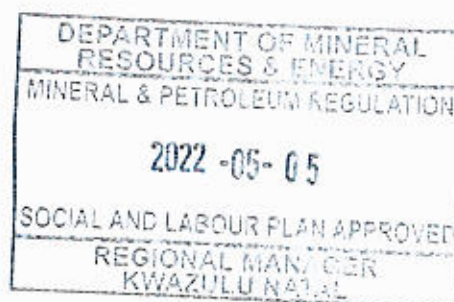
Toilet Facilities	Total
None	31 272
Flush toilet (connected to sewerage system)	30 137
Flush toilet (with septic tank)	6 203
Chemical toilet	50 405
Pit toilet with ventilation (VIP)	32 165
Pit toilet without ventilation	36 122
Bucket Latrine	1 572

The provision of adequate sanitation and formal waste removal is lacking and limited in ZDM. This poses massive environmental and health risks to people through the spread of diseases such as cholera and other communicable diseases.

The proportion of the population that does not have any form of access to a sanitation service and the majority that still make use of the pit latrine/bucket system, is further indicative of the level of development, poverty and a low level of access to basic services.

### 3.1.11 Water supply

The Community Survey (2016) indicates that 100 612 households in the district have access to safe drinking water, translating to 63,4%. The figure 21 below shows that most households have piped water inside the yards (36,3%). The district has lower number of households with piped water inside their houses compared to the provincial figures, at 10,3% versus 32,1%. It is a concern that a significant percentage of households in the district does not have access to safe drinking water, as 25% access water from the river and 20% from the source not indicated.



**Table 21: Access to Water in Zululand District Municipality (ZDM)**

Water source	ZDM	
	Number Households	of % Households
No Access	48,350	30.65
Piped (tap) water inside dwelling/institution	35,165	22.29
Piped (tap) water on community stand: less than 200m from dwelling	14,425	9.14
Piped (tap) water on community stand: between 200m and 500m from Dwelling	5,704	3.62
Piped (tap) water on community stand: between 500m and 1000m from dwelling	3,352	2.12
Piped (tap) water on community stand: more than 1000m from Dwelling	1,939	1.23
No access to piped (tap) water	48,350	30.65
<b>Total</b>	<b>157,748</b>	<b>100.00</b>

It is clear from the above table that ZDM has made significant in-roads into addressing the water backlogs within the Municipal Area. Some 62.37% of all households within the District have access to piped water within 200m from their respective dwellings (the minimum RDP standard level of service). It is however noted that some 30% of households did indicate, in 2011, that it had no access to piped water.





Table 22: SLP 2021-2025 Budget Summary of Community Development Projects

Community Development						
	2021	2022	2023	2024	2025	TOTAL
Installation and rehabilitation of the Dams at Macekaneni, Matheni and Kwa Mandlakazi	R300 000.00	R300 000.00	R300 000.00	R300 000.00	R300 000.00	R1 500 000
Access to Water–boreholes drilling, Equipping, Installing tank and stand (2) (Mcibilindini, Kwa Nyandeni)	-	R300 000.00	R300 000.00	R300 000.00	R600 000.00	R1 500 000
Agricultural Project: Goat farming. Zungu Traditional Authority	-	R300 000.00	R300 000.00	R300 000.00	R600 000.00	R1 500 000
Agricultural Project: Poultry x2, Community garden x2 and Dam x1	-	-	R300 000.00	R300 000.00	R900 000.00	R1 500 000
<b>Total</b>						<b>R6 000 000</b>

Table 23: Demographics of the beneficiary wards identified with the District Municipality.

Local Municipality Name	Ward No	HH2013	Pop 2013
Nongoma	11	2 178	11 108
Nongoma	12	2 218	11 312
Ulundi	7	1 636	8 344
Ulundi	8	1 868	9 527
Ulundi	14	2 350	11 985
Ulundi	15	2 543	12 969
Ulundi	24	1 622	8 272

### 3.2 Details of the project

The following projects were identified to address socio-economic challenges of the host communities in consultation with the two municipalities and four traditional councils, Ulundi and Nongoma

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Table 24: Water and Sanitation Project

Project Name	Drilling of boreholes x2 and Installation and Rehabilitation of the dams x2.		Classification of project		Water and Sanitation Project	
<b>Background</b>	The district has lower number of households with piped water inside their houses compared to the provincial figures, at 10, 3% versus 32, 1%. It is a concern that a significant percentage of households in the district do not have access to safe drinking water, as 25% access water from the river and 20% from the source not indicated. This is a new project at the initial stage.					
<b>Geographical location of project</b>	<b>District Municipality</b>	<b>Local Municipality</b>	<b>Village name</b>	<b>Project Start Date</b>		<b>Project End date</b>
<b>Output</b>	Zululand District	Nongoma	Mcibilindi, Macekaneni, Matheni and Mandlakazi	01 April 2022		30 May 2022
<b>Classification of jobs</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>Budget</b>
<b>Short Term</b>	Engage with stakeholders, Application design, Site preparation, Drilling, Rehabilitation of the dams and handover	Appointing a contractor. Contribution from role players.	Municipalities, Traditional Councils, Communities and DMRE	Planning and approval of contractor by EXCO	Building and construction progress to be monitored by ZAC SD Team	R3 000 000
<b>Medium Term</b>	<b>No of jobs to be create</b>	<b>Male Adults</b>	<b>Female Adults</b>	<b>Male Youth</b>	<b>Female Youth</b>	<b>Total</b>
<b>Long Term</b>	60	20	18	10	12	60
<b>Beneficiaries</b>	10			5	5	
<b>Completion date and exit strategy</b>	3000 The mine together with DMRE will hand over the project(s) to Ulundi, ZDM, and affected communities. The municipalities will maintain the projects with (10) individuals.					



Table 25: Goat Farming and Borehole Drilling Project

Project Name	Kwa-Zungu Tribal Court Goat Project		Classification of project		Goat Farming and Borehole Drilling	
<b>Background</b>	Exolo area under Kwa-Zungu Tribal Court has been identified as a beneficiary for Goat Farming Project. This was done through the consultation with Ulundi Municipality Integrated Development Plan (IDP) and community consultative meetings. The project will be funded by ZAC and will help to uplift communities and alleviate poverty by creating jobs. The project will be managed and owned in a cooperative manner. Regional Officers and the National Department of Agriculture's Institutional Development Division will also be needed to assist the members in the formation of a cooperative. All the members will be eligible for shares in this initiative and through these may earn dividends based on profit sharing. This is a new project at the initial stage.					
<b>Geographical location of project</b>	<b>District Municipality</b>	<b>Local Municipality</b>	<b>Village name</b>	<b>Project Start Date</b>		<b>Project End date</b>
	Zululand District	Nongoma	Zungu Traditional Authority	01 April 2022		30 May 2022
<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>Budget</b>
	Engage with stakeholders, Application design, Site preparation, Drilling Building and construction	Appointing a contractor. Contribution from role players.	Municipalities, Traditional Councils, Communities and DMRE	Planning and approval of contractor by EXCO	Building and construction progress to be monitored by ZAC SD Team	R1 000 000.00
<b>Classification of jobs</b>	<b>No of jobs to be create</b>	<b>Male Adults</b>	<b>Female Adults</b>	<b>Male Youth</b>	<b>Female Youth</b>	<b>Total</b>
<b>Short Term</b>	22	5	5	6	6	22
<b>Medium Term</b>						
<b>Long Term</b>	10					
<b>Beneficiaries</b>	3000					
<b>Completion date and exit strategy</b>	The mine together with DMRE will hand-over the project(s) to the Zungu TC, Ulundi Municipality and Department of Agriculture and Rural Development					



Table 25 Budget (Summary) for Goat Farming and Borehole Drilling Project

Financial Provision	Measurable Milestones					
	Deliverables	Quantity	Unit Price	Total	Start date	End date
Fencing (1 Kilometre)	1	R 100 000.00	R 100 000.00	R 100 000.00	01-Mar-22	20-Apr-22
Borehole Drilling	1	R 160 000.00	R 160 000.00	R 160 000.00	01-Mar-22	20-Apr-22
Construction of Goat shed	1	R 300 000.00	R 300 000.00	R 300 000.00	10-May-22	31-Dec-22
Dip Tank	1	R 20 000.00	R 20 000.00	R 20 000.00	01-Feb-23	31-July-23
Office Building	1	R 124 000.00	R 124 000.00	R 124 000.00	01-Aug-23	31-May-24
Goat Purchase-Ewe	200	R 2 000.00	R 400 000.00	R 400 000.00	01-Aug-23	31-May-24
Goat Purchases-Ram	5	R 6 000.00	R 30 000.00	R 30 000.00	01-Aug-23	31-May-24
Purchasing of Feed and Medication	1	R 100 000.00	R 100 000.00	R 100 000.00	01-Aug-23	31-May-24
<b>Total Budget</b>			<b>R 1 234 000.00</b>			

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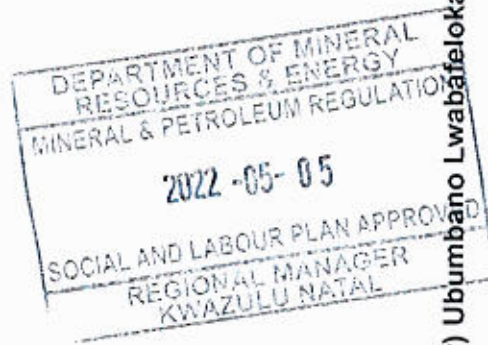


Table 26: Ubumbano Lwabafelokazi Poultry Farming Project

Project Name	Ubumbano Lwabafelokazi Project		Classification of project		Infrastructure and poultry farming		
<b>Background</b>	This project was identified from Ulundi Municipality's IDP priority list to support women in farming which was requested by the Traditional Council. The project will be owned by women who are keen about the poultry farming business. This will assist in job creation, stimulating the local economy and reduce crime. These women will be trained through workshops on how to run the poultry business.						
<b>Geographical location of project</b>	District Municipality	Local Municipality	Village name	Project Start Date	Project End date		
<b>Output</b>	Zululand District	Ulundi municipality Key Performance Indicator	Ehlophekulu under Kwa Mlaba Tribal Authority Responsible entity (inclusive of all role players) Zululand Anthracite Colliery (Pty) Ltd. Ulundi Municipality. Kwa Mlaba Tribal Authority. SEDA, ZDM and Department of Agriculture	01 February 2023	31 May 2023		
<b>Classification of jobs</b>	No of jobs to be create	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	10		5		5	10	Handover of project By ZAC and DMRE
Medium Term	3				3	3	Building and construction of poultry barn and offices to be inspected by SD Manager. Planning and approval of project payments by ZAC Management
Long Term	5				5	5	



<b>Beneficiaries</b>	
<b>Completion date and exit strategy</b>	The mine together with DMRE will hand-over the project(s) to the Zungu TC, Ulundi Municipality and Department of Agriculture and Rural Development.



**Table 26: Budget (Summary) Ubumbano Lwabafelokazi Poultry Farming Project**

Financial Provision			Measurable Milestones		
Deliverables	Quantity	Unit price	Total	Start date	End date
Fencing	1	R20 000.00	R20 000.00	Start date	End date
Building Poultry Barn	1	R118 000.00	R118 000.00	01-Feb-23	28-Feb-23
Chicken Feeds	1	R20 000.00	R20 000.00	01-Mar-23	30-April-23
Electrification	1	R20 000.00	R20 000.00	01-May-23	31-May-23
Broilers	1	R15 000.00	R15 000.00	05-May-23	31-May-23
Equipment	1	R10 000.00	R10 000.00	10-May-23	31-May-23
Purchasing medication	of 1	R5 000.00	R5 000.00	15-May-23	31-May-23
Water Tank (1000L)	1	R2 000.00	R2 000.00	20-May-23	31-May-23
<b>Total budget</b>			<b>R200 000.00</b>		



Table 27: Siyakhula Poultry Farming Project

Project Name	Siyakhula Poultry Farming Project		Classification of project		Infrastructure and Poultry Farming		
<b>Background</b>	This project was identified from Ulundi Municipality's IDP priority list to support women in farming which was requested by the Traditional C. The project will be owned by women who are keen about the poultry farming business. This will assist in job creation, stimulating the economy and reduce crime. These women will be trained through workshops on how to run the poultry business.						
<b>Geographical location of project</b>	<b>District Municipality</b>	<b>Local Municipality</b>	<b>Village name</b>	<b>Project Start Date</b>			
	Zululand District	Ulundi municipality	Ehlophekhulu under Kwa Mlaba Tribal Authority	01 February 2023			
<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>Budget</b>		
	Input from role players. Forming a CO-ORP. Training through workshops. Purchasing of poultry. Building shelter.		Zululand Anthracite Colliery (Pty) Ltd. Ulundi Municipality. Kwa Mlaba Tribal Authority. SEDA, ZDM and Department of Agriculture	Building and construction of poultry barn and offices to be inspected by SD Manager. Planning and approval of project payments by ZAC Management	R200 000.0		
<b>Classification of jobs</b>	<b>No of jobs to be create</b>	<b>Male Adults</b>	<b>Female Adults</b>	<b>Male Youth</b>	<b>Female Youth</b>	<b>Total</b>	<b>Commen</b>
<b>Short Term</b>	10		5		5	10	
<b>Medium Term</b>	3				3	3	42
<b>Long Term</b>	5				5	5	
<b>Beneficiaries</b>	600						

Completion date and exit strategy

The mine together with DMRE will hand-over the project(s) to the Zungu TC, Ulundi Municipality and Department of Agriculture and Rural Development.

Table 27: Budget (Summary) for Siyakhula Poultry Farming Project

Financial		Measurable Milestones	
Provision	Quantity	Unit price	Total
Fencing	1	R20 000.00	R20 000.00
Building Poultry Barn	1	R118 000.00	R118 000.00
Chicken Feeds	1	R20 000.00	R20 000.00
Electrification	1	R20 000.00	R20 000.00
Broilers	1	R15 000.00	R15 000.00
Equipment	1	R10 000.00	R10 000.00
Purchasing medication	of 1	R5 000.00	R5 000.00
Water Tank (1000L)	1	R2 000.00	R2 000.00
<b>Total budget</b>			<b>R200 000.00</b>

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Table 28: Sizanani Poultry and Egg Laying Project

Project Name		SIZANANI POULTRY AND EGG LAYING PROJECT		Classification of project		Economic Development Project				
<b>Background</b>		ZAC is dedicated to sustainable development that includes social and economic contributions. The Ezikhumbeni reserve community is also by unemployment; as a result, the Traditional Council has requested ZAC's assistance in establishing a project that will employ and be made by the community members in order to fight unemployment and developing skills. Ulundi Municipality has discussed this project with the Traditional Council, and it has been approved for implementation.								
<b>Geographical location of project</b>	Zululand District		<b>District Municipality</b>	Ulundi municipality	<b>Village name</b>	Ezikhumbeni Reserve under Kwa Mlaba Tribal Authority	<b>Project Start Date</b>	02 February 2024	<b>Project End date</b>	30 August 2025
<b>Output</b>	<b>Key Area</b>	<b>Performance</b>	<b>Key Performance Indicator</b>	<b>Responsible entity (inclusive of all role players)</b>	<b>Quarterly timelines and year</b>	Progress and evaluation of the project to be monitored	<b>Quarterly timelines and year</b>	Building of poultry barn to be inspected by ZAC Sustainable Development team	<b>Quarterly timelines and year</b>	Handing over of the project by ZAC and DMRE
<b>Classification of jobs</b>	<b>No of jobs to be create</b>	<b>Male Adults</b>	<b>Female Adults</b>	<b>Male Youth</b>	<b>Female Youth</b>	<b>Total</b>	<b>Comm</b>	<b>Budget</b>	R400 000	
<b>Short Term</b>	15	1	2	4	5	12	Employment Equity to be observed.			
<b>Medium Term</b>	1									
<b>Long Term</b>	1									
<b>Beneficiaries</b>	3000									
<b>Completion date and strategy</b>	The project will be implemented, executed and handover. The co-orp will thereafter take full responsibility of managing and maintenance									



**Table 28: Budget (Summary) for Sizanani Poultry and Egg Laying Project**

Financial Provision				Measurable Milestones		
Deliverables	Quantity	Unit price	Total	Start date	End date	
Poultry barn, 2 structures for egg layers and broilers, electricity & construction cost	1	R 130 000.00	R 130 000.00	02-Feb-24	28-Feb-24	
Borehole Drilling	1	R 43 000.00	R 43 000.00	01-Mar-24	30-Apr-24	
Fence Construction	1	R 25 000.00	R 25 000.00	01-May-24	30-Jun-24	
Office equipment & Stationery (R4500 Cash Register + R3999 Laptop + R800 Stationery (Invoice book & Stamp))	1	R 9 299.00	R 9 299.00	01-Jul-24	30-Jul-24	
Cages (@R7999 per 72 layers/broilers x 10)	1	R 79 990.00	R 79 990.00	02-Aug-24	05-Aug-24	
Broilers 400@R65 each	1	R 26 000.00	R 26 000.00	10-Aug-24	30-Aug-24	
Pullets - point of lay pullets 400@R155 each	1	R 62 000.00	R 62 000.00			
Feed - Layer Mash	1	R 15 000.00	R 15 000.00	10-Aug-24	30-Aug-24	
Medication and vaccines, Eggtrays, Veterinary Supplies (Doxycip 50% 1kg & Pharmgaud 5 litre)	1	R 9 711.00	R 9 711.00	10-Aug-24	30-Aug-24	
<b>Total budget</b>			<b>R 400 000.00</b>			





Table 29: Budget (Summary) for Mayenziwe Community Garden Project

Financial Provision			Measurable Milestones		
Deliveries	Quantity	Unit price	Total	Start date	End date
Fencing	1	R70 000.00	R70 000.00	02-Feb-24	28-Feb-24
Irrigation	1	R80 000.00	R80 000.00	01-Mar-24	30-April-24
Seeding & Ploughing	1	R50 000.00	R50 000.00	01-May-24	30-June-24
		<b>Total budget</b>	<b>R200 000.00</b>		

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Table 30: Ncemaneni Community Gardens Project

Project Name		Ncemaneni Garden Projects		Classification of project		Vegetable Garden and Fencing	
<b>Background</b>		Agricultural projects, particularly in rural areas, remain one of the main sources of poverty reduction in KwaZulu Natal. Ncemaneni Garden F in Enkonjane Reserve community members will be beneficiaries of vegetable and crop production. Upon approach by Traditional Authority, will provide fencing, irrigation, seedlings and ploughing to the identified fertile land to utilize. Fencing is necessary to prevent crop theft and predation. The irrigation tanks and proper piping would be an added benefit to the beneficiaries. The project's goal is to stimulate the rural economy by providing economic diversity and job opportunities					
<b>Geographical location of project</b>	<b>District Municipality</b>	<b>Local Municipality</b>	<b>Village name</b>	<b>Project Start Date</b>		<b>Project End date</b>	
	Zululand District	Ulundi municipality	Enkonjane Reserve under Kwa Mlaba Tribal Authority.	01 February 2024		30 June 2024	
<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>
	Input from role players. Forming a CO-ORP, training through workshops Purchasing of crops. Building a store room and fencing.		Zululand Anthracite Colliery (Pty) Ltd. Ulundi Municipality. Kwa Mlaba Tribal Authority. SEDA, ZDM and Department of Agriculture.	Garden fencing to be inspected by ZAC Social Development team	Handing over of the project by ZAC and DMR		R200 000.00
<b>Classification of jobs</b>	<b>No of jobs to be create</b>	<b>Male Adults</b>	<b>Female Adults</b>	<b>Male Youth</b>	<b>Female Youth</b>	<b>Total</b>	<b>Comment</b>
<b>Short Term</b>	11	1	2	3	5	11	Employment Eq be observed.
<b>Medium Term</b>	4				4	4	
<b>Long Term</b>	2				2	2	
<b>Beneficiaries</b>	3000						
<b>Completion date and</b>	The project will be implemented, executed and handover. The CO-ORP will thereafter take full responsibility of managing and maintaining the structure.						

Table 30: Budget (Summary) for Ncemaneni Community Garden project

Financial Provision				Measurable Milestones		
Deliveries	Quantity	Unit price	Total	Start date	End date	
Fencing	1	R70 000.00	R70 000.00	02-Feb-24	28-Feb-24	
Irrigation	1	R80 000.00	R80 000.00	01-Mar-24	30-April-24	
Seedling & Ploughing	1	R50 000.00	R50 000.00	01-May-24	30-June-24	
<b>Total budget</b>	<b>1</b>		<b>R200 000.00</b>			

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### 3.3 Procurement Progression Plan

ZAC shares the vision of a globally competitive mining industry whose goal is to create an industry that proudly reflects the demographics of the country and the commitment to the goal of a non-racial South Africa. This emanates from the fact that historically, black people, mining communities, women and disabled persons were largely excluded from participating in the mainstream of the South African economy. Hence it is not only necessary but imperative to redress historical and present economic and social inequalities and to do so, measures designed to promote, affirm, prefer and advance persons, or categories of persons, disadvantaged by unfair discrimination be taken.

#### 3.3.1 Approach

In line with ZAC policy, the mine has identified small business development opportunities and suppliers at the local level to shift the balance of its expenditures where feasible from large, urban businesses to smaller, developing businesses located near or in the mine communities. The objective will be to maximize both job creation and the economic benefit of the mining operation at the mine community level. Integral to this strategy is the need for the mines to be proactive and assist the smaller, local HDSA players in their endeavours to be successful in winning tenders from the mines.

ZAC's approach to procurement is guided by the following principles:

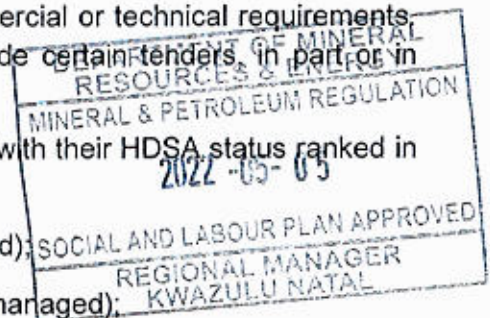
- To facilitate HDSA's access to procurement activities with a resultant greater participation in mining related industries through the facilitation of training in technical, business and managerial skills for sustainable business growth.
- To create awareness, understanding and support for BEE among all local stakeholders and business sectors.

HDSA suppliers will not be treated differently than the norm with regard to quality, price, safety standards, environmental impact or any other commercial or technical requirements. Support for small HDSA suppliers may include setting aside certain tenders, in part, or in whole, for procurement from HDSA suppliers only.

Preference will be given to HDSA suppliers commensurate with their HDSA status ranked in order of preference as follows:

- Black company (>50% black owned and managed);
- Engendered company (30% female owned and managed);
- Black empowered company (>25% - 50% black owned and managed); and
- Black influenced company (>5% - 25% black owned and managed).

ZAC's adopted BEE Procurement Policy has been developed with the vision of identifying, developing and promoting the sustainability of BEE businesses through procurement with the ultimate purpose of fostering entrepreneurship in black communities and increasing the participation of BEE suppliers in the mainstream of the resources industry. A centralized procurement structure currently manages the implementation and reporting on the mine's BEE procurement levels. In addition, an external certification structure, established in line with the DTI regulations, has been established to verify the BEE status of the applicant companies prior to successful appointment.



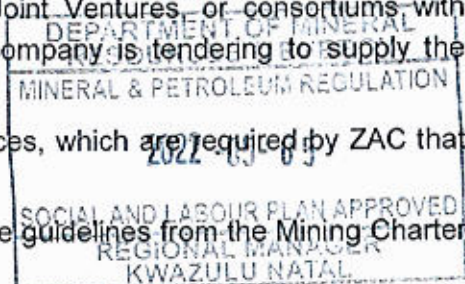


In order to implement the above principles, the following strategies may be utilised:

- Indirect HDSA supplier procurement where the principal contractor/supplier will be required to procure a stated percentage of the contract/value from a ZAC preferred or approved HDSA supplier/s.
- Joint venture arrangements with HDSA joint venture partners as a condition of tender.
- The development and empowerment of small suppliers to a level where they can deliver services professionally.
- Establish a database of local and regional HDSA companies providing goods and services to the mining sector.
- HDSA programmes will be monitored utilising various indicators identifying growth in the local BEE sector, particularly amongst those related to the mining sector. Growth will be evidenced through increased products and/or services offered amongst local HDSA's, successful tender bids, growth in sales and employment as well as improvements in quality of services or products. In addition, improvements in the HDSA sector may be evidenced in an increased demand and participation (enrolment figures) in training courses targeting the HDSA sector facilitated by ZAC.
- ZAC will report on its HDSA procurement in its Annual SLP Report through Form T (Procurement by Capital, Services and Consumables reflecting HDSA composition).

The Procurement Plan has been implemented by means of the following measures to facilitate a preferred supplier status to HDSA based companies:

- Applying this procurement plan to all "Vendors", which consist of contractors, service providers and suppliers,
- Undertaking a study to verify the BEE status of existing suppliers, so that a baseline may be determined,
- Encouraging suppliers to form partnerships, Joint Ventures or consortiums with HDSA supplier companies where no HDSA company is tendering to supply the required goods or services,
- Providing a complete list of products and services, which are required by ZAC that can be supplied by HDSAs,
- Using the DTI's "codes of good practice" and the guidelines from the Mining Charter to guide the procurement process,
- Ensuring that tender requirements are comprehensively communicated to vendors,
- A selection checklist will be developed to discourage subjectivity and "fronting" with regard to supplier selections,
- Ascertaining the BEE/HDSA levels of the vendors supplying mining goods and services to the Core contractors of ZAC, and
- The classification applied to BEE/HDSA suppliers, as determined by ZAC, will be an important consideration during the procurement process.





Below outline specific targets that have been set by ZAC in order to increase the participation of HDSA supplier companies.

**Table 31: Targets for HDSA/BEE spend (South Africa) over the next five years in percentages.**

Category Spend and Services (%)	2021	2022	2023	2024	2025
Mining Goods	15%	15%	15%	15%	10%
Services	20%	20%	20%	20%	20%

### 3.3.2 Supplier and Enterprise (SMME) Development

Table shows the training of suppliers and new entrants in business principles and management, business compliances and operation. The below programme will be incorporated with the BBBEE's Youth Employment Service (YES) programme promoting youth employment.

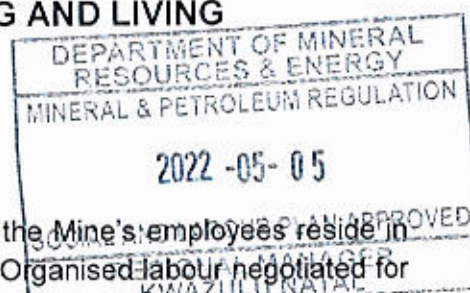
## SECTION 4: MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS – REGULATION 46 (c) (iv)

### 4.1 Mechanism to Address Employee Housing.

The Company has no hostels for its employees. Majority of the Mine's employees reside in the local areas as illustrated in the Labour Sending Table 3. Organised labour negotiated for a housing allowance. All employees receive an amount of R3 200.00 per month as a housing allowance.

It should be noted that majority of the land in KwaZulu Natal belongs to the Ingonyama Trust and leased to residence. This poses a challenge for banks to fund home loans in areas where there are no title deeds. People in the area build their own houses.

ZAC will continue to engage with union to come up with a strategy to facilitate home ownership by employees.



## 4.2 Mechanism to Address Nutrition.

ZAC has a canteen which provides nutritious meals to employees daily ZAC subsidises employees at 50% of the cost.

## SECTION 5: PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT – REGULATION 46 (c) (iv)

### 5.1 Establishment of Future Forum

ZAC has established a future forum as required by the Mineral and Petroleum Resources Development Act (MPRDA) which provides for participative governance at the workplace to ensure implementation and progressive monitoring of production, mine closure and implementation of the Social and Labour Plan (SLP) commitments. Quarterly meetings are held between the mine management and employees' representatives where update of the Mine's productivity levels, employee's skills development progress and potential risks that may impact negatively on the performance of the mine are discussed. The Forum has Terms of Reference (ToR) in place, which is attached as in the Annexures.

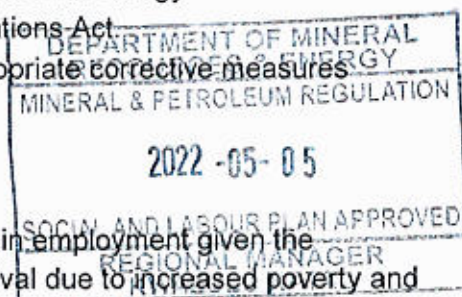
The forum members will continue to be trained to ensure that members are able to meaningfully contribute to the implementation and monitoring of mine closures, downscaling and the Social and Labour Plan (SLP).

### 5.2 Measures to save jobs and decline in Employment.

Economic challenges continue to prevail in the mining sector. Should the conditions cause the profit revenue ratio of the operation to be less than 6% on average for a continuous period of 12 months; the Mine will embark on the following processes:

- Consultation process with the Future Forum, in terms of Section 52(1) of the Labour Relations Act.
- Notification to the Department of Mineral Resources and Energy
- Implementation of Section 189 of the Labour Relations Act.
- Complying with any Ministerial directive and appropriate corrective measures
- Implementation of portable skills

It will always be a priority to avoid job losses and decline in employment given the downstream negative effects on the social system's survival due to increased poverty and unemployment.



A participative and consultative approach to avoid job losses will be followed. Should operational requirements leave no alternative to retrenchment, a way forward will be established and managed jointly by all stakeholders in line with legislation and codes of good practice.



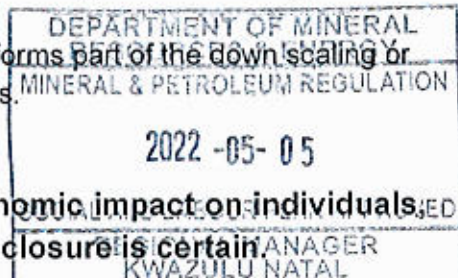
Mechanisms that ZAC will embark on to save and or avoid job losses in an event where retrenchment possibilities are foreseen will be as follows:

- The company will provide portable skills training relevant to the area as agreed to with employees.
- On retrenchment, identified employees will be reskilled and placed on the various programmes outlined in the portable skills table.
- Meetings will be held with employees who sit in the Future Forum to engage and update them of potential retrenchments.

### **5.3 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided.**

Should any section of the mine be scaled down or cease its operations, the following processes, over and above internal job saving mechanisms, will be followed:

- Consultation process in terms of Section 52(1) of the Labour Relations Act.
- Implementation of Section 189 of the Labour Relations Act.
- Notification to the DMRE.
- Development and implementation of an effective communication strategy where employees, and other affected parties (Traditional Authority, the municipality, local forums) will be informed of possible retrenchments.
- Provision of alternative portable skills training, as it forms part of the downscaling or closure plans to minimise the effect on its employees.



### **5.4 Mechanism to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure is certain**

#### **5.4.1 Measures to minimise the impact of downscaling and retrenchments.**

The Mine will follow the procedures for downscaling and retrenchment as set out by the Department of labour and the Labour Relations Act, as well as the mine's collective agreements. Industry wide networking and good stakeholder relations will be put in place to manage downscaling and retrenchment processes and these relationships will be maintained. The obligation to inform the Department of Mineral Resources and Energy (DMRE) as per section 52(1) of the Minerals and Petroleum Resources Development Act will be adhered to and its directives will be honoured.

#### **5.4.2 Portable Skills – Employees**

Portable skills training is meant to provide employees with skills that will enable them to be marketable when the mine faces closure. Due to the Mine's life-span estimated to eleven (10) years, the company will embark on specific market related skills programme. In the



interim, the Company undertakes to train employees as per the targets indicated in Table 32 below.

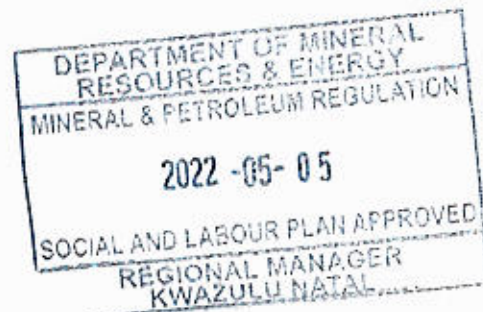
When the mine faces imminent closure, affected employees will, as per standard good practise, be supported to redirect their careers by the provision of counselling sessions. The provision of portable skills will ensure that communities are empowered to survive future mine closures or downscaling through community projects.

**Table 32 Portable Skills  
(Summary) Budget**

No. of participants	2022	2023	2024	2025	Total Labour
Entrepreneurship	10	10	10	10	40
Driving License	50	52	50	50	202
Basic Welding	3	3	5	3	14
Basic Bricklaying	5	5	5	5	20
Carpentry	2	2	2	2	8
Basic Plumbing	9	9	9	9	36
Electricity Installation	5	5	5	5	20
Basic Motor Mechanic	3	3	3	3	12
Basic Panel beating	2	2	2	2	8
Basic sewing	5	5	5	5	20
Food preparation and baking	5	5	5	5	20
Basic Fire Fighting	2	2	2	2	8
Basic Health and Safety	2	2	2	2	8
Hairdressing	1	1	1	1	4
Livestock Care	1	1	1	3	6
Crops Production	1	1	1	1	4
	<b>106</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>430</b>

**Budget**

2022	2023	2024	2025	Total
577,500.0	577,500.0	577,500.0	577,500.0	2,310,000.0





## SECTION 6: FINANCIAL PROVISION - REGULATION 46 (E)

Table 33: SLP Budget Provision (2021-2025)

	2021	2022	2023	2024	2025	Total
Human Resource Development	R3,014,800.00	R3,014,800.00	R3,014,800.00	R3,014,800.00	R3,014,800.00	<b>R15 074 000</b>
Local Development Plan	R2,000,000.00	R1,000,000.00	R1,000,000.00	R1,000,000.00	R1,000,000.00	<b>R6,000,000.00</b>
Management of Downscaling		R577,500.00	R577,500.00	R577,500.00	R577,500.00	<b>R2,310,000.00</b>

DEPARTMENT OF MINERAL  
RESOURCES & ENERGY  
MINERAL & PETROLEUM REGULATION  
2022-05-05  
SOCIAL AND LABOUR PLAN APPROVED  
REGIONAL MANAGER  
KWAZULU NATAL

**SECTION 7: UNDERTAKING - REGULATION 46 (F)**

I, the undersigned, Xolile Mankayi, **Group Social Licensing Manager** undertake on behalf of **ZAC** to ensure compliance by the Company with this Social and Labour Plan and to make it known to all employees of the company and the local communities.

**Signed at ZAC February 2022**



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For and on behalf of: **ZAC**

