



## mineral resources & energy

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Minerals Resources and Energy  
REPUBLIC OF SOUTH AFRICA

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Mineral and Petroleum Regulation Enquiries: K Kewuti Email: [Kalipa.Kewuti@dmre.gov.za](mailto:Kalipa.Kewuti@dmre.gov.za)

**The Director(s)**  
Sasol Mining (Pty) Ltd  
P.O. Box 699  
Trichardt  
2300

**Attention: Mr. K Nkambule**

**APPLICATION FOR MINISTERIAL CONSENT IN TERMS OF SECTION 102 READ WITH SECTION 44 OF REGULATIONS TO THE MINERAL AND PETROLEUM RESOURCES DEVELOPMENT ACT, 2002 (ACT 28 OF 2002) AS AMENDED (HEREINAFTER REFERRED TO AS "the Act"), TO AMEND THE REVISED SOCIAL AND LABOUR PLAN (2021-2025) OF SASOL MINING (PTY) LTD.**

This serves to inform you that your application in terms of section 102 to revise the approved Social and Labour Plan has been granted. The Regional office will contact your company further.

.....  
**MR T MAGUBELA**  
**DEPUTY DIRECTOR- GENERAL**  
**MINERAL AND PETROLEUM REGULATION**

DATE: 17-12-2021



SASOL

Copy

**Sasol Mining (Pty) Limited**

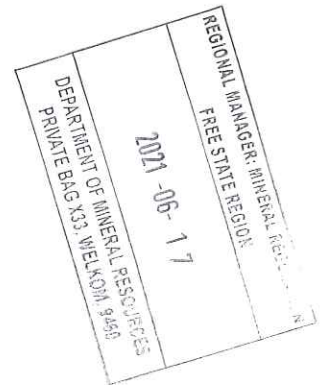
**Social and Labour Plan**

**for**

**Sigma Colliery: Mooikraal Shaft**

**DMRE reference: FS 30/5/1/2/2/221 MR**

**Reviewed for the five-year period from  
July 2020 – June 2025**



**January 2021**

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## Acronyms

AET	Adult Education and Training
AF	African Females
AM	African Males
BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
BEEE	Black Economic Empowered Enterprise
BEEP	Black Economic Empowerment Procurement
BIE	Black Influenced Enterprise
BWO	Black Woman Owned
CEP	Community of Expert Practitioners
CEPPWAWU	Chemical, Energy, Paper, Printing, Wood and Allied Workers' Union
CF	Coloured Females
CHIETA	Chemical Industries Education Training Authority
CM	Coloured Males
COGP	Codes of Good Practice
CPP	Career Progression Plan
CSI	Corporate Social Investment
DMRE	Department of Mineral Resources and Energy
DOL	Department of Labour
EE	Employment Equity
ESOP	Employee Share Option Programme
FSDOH	Free State Provincial Department of Health
FY	Financial Year
GDP	Gross Domestic Product
GDPR	Graduate Development Programme
GET	General Education and Training
HDP	Historically Disadvantaged Person
HET	Higher Education and Training
HIPO	High Potential Candidates
HRD	Human Resources Development
IDP	Integrated Development Plan
IF	Indian Females
IM	Indian Males
JV	Joint Venture
LED	Local Economic Development

LRA	Labour Relations Act, 1995 (Act 66 of 1995)
MC	Mining Charter
MLM	Metsimaholo Local Municipality
MPRDA	Mineral and Petroleum Resources Development Act, 2002 (Act No 28 of 2002), as amended
MQA	Mining Qualifications Authority
MSP's	Monthly salaried personnel
NLM	Ngwathe Local Municipality
NPAT	Nett Profit After Tax
NQF	National Qualifications Framework
NSDS	National Spatial Development Strategy
NUDPW	National Union of Democratic & Progressive Workers
OFO	Organizing Framework for Occupations
PDP	Personal Development Plan
PGDS	Provincial Growth and Development Strategy
QCTO	Quality Council Trades and Occupations
Sasol Mining	Sasol Mining (Pty) Ltd
Sasol	The Sasol Group of Companies
Secunda Complex	Sasol Mining (Pty) Ltd mining operations around Secunda
SED	Small Enterprise Development
SEDA	Small Enterprise Development Agency
SETA	Sector Education Training Authority
SLP	Social and Labour Plan
SME	Small and Medium Enterprises
SP's	Salaried Personnel
T2	Sasol Mining Technical Training
Trade Union	A recognised and registered trade union in terms of the Labour Relations Act (Act 55 Of 1995)
WF	White Females
WIM	Women in Mining
WM	White Males

## 1. Introduction

Sasol Mining (Pty) Ltd (Sasol Mining) has been mining coal in the Free State for almost 70 years, initially at the now defunct Sigma Colliery, and more recently, at the Sigma: Mooikraal Shaft (Mooikraal). Mining at Mooikraal is conducted in terms of Mining Right No176/2012 MR, with Department of Mineral Resources (DMRE) reference number FS 30/5/1/2/2/221 MR, valid from 29 March 2010, for a period of 30 years. Please refer to **Diagram 1** for a plan depicting the location of Mooikraal in relation to surrounding towns.

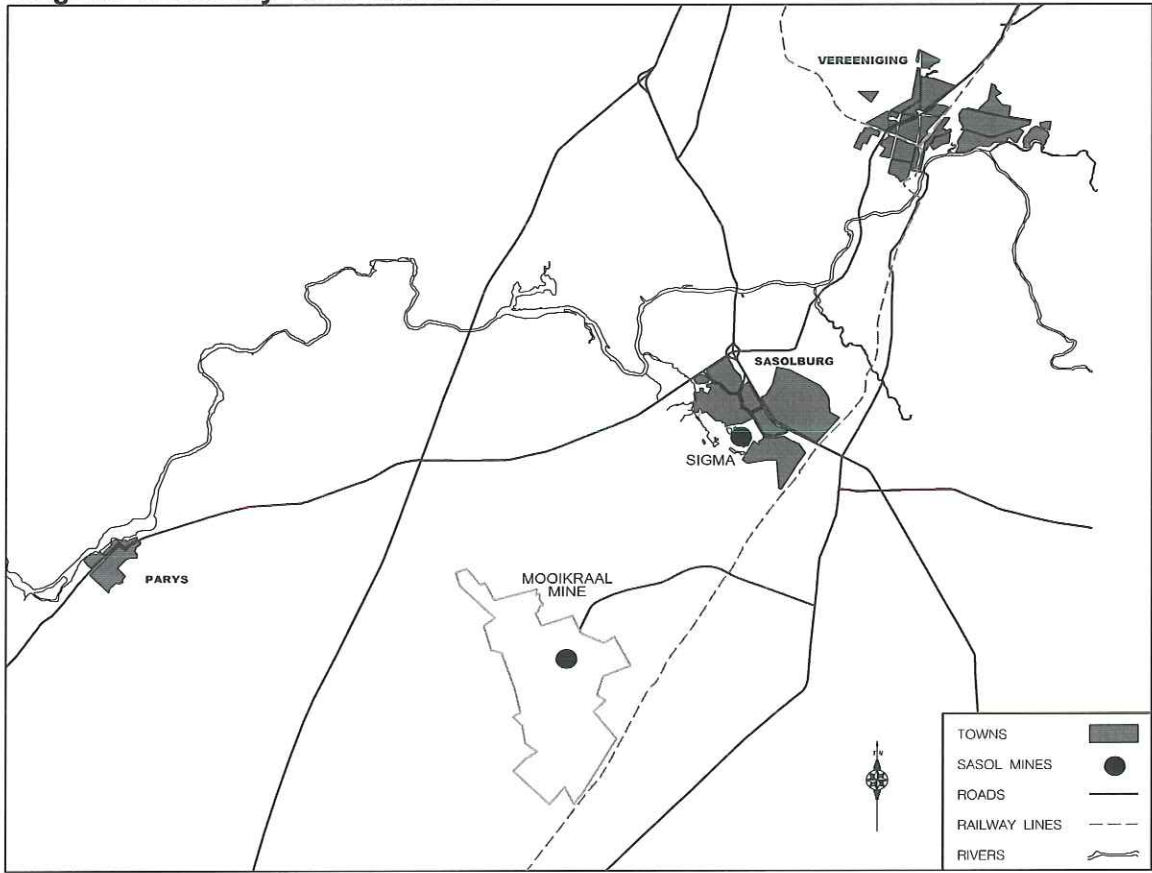
Mooikraal, considered to be a small mine, is an underground coal mining operation which supplies approximately 1,6 million tons of thermal coal annually to Sasol's operations in Sasolburg. The profitability of Mooikraal is very marginal and to ensure sustainability, Mooikraal is managed as a shaft centrally from Sasol Mining's Secunda Complex. It employs approximately 474 permanent employees. Please refer to **Table 1** below for the labour sending areas of permanent employees and **Table 2** below for the labour sending areas of hired labour. To ensure sustainable and continued production at Mooikraal, Sasol Mining adopted the approach of appointing a limited number of employees necessary to run the operation effectively. Support services such as human resources, mine planning, procurement and financial services are provided centrally from the Secunda Complex.

The future of Sasol Mining in particular, lies in the continued development of the country as a whole and that of the various communities where its mining activities take place, to ensure a better future for all. To achieve this goal, the interdependent co-existence of companies and their stakeholders has been increasingly acknowledged by Sasol. It should be noted that if Sasol Mining were to appoint support personnel at Mooikraal, the mine would not be economically viable, because the operation has such a low profit margin. This severely restricts expenditure in terms of Social and Labour Plan (SLP) commitments in the operation. However, the commitments made in the SLP fit the profile of a small operation and Mooikraal intends ensuring that its employees and the local community continue to benefit from the operation.

This SLP will make provision for the period from 1 July 2020 to 30 June 2025.



Diagram 1: Locality Plan: Mooikraal



## Community consultation in terms of Mining Charter 2018

The Broad-Based Socio-Economic Empowerment Charter for the Mining and Minerals Industry (Mining Charter 2018), which came into effect on 1 March 2019 in respect of existing mining rights, outlines the process of community consultation as follows:

*“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 SLP of a mining right holder.”*

The Mining Charter 2018 Implementation Guidelines (Guidelines) determine that the holder of a mining right must review the approved SLP every five years for the duration of the mining right. The review period should be initiated from the fourth year of the SLP and must be done in consultation with affected mine communities, adjacent communities, labour sending areas, local or district municipalities and tribal authorities.

The current Mooikraal SLP is in the last year of the five-year SLP cycle and it is therefore necessary to review the SLP. Sasol Mining commenced with the review in the fourth year of the SLP. In terms of the provision of the Mining Charter 2018 and the Guidelines, it is necessary to consult with mine communities, adjacent communities and municipalities. A number of consultative meetings with the Ngwathe Local Municipality (NLM) and Metsimaholo Local Municipality (MLM) were undertaken. Sasol Mining and the NLM reached agreement on the community development projects to be included. Consultative workshops were scheduled with the Vredefort community for the morning of 18 March 2020 and the Parys community for the afternoon of the aforementioned date. This would have been followed by addressing the community of Heilbron on 19 March 2020.

However, the declaration of a National State of Disaster on 16 March 2020 and the associated lockdown periods commencing on 27 March 2020, to combat the spread of the COVID-19 virus resulted in the postponement of the public participation process. The Lockdown Regulations prohibited public and other gatherings, which was relaxed gradually. The lockdown levels decreased and in terms of Lockdown 2 and 1 Regulations, gatherings were allowed. Gatherings must however, be conducted in line with the required COVID-19 safety precautions and restrictions on the number of people attending. Sasol Mining made use of this opportunity to recommence with public participation meetings during this period.

On 27 March 2020 (which is the same day as the commencement of the first hard lockdown period) the DMRE published amendments to the MPRDA Regulations which deals, amongst others, with the consultation and public participation processes to be followed. It requires mining right holders, in consultation with local municipalities, to implement various local economic development (LED) projects to uplift previously disadvantaged communities and to improve livelihoods of communities. The MPRDA Regulations introduces the requirement to conduct the SLP public participation processes as prescribed in the NEMA Regulations. In terms of the NEMA Regulations all relevant information should be disclosed to stakeholders in timely fashion and in an appropriate format, and all stakeholders should have a reasonable opportunity to participate in the process.

Sasol Mining continued to virtually engage the respective municipalities during the lockdown periods. During these engagements LED projects were identified and the process to ensure public participation were agreed upon. Presentation were made to the NLM and MLM Municipal Councils.

Sasol Mining recommenced with the public participation process with the onset of Lockdown 2. Public consultations formally commenced on 20 November 2020, the date on which notices were placed on various media platforms. Interested and affected parties were invited to submit comments on this SLP and information where the SLP can be viewed, as well as the dates and venues of public meetings were provided. The public participation process was conducted in line with the requirements of the MPRDA and NEMA Regulations. In the period 23 November 2020 to 3 December 2020 public meetings were conducted in all the towns within NLM and MLM. For detail please refer to the Public Participation Report attached hereto as **Annexure A**.

**2 Section 1: Preamble**

Name of the company/Applicant	Sasol Mining (Pty) Ltd						
Name of production operation	Mooikraal Colliery						
Physical address	Mooikraal farm, Sasolburg, Free State Province						
Postal address	c/o Head of Mining Rights and Properties Mining Rights and Properties Department PO Box 699 Trichardt Mpumalanga 2300						
Telephone number	+ 27 (0) 17 614 8003						
Fax number	+ 27 (0) 11 522 1727						
Email address	sarel.booyens@sasol.com paul.cronje@sasol.com						
Location of mine or production unit	Province: Free State  District Municipality: Fezile Dabi  Host communities: Metsimaholo and Ngwathe Municipalities  Directions to the operation: On the R82 tar road between Koppies and Sasolburg, look for the Wolwehoek train station turn-off. Turn on to the tarred road to the Wolwehoek station and follow the directions to the Mooikraal Shaft						
Commodities	Coal, Torbanite/Oilshale and Pseudocoal						
Duration of mining right	March 2010 to March 2040						
Financial year	1 July to 30 June						
Type of operation	Underground						
Life of mine or production unit	>30 years						
Geographic origin of employees (mine community and labour sending areas).  See <b>Table 1</b> below for the origin of permanent employees as per provincial, district municipality, local municipality and town	<table> <tr> <td>Permanent employees</td> <td>474</td> </tr> <tr> <td>Hired employees*</td> <td><u>50</u></td> </tr> <tr> <td><b>Total number of employees</b></td> <td><b>524</b></td> </tr> </table> Host community: Ngwathe Local Municipality  Major labour sending area: Metsimaholo Local Municipality  *Hired Labour: Non-permanent employees sourced from an external party who are temporarily deployed from time to time and who are not part of Sasol Mining's employee strength and not paid directly by Sasol Mining and therefore does not form part of the employees addressed in the SLP.	Permanent employees	474	Hired employees*	<u>50</u>	<b>Total number of employees</b>	<b>524</b>
Permanent employees	474						
Hired employees*	<u>50</u>						
<b>Total number of employees</b>	<b>524</b>						



SASOL

**Table 1: Labour sending areas – Permanent employees as at 31 December 2019**

District	Local Municipality	Labour Sending Area	No per town
<b>Free State</b>			
Fezile Dabi	Metsimaholo	Deneysville	2
		Sasolburg	205
		Tshepiso	1
		Vaalpark	12
		Zamdela	104
<b>Sub-total</b>			<b>324</b>
Thabo Mofutsanyane	Moqhaka	Vredefort	1
	Ngwathe	Parys	10
	Dihlabeng	Ficksburg	1
	Maluti a Phofung	Phuthaditjhaba	3
		Witsieshoek	2
	Nketoana	Arlington	1
Motheo DM	Mangaung	Bloemfontein	1
		Botshabelo	6
	Mantsopa	Hobhouse	1
<b>Sub-total</b>			<b>26</b>
<b>Eastern Cape</b>			
Amatole DM	Buffalo City	Berea	1
	Mbhashe	Elliotdale	2
	Great Kei	Mandela Park	1
	Amahlathi	Frankfort	1
Ukhahlamba	Senqu	Bensonvale	1
		Herschel	1
		Palmietfontein	3
		Sterkspruit	18
Alfred Nzo	Umzimvubu	Mount Ayliff	6
	Mbhashe	Elliotdale	2
<b>Sub total</b>			<b>36</b>
<b>Gauteng</b>			
JHB Metro	JHB Metro	Vereeniging	6
		Westonaria	1
		Evaton West	1
Ekurhuleni	Ekurhuleni	Springs	1
		Evaton Central	4
		Rust-ter-Vaal	1
		Unitas Park	1

District	Local Municipality	Labour Sending Area	No per town
		Vanderbijlpark	40
Lesedi	Mid-Vaal	De Deur Estates	2
<b>Sub total</b>			<b>57</b>
<b>Limpopo</b>			
Waterberg	Bela-Bela	Bela-Bela	1
Sekhukhune	Makhuduthamaga	Mapoteng	1
Capricorn	Molemole	Soekmekaar	1
<b>Sub total</b>			<b>3</b>
<b>Mpumalanga</b>			
Nkangala	eMalahleni	Kriel	2
		Rietspruit Opencast Mine	1
Ehlanzeni	Mbombela	Nelspruit	1
	Thaba Chweu	Lydenburg	1
Gert Sibande	Govan Mbeki	eMbalenhle	2
		Evander	2
		Secunda	3
<b>Sub-total</b>			<b>12</b>
<b>International</b>			
		Lesotho	15
		Mozambique	1
<b>Sub-total</b>			<b>16</b>
<b>Grand total</b>			<b>474</b>

**Table 2: Labour sending areas – Hired employees as at 31 December 2019**

District	Local Municipality	Labour Sending Area	No per town
<b>Free State</b>			
Fezile Dabi	Metsimaholo	Deneysville	0
		Sasolburg	5
		Tshepiso	0
		Vaalpark	2
		Zamdela	2
	Moqhaka	Vredefort	1
	Ngwathe	Parys	5
Thabo Mofutsanyane	Dihlabeng	Ficksburg	1
	Maluti Phofung	Phuthaditjhaba	3
		Witsieshoek	2
	Nketoana	Arlington	1



SASOL

District	Local Municipality	Labour Sending Area	No per town
Motheo	Mangaung	Bloemfontein	1
		Botshabelo	2
	Mantshopa	Hobhouse	1
<b>Subtotal</b>			<b>26</b>
<b>Eastern Cape</b>			
Amatole	Buffalo City	Berea	1
	Mbhashe	Elliotdale	2
	Great Kei	Mandela Park	1
	Amahlathi	Frankfort	1
Ukhahlamba	Senqu	Bensonvale	1
		Herschel	1
		Palmietfontein	1
		Sterkspruit	2
Alfred Nzo	Umzimvubu	Mount Ayliff	1
Amatole	Buffalo City	Berea	-
	Mbhashe	Elliotdale	-
<b>Subtotal</b>			<b>11</b>
<b>JHB Metro</b>			
	JHB Metro	Vereeniging	1
		Westonaria	1
		Evaton West	2
<b>Subtotal</b>			<b>4</b>
<b>Ekurhuleni</b>			
	Ekurhuleni	Springs	1
		Evaton Central	4
		Rust-ter-Vaal	1
		Unitas Park	1
		Vanderbijlpark	1
<b>Sub total</b>			<b>8</b>
<b>Gauteng</b>			
Lesedi	Mid-Vaal	De Deur Estates	1
<b>Sub total</b>			<b>1</b>
<b>Grand total</b>			<b>50</b>

### 3 Section 2: Human resources development programme

#### Sasol Mining context

To ensure sustainability and continued production at Mooikraal, Sasol Mining adopted an approach of appointing only the employees necessary to run the shaft effectively. All other support services such as human resources, mine planning, procurement, financial and other services are provided from Secunda Complex. This enables the mine to continue with operations. Should Mooikraal appoint all these support personnel on the mine; the mine would not be economically viable, and it is therefore respectfully requested that this SLP should be seen in this context.

The primary objective of the human resource development programme is to ensure development of requisite skills in respect of learnerships, bursaries (of core and critical skills), artisans, Adult Education and Training (AET) and other training initiatives reflective of demographics as defined in Mining Charter 2018.

Employees may at any time be transferred or deployed at any of Sasol Mining's operations in Mpumalanga and the Free State. Mooikraal is not an independent legal entity and all employees are employed by Sasol Mining. In light of the aforementioned, all human resources development activities are managed centrally and the SLP will therefore adopt the Sasol Mining approach.

#### Primary objectives of the Human Resources Development Plan (HRDP)

- to increase current employees' literacy levels;
- to address skills shortages in the mining industry;
- to develop current and future competency levels of employees;
- to meet the unique skills needs of the Sasol Mining and South Africa; and
- to ensure alignment with National Qualifications Framework (NQF) requirements.

#### 3.1 Compliance with skills development legislation

Sasol Mining has a Skills Development Facilitator (SDF) registered with the relevant training authorities, namely the Mining Qualifications Authority (MQA) and the Chemical Industries Education and Training Authority (CHIETA). The SDF is based in Secunda and supports Mooikraal from there.



Sasol Mining is a member of the Sector Education Training Authorities (SETA) reflected in **Table 3** below:

**Table 3: SETA registration information**

Name of SETA	MQA
MQA	L380 714 123
CHIETA	T999 990 117
SDF	Nike van Niekerk-Tromp ID No. 800215 0009 080
Submission of Workplace Skills Plan (WSP) and Annual Training Report (ATR)	April (annually)

- Sasol Mining Technical Training (T2), based in Secunda, is the primary training provider for Sasol Mining. T2 makes use of secondary service providers to conduct the various NQF accredited training programmes of the company;
- Due to the combined Sasol Payroll and South African Revenue Services (SARS) legislation, the CHIETA is considered the primary SETA for Sasol, which includes Sasol Mining. Sasol Mining however still holds programme approval for all its learnerships and skills programmes with the MQA;
- Reports on training are submitted to the MQA and the CHIETA annually. These reports reflect all training conducted including Mooikraal;
- Sasol Mining claims grants according to the guidelines set by the MQA and complies with all the requirements in terms of the Skills Development Levies Act, 1998 (Act 79 of 1998);
- Sasol Mining is represented in the various Community of Expert Practitioners for the mining industry and contributes expert knowledge, best practices and inputs in the areas of:
  - Quality Counsel for Trades and Occupations qualifications;
  - Revision of unit standards;
  - Learning material;
  - Assessment guides; and
  - Re-design of training material for AET.

A skills audit is done from time to time in accordance with the following:

- Organizing Framework for Occupations (OFO) code descriptions; and
- MQA processes.

### **3.2 Skills development plan (Regulation 46(b)(i))**

The WSP provides information on the various aspects of skills development and is provided in respect of the development of skilled and unskilled employees (See **Annexure B**).

#### **Training of Sasol Mining employees according to job skill requirements**

Sasol Mining's job requirements are mostly skilled. Specialised training is required for the individual to enable him/her to perform his/her work. See the ATR attached as **Annexure C**, which depicts the training done for Sasol Mining employees over the past year.

Even though an employee is qualified in a certain trade, specialised training is still required for the incumbent to ensure that he/she is equipped to conduct his/her duty as per his/her job requirements. On average a Sasol Mining employee attends five courses per annum to address gaps in competency as identified by the employee and line manager/supervisor.

#### **Training of contractors**

Contractor training is mainly focused on compliance related matters and job specific training.

Sasol Mining funds the training of contractors, as per the Mine Health and Safety Act (MHSA). In terms of Section 7 of the MHSA, all contractors of Sasol Mining receive training which is reported in the ATR on an annual basis.

This training is subject to change in accordance with the requirements of the operation and the number of contractors required for that specific year.

## Number and educational levels of the workforce (Form Q)

Sasol Mining constantly strives to improve the educational levels of its employees by offering Adult Education and Training (AET) programmes. The programme is also available to members of mine communities. Members of the communities attend the programmes together with the employees. See **Table 4** and **Table 5** for the number and educational level of employees as well as hired labour.

**Table 4: Educational levels of the Permanent Work Force (Form Q)**

Educational levels			African		Coloured		Indian		White		Total
Band	NQF Level	Educational Classification	M	F	M	F	M	F	M	F	
GET	> NQF 1	No Schooling	-	-	-	-	-	-	-	-	-
GET	> NQF 1	AET 1	16	-	-	-	-	-	-	-	16
GET	>NQF 1	AET 2	-	-	-	-	-	-	-	-	-
GET	>NQF 1	AET 3	1	-	-	-	-	-	-	-	1
GET	NQF 1	AET 4	2	-	-	-	-	-	2	-	4
FET	NQF 2	Std 8 / Gr 10 / Nated 1 / NCV 1	2	-	-	-	-	-	2	1	5
FET	NQF 3	Std 9 / Gr 11 / Nated 2 / NCV 2	2	-	-	-	-	-	-	1	3
FET	NQF 4	Std 10 / Gr 12 / Nated 3 / NCV 3	59	15	-	-	1	1	64	5	145
HET	NQF 5	National/Higher Certificate	57	1	-	-	-	-	1	-	59
HET	NQF 6	National Certificate / Diploma / Adv Certificate / Nated 4-6	82	7	-	-	-	-	36	2	127
HET	NQF 7	National Certificate / Adv Diploma / B Tech Degree / Bachelor Degree	4	1	1	-	-	1	12	-	19
HET	NQF 8	Bachelors Honours / Post Graduate Diploma / Bachelors Degree	-	1	-	-	-	-	1	-	2
HET	NQF 9	National Certificate / Master's Degree / Masters Diploma	-	1	-	-	-	-	-	-	1
HET	NQF 10	Doctoral Degree / Post Doctoral Degree	-	-	-	-	-	-	-	-	-
UNDEFINED (no highest qualification listed)			92	-	-	-	-	-	-	-	92
<b>Total</b>			<b>317</b>	<b>26</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>118</b>	<b>9</b>	<b>474</b>

**Table 5: Educational levels of the Hired Labour (Form Q)**

EDUCATIONAL LEVELS			Africans		Coloured		Indian		White		Total
Band	NQF Level	Educational Classification	M	F	M	F	M	F	M	F	
GET	> NQF 1	No Schooling	-	-	-	-	-	-	-	-	-
GET	> NQF 1	ABET 1	6	-	-	-	-	-	-	-	2
GET	>NQF 1	ABET 2	-	-	-	-	-	-	-	-	-
GET	>NQF 1	ABET 3	-	-	-	-	-	-	-	-	-
GET	NQF 1	ABET 4	1	-	-	-	-	-	-	-	1
FET	NQF 2	Std 8 / Gr 10 / Nated 1 / NCV 1	1	-	-	-	-	-	1	-	2
FET	NQF 3	Std 9 / Gr 11 / Nated 2 / NCV 2	1	-	-	-	-	-	-	-	1
FET	NQF 4	Std 10 / Gr 12 / Nated 3 / NCV 3	10	5	-	-	-	-	3	1	19
HET	NQF 5	National/Higher Certificate	7	-	-	-	-	1	-	-	8
HET	NQF 6	National Certificate / Diploma / Adv Certificate / Nated 4-6	4	2	-	-	-	1	5	1	13
HET	NQF 7	National Certificate / Adv Diploma / B Tech Degree / Bachelor Degree	1	-	-	-	-	-	-	-	1
HET	NQF 8	Bachelors Honours / Post Graduate Diploma / Bachelors Degree	-	-	-	-	-	-	-	-	-
HET	NQF 9	National Certificate / Master's Degree / Masters Diploma	-	-	-	-	-	-	-	-	-
HET	NQF 10	Doctoral Degree / Post Doctoral Degree	-	-	-	-	-	-	-	-	-
UNDEFINED (no highest qualification listed)			-	2	-	-	-	1	-	-	3
<b>Total</b>			<b>27</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>9</b>	<b>2</b>	<b>50</b>

### 3.3 Hard-to-fill vacancies

Sasol Mining's hard-to-fill vacancies are addressed through its learnership programs as well as bursary and study-aid allocations. The development of personnel to fill these vacancies is achieved through individual personal development programs (PDP's), leadership development programs, and mentorship and coaching. This is supported by integrated career development and career progression plans.

Hard-to-fill vacancies are defined as those positions requiring a particular skill which could not be filled in the preceding 12 months, despite various attempts to fill the position through Sasol Mining's recruitment process.

### **3.4 Career progression plan (Regulation 46(b)(ii))**

#### **Introduction**

Career progression plans are the tools used to plan and track the developmental progress made by an employee. The plan is one of the outcomes of the skills audit process and may be refined through discussions between the employee and the manager. It is the culmination of the skills audit and manpower planning process. Sasol Mining has developed a career progression plan aligned with the South African demographics.

Employees develop a PDP in close cooperation within their supervisor/manager. These plans will be developed for employees who, through the skills auditing process or their performance, have been identified as having the potential for development to higher level positions. These employees are also referred to as High Potential Candidates (HIPO). Historically Disadvantaged Persons (HDPs) that have been earmarked for development to management positions and women in mining (WIM) positions will be a particular focus in this process.

Sasol Mining develops PDPs for all personnel and will effectively communicate the career management policy, strategy and respective plans to all employees.

#### **3.4.1 Current literacy levels and AET needs**

Currently Sasol Mining is running an AET facility at Mooikraal with the capacity of 10 learners per intake. Intakes happen twice a year, in January and July.

Sasol Mining has programme approval with the MQA and the Department of Basic Education. To ensure effective training, the AET facility uses professional educators to facilitate the classes. In terms of the MQA's AET Statement of Intent, employees who are insufficiently equipped to achieve AET 4/NQF Level 1 qualification, are considered functionally illiterate.

The main objectives of the Sasol Mining AET facility are:

- to ensure each employee is trained to a minimum of AET 4/NQF Level 1 qualification;

- to offer an opportunity for all employees to become functionally literate and numerate;
- to broaden the scope and opportunity for development of employees; and
- to improve competency levels of employees, thus enhancing their performance at work.

### Policy guidelines

- All employees who, after an assessment, are confirmed to be below NQF Level 1, are encouraged to attend AET classes;
- AET is voluntary and open to all qualifying employees;
- Employees are allowed to attend AET during working hours;
- Employees attend AET with full pay, including production bonuses;
- AET will take place throughout the life of the mine;
- Employee turnover, the number and education level of new employees on appointment, will affect the number of employees who attend AET each year;
- 35 employees are targeted for AET in this SLP period;
- A small percentage of employees are not willing to attend AET Sasol Mining will keep a record of these employees; and
- In addition, 25 members from the mining communities will be trained in this SLP period, with full support including: transportation, beverages, learning material, stationery and access to learning.

Total costs per year includes actual AET costs as well as the costs incurred for labour replacement of employees participating in AET programmes. The projected total costs, for internal and external AET training, for the five year period, amounts to R4 020 000. Please refer to **Table 6** for the Internal and **Table 7** for the External AET targets.

**Table 6: Internal AET targets per annum**

		FY21		FY22		FY23		FY24		FY25		
		Target: 7		Target: 7		Target: 7		Target: 7		Target: 7		
		HDPs		HDPs		HDPs		HDPs		HDPs		
<b>Gender</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	
<b>Target</b>	4	3	4	3	4	3	4	3	4	3	4	
<b>Total</b>	7		7		7		7		7		7	
<b>Cost (R)</b>	<b>R469 000</b>		<b>R469 000</b>		<b>R469 000</b>		<b>R469 000</b>		<b>R469 000</b>		<b>R469 000</b>	

*HDP's – Historically Disadvantaged Person*

**Table 7: External AET targets per annum**

		FY21		FY22		FY23		FY24		FY25		
		Target: 5		Target: 5		Target: 5		Target: 5		Target: 5		
		HDPs		HDPs		HDPs		HDPs		HDPs		
<b>Gender</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>	
<b>Target</b>	3	2	3	2	3	2	3	2	3	2	3	
<b>Total</b>	5		5		5		5		5		5	
<b>Cost (R)</b>	<b>R335 000</b>		<b>R335 000</b>		<b>R335 000</b>		<b>R335 000</b>		<b>R335 000</b>		<b>R335 000</b>	

### 3.4.2 Learnerships

As part of building a talent pipeline, Sasol Mining will offer learnerships to internal candidates in terms of Section 18.1 of the Skills Development Levies Act, 1999.

#### Objectives

- To provide a skills pipeline for positions within the hard-to-fill vacancies category, particularly electro- and diesel mechanics, as well as learner miners;
- To provide a skills pipeline to support the Sasol Mining employment equity implementation plan;
- To mitigate the impact of the shortage of skills within the company and South Africa; and
- To meet current- and future demand for skilled artisans and miners.

#### Future career opportunities

Current Sasol Mining employees who have gone through the abovementioned skills plan, are given preferential treatment for learnerships in either engineering or mining. Newly appointed employees with Grade 12 or AET Level 4 (with mathematics and science) are also eligible for a learnership.

Sasol Mining's learnership programmes aim to mitigate the shortages of hard-to-fill vacancies for core skills in the mining environment. In respect of learnerships, Sasol Mining does not draw a distinction between its operation in Mpumalanga and the Free State. An integrated approach is followed, with learners being placed where they are required. Learners may also be transferred between the different operations of the company to ensure that they are exposed to various operating environments.

The Sasol Mining learnership programme is conducted over a period of 24 to 42 months, while the intake of learners is done annually at certain times of the year. Sasol Mining has an in-house training centre, located in Secunda, which forms part of the Sasol Global Learning Department. Candidates are drawn from local communities of the Ngwathe and Metsimaholo municipal areas in the Free State, Govan Mbeki, Dipaleseng, Lekwa Municipal areas in Mpumalanga as well as Gauteng, not overlooking the greater South Africa and neighbouring countries.



On completion and qualification from the learnership programme, learners may be offered permanent employment at Sasol Mining. However, if they cannot be absorbed in the company, they are more eligible for employment elsewhere in the coal mining industry as this is a highly sought after qualification.

Employees who do not complete or reach the required competency levels within the allocated time, are given two additional opportunities to rewrite their examinations. If a learner fails the competency test three times, the contract is terminated. Please refer to **Table 8** below for the targets for internal learnerships.

As part of building a talent pipeline, Sasol Mining will offer learnerships to external candidates in terms of Section 18.2 of the Skills Development Levies Act, 1999. Please refer to **Table 9** below for the targets for external learnerships

**Table 8: Learnerships – Internal (Section 18.1)**

	FY21		FY22		FY23		FY24		FY25	
	Target: 4		Target: 4		Target: 4		Target: 4		Target: 4	
	HDPs		HDPs		HDPs		HDPs		HDPs	
Gender	M	F	M	F	M	F	M	F	M	F
Learner Miners	2		2		2		2			
Electro Mechanics		2		2		2		2		2
<b>Total</b>	4		4		4		4		4	
<b>Cost</b>	R576 000		R576 000		R576 000		R576 000		R576 000	

**Table 9: Learnerships – External (Section 18.2)**

	FY21		FY22		FY23		FY24		FY25	
	Target: 1		Target: 1		Target: 1		Target: 1		Target: 1	
	HDPs		HDPs		HDPs		HDPs		HDPs	
Gender	M	F	M	F	M	F	M	F	M	F
Learner Artisans	1		1		1		1		1	
<b>Total</b>	1		1		1		1		1	
<b>Cost</b>	R144 000		R144 000		R144 000		R144 000		R144 000	

### 3.5 Mentorship plan and coaching (Regulation 46(b)(iii))

#### Mentorship of employees

The skills development framework at Sasol Mining differentiates between mentoring and coaching as follows:

Mentoring is a mutually agreeable relationship that is sustained over time and intended to further the education and professional development of the mentee. It is a broad activity in which an experienced employee (the mentor) hands on to a junior employee, (the mentee), not just the skills, but also the experience, attitudes and attributes that create successful people. The aim of mentorship is to improve the competencies (knowledge, skills, and attitude) of employees to meet the current and future demands of the role. Mentorship assists and supports employees to manage their own learning in order to maximise their potential, develop their skills, improve their performance and grow into new roles.

All students on bursary programmes, internships/vocational training and learnerships will be provided with mentorship. In addition, all employees who (through the WSP process and the skills audit) have been identified for future management positions, will receive mentoring in terms of succession planning management.

Hand holding is an on-the-job, interactive and developmental process related to the specific learning outcomes of training or development programmes where the coach enables the learner to find his/her own solutions, discover new opportunities and implement actions. Coaching facilitates the opportunity for learners, in an open environment, to sound out ideas, voice concerns and plan scenarios. This enables these learners to be better prepared to alter behaviour or to map out action plans. The underlying principle is that the learners will become better equipped and this will increase their ownership of projects, ultimately having a positive effect on their self-confidence, job satisfaction and performance. Coaching is typically applied in experiential training situations (usually for lower level employees) and affords them the opportunity to be guided by a more experienced person in the work context. This is believed to greatly assist in development and progression.

Although there is a great deal of similarity between the roles, the coach acts as facilitator by listening, asking questions and enabling learners to discover what is right for their

particular situation. Within Sasol Mining the coach may also be a subject-matter expert who is able to guide learners to the correct solutions.

On the other hand, mentors use their own experience to guide and direct the learner to meet the requirements of skilled and management positions. Mentorship assists and supports employees to manage their own learning in order to maximise their potential, develop their skills, improve their performance and grow into new roles.

### **Definition of M-circles**

M-circles are employees who are grouped and mentored in groups with similar developmental needs. The ultimate objective of the M-circle is to set desired and relevant development goals. The approach enables employees a shared platform where they can learn and exchange skills to reach the desired and agreed goals.

### **Implementation of mentorship circles (M-circle)**

The purpose of the M-circle is to create a process:

- For building a coaching and mentorship culture;
- To enable Sasol Mining to accelerate the pace of diversity and inclusion;
- Where gender equity and diversity candidates from HDP groups and HIPO's, with similar developmental interests, are grouped together; and
- Mentorship by Sasol Mining leaders.

The Sasol Mining leadership diversity dialogue resulted in the identification of key levers with the potential to accelerate the pace of achievement of the diversity goals, in particular employment equity, by doing things differently. This proposal emanates from the lever pertaining to building a culture of coaching and mentorship.

The proposal aims to:

- Mitigate the risks associated with an inadequate leadership pipeline;
- Better prepare upcoming leaders for future roles; and
- Cultivate the skills and behaviours required to implement Sasol Mining's strategy and create the desired culture.

The M-circle programme has a two-pronged approach:

**Phase 1:** A focus on women, as part of the Sasol Mining's WIM programme; and

**Phase 2:** A focus on HDP candidates.

### **Benefits of M-circles**

- Mentors can reach a larger number of mentees within their limited availability;
- Maximises the learning experience and affords the mentees an opportunity to network within a safe environment;
- Facilitates knowledge sharing amongst employees of similar developmental needs; Provides an opportunity to learn from multiple experts; and
- Exposure to different views and perspectives.

## **3.6 Internship and bursary programme (Regulation 46(b)(iv))**

### **3.6.1 Internships**

#### **Sasol Mining context**

- Graduate bursars are permanently appointed within Sasol Mining before commencing their internship programme;
- These graduates form part of the integrated skills pipeline; and
- To develop and entrench a work culture, desired workplace values and enhance participants' performance when they are appointed.

#### **External Internship**

Sasol Mining from time to time also provides the opportunity to students to become part-time interns in order to gain experience in and exposure to the work environment, without any commitment of employment.

The internship programme is aimed at providing practical work experience within the Sasol Mining environment to students and recent graduates. Students and recent graduates admitted to the internship programme are mainly Sasol Mining bursary recipients and external students, who applied to do practical work at Sasol Mining.

### **Objectives**

- To provide students and recent graduates with practical experience;
- To provide a transition between theoretical studies and the practical work environment;
- To attract non-Sasol bursars to Sasol Mining on completion of their studies;
- A total of five internships will be provided over the five year period comprising of a combination of bursary holding graduates and external students with no commitment of employment or both; and
- Students who are not recipients of a Sasol bursary, may be awarded bursaries to help them to complete their studies, but there is no specific target as such in this SLP. See **Table 10** for the internal internships for the five year period of this SLP.

Table 10: Internal Internship (EITs) targets

	FY21		FY22		FY23		FY24		FY25	
	Target: 1		Target: 1		Target: 1		Target: 1		Target: 1	
	HDPs		HDPs		HDPs		HDPs		HDPs	
Gender	M	F	M	F	M	F	M	F	M	F
EIT	1			1		1		1		1
<b>Total</b>	1		1		1		1		1	
<b>Cost</b>	R13 951		R13 951		R13 951		R13 951		R13 951	

### 3.6.2 Bursaries

#### Internal bursary programme (study-aid)

The study-aid programme is aimed at providing financial aid to Sasol Mining employees to further their tertiary education.

#### Objectives

- To develop and grow employee knowledge in their current positions;
- To increase the scope of knowledge and qualification of employees to meet their career aspirations, in line with their PDPs;
- To add value to the Sasol Mining business and growth; and
- To retain employees.

#### Policy guidelines

- Study-aid is available to all permanent employees;
- The employee's choice of courses is aligned and limited to their current roles and career aspirations, as outlined in their approved PDPs; and
- Employees who fail their studies are required to re-pay the amount owed (plus interest from the date it was granted) unless they have proof of registration for re-examination and they pass such re-examination.

#### Sasol Mining context

- Employees study part-time;
- Special preference is given to individuals who occupy, or have the potential to be appointed into hard-to-fill vacancies;
- Employees who have passed AET Level 4 are eligible for study-aid to obtain a formal tertiary qualification;
- Allocating study-aid it is based on the individual PDP, choices within guidelines and it is reviewed annually;
- The duration of individual employee courses range between three months to four years; and



- The allocation of study-aid is dependent on the needs of employees and therefore no specific plan can be provided. However, as mentioned, the employees have access to this facility and can make use of it to improve academic qualifications as and when required.

### **External bursary programme**

Sasol has an extensive programme to provide bursaries and support to the communities throughout the country. The bursary programme is aimed at providing financial aid to:

- Grade 12 and/or current university students;
- Meeting minimum university entry requirements in terms of Mathematics, Science and English, or any other applicable requirements; and
- Who will pursue their studies in the engineering disciplines as required by Sasol Mining at a university or a university of technology.

Qualifying candidates are identified from various high schools, universities or applications received. Bursary recipients study full time and the bursary continues until the student graduates as stipulated by the Sasol bursary agreement.

### **Objectives**

- Sasol Mining, through Sasol Public Relations and Corporate Graduate Services, has already embarked on, and will continue to create relationships with schools within the immediate Fezile Dabi district and Free State Province, to target students in Grades 10 to 12, to create an awareness of a career in mining;
- Career expo's like Techno X and the Osizweni science week are utilised to promote bursaries and careers in engineering and mining specific disciplines.

See **Table 11** and **Table 12** for the bursary targets.



**SASOL**

**Table 11: Internal Bursary targets per annum**

	FY21		FY22		FY23		FY24		FY25	
	Target: 5		Target: 5		Target: 5		Target: 5		Target: 5	
	HDPs		HDPs		HDPs		HDPs		HDPs	
Gender	M	F	M	F	M	F	M	F	M	F
Target	3	2	2	3	2	3	2	3	2	3
Total	5		5		5		5		5	
Cost	R411 707		R411 707		R411 707		R411 707		R411 707	

**Table 12: External Bursary targets per annum**

	FY21		FY22		FY23		FY24		FY25	
	Target: 1		Target: 1		Target: 1		Target: 1		Target: 1	
	HDPs		HDPs		HDPs		HDPs		HDPs	
Gender	M	F	M	F	M	F	M	F	M	F
Target	1		1		1		1		1	
Total	1		1		1		1		1	
Cost	R82 341		R82 341		R82 341		R82 341		R82 341	

### 3.7 Employment Equity (EE) (Regulation 46(b)(v))

Sasol Mining's Employment Equity Implementation Plan was prepared in accordance with the requirements of the Mining Charter 2018.

In terms of clause 8 of Mining Charter 2018, the holder of a mining right must progressively align existing targets from the previous Mining Charter, within a transitional period of five years, with the targets of Mining Charter 2018. More specifically, clause 8.3 of Mining Charter 2018 requires the holder of a mining right to submit a five year plan within a period of six (6) months from the date of publication of Mining Charter 2018 indicating the progressive implementation of the Employment Equity (EE) targets. Sasol Mining submitted the abovementioned EE Implementation Plan and various measures are in place to ensure compliance after the five year transition period. To enable Sasol Mining to do so, annual targets were set and action plans implemented. For this reason, Sasol Mining is including the EE Implementation Plan for the purpose of tracking progress.

Consistent with the Employment Equity Act, workplace diversity and equitable representation at all levels are catalysts for social cohesion, transformation and competitiveness. It aims to create a diverse workplace, as well as ensure participation of HDPs that reflects the provincial or national demographics in the respective management levels. See **Table 13** for the EE Implementation Plan progressive five year targets. Please take note of the fact that targets are for a calendar year, as required by the Mining Charter.

**Table 13: EE Implementation Plan progressive five-year targets**

<b>Management Level</b>	<b>Target 2021</b>	<b>Target 2022</b>	<b>Target 2023</b>	<b>Target 2024</b>	<b>Target 2025</b>
Top Management	50%	50%	50%	50%	50%
Females	44,4%	44,4%	44,4%	20%	20%
Executive Management	0%	0%	0%	50%	50%
Females	0%	0%	0%	20%	20%
Senior Management	46,1%	50%	53,9%	60%	60%
Females	15,7%	18,4%	21,05%	25%	25%
Middle Management	59,4%	59,4%	59,6%	60%	60%
Females	24,2%	24,2%	24,7%	25%	25%
Junior Management	65,7%	69,3%	69,7%	70%	70%
Females	21,8%	24,4%	27,6%	30%	30%
Employees with disabilities	0,15%	0,27%	0,67%	1,5%	1,5%
Core and critical skills	84,49%	85,00%	85,00%	60%	60%

**Table 14A: EE Implementation Plan progressive five-year targets per category**

Year	Level	Male						Female					
		Target (%)	Total	B	I	C	W	Target (%)	Total	B	I	C	W
2020	Board	50	-	-	-	-	-	44,4	-	-	-	-	-
	Executive Management	0	-	-	-	-	-	0	-	-	-	-	-
	Senior Management	46,1	1	1	-	-	-	15,7	1	1	-	-	-
	Middle Management	59,4	8	5	1	2	-	24,2	6	4	1	1	-
	Junior Management	65,7	80	65	6	10	-	21,8	80	65	6	10	-
2021	Board	50	1	1	-	-	-	44,4	-	-	-	-	-
	Executive Management	0	8	5	1	2	-	0	-	-	-	-	-
	Senior Management	50	80	65	6	10	-	18,4	1	1	-	-	-
	Middle Management	59,4	1	1	-	-	-	24,2	8	5	1	2	-
	Junior Management	69,3	7	5	1	2	1	24,2	80	65	6	6	4
2022	Board	50	-	-	-	-	-	44,4	-	-	-	-	-
	Executive Management	0	-	-	-	-	-	0	-	-	-	-	-
	Senior Management	50	1	1	-	-	-	18,4	1	1	-	-	-
	Middle Management	59,4	8	4	1	2	1	24,2	4	3	-	1	-
	Junior Management	69,3	80	60	6	10	5	24,4	32	29	1	1	1
2023 (5th year of Mining Charter)	Board	50	-	-	-	-	-	44,4	-	-	-	-	-
	Executive Management	0	-	-	-	-	-	0	-	-	-	-	-
	Senior Management	53,9	2	1	-	-	-	21,05	1	1	-	-	-
	Middle Management	59,6	8	5	1	2	-	24,7	4	3	-	1	-
	Junior Management	69,7	81	65	6	10	-	27,6	35	30	1	4	-
2024	Board	50	-	-	-	-	-	20	-	-	-	-	-
	Executive Management	0	-	-	-	-	-	0	-	-	-	-	-
	Senior Management	60	2	1	-	-	-	25	1	1	-	-	-
	Middle Management	60	8	5	1	1	1	25	4	3	-	1	-
	Junior Management	70	81	60	6	10	5	30	35	28	1	4	2
2025	Board	50	-	-	-	-	-	20	-	-	-	-	-
	Executive Management	0	-	-	-	-	-	0	-	-	-	-	-
	Senior Management	60	2	1	-	-	-	25	1	1	-	-	-
	Middle Management	60	8	5	1	1	1	25	4	3	-	1	-
	Junior Management	70	81	60	6	10	5	30	35	28	1	4	2

#### 4. Section 3: Mine Community Development

##### 4.1 Social and economic background information (Regulation 46(c)(i))

Sasol Mining participates in community Local Economic Development (LED) initiatives that are aligned to the Integrated Development Plans (IDP) within the Metsimaholo and Ngwathe municipal areas. The aim of these projects is to stimulate economic growth, create jobs and contribute to poverty alleviation in the region.

The success of these programs is measured and determined by their ability to deliver sustainable development and economic benefit to the broader community, especially to the poorest people in the wider northern Free State region, while considering community needs and the relevant IDP.

It is important to note that Sasol Mining's major labour sending area is the Metsimaholo Local Municipality (MLM), while the Ngwathe Local Municipality (NLM) is the host community in which the mining right is situated. Therefore, Sasol Mining identified and commenced with the implementation of LED projects in NLM, the host community, while MLM will benefit from Sasol's corporate social investment and related interventions.

##### **Ngwathe Local Municipality (NLM)**

NLM is situated in the northern part of the Fezile Dabi District Municipality, in the Free State Province. The NLM area covers the towns of Parys, Vredefort, Heilbron, Koppies and Edenville as well as the rural areas as demarcated by the Demarcation Board of South Africa.

The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Free State Province, whereby the migration is characterised by mainly low-income individuals and -households. The majority of the rural population is active within the agricultural sector. The main economic drivers of the NLM are:

- Agriculture
- Tourism
- Mining

The major challenges remain unemployment and the municipalities have indicated that they have a need for support in the implementation of skills development programmes for unemployed youth. It has also indicated that any LED projects should be targeted towards assisting with job creation.

### **Metsimaholo Local Municipality (MLM)**

The MLM is in the Free State Province of South Africa. The soil is rich and the climate good, allowing for a thriving agricultural industry. It is known locally as South Africa's "bread basket", with farms that produce over 70% of the country's grain consumption. It also has some of the most productive gold and diamond mines in the world.

MLM forms part of the Fezile Dabi District Municipality covering a geographical area of approximately 1739 km<sup>2</sup>, incorporating 1751 farms. There are a large number of dams and rivers in the area. "Metsimaholo" means "large water" in Sesotho, hence the choice of name.

### **Household average income per month**

The total regional average monthly income is R1404 per household. A total of 18.4% of households have no income and 42.8% of households have less than R1000 monthly income. If a poverty line of R1.25 per day per member of the household is considered, the minimum household income should be more than R1188 per month. A total of only 12.7% of households have an income of more than R3000. **Table 14** below is a summary of average household income per area.

**Table 15: Average household income per month**

<b>Municipal area</b>	<b>Average household income per month</b>	<b>% of households with no income</b>	<b>% of households with income of less than R1000</b>	<b>% of households with income of more than R3000</b>
<b>Fezile Dabi DM</b>	R1404	18.4%	42.8%	12.7%
<b>Moqhaka LM</b>	R1191	22.9%	49.2%	7.4%
<b>Mafube LM</b>	R1196	25.5%	51.3%	8.3%
<b>Metsimaholo LM</b>	R1590	17.9%	38.1%	61.9%
<b>Ngwathe LM</b>	R854	14.7%	52.3%	9.9%

From the above table, it can be noted that the NLM area is the poorest with an average household income of R854 per month and only 9.9% of households with income of more than R3000. The MLM area has on average the highest income at R1590 per month with 61.9% of households earning more than R3000 per month.

#### **4.2 Key economic activities (Regulation 46(c)(ii))**

The key economic activities are:

- Mining – Primary sector;
- Petrochemicals – Primary sector;
- Manufacturing – Secondary sector;
- Trade – Tertiary sector;
- Farming – Primary sector;
- Construction – Secondary sector; and
- Retailing – Tertiary sector.

Names of other mining companies operating in the area: Seriti Coal (Pty) Ltd

#### **4.3 The impact of that the mine would have in the local and labour sending communities (Regulation 46(c)(iii))**

Possible negative impacts are:

- The rapid rate of urbanisation;
- Illegal land occupation;
- Informal settlements;
- Increase in unemployment rate;
- Overloading of services; and infrastructure not coping;
- Unrest due to poor service delivery; and
- Increase in crime rates.



#### 4.4 **Infrastructure and poverty eradication projects that the mine would undertake in line with the IDP of the areas and other relevant frameworks in which the mine operates and the major labour sending areas (Regulation 46(c)(iv))**

To ensure effective and transparent consultations, OMI Solutions, an independent company, has been appointed to assist Sasol Mining with stakeholder consultation for the review of the SLP. Sasol Mining scheduled workshops in the Free State in order to consult with all stakeholders. Workshops with the NLM and MLM communities were scheduled to take place during the week of 18 March 2020. These workshops would have been held in various wards to accommodate the majority of community members.

However, due to the moratorium on any gatherings with more than 100 people, as announced by President Ramaphosa on 15 March 2020, to restrict the spread of the Corona Virus, the scheduled consultation workshops had to be postponed until such time as the national emergency is suspended. Sasol Mining will recommence with the community consultative workshops once the moratorium imposed is lifted. This may result in changes to the targets and commitments of the SLP for this SLP and as such to the annual implementation plans.

Please refer to **Annexure D** for confirmation of the relevant municipal approval for the projects. Please refer to **Table 15** for the list of projects to be implemented. Also please refer to **Table 16** and **Table 18** for more details on the projects and their impact.

It is important to note that year one of the construction of the Parys Clinic, to the value of R3.6 million, forms part of the FY15 to FY20 SLP and implementation of the second year of the project forms part of the FY21 to FY25 SLP. The total cost of the Parys Clinic project amounts to R11 million.

**Table 16: Infrastructure and poverty eradication projects**

<b>Project</b>	<b>Start date</b>	<b>Completion date</b>	<b>Cost</b>
Construction of Parys Clinic	FY20	FY22	R12.5 m
Provision of vehicles for emergency response services - Ngwathe	FY22	FY24	R3.5 m
Agricultural/farming - Metsimaholo	F24	FY25	R1.5m
<b>Total</b>			<b>R17.5 m</b>

**Table 17: LED – Construction of Parys clinic**

Project Name		Classification of project: Health			
<b>Background</b> Relevance of projects to local developmental needs: <ul style="list-style-type: none"> <li>To provide an improved health infrastructure to the local community. The current facility is inadequate, and privacy of patients compromised</li> </ul>					
Stage of project at the time of identification: <ul style="list-style-type: none"> <li>This is a new project</li> </ul>					
Geographical location of project	District municipality: FDDM	Local Municipality: NLM	Village name: Parys	Project start date: <b>January 2021</b>	Project end date: <b>January 2022</b>
Output	Key Performance Area: Completed clinic	Key Performance Indicator: Handover by November 2022	Responsible entity (inclusive of all role players): Sasol Mining, FS Department of Health, NLM, DMR and the community	Quarterly timelines and year: (FY20) Q1-Q4 R0 million Male Youth	Quarterly timelines and year: (FY21) Q1-Q4 R3.3 million Female Youth
Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth
Short Term	15	10	5	10	5
Medium Term	0	0	0	0	0
Long Term	0	0	0	0	0
Budget: R12.5 million Comments: Training on site of local contractors					
Completion date and exit strategy: Municipality will take over from Sasol Mining. A M&E programme will follow. The broader community of Parys and Tumahole as well as rural areas will be the beneficiaries of the project					

**Table 18: Provision of emergency response service vehicles**

Project Name	Provision of emergency response vehicles		Classification of project: Health and safety	
Background	Relevance of projects to local developmental needs: <ul style="list-style-type: none"> <li>To provide an improved emergency response the local community</li> </ul>			
Geographical location of project	District municipality: FDDM	Local Municipality: NLM	Village name: Various	Project start date: June 2022
Output	Key Performance Area: Emergency response vehicles	Key Performance Indicator: Handover by June 2023	Responsible entity (inclusive of all role players): Sasol Mining, NLM, DMRE and the community	Quarterly timelines and year: (FY23) Q1-Q4
Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Quarterly timelines and year: (FY24) Q1-Q4
Short Term	0	0	0	R2 million
Medium Term	0	0	0	R1,5 million
Long Term	0	0	0	Female Youth
Completion date and exit strategy:	NLM will take over from Sasol Mining. A M&E programme will follow. The broader local community within the Ngwathe Municipality are the beneficiaries of the project			
			Total	Budget: R3,5 m
			0	Comments
			0	Training on site. Local contractors
			0	
			0	

**Table 19: Agriculture Farming**

Project Name		Classification of project: Job creation			
Agricultural/farming					
Relevance of projects to local developmental needs: <ul style="list-style-type: none"> <li>To improve and develop agricultural activities in the Zamdela/Sasolburg area</li> </ul>		Project end date: July 2025			
Stage of project at the time of identification: <ul style="list-style-type: none"> <li>New project.</li> </ul>		Project start date: June 2022			
Geographical location of project	District municipality: FDDM	Local Municipality: MLM	Village name: Various		
Output	Key Performance Area: Completed farming project	Key Performance Indicator: Handover by August 2025	Responsible entity (inclusive of all role players): Sasol Mining, MLM, DMRE and the community	Quarterly timelines and year: (FY24) Q1-Q4	Quarterly timelines and year: (FY25) Q1-Q4
Classification of jobs	No. of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth
Short Term	15	10	5	10	5
Medium Term	0	0	0	0	0
Long Term	0	0	0	0	0
Completion date and exit strategy: Community will take over from Sasol Mining. A M&E programme will follow. The local community are the beneficiaries of the project					
		Total		Budget: R1.5 m	
				Training on site. Local contractors	

Sasol Mining will undertake all the actions and measures under its control to ensure that the community LED projects contained in this SLP are implemented within the timelines indicated. However, implementation may be affected by the time it takes to obtain the required regulatory approvals, weather conditions, community pressure and undue interference by third parties. In the event that such a delay should occur, Sasol Mining will endeavour to implement the project as soon as practically possible. Should the safety of any employee, contractor or equipment and property be at risk, Sasol Mining reserves the right to suspend the implementation of any project until such a time as it is safe to return. If it remains unsafe to continue with implementation and there is no prospect for successfully implementing the project after consultation with the DMRE and the local municipality, the project may be cancelled and Sasol Mining will apply, in terms of the provisions of Section 102 of the MPRDA, to amend this SLP to replace such project which was cancelled.

#### **4.5 Measures to address housing and living conditions (Regulation 46(c)(iv))**

Sasol Mining has an integrated housing policy and programme which deals with housing allowances, leasing, occupation of hostels and employees participating in Sasol Mining's home ownership programme.

Sasol Mining currently has no hostels, as all the employees have moved into company built and owned accommodation. No additional houses will be constructed; however, Sasol Mining is promoting home ownership of the existing 53 houses.

##### **Salaried employees (SPs)**

##### **SPs receiving housing allowance**

All salaried employees receive a percentage of their salary as a housing allowance as part of their total guaranteed packages (TGPs). They either lease private housing or own property in their own name.

##### **Monthly Salaried employees (MSPs)**

The MSPs are divided into MSP upper and MSP lower.

## **Promotion of home ownership**

Sasol Mining has a policy to promote affordable home ownership for low income employees in the MSP upper and lower categories. These are employees at levels 9 – 7 (upper MSP) and levels 12 – 8 (lower MSP's). Sasol Mining embarked on an extensive communication process to ensure that the target group is aware of the housing project.

First National Bank (FNB) has partnered with Sasol Mining to provide financial services to employees. FNB is in the process of screening employees to identify those who would qualify and afford a housing unit. If employees qualify for the Finance Linked Individual Subsidy Programme (FLISP), FNB will also assist employees to obtain FLISP support.

All employees will receive a subsidy of R110 000, regardless whether they qualify for FLISP or not. Sasol Mining is committed to the promotion of home ownership. No additional houses will be commenced with, until the current already built 57 houses have been sold.

### **4.6 Measures to address nutrition (Regulation 46(c)(v))**

No Mooikraal employees reside in hostels and as such the nutritional requirements are no longer required.

### **4.7 The procurement progression plan (Regulation 46(c)(vi))**

#### **Inclusive Procurement, Supplier and Enterprise Development Implementation Plan prepared in accordance with the requirements of Mining Charter 2018**

In terms of clause 8 of Mining Charter 2018, the holder of a mining right must progressively align procurement targets from the previous Mining Charter, within a transitional period of five years, with the targets of Mining Charter 2018. More specifically, clause 8.1 of Mining Charter 2018 requires the holder of a mining right to submit a five year plan indicating the progressive implementation of the inclusive procurement, supplier and enterprise development (Inclusive Procurement) targets. Mining Charter 2018 also requires the holder of a mining right to submit a five year Inclusive Procurement Implementation Plan (Procurement Implementation Plan), which plan was submitted to the DMRE.

#### 4.7.1 Mining Goods

In respect of mining goods, Mining Charter 2018 introduces a five year transitional period after which 70% of the total spend on mining goods must be sourced from South African based companies. The above-mentioned 70% of the total mining goods procurement spend must be apportioned as indicated below:

- 21% must be spent on Historically Disadvantage Persons (HDP) owned and controlled companies with at least 50% + 1 vote held by HDP's;
- 5% must be spent on women and/or youth owned and controlled companies with at least 50% + 1 vote held by women or youth; and
- 44% must be spent on Broad-Based Black Economic Empowerment (B-BBEE) compliant companies with a minimum of 25% + 1 HDP ownership with a minimum B-BBEE level 4 status in terms of the Department of Trade and Industry (DTI) Codes of Good Practice.

To achieve the abovementioned targets, Sasol Mining developed a Procurement Implementation Plan with the aim of meeting the Mining Charter 2018 targets within the five-year transitional period, ending December 2023. The detail is provided in **Table 19** below.

**Table 20: Inclusive Procurement targets for mining goods**

Category	FY21	FY22	FY23	FY24	FY25
50% +1 HDP owned and controlled	4,2%	7,35%	10,5%	21%	21%
50% +1 Women and Youth owned and controlled	1%	1,75%	2,5%	5%	5%
25% +1 HDP ownership and minimum DTI B-BBEE Level 4 status	8,8%	15,4%	22%	44%	44%

In terms of the Transitional Arrangements of the Mining Charter transitional targets are set which must be achieved progressively over the five-year transitional period. It is important to note that the 2020 actual procurement spend on mining goods was used as baseline for calculating the percentage of the budget spend on the categories as defined by the Mining Charter. The forecasted budgets for 2021 to 2023 were determine by escalating the 2020 spend in line with the anticipated increase in the South African Production Price Index (PPI). As compliance with the Mining Charter, in a particular year, is measured and report by March of the following year, the final calculation of the

percentage spend on mining goods for a particular year will be calculated on the actual spend during that calendar year.

### **Transitional targets**

**Year 1:** 2019 target was 10% of the mining goods procurement budget. The expenditure on mining goods amounted to R238,442,545 for the year of which 10% amounted to R23,844,254. The actual spend R213,772,062 which equates to 88.65% of the services spend on the categories as defined by the Mining Charter.

**Year 2:** 2020 target was 20% of the mining goods procurement budget. The expenditure on mining goods amounted to R281,491,279 for the year of which 20% amounted to R56,298,255. The actual spend R245,639,577 which equates to 87.27% of the services spend on the categories as defined by the Mining Charter.

**Year 3:** The 2021 target is 35% of the projected procurement budget for mining goods is R291,343,473 which amounts to R101,970,215.

**Year 4:** The 2022 target is 50% of the projected procurement budget which for mining goods is R300,375,120 which amounts to R150,187,560.

**Year 5:** The 2023 target is 70% of the procurement budget for mining goods is R312,990,875 which amounts to R219,093,612.

For 2024 and 2025 Sasol Mining will maintain the 70% level achieved in 2023.

### **4.7.2 Services**

In respect of services, Mining Charter 2018 introduces a two-year transitional period after which 80% of the procurement spend must be on South African based companies, apportioned in the following manner:

- 50% must be spent on 50% + 1 HDP owned and controlled companies;
- 15% must be spent on 50% + 1 women owned and controlled companies;
- 5% must be spent on 50% + 1 youth owned and controlled suppliers; and



- 10% must be spent on B-BBEE compliant companies with a minimum of 25% + 1 ownership.

To achieve the targets for services Sasol Mining developed a Procurement Implementation Plan with the aim of meeting the Mining Charter 2018 targets within the five year transitional period, ending December 2023. The detail is provided in **Table 20** below.

**Table 21: Inclusive Procurement targets for services**

Category	FY21	FY22	FY23	FY24	FY25
50% +1 HDP owned and controlled	50%	50%	50%	50%	50%
50% +1 Women owned and controlled	15%	15%	15%	15%	15%
50% +1 Youth owned and controlled	5%	5%	5%	5%	5%
25% +1 HDP ownership and minimum DTI B-BBEE Level 4 status	10%	10%	10%	10%	10%

### Transitional targets

In terms of the Transitional Arrangements of the Mining Charter transitional targets are set which must be achieved progressive over the two-year transitional period. It is important to note that the 2020 actual procurement spend amount on services were used as baseline and escalated in terms of PPI over the remaining years. The final calculation of compliance will be measured after every year based on the actual spend of the preceding year.

2019 target was 70% of the procurement budget. The expenditure on services amounted to R295,416,384 for the year of which 70% amounted to R206,791,468. This equates to 90.52% of the services spend on the categories as defined by the Mining Charter.

The 2020 target was 80% of the procurement budget. The expenditure on services amounted to R346,110,136 for the year, of which 80% amounted to R276,888,108. This equates to 89.63% of the services spend on the categories as defined by the Mining Charter.

For the duration of this SLP Sasol Mining will maintain the 80% level achieved in 2020. Sasol Mining aligned the SLP targets with those included in Mining Charter 2018 and submitted the required Procurement Implementation plan.

## 5. Processes pertaining to management of downscaling and retrenchment (Regulation 46(d))

### Introduction

Sasol Mining recognises the fact that at some stage it may have to retrench some or all of its employees. Unforeseen circumstances, such as external forces which result in reduced profitability, technical innovation, the need to remain globally competitive or changes to the mine's strategic business plan, may necessitate downscaling of the operation or total closure of the mine. It is therefore vital to develop suitable closure management programmes including mechanisms to avoid job losses.

### 5.1 Future Forum

The company has established a Future Forum (FF) which aims to meet at least twice during the course of the financial year. The FF consists of representatives of management of both Sasol Mining and the core Contracting Partner(s), worker representatives and trade unions and it plays a major role in all the issues surrounding downscaling and/or retrenchment.

The main functions of the FF include, but are not limited to:

- Participating in identifying problems and challenges facing the mine, and the solutions thereto;
- Generate awareness of the SLP and associated activities; and
- Act as communication mechanism on company related issues.

The main objectives of the retrenchment and closure management programmes will be:

- to minimise the effects of retrenchments;
- to assist as far as possible those employees who will be affected by the retrenchment process;
- to facilitate training programmes to ensure acquisition of additional skills that will assist in the access to alternative employment either within or outside the mine;
- to ensure proper planning with regards to the downscaling and/or retrenchment;
- to ameliorate the social and economic impacts on local and regional economies and other labour sending areas; and
- to communicate with the workforce on all SLP matters timeously.

## 5.2 Mechanisms to save jobs and avoid job losses and a decline in employment

In terms of Section 52(1) of the MPRDA, should the profit revenue ratio be less than six percent (6%) on average for a continuous period of twelve (12) months or should ten percent (10%) or more of the workforce to be retrenched, the company undertakes to notify immediately the Minerals and Mining Development Board of such an event. It also undertakes to comply with any ministerial directive arising from such a process.

Nonetheless, planning for downscaling and/or retrenchment will be undertaken in terms of the SLP and the associated workforce planning process that will be in place for the life of the mine. As part of this process, every effort will be made to promote security of employment through sound management of the operations of the mine. The various business operations of the core contracting companies will form a significant buffer against the need for retrenchment and subsequent job losses.

The extensive use of Contracting Partner(s) within its operations in terms of the Sasol Mining business model thus facilitates employment security, because the Contracting Partner(s) themselves are able to ensure that the value of their trained and experienced workforce is retained over time and utilised across a range of projects and operations as and when these are needed.

In addition, in terms of the company's skills development strategy, there is a focus on the provision of portable skills within the workforce throughout the life of the mine. These skills should provide those employees who either do not wish to be transferred or who cannot be accommodated in other contractor operations, to remain economically active when downscaling and/or retrenchments are unavoidable.

In circumstances where the company is of the opinion that retrenchments are unavoidable, it will embark on a proper consultation process with all interested and affected parties, as envisaged in terms of Section 189 of the Labour Relations Act (LRA). The mine management team will manage this consultation process, ensuring the principles set out in **Table 21** below and that it is applied throughout the process:

**Table 22: Action plan for retrenchment and downscaling**

<b>Mentorship Programme Strategic Action Plan</b>	<b>Responsible Department</b>	<b>Timeframe</b>
On-going discussion with Future Forum members.	HR Department	On Going
Consultations with the relevant unions, worker representatives and employees likely to be affected by the retrenchment.	HR Department	On Going
Applying universally accepted retrenchment principles.	HR Department	On Going
Sharing of information on the financial and operational situation of the mine with the Future Forum members and unions or employee representatives.	HR Department	On Going
Considering proposals from the unions and/or employee representatives.	HR Department	On Going
Applying creative mechanisms to avoid or minimise retrenchments.	HR Department	On Going

In addition to the alternatives offered by the diverse operations of the Contracting Partner(s), the mine will consider additional mechanisms that may include:

- Voluntary or compulsory retirement;
- Voluntary retrenchment;
- Working shorter hours;
- Abolishing or reduction of overtime work;
- Termination of the services of temporary employees and Contracting Partner(s) (subject to contractual terms);
- Moratorium on new recruitment;
- Redeployment;
- Job-sharing; and
- Any other suggestions identified during consultation.

### **5.3 Mechanisms to provide alternative solutions and procedures for creating job security**

The company undertakes to inform, in line with Section 52(1) of the MPRDA, the Minerals and Mining Development Board of any possible mine retrenchments as and when required during the life of the mine and within three (3) to five (5) years prior to the end of the life of the mine. Such notice will include the timeframes for the closure process and issues discussed at the FF. Other interested parties that would be informed would be the Department of Labour (DoL), the local municipalities and the relevant authorities of any labour sending areas as determined by the mine's records. As outlined above, a



comprehensive consultation process in terms Section 189 of the LRA will also be initiated. Subject to the resources thereto being available, the company will assist affected employees through offering a variety of mechanisms including those outlined in Table 22 below.

**Table 23: Mechanisms available to employees affected by retrenchment**

	<b>Mechanisms</b>
1.	Assistance, prior to retrenchment date, with retraining, entrepreneurship training and other courses to enhance further employment practices.
2.	Guidance and assistance to support employees in making use of any internal redeployment procedures.
3.	Assistance in accessing available and suitable jobs with other local mines or companies.
4.	Informing neighbouring mines of the retrenchment process and ascertaining any job vacancies in existence.
5.	Assistance in registering as a job seeker with the relevant DoL and/or employment agencies.
6.	Assistance with accessing outplacement and/or career transition counselling from relevant consultancies or job advice centres in the community.
7.	Assistance with completing job application and other relevant forms.
8.	Financial planning advice as well as advice and support in accessing pension/provident fund pay-outs and UIF claims or other state assistance.
9.	Personal counselling for individuals and groups to be able to deal with the trauma associated with retrenchment. This will be extended to both retrenched employees and those left behind.

This will supplement the skills development training that each employee would have had access to during employment, including portable skills training. A database will be kept of retrenched employees, and these will also be given preference for jobs, in line with the skills requirements of such jobs, in the event of new vacancies arising on the mine in future.

**5.4 Portable skills**

Portable skills training is designed to equip affected employees with skills that can be used outside the mining industry in the event of mine closure and retrenchment as well as those employees who leave Sasol Mining due to retirement or being physically unable to perform underground work. The type of training provided is dependent on the requirements of employees, as expressed at the time training is conducted. The selection criteria for employees to participate in portable skills training is:

## Internal Candidates

This program was put in place in order to assist the individual in gaining a skill, and to prepare them for when they leave Sasol employment and/or retire. The eligible target population for internal candidates is:

1. Mandatory: Sasol Mining requires all employees 54 years or less, who for various reasons can no longer perform their normal job or cannot be accommodated in their current position or alternative position *OR* employees who are affected by retrenchments and possess no recognized trade to select a portable skills program of their choice.
2. Optional: Portable skills training is optional for employees 55 years and above in readiness for retirement.
3. Exclusions: Tradesmen / artisans and SP's are not considered for portable skills as their qualification is already portable. Persons not cleared by the Sasol Medical Practitioner are not permitted to attend.
4. Special permission: Sasol Mining will allow an employee to complete his/her portable skills program after the date of retirement or phase-out process.

## External Candidates

Any unemployed person from the applicable local community may participate in the Portable Skills Program. The minimum age for external candidates is 18 years. The eligible target population for external candidates is:

1. Unemployed persons from mine community; and
2. External candidates will be considered after the final confirmation of internal intake as priority is given to internal candidates.

The selection of employees to participate in the programme is done by the Human Resources Department, in consultation with representative trade unions. All the training is paid for by Sasol Mining and if necessary, training is outsourced to a specialist service provider. See **Table 23** for the targets regarding portable skills.

The type of portable skills training listed below is indicative of the current requirements and may change over time. The type of training required by the employee will take preference.



SASOL

Table 24: Summary of portable skills targets

	FY21		FY22		FY23		FY24		FY25	
	Target: 20		Target: 20		Target: 20		Target: 20		Target: 20	
	HDPs		HDPs		HDPs		HDPs		HDPs	
Gender	M	F	M	F	M	F	M	F	M	F
Target	13	7	13	7	13	7	13	7	13	7
Total	20		20		20		20		20	
Cost	R 1 080 000		R 1 112 400		R 1 145 772		R 1 180 145		R 1 215 549	

\*based on 3% escalation per annum

## 5.5 Mechanisms to ameliorate the social and economic impact

Downscaling and retrenchment has the potential to affect not only employees, but also surrounding businesses and communities. Thus, careful planning is imperative to limit the potential fallout of such an event. A major objective of the Human Resources Development Programmes and the LED programmes is to facilitate sustainable social and economic growth in the local communities during the life of the mine. This will need to be supplemented by additional measures to manage the impact of the mine closure on both the surrounding communities and those communities from which labour is sourced.

Mine management, together with the FF, will assess in advance the impact that will be caused by the retrenchment and/or closure of its operations. This will be communicated to the affected individuals and communities involved so as to make all affected parties aware of what the outcome of the retrenchment and/or closure will be. Proposals to lessen the impact on the socio-economic situation of the area concerned will be considered. In order to assess this impact a socio-economic impact analysis (SEIA) will be carried out by specialist consultants prior to the development of detailed closure management plans. Such an impact assessment will incorporate interaction with both the Future Forum and relevant community structures.

The plans to manage the socio-economic impact of retrenchments and/or the mine closure must be both comprehensive and will include a variety of strategies. The principles underlying the development and implementation of mine closure strategies are outlined in **Table 24** below:

**Table 25: Strategies for mine closure**

<b>Mine Closure Programme Strategic Action Plan</b>	<b>Responsible Department</b>	<b>Time frame</b>
Comprehensive and sensitive consultation with stakeholder groups from the local communities, government departments and other identified groups.	Mining Rights and HR	On-going
Comprehensive and sensitive consultation with local businesses that are reliant on the mine and those who are independent thereof.	Mining Rights and HR	On-going
Capacity building to assist retrenched employees to set up their own businesses or assist local business to expand their operations including but not limited to: Making available support, guidance and assistance to relevant parties during the life of the mine and at the time of retrenchment; Fostering a spirit of entrepreneurship among local businesses and interested employees; and Providing support to local businesses and entrepreneurs through supportive ad-hoc mentoring mechanisms grounded in the needs of the protégés;	Mining Rights and HR	On-going





Mine Closure Programme Strategic Action Plan	Responsible Department	Time frame
Continued mentorship of empowerment groups and local community structures started during the life of the mine in line with the needs of these groups/structures using ad-hoc mechanisms already in place.	Mining Rights and HR	On-going
Development support for empowerment groups and local community structures through experiential learning that focuses providing competencies to meet identifiable needs and building on existing skills and knowledge.	Mining Rights and HR	On-going
Provision of portable skills to employees facing retrenchment (in addition to those provided during the life of the mine in accordance with the skills development plans and workforce planning outlined in Section 2.3.6) particularly non-mining related skills. Such portable skills must have an impact beyond the company and provide for sustained employability and will, wherever feasible: Build on employees' existing skills and be recognised nationally; Enable employees to manage their careers by addressing identified skills gaps; and Supplement existing skills with business-related training where appropriate.	Mining Rights and HR	On-going

## 6 Financial provision for the implementation of the SLP (Regulation 46(e))

Sasol Mining will ensure that funds are available to assist personnel and managers assigned to execute the commitments stated in this SLP through its annual budgeting cycle. It is important to note that all the cost relating the HRD forms part of Sasol Mining's operating costs and that no special provision is made in this regard. **Table 25** provides a summary of the financial provision. It should be noted that the targets reflected will be under constant review due to the ever fluctuating economy and instability in the oil and mining industry. Should there be a need to amend the targets for study-aid and external bursaries, Sasol Mining will consult the DMRE for guidance to address such amendments.

**Table 26: Financial provision for the SLP components**

Item	FY21	FY22	FY23	FY24	FY25	Total
Human Resources Development Programme	R2,031,999	R2,031,999	R2,031,999	R2,031,999	R2,031,999	<b>R10,159,995</b>
Local Economic Development Programme	R3,300,000	R9,200,000	R3,500,000	R750,000	R750,000	<b>R17,500,000</b>
Management of Downscaling and Retrenchment (Portable skills)	R1,080,000	R1,112,400	R1,145,772	R1,180,145	R1,215,549	<b>R5,733,866</b>
<b>Total</b>	<b>R6,411,999</b>	<b>R12,344,399</b>	<b>R6,677,771</b>	<b>R3,962,144</b>	<b>R3,997,548</b>	<b>R33,393,861</b>

7. **Undertaking**

Sasol Mining (Proprietary) Ltd represented herein by **Mashudu Precilla Ndou**, in her capacity as **Vice President | Head : Corporate & Community Affairs Energy Operations (ROAS, Mining, P&E & Operation Improvement & Secunda Operations)**, duly authorised thereto, undertakes to take all reasonable steps to adhere to the information, requirements, commitments and conditions as set out in this Social and Labour plan.

Signed at Secunda on this 16 day of MAY 2021.

Signature of responsible person \_\_\_\_\_

