MINERAL RESOURCES AND ENERGY
[OFFICIAL]
SOCIAL AND LABOUR PLAN
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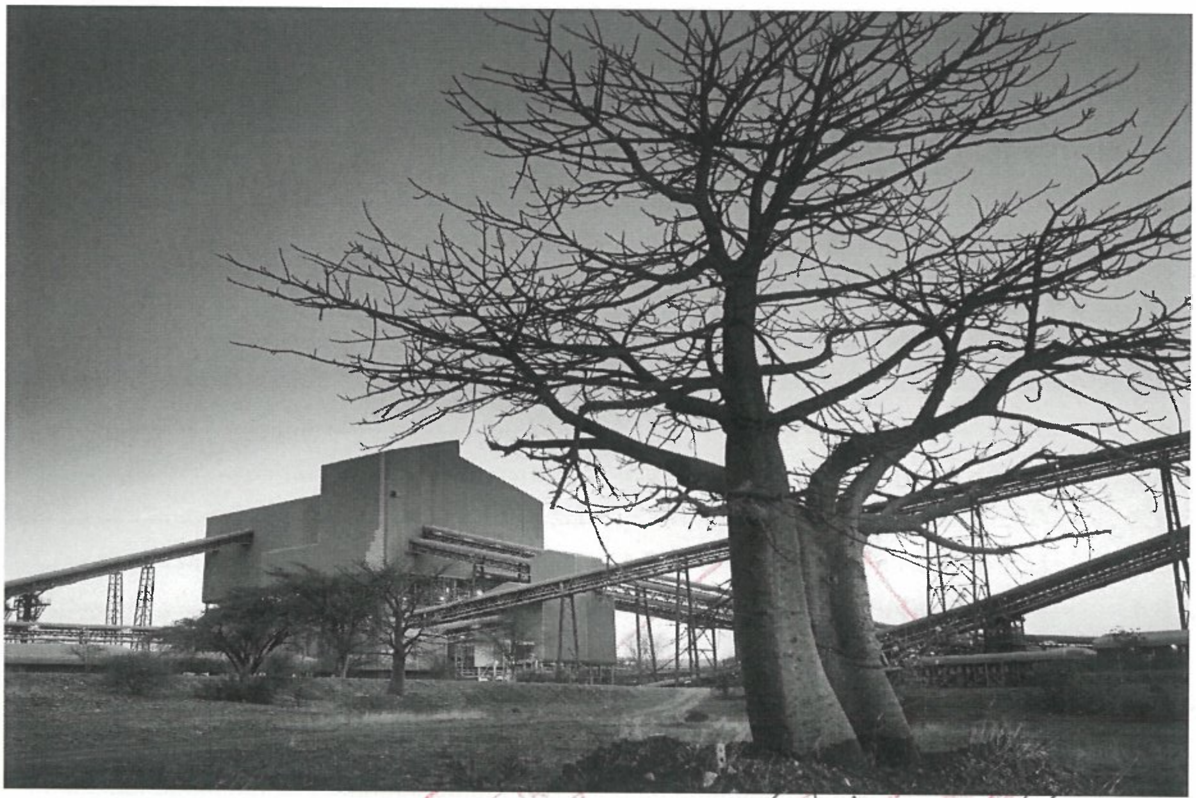
DE BEERS CONSOLIDATED MINES PROPRIETARY LIMITED

VENETIA MINE
SOCIAL AND LABOUR PLAN 2023 - 2027



Mining Right: M29/2009

DMR Reference No. LP; 30/5/1/2/5/58MR

NOVEMBER 2024

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1. INTRODUCTION

De Beers Consolidated Mines Proprietary Limited ("DBCM") officially opened Venetia Mine on 14 August 1992. Venetia Mine is situated on the farm Venetia 103-MS, which lies approximately 80 km west of Musina and 36 km north east of Alldays in the Limpopo Province. The mine is in the Musina Local Municipality of the Vhembe district. Specifically, the mine is situated just off the R521 road between Alldays and Pontdrift; approximately 540 km north of Johannesburg as indicated in Figure 1 (see Figure 1).

Venetia was previously an open pit operation which, having recently wound down in 2022, has been converted to an underground mine where an ore processing plant as well underground shafts forming the underground mine commenced production in 2022 and will continue to 2047. Plans had long been underway post open pit (VOP) closure to convert Venetia Mine from an open-pit operation to an underground mine (VUP) post 2022.

The mine's primary diamond resources include the K01, K02 and K03 kimberlite pipes, which are currently being mined by means of a split shell open pit mining method except for K03 pipe which is mined concentric due to its small size. Ore from the pit and surface run of mine (ROM) stockpiles is treated through the Main Treatment Plant (MTP) operating at a nameplate throughput rate of 900 tonnes per hour with a 1.0 mm bottom cut-off (BCO).

The planned mining infrastructure has been in construction since 2012 through the Venetia Underground Project (VUP). The ore bodies will be accessed through two verticals shafts, a service and production shaft to a depth of 1080m. Furthermore, a life of mine (LoM) access decline will be developed from surface. The decline will also serve as an additional air intake and logistics management facility and as a second means of egress from the underground workings.

The capital investment for the VUP is US$2.2Bn – of which Standard Bank has financed R4 billion. As one of the financers, Standard Bank was responsible for the largest debt funding allocation, providing a revolving credit facility to help the Venetia diamond mine fund the completion of its strategic underground project. The total life of mine (LoM) carats declared in December 2021 were estimated at 94.3 million carats consisting of 66.5 million carats in Reserve, an estimated 25.2 million carats of Modified Inferred in LoM Plan and 2.6 million carats of Modified Low Geoscientific Mineralisation in plan. This works to an annual diamond production of between 4.0 - 4.5 million carats.

1.1. SLP OBJECTIVES

In accordance with the MPRDA Act, No. 28 of 2002 ("MPRDA"), and the fulfilment of conditions of the Mining Right granted to De Beers Venetia Mine is required to contribute to the improvement of the social and economic conditions of the surrounding host communities through implementation of Social and Labour Plans.

The objectives of the De Beers Venetia Mine's Social and Labour Plan (SLP) is to consider and implement socio economic development programmes in line with generally recognised standards of sustainable development by integrating the social, economic, and environmental factors in the overall mining cycle, from planning of a mine, operations, and final closure. The purpose of the SLP is therefore to drive transformation and promote economic growth where in the Venetia Mine's area of influence. In the context of De Beers Venetia Mine, this will be accomplished by:

- Promoting employment of applicants from the Local Labour Sending areas of Blouberg and Musina thereby advancing their social and economic welfare.
- Contributing to the transformation of the mining industry.
- Continue with De Beers Venetia Mine's contribution to the socio-economic development of the Capricorn and Vhembe districts and more specifically the Blouberg and Musina Local Municipalities.

De Beers Venetia Mine's SLP has been compiled in accordance with the Mineral and Petroleum Resources Development (Act No.28 of 2002). Additional legislation and regulations relevant to the SLP include:

- Mineral and Petroleum Resources Development (Act No.28 of 2002)
- DMRE Guidelines for Social and Labour Plans
- Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry, also known as the Mining Charter Scorecard
- Skills Development Act No.97 of 1998
- Corporate Social Investment
- Employment Equity Act No.55 of 1998
- Labour Relations Act of 1995
- Basic Conditions of Employment Act of 1997
- Broad-based Black Economic Empowerment Act No. 53 of 2003

1.2. VENETIA MINE'S MINING RIGHT

DBCM converted its old order mining right in terms of Item 7 of Schedule II of the MPRDA for its Venetia Mine on 02 September 2008. As part of the conversion of the above-mentioned mining right, DBCM submitted a Social and Labour Plan for the period 2007 to 2012. A subsequent Social and Labour Plan was implemented for the period 2013 to 2017 (SLPII) and currently SLPIII (2018 – 2022) is in the final stages of implementation.

In order to achieve the overall objectives of the Social and Labour Plan associated to Mining Right: M29/2009; DMR Reference No. LP; 30/5/1/2/5/58MR issued to DBCM for Venetia Mine, DBCM has developed a new Social and Labour Plan for the period 2023 – 2027 in terms of Regulation 46 as read with Regulation 43 and 44 of the Act and will be referred to as the Venetia Mine's Social and Labour Plan Version 4.

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2. PREAMBLE

2.1. INFORMATION

Table 1: Venetia Mine Details

Name of the Company	De Beers Consolidated Mines Proprietary Limited
Name of the Mine	Venetia Mine
Mining Right Number	M29/2009
DMR Reference Number	LP: 30/5/1/2/5/58MR
Mine Physical Address	01 National Road, Musina, 0900
Mine Postal Address	PO Box 668, Musina, 0900
Mine Telephone Numbers	015 575 2487
Product Mined	Diamonds, Diamond (Alluvial), Diamond (General) and Diamond (In Kimberlite)
Life of Mine	24 Years (2047)
Financial Year	1 January to 31 December
Reporting	By 31 March each year
Responsible Person	General Manager: Ntokozo Ngema

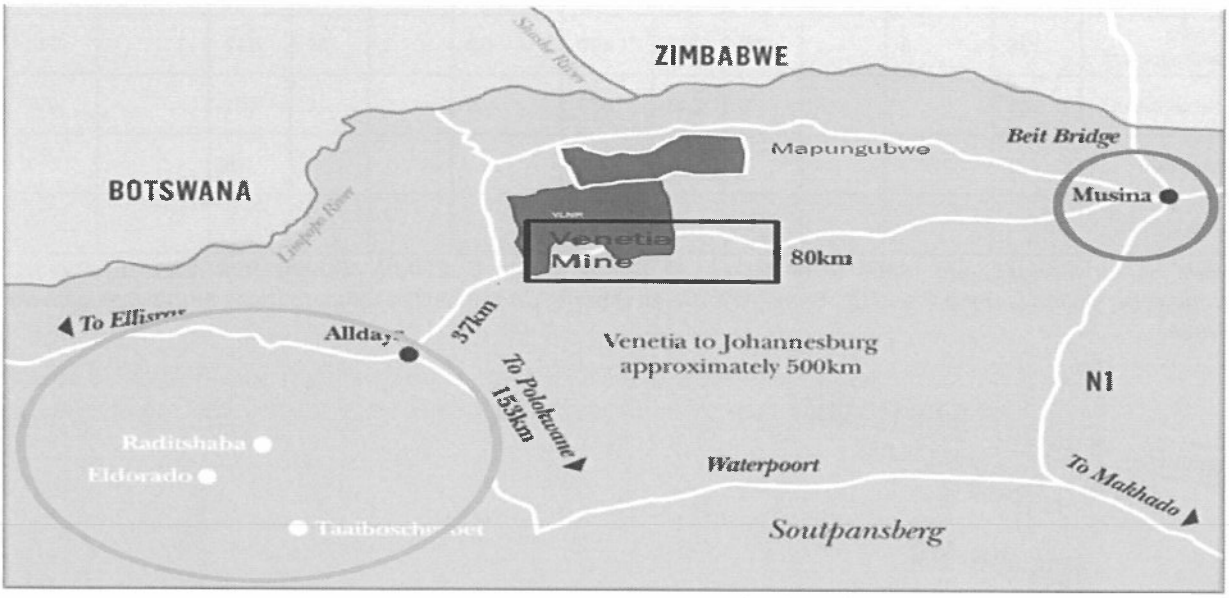

Figure 1: Locality of Venetia Mine

2.2. SIZE AND BREAKDOWN OF THE WORKFORCE

As of 31 August 2023, De Beers Venetia Mine employed a total of 1 820 employees, including foreign nationals and excluding contractors. Women constitute 25.6% and persons with disabilities 1.9% of the total workforce. The breakdown per occupational level representation of permanent and temporary employees is:

- Senior Management 1.2%
- Middle Management 8.2%
- Skilled Labour 37.5%
- Semi-Skilled Labour 49.9%
- Unskilled Labour 0.3%

This is further broken into more details below in Table 2.

Table 2: Permanent and temporary employees per occupational levels as of 31 December 2023

Occupational levels	Female					Male						Grand Total
	African	Coloured	Indian	White	Total	African	Coloured	Indian	White	Total	Foreign National	
Senior Management	2	-	-	3	5	6	1	-	10	17	-	22
Middle Management	33	2	2	9	46	57	10	3	28	107	9	153
Junior Management	138	8	-	18	164	476	10	2	59	547	-	711
Semi-Skilled	241	-	-	5	246	673	6	-	2	681	-	927
Unskilled	1	-	-	-	1	6	-	-	-	6	-	7
Grand Total	415	10	2	35	462	1,218	27	5	99	1,358	9	1,820

Note: Senior management refers to employees in Bands 4 and 5; Middle Management refers to Band 6 employees; skilled is Band 7 and CL, Semi-skilled is all B band, and Unskilled refers to those employees with No Grade.

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2.3. CONTRACT EMPLOYEES AT DE BEERS VENETIA MINE

De Beers Venetia Mine as the holder of De Beers Venetia Mine's mining right as defined in the MPRDA, acknowledges that the holder of a mining right remains responsible for compliance with the requirements of the MPRDA even if the holder appoints a contractor to perform work within the boundaries of the mining area.

Considering the above, De Beers Venetia Mine will use its best endeavours through its contractual requirements to ensure compliance by its contractors with the requirements of the Human Resources Development and Employment Equity Programmes as stipulated in Regulation 46 of the MPRDA and will also make it known not only to its own employees but also to the employees of its contractors as disclosed in the SLP.

2.4. LABOUR SENDING AREAS

De Beers Venetia Mine is in the Musina Municipal area and Table 3 below reflects the areas from which most of the workforce has been sourced.

Table 3: De Beers Venetia Mine's Labour Sending Areas

Municipal Area	No of Employees	Percentage
Blouberg	431	23.4%
Musina	665	36.4%
Mutale	37	2.1%
Makhado	69	3.8%
Polokwane	64	3.6%
Sekhukhune	12	0.7%
Thulamela	101	5.6%
Waterberg	26	1.4%
Mopani	58	3.2%
City of Johannesburg	42	2.3%
City of Tshwane	39	2.2%
Ekurhuleni	28	1.6%
Other	248	13.8%
Grand Total	**1 820**	**100.0%**

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3. HUMAN RESOURCES DEVELOPMENT PROGRAMME

3.1. INTRODUCTION

De Beers Venetia Mine's Human Resources Development Programmes are designed to support the Mining Works Programmes, the National Skills Development Strategy and De Beers Venetia Mine's transformation objectives. Learning and Development (L&D) programmes conducted at De Beers Venetia Mine are derived from and aligned with De Beers Venetia Mine's strategic objectives, business plans and Life of Mine plans. In this context, and to drive a holistic and integrated approach to L&D, additional sources such as Employment Equity Plans, Skills Development Plans, Human Resources planning processes, Performance and Talent Management systems and legislative requirements are considered in the development or acquisition of L&D programmes. Human Resources Development will take place in a coordinated and structured manner at De Beers Venetia Mine within the parameters of annual budgets.

De Beers Venetia Mine recognises that the achievement of its strategic objectives is dependent upon achieving high standards of business performance through capable and competent employees. De Beers Venetia Mine is fully committed to continue with structured and systematic learning and development programmes for all its employees on an on-going basis to enable them to perform their duties safely, effectively, and efficiently. Through the L&D programmes De Beers Venetia Mine ensures that employees acquire the necessary qualifications, skills and competencies aligned with De Beers Venetia Mine's current and future human resource requirements.

The execution of the Human Resource Development (HRD) programmes will be coordinated and structured to align with the annual operational business plan and budget where applicable, linked to strategic business requirements. In line with Regulation 46 (b), this section of the SLP deals comprehensively with De Beers Venetia Mine's five-year plan to achieve the optimal development of its Human Resources.

The following information is provided:

- The Business' Strategic Objectives
- The Skills Development Plan
- Community Development Plan
- Employee Development Plan
- Career Progression
- Transition Training
- Talent Pool
- Mentorship and Coaching Plan
- Bursary and Internship Plan
- The Employment Equity Plan

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It is intended that the HRD Policy for De Beers Venetia Mine supports both the legislative and regulatory framework together with the business strategy and objectives of the company.

3.2. COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

De Beers Venetia Mine's Human Resources Development Programmes has been developed and implemented in accordance with the National Skills Development Framework as provided for in terms of the Skills Development Act 97 of 1998 and the general requirements of the Mining Qualifications Authority.

De Beers Venetia Mine has a training centre that is ISO 9001:2015 certified and an accredited training provider from the Mining Qualifications Authority (MQA). As in the previous years, De Beers Venetia Mine has submitted its Workplace Skills Plan and an annual Training Report throughout the reporting period (2018-2022), in accordance with the Skills Development Act requirements.

In compliance with the Skills Development Act, the company submits on an annual basis the Workplace Skills Plan (WSP) and Annual Training Report (ATR), in consultation with Organised Labour and aligned to the company's HRD plan.

This is then submitted to the Mining Qualifications Authority (MQA), as the mining SETA, before the 30th of April each year.

De Beers Venetia Mine will appoint a Skills Development Facilitator to ensure the effective implementation of the skills development undertaking of the operation.

The following information is pertinent to De Beers Venetia Mine's compliance:

As part of the annual planning process, members of the HRD committee will engage on the plans for the following financial year. Meetings is scheduled to go through and agree on information contained in the workplace skills plan through a consensus seeking process before being uploaded and submitted to the MQA. The table below outlines how skills development is implemented at De Beers Venetia Mine.

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The following compliance details are pertinent in this regard:

Table 4: Skills development – Workplace Skills Plan details

Name of SETA	Mining Qualifications Authority (MQA)
Accreditation Number	16/MQA/0312/AC4/170412
MQA Skills Levy No	L910750852
Skills Development Facilitator	Clive Gounden
Workplace Skills Plan Submission Date	30 April of each year and WSP, SDL *number* T999990012

Attached as Annexure 1 is proof of latest Venetia Mine Workplace Skills Plan

Table 5: Strategic Implementation Plan

Skills Development Strategic Action Plan	Responsible Person	Date to be Completed
De Beers Venetia Mine will implement an annual training planning process as part of the business planning process to determine training needs, identify suitable and cost-effective training solutions and allocate adequate resources to implement the training solutions	Training Department and Sections	July Annually
Annual submission of Annual Training Report (ATR) and Workplace Skills Plan (WSP)	Skills Development Facilitator	April Annually
Appointment of dedicated (Skills Development Facilitator (SDF)	HR Manager	Complete
Training and development will be delivered by means of training capabilities inherent to De Beers Venetia Mine will and accredited external training providers	Training Department	Progress monitored against plan and the budget
Personal Development Plans (PDP's) to be developed as part of the succession planning process and to be signed off by Line Managers	Training Manager and Line Managers /HR Manager/Talent Practitioner	Annually
Create and coordinate training schedule based on business and personal development needs in accordance with business requirements	Training Department	Progress monitored against plan

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3.3. HARD-TO-FILL VACANCIES

The provision of quality training is not only a matter of upgrading employee skills, but also forms the cornerstone of De Beers Venetia Mine's future success and sustainability. The alignment of training to key business outcomes is therefore integral to De Beers Venetia Mine's Human Resources Development approach.

Training and development interventions will be prioritised to meet business needs and objectives, and this includes identifying and managing barriers to create an adequate pool of competent employees for an effective operation of the mine. This is especially so in terms of positions regarded as mission critical, high impact or hard-to-fill.

Table 6: Hard-to-Fill Vacancies (HTFV)

No	Occupation	Primary reason why occupation is regarded as Hard to Fill	Further reason why occupation is regarded as Hard to Fill	Additional Comments
1	Senior Supply Chain Officer	Requires Trade Certificate & Buyer experience.	Experience in the field of negotiating contracts, experience as a buyer with the negotiations to enter into contracts, negotiate terms and conditions with price escalations, how to issue RFQ/RF1 to the market and evaluate tenders with the Commercial knowledge of a Supply Chain delegate	
2	Capital Accountant	Combination of Cost & Financial (challenge experience).	Struggled to find the correct skillset and matching qualities to suite the role of Capital Accountant	They have an internal process regarding the role, whereby they will fill the Capital Accountant position with an internal candidate and recruit for their replacement.
3	Chief Safety Officer	Requires Underground experience.	The existing team of Safety Officers don't have the required qualifications, they never had any IDP's for them. Local applicants do not have the required underground experience, so focus is placed on other Provinces, which comes with more issues due the mine being so remote i.e. housing, schools, access to medical care and two hours travelling to and from the mine. Assistance getting kids into school.	The majority of the applicants are either not from Limpopo or they don't have experience or the right qualifications. It's a combination of factors which can be managed through thorough recruitment and selection. retention bonuses
4	Senior Safety Officer	Many applicants in the market, but not the relevant experience and qualifications required for our operation.	Local applicants do not have the required underground experience, so focus is placed on other Provinces, which comes with more issues due the mine being so remote i.e. housing, schools, access to medical care and two hours travelling to and from the mine.	Salaries expectations much higher than the current remuneration practice at De Beers Venetia Mine.
5	Safety Manager	Lack of relevant experience.	The Safety discipline has evolved over the years, now needing a Safety Manager with a more strategic focus on driving culture	

No	Occupation	Primary reason why occupation is regarded as Hard to Fill	Further reason why occupation is regarded as Hard to Fill	Additional Comments
			change. Remoteness of the operation plays a role in attraction of resources. Equity considerations.	
6	Senior Technician - Protection	Lack of relevant experience.	The field of information technology is constantly evolving, with new technologies and tools emerging regularly. Systems technicians need to stay up-to-date with these changes, which can be challenging and time-consuming. Equity considerations	
7	Utilities Engineer - Electrical Services	Specific skill set. Lack of relevant experience and GCC requirements.	Equity considerations	
8	Systems Technician	Scare skills and lack of relevant experience.	These positions require knowledge of intelligent machines, onboard technology, and experience in telecommunication systems and instrumentation. Most candidates have instrumentation background only. Equity considerations	Efforts were made to identify talent in instrumentation and see how they can fit into the systems technician posts but most did not do well
9	Plant Engineer	Specific skill set. Lack of relevant experience and GCC requirements.	Equity considerations	Salaries expectations much high than the current remuneration practice at De Beers Venetia Mine.
10	Pit Services - Engineer	Specific skill set. Lack of relevant experience and GCC requirements.	Equity considerations	

De Beers Venetia Mine will endeavour to augment the process of filling the HTFV in areas where required through the implementation of Bursaries, Career Progression Plans and Employment Equity strategies.

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3.4. SKILLS DEVELOPMENT PLAN

The objective of De Beers Venetia Mine's Skills Development Plan is to provide quality learning and growth opportunities for people development in pursuit of individual, operational, corporate, and national learning, and development goals. The Skills Development Plan interprets the company's strategy into workable and standardized processes and procedures which will harness the full potential of the skills development processes operationally, centrally, and nationally.

The focus of the De Beers Venetia Mine's Skills Development Plan is to provide an enabling environment that delivers:

- an appropriately qualified and competent workforce,
- an opportunity to develop the potential of its employees,
- an opportunity for employees to operate and contribute at their highest level of capability,
- the creation of a culture of continuous improvement, and
- the embedding of an organisational culture that promotes high performance and clear accountability which is conducive to skills attraction, development, and retention.

"Form Q" – Depicts the numbers and education levels of De Beers Venetia Mine employees.

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Table 7: Form Q: Education levels of De Beers Venetia Mine employees as of 31 December 2023

			Male				Female				Total	
Band	Nqf Level	Old System	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No schooling / Unknown	0	0	0	0	0	0	0	0	0	0
		Grade 0 / Pre	0	0	0	0	0	0	0	0	0	0
		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / ABET 1	0	0	0	0	0	0	0	0	0	0
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / ABET 2	1	0	0	0	0	0	0	0	1	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / ABET 3	1	0	0	0	0	0	0	0	1	0
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0
		Grade 9 / Std 7 / ABET 4	4	0	0	0	0	0	0	0	4	0
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	34	2	0	1	0	0	0	0	37	0
	3	Grade 11 / Std 9 / N2	37	0	0	1	4	1	0	0	38	5
	4	Grade 12 / Std 10 / N3	718	8	1	28	228	5	0	19	745	252
Higher Education and Training (HET)	5	Diplomas / Certificates	351	11	2	56	114	4	0	15	410	124
	6	First degrees / higher diplomas	59	4	1	18	63	3	1	5	82	72
	7	Honours / Master's degrees	5	1	0	5	6	0	1	1	11	8
	8	Doctorates	1	0	0	0	0	0	0	0	1	0
		Total	1 211	26	4	109	415	13	2	40	1350	470

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The objective of the skills development plan is to put the necessary systems in place to facilitate the:

- Ongoing assessment of the training needs of employees to increase their effectiveness in their current roles,
- Proactive assessment of the developmental needs of employees to prepare them for potential future roles,
- Matching training programmes with the specific needs of employees, and the needs of the organisation, to increase the skilled knowledge and competence of the workforce,
- Compliance of internal and external training programmes with De Beers Venetia Mine Quality Management System and the ISO 9001/2015 standards, and
- Compliance with legislative requirements for employee training and development.

In addition to the objectives stated above, the Education and Training system makes provision for strategic partnerships with selected academic institutions and external service providers to bolster the effectiveness and quality of training programs.

The objective of the Literacy and Numeracy Plan is to respond to the employees that fall within low Education group: NQF 1 and below. Currently there are 6 employees within this category, and who will be supported to study with a recognised institute of learning through correspondence options to upgrade their qualifications via the Study Assistance scheme. This will ultimately add value to the individual and the company by providing individuals with additional knowledge and skills.

It enables individual participation and improves employability and competencies enabling the adult improved professional mobility and flexibility, which will create access to career development as most of the skills programs and qualifications enrolments specifications is an NQF Level 2 as a prerequisite.

Acquire skills and knowledge to the level where they have been found competent to perform the work in the underground space where opportunities arise.

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Table 8: Employee Education Profiles -31 December 2023

NQF LEVEL	Group	Male					Female					Total
		A	C	I	W	Total	A	C	I	W	Total	
1 and below	General Education	6	0	0	0	6	0	0	0	0	0	6
2	Grade 10 / Std 8 / N1	34	2	0	1	37	0	0	0	0	0	37
3	Grade 11 / Std 9 / N2	37	0	0	1	38	4	1	0	0	5	43
4	Grade 12 / Std 10 / N3	718	8	1	28	745	228	5	0	19	252	997
5	Diplomas / Certificates	351	11	2	56	410	114	4	0	15	124	534
6	Bachelor's degrees	59	4	1	18	82	63	3	1	5	72	154
7	Honours / Master's degrees	5	1	0	5	11	6	0	1	1	8	19
8	Doctorates	1	0	0	0	1	0	0	0	0	0	1
Total		1211	26	4	109	1330	415	13	2	40	461	1 820

3.5. COMMUNITY SKILLS DEVELOPMENT PROGRAMMES

In alleviation of youth unemployment and poverty the community skills development of Technical and Non-Mining Skills (Portable Skills Training) is tactically aligned to De Beers Venetia Mine's Social Performance in ensuring that it is combatting some of the socio-economic challenges.

The aim is to identify those skills needed to unlock employment and sustainability for youth and other Historically Disadvantaged South Africans (HDSA) categories within our greater communities and partner with relevant accredited local skills development providers for skills programmes identified in the External Context Review, Municipal Integrated Development Plans for Musina and Blouberg Municipalities as well as various external engagement platforms that Venetia Mine had an opportunity to form part of.

3.5.1. *Adult Education and Training - AET*

Adult Basic Education and Training (AET) affords opportunities for employees and communities to become functionally literate and numerate, which is a step towards further education and training. Form Q illustrates the current AET level status of the workforce. The two (2) employees that qualify for Adult Basic Education, have obtained skills programmes. Due to this the focus will shift to the local community affording them this opportunity.

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Table 9: Adult Education and Training —AET

Entity	Category	Sub-category	2023	2024	2025	2026	2027	5-year total
Mine	AET	Pre –AET	0	0	0	0	0	0
Mine	AET	AET Level 1						
Mine	AET	AET Level 2						
Mine	AET	AET Level 3						
Mine	AET	AET Level 4						
Community	AET	Pre –AET	0	0	4	5	5	14
Community	AET	AET Level 1						
Community	AET	AET Level 2						
Community	AET	AET Level 3						
Community	AET	AET Level 4						
		Budget	0	0	300 000	300 000	300 000	900 000

3.5.2. Learnerships Programme – Sec.18.2

As part of Skills Development Plan, De Beers Venetia Mine has learnership programmes with the aim to provide learners with occupationally based qualifications in the Engineering and Metallurgical field.

A learnership is a registered and accredited learning programme including both practical and work experience (work integrated learning), as well as theoretical studies, and therefore combines workplace and institutional learning to enhance operational training.

Section 18(2) learners are generally novices, with little-to-no working experience, who are offered fixed term employment for the specific purpose of completing a registered learnership. Section 18(2) learnerships provide an important mechanism for the training of new entrants to the mining industry, specifically in terms of local employment as they are recruited from the local labour sending areas.

Registering Learnerships will provide opportunities for young people to remain in their communities and contribute to economic growth in the area.

Learnership programmes at the De Beers Venetia Mine are aligned to the business plan and aspires to address scarce skills, hard to fill vacancies and critical positions both at the mine and in the industry in general.

The learnerships will be distributed between the various population groups including females. Learnerships streams in both engineering, metallurgical and mining will be determined by De Beers Venetia Mine on an annual basis after considering the skills need on the mine.

A relatively large proportion of learnerships are focused on the development of technicians and artisans in the engineering field due to these positions being critical to De Beers Venetia Mine operations.

Engineering learnerships are offered in the following fields:

- Electrician
- Fitting and Turning
- Plater/Welder
- Rigger
- Autotronic
- Mechanician

Table 10: Engineering Learnerships - 18.2

Sub-category	Duration	2023		2024		2025		2026		2027		5 Year Intake & Budget
		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	
Electricians 18.2	4 years	0	0	1	0	2	0	2	0	1	0	6
Plater/ Welder 18.2	4 years	0	0	1	0	1	0	1	0	1	0	4
Fitter 18.2	4 years	0	0	1	0	1	0	1	0	1	0	4
Diesel Mechanic 18.2	4 years	0	0	1	0	2	0	0	0	0	0	3
Rigger 18.2	4 years	0	0	1	0	0	0	1	0	1	0	3
Mechanician 18.2	4 years	0	0	1	0	1	0	2	0	1	0	5
Total		0	0	6	0	7	0	7	0	5	0	25
Budget		1,957,646		2,314,902		2,142,630		2,142,630		2,325,625		10,883,433

3.5.3. *Metallurgy Learnership Programme*

The Venetia Ore Processing Plant requires skilled operators to function effectively and safely. A new entrant will generally require about 12 months of training to become a fully competent process plant operator. This delay from recruitment to achieving the required level of competency increases the likelihood that the required skills will not be readily available.

The candidates are exposed to the different sections of the plant to broaden their exposure and allow them to accumulate enough credits through the Skills Programmes to achieve the National Certificate: Mineral Processing (Lump Ore Beneficiation) Level 2.

Through this programme the candidate will be allowed a maximum of 12-18 months in a particular section of the plant by shift rotation under supervision by competent personnel in that area thus after completing the Theoretical element at the Training Department. This is necessary to acquire a broad knowledge of the section.

The Ore Beneficiation Learnership provides an ideal opportunity to pro-actively prepare community members to be trained as a pool ready for employment.

Table 11: Metallurgy Learnerships – Sec.18.2

Sub-category	Duration	2023			2024	2025	2026	2027	5-year Intake total
		In progress	Expected Pass out	Target	Target	Target	Target	Target	

Metallurgy - Lump Ore Beneficiation Level 2 (Sec 18.2)	2 year	0	0	4	0	0	0	0	4
Budget		384 000			0	0	0	0	384,000

The Learnership/Skills Programmes in Mining programme will be provided to unemployed HDSA, including women in De Beers Venetia Mine's host communities to provide them with the opportunity to gain a qualification which they will then be able to apply within the mining industry. The learners will acquire skills and knowledge to the level where they have been found competent to perform the work in the underground space where opportunities arise.

The learners must meet the criteria as set out by De Beers Venetia Mine and meet the MQA requirements to enter these programmes including the following elements:

- Introduction to sublevel caving,
- Competent B for underground,
- Trackless Mobile Machine Skills programme for underground. (one machine per learner), and
- Install and remove ventilation pipes.

Table 12: Core Business Skills Program – De Beers Venetia Mine Underground 18.2

Type of Development Programme	2023	2024	2025	2026	2027	Total
Operator Training (Underground TMM)	0	0	14	0	0	14
TOTAL	0	0	14	0	0	14
Budget	0	0	400 000	0	0	400 000

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3.6. EMPLOYEE DEVELOPMENT PROGRAMMES

It is imperative for the success of De Beers Venetia that a skilled workforce is in place to achieve its strategic and operational objectives. Human Resources Development is also an integral part of the company's drive to establish a workforce that is reflective of the demographics of the country.

De Beers Venetia Mine is accordingly committed to develop the knowledge, skills, and abilities of its entire workforce, through a blend of learning methods and programs including, mentoring, and coaching, on-the-job training, formal courses, and learnerships. A comprehensive catalogue of training programs, offered by external service providers and at the mine site Skills Development centre, is available to employees.

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3.6.1. *Supervisory Development*

Development of employees through various leadership programs is paramount for the long-time success of De Beers Venetia Mine. Several specialised service providers are contracted to assist with the development of accredited supervisory and managerial development programs as outlined in Table 14.

Candidates for supervisory programs are primarily drawn from within the workplace and developed through a combination of in-service (on-the-job) and classroom-based training.

Table 93: Supervisory Development Programs

Name of programme	NQF level	Learnership programme purpose
Supervision for energized work teams	NQF Level 3	The programme aims at equipping every first-line manager with the essential knowledge and skills necessary to: Develop, lead, and inspire productive workplace teams. Ensure that all team members are developed to their full potential.
Managing Management Fundamentals	NQF 2	The purpose of this skills programme is to provide a comprehensive introduction to management that will also serve as a foundation for further management and leadership development. This Skills Programme is intended for supervisors, foreman's, first line managers and Junior Managers: Learning outcomes: ▪ Identify and explain core and support functions of an organisation. ▪ Relations between junior management and others. ▪ Conduct structured meetings. ▪ Communication skills and engagement skills.

The numbers of participants identified to participate in the Supervisory Development for the duration of this plan are reflected in Table 15.

Table 14: Supervisory Development

	New Intake

Type of Development Programme	2023	2024	2025	2026	2027	Total
Supervisory Development	10	0	5	5	5	25
Leadership Program	10	0	0	5	5	20
Total	20	0	5	10	10	45
Budget	300 000	0	80 000	90 000	90 000	560 000

3.6.2. *Ore Processing Learnerships*

De Beers Venetia Mine also offers learnerships in the ore processing discipline, following prescribed requirements of applicable qualification standards. These learnerships are registered with the Department of Labour and comply with the requisite NQF qualifications. The learnerships will be demand-led to address operational gaps identified through labour and talent reviews.

The Ore Processing learnerships offered by De Beers Venetia Mine fulfils the National Certificate: Mineral Processing NQF Level 2 qualification. Table 14 reflects the estimated number of beneficiaries for the Ore Processing learnerships for each year of the plan.

Table 15: Ore Processing Learnerships - 18.1

Sub-category	Duration	2023			2024	2025	2026	2027	5-year Intake total
		In progress	Expected Pass out	Target	Target	Target	Target	Target	
Metallurgy - Lump Ore Beneficiation Level 2 (Sec 18.1)	2 year	5	3	4	-	-			4
Budget		300,000			0	0	0	0	300,000

3.6.3. *Learnership Programme - 18.1*

The development of young people for opportunities in the mining industry is a key strategic imperative for De Beers Venetia Mine and hence the company's pursuit of learnerships to drive its transformation objectives. The number of learnership opportunities on offer is determined by the company's operational requirements such as, current, and future vacancies, De Beers Venetia Mine's employment equity objectives, as well as mission critical/high impact positions which are hard-to-fill.

The objectives of De Beers Venetia Mine's learnership programs are the following:

- Provide an Integrated and structured learner and work-place experience,
- Provide employees the opportunities to obtain nationally Recognised qualifications,
- Create appropriate internal talent pools,
- Facilitate diversity and transformation in the workplace, and
- Bridge the gap between current educational and labour needs.

De Beers Venetia Mine Engineering Learnerships - Section 18(1) are registered and accredited programs that result in a registered qualification with the South African Qualifications Authority (SAQA).

Learnerships consist of a blend of theoretical learning, improved through practical on-the-job work experience.

A relatively large proportion of learnerships are focused on the development of artisans in the engineering field due to these positions being critical to Venetia Mine.

The following engineering learnerships are offered in the following fields:

- Electricians
- Plater/Welder (Boilermaker)
- Fitting and Turning
- Diesel Mechanic
- Rigger
- Autotronic
- Mechanician

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Learnership programmes at the De Beers Venetia Mine are aligned to the business plan and aspire to address scarce skills, hard to fill vacancies and critical positions both at the mine and in the industry in general.

Table 16: Engineering Learnerships – Sec 18.1

Sub-category	Duration	2023		2024		2025		2026		2027		5 Year Intake & Budget
		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	
Electricians (Sec 18.1)	4 years	0	0	0	1	0	0	0	0	1	0	2
Plater/ Welder (Sec 18.1)	4 years	0	0	0	0	1	0	0	0	0	0	1
Fitter (Sec 18.1)	4 years	0	0	0	0	0	0	0	0	0	0	0
Diesel Mechanic (Sec 18.1)	4 years	0	0	0	0	0	0	0	0	0	0	0
Rigger (Sec 18.1)	4 years	0	0	0	0	0	0	0	0	0	0	0
Autotronic (Sec 18.1)	3 years	0	0	0	0	0	0	0	0	0	0	0
Mechanician (Sec 18.1)	4 years	0	0	0	0	0	0	1	0	0	0	1
Total		0	0	0	1	1	0	1	0	1	0	4
Budget		859,900		894,471		327,805		536,683		655,610		3,274,469

3.6.4. Unit Standard and Modular Based Training

In-service training forms a vital component of De Beers Venetia Mine's Skills Development Programme. In-service training incorporates a wide array of skills areas, is needs driven and linked strategically to De Beers Venetia Mine's objectives. The unit standard and modular based accredited in-service training programs offered by De Beers Venetia Mine are summarised in Table 19.

The in-service training is provided throughout the year to meet operational requirements. The unit standard and modular based training programmes serve to develop employees, promote safety, and enhance legal compliance. This provides value that extends beyond the mining industry and has the potential to contribute to our local communities and the growing economic zones in the surrounding area. De Beers Venetia Mine intends to leverage these opportunities through optimising the capacity and delivery of this training by including community members and thereby maximising value for both De Beers Venetia Mine and the local communities.

Table 17: Units Standard and Modular Based Training Program

Unit Standard & Modular Based Training Programme	Objective
Operate a pendant controlled overhead crane	Demonstrating an integrated practical and theoretical grounding in Crane Operations according to safe handling and maintenance practices in compliance with crane manufacturers and legislated standards.
Operate Truck Mounted cranes	A learner accredited with this standard will be able to demonstrate an integrated theoretical and practical grounding in Truck Crane Operations according to safe handling and maintenance practices in compliance with crane manufacturers and legislated standards.
Operating lift trucks (Telescopic boom handler)	A learner accredited with this standard will be able to operate telescopic boom handler for the safe and efficient movement and stacking of freight in a variety of work environments and take basic care of the equipment in compliance with lift truck manufacturers` and legislated standards.
Operate counter-balanced lift truck	The person credited with this Unit Standard can operate a counter-balanced lift truck in a safe manner
Operate a Mobile Elevating Work Platform (MEWP)	The person credited with this unit standard can safely operate and use a Mobile Elevating Work Platform.
Monitor, report and make recommendations pertaining to specified requirements in terms of working at heights	People credited with this unit standard will be able to describe the requirements regarding working at heights.
Operate a Skid Steer Loader	Operating Skid Steer Loader's and demonstrating knowledge of the functions of Skid Steer Loader's and starting, shutting down and operating procedures for the machine.
Lift and move a load using manual lifting equipment and tackle (basic, intermediate, and advanced)	This unit standard is for a learner within the mechanical handling (rigging) context.
Operating Mobile cranes	A learner accredited with this standard will be able to demonstrate an integrated practical and theoretical

Unit Standard & Modular Based Training Programme	Objective
	grounding in Crane Operations according to safe handling and maintenance practices in compliance with crane manufacturers and legislated standards.
Operating Reach trucks	A learner accredited with this standard will be able to operate reach trucks for the safe and efficient movement and stacking of freight in a variety of work environments and take basic care of the equipment in compliance with lift truck manufacturers and legislated standards.
Operating Rough Terrain Forklift Truck	A learner accredited with this standard will be able to operate lift trucks for the safe and efficient movement and stacking of freight in a variety of work environments and take basic care of the equipment in compliance with lift truck manufacturers and legislated standards.
Operate a tractor	Operating a Tractor and demonstrating knowledge of the functions of Tractor's and starting, shutting down and operating procedures for the machine.

Table 18 reflects the estimated number of beneficiaries for the programmes:

Table 18: Unit Standard and Modular Training Programmes

Type of Development Programme	New Intake					TOTAL
	2023	2024	2025	2026	2027	
Operate a pendant	20	15	10	5	5	55
Operate Truck Mounted cranes	4	4	4	4	1	17
Operating lift Trucks	8	8	4	4	4	28
Operate counter-balanced lift truck	8	4	4	4	4	24
Operate a Mobile Elevating Work Platform (MEWP)	8	4	4	4	4	24
Monitor, report and make recommendations pertaining to specified requirements in terms of working at heights	40	20	20	20	20	120
Operate a Skid Steer Loader	12	4	4	4	4	28
Life and move a load using manual Basic lifting equipment and tackle - Basic Rigging	20	4	4	4	4	36
Life and move a load using manual lifting equipment and tackle - Intermediate Rigging	10	10	10	10	10	50

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Type of Development Programme	New Intake					TOTAL
	2023	2024	2025	2026	2027	
Operating Mobile Cranes	2	1	1	1	1	6
Operating Reach Trucks	4	2	0	1	1	8
Operating Rough Terrain Forklift Truck	5	2	1	0	1	9
Operate a tractor	1	0	1	0	1	3
Accredited: Occupationally Health and Safety Programme: SHE Representative	5	5	5	5	5	25
TOTAL	**147**	**83**	**72**	**67**	**55**	**424**
Budget	**450 000**	**300 000**	**300 000**	**300 000**	**300 000**	**1 650 000**

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3.7. CAREER PROGRESSION

3.7.1. Career Progression Plan

Career management is the process of planning and guiding the progression of an employee in accordance with business needs and objectives, their individual potential and work performance. It is a deliberate effort to link the employee's career needs with the business requirements.

The intended purpose is to increase awareness, knowledge, and skills among employees regarding the direction and potential progression of their careers. Career Progression Plans link these initiatives and will be utilised as a tool to plan the development of employees as well as track progress. The Career progression plans will be explored via the outcomes of the skills analysis process and workforce planning process and will be refined over time through discussions between the line managers and employees. Following the skills analysis, all employees will be given the opportunity of having a development meeting to establish a Career Progression Plan. Emphasis will be placed on women in mining positions and HDSAs identified for development into management positions as well as women in core mining positions.

Employees identified as having significant potential will be fast-tracked in career paths, dependent on availability of employment positions and the needs of De Beers Venetia Mine. The Career Progression Plan will further be aligned with the Employment Equity Plan and will be used to promote the advancement of HDSAs and Women in Mining into more senior and managerial positions. Furthermore, De Beers Venetia Mine will utilise Career Progression Plans as a mechanism to fill Hard-To-Fill-Vacancies, through Skills development initiatives.

De Beers Venetia Mine recognises the need for employees to have clarity on potential career paths to ensure consistent employee engagement and development over time. Career paths essentially map out the successive steps and possible growth opportunities available to employees during their employment with the Company. By ensuring that employees are matched with career paths that are both relevant and achievable, De Beers Venetia Mine aims to assist employees in realising tangible career progression to avoid setting unrealistic expectations. De Beers Venetia Mine has accordingly identified relevant and achievable career path opportunities and enables employees to independently pursue these opportunities.

The responsibility of creating career development goals and achieving those goals falls upon the employee, while the company's role includes support for the employee in his/her career development objectives and provision of the tools such as:

- Creating awareness of possibilities and challenges;
- Performance management reviews;
- Assessment centres;
- Assistance in meeting minimum educational qualifications;
- Assistance in focusing on coaching in areas of technical deficiency; and
- Assistance in coaching/training in non-technical areas.

The career path pipeline is shown on the next page.

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Table 19: Career Path Pipelines

Core Mining Occupation (Discipline)	Starting / Feeder position(s)	Target position	Relevant Career Progression program	Duration	Does it include mentorship?	2023	2024	2025	2026	2027	5-year intake total
Engineering	Engineering Operative	Senior Engineering Operative	Engineering Operative Programme	2 Years	No	40	0	0	0	0	**40**
Engineering	Apprentice	Artisan	Engineering Learnerships	3 - 4 years	Yes	2	2	0	3	3	**10**
Engineering	Artisan	Engineering Foreman	Relevant Development Program	2 Years	No	0	0	1	0	0	**1**
Engineering	Artisan	Engineering Maintenance Planner	Engineering Planner Program	1 year	No	0	1	0	0	0	**1**
Engineering	Bursar / Graduate	Engineering Foreman/Engineering Overseer	Engineering Internship	4 years	Yes	1	2	2	0	0	**5**
Engineering	Section Engineer	Manager: Engineering	Relevant Development Program	1 year	No	0	0	0	0	0	**0**
Engineering	Manager: Engineering	General Manager	Relevant Development Program	1 year	No	0	0	0	0	0	**0**
Mining	Operator: Mining	Miner	DMRE Blasting certificate program	18 months	Yes	7	0	4	0	4	**15**
Mining	Miner	Shift boss	Relevant Development Program	1 year	No	0	0	1	0	1	**2**
Mining	Shift boss	Mine Overseer	MO Certificate of Competence Relevant Development Program	1 year	No	0	0	0	1	1	**2**
Mining	Manager: Mining	General Manager	Relevant Development Program	1 year	No	0	0	0	0	0	**0**

Core Mining Occupation (Discipline)	Starting / Feeder position(s)	Target position	Relevant Career Progression program	Duration	Does it include mentorship?	2023	2024	2025	2026	2027	5-year intake total
Mining	Bursar / Graduate	Shift boss/Mine Overseer	Mining Engineering Internship	4 years	Yes	0	0	0	0	1	1
Metallurgy	Senior Plant Monitor	Ore Processing Supervisor / Controller	Lump Ore Beneficiation Level 2	2-3 years	Yes	1	1	1	1	1	5
Metallurgy	Ore Processing Supervisor / Controller	Senior Ore Processing Foreman	Relevant Development Program	1 year	No	0	0	0	1	0	1
Metallurgy	Bursar / Graduate	Senior Plant Metallurgist	Metallurgy Internship	2 years	Yes	0	0	0	0	0	0
Metallurgy	Senior Plant Metallurgist	Ore Processing Engineer	Relevant Development Program	1 year	No	0	0	0	0	1	1
Metallurgy	Ore Processing Engineer	Section Manager	Relevant Development Program	1 year	No	0	0	0	0	0	0
Metallurgy	Section Manager	Manager: Plant	Relevant Development Program	1 year	No	0	0	0	0	0	0

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Career Paths at De Beers Venetia Mine have been implemented for each discipline and apply to all employees within that discipline. In essence these career paths describe the hierarchical steps or job positions within the discipline together with the minimum requirements for each position.

These are generic to the discipline, and are applicable to role profiles and detailed qualifications, experience and training interventions required to progress through various positions within the discipline. Employees on a career progression plan will be mapped within a specific career path in the following core disciplines:

- Mining,
- Engineering,
- Human Resources Management,
- Ore Processing,
- Mineral Resources Management,
- Commercial Management,
- Public and Corporate affairs, and
- Security, Safety, Health, and Environment.

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3.7.2. *Other Skills and Learning and Development Programmes*

Core Business Skills Programmes form an essential part in equipping employees with the skills and required competencies to successfully execute their employment responsibilities related to core production activities. The training addresses skills Support Functions as well as soft skills for Core Functions.

These core and soft skills programmes are designed to prepare employees and provide compliance with the following:

- Legal
- Post-employment training - to fulfil the tasks of the employee's current position.
- Post-employment training - related to the employee's potential for future application.

Skills programmes form an important component of the training and development programmes of the machine operator, drivers, and elementary workers. Skills programmes offered comply with the unit standard requirements of the National Qualifications Framework and the Mining Qualification Authority and therefore offer participants credit towards a NQF registered qualification.

The majority of core business skills training is conducted either on-site or through external providers. Venetia uses its own qualified trainers, assessors, and moderators to conduct training. Core and Support soft skills training will be aligned according to business needs, especially those identified from the skills needs analysis.

The method of training and certification of miners has changed several times during the past years. In 2009 the process was aligned with the requirements of the NQF and SAQA for accredited training and only persons that completed the required SAQA registered qualification were recognised as competent persons and could be appointed as miners. With effect from 1 June 2017, the administration of examination for blasting certificates reverted to the DMRE in terms of the relevant sections of the MHSA.

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Venetia Mine agreed to implement these interventions:

- Competency A
- Competency B
- Competency BA
- DMRE Blasting Certificate Training

The plan with the mining core skills training is to ensure that De Beers Venetia Mine supports all the core mining processes by ensuring compliance with the mine health and safety act and that the targets are in line with the skills development strategy.

The table below reflects the planned development programmes.

Table 20: Core Business Skills Program – De Beers Venetia Mine Underground Employees

Type of Development Programme	2023	2024	2025	2026	2027	Total
Learner Official Program (Leaner Miner/Shift Boss)	12	0	4	0	4	20
Mining - Learning Program (Accredited i.e., Competent A, Competent B, Competent BA)	20	20	20	20	20	100
Operator Training (Underground Transition)	10	0	0	0	0	10
Training Officer Training (Underground Transition)	1	0	0	0	0	1
TOTAL	43	20	24	20	24	131
Budget	400 000	200 000	400 000	400 000	400 000	1 800 000

The core skills programs include all legislative requirements specified in the company competency profiles, national registered skills programs and relevant mining legislation. The programs are occupationally directed technical and non-technical skills interventions aimed at providing employees with the requisite knowledge and skills required to perform their work safely an in a proficient manner.

3.7.3. Talent Pool

Talent planning (succession) and talent pools are regarded as one of the most effective means to ensure an adequate future supply of scarce and critical skills and to achieve the objectives of this Plan and De Beers Venetia Mine has created several talent pools aimed at accelerating the development of high potential individuals, especially from HDSA categories. This involves the development of people within the company, and is aimed at key leadership, supervisory and technical skills positions. The following talent pools exist in De Beers Venetia Mine. Management Development Programmes/ Project Management/Technical Report Writing.

Table 21: Reflects individuals to be fast tracked for each year of the plan

Type of Development Programme	New Intake					
	2023	2024	2025	2026	2027	Total
MDP/Project Management/Technical Report Writing	0	0	1	1	1	1

Budget	0	0	100 000	100 000	100 000	300 000

3.8. MENTORSHIP AND COACHING PLAN

Mentorship and coaching involve the creation of a learning relationship between an employee and a mentor. It is the norm and practice De Beer Venetia Mine to allocate more senior managers in the mentor role even though the trainee has a final decision. Mentors act as both coach and role model and promote the employees' career development at length. This is planned one-to-one instruction usually by competent higher-grade employees, Supervisors, Managers, Workplace Trainers or in rare circumstances an external coach. The Mentor / Coach sets a good example of what is to be done, answers questions and helps the trainee develop their skills.

De Beers Venetia Mine believes that mentoring is an important process to use in the development of its people, specifically regarding the transfer of knowledge and skills. Mentorships will be prioritised towards individuals on the various company skills programs, including:

- Bursars,
- Internship,
- DMRE Blasting,
- Experiential Learners,
- Safety Officer
- Supervisory LEAP

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Table 22: Mentorship Targets

Employee Categories	Target					Total Targets (2023-2027)
	2023	2024	2025	2026	2027	
Bursars	3	3	3	3	3	15
Interns	3	7	2	0	0	12
Blasting Ticket	7	0	4	0	4	15
Experiential Learners	6	4	2	2	2	16
Add safety officer	0	1	0	0	0	1
Supervisory LEAP	10	0	0	0		10
Total	**26**	**15**	**11**	**5**	**9**	**69**

3.9. BURSARY AND INTERNSHIP PLAN

3.9.1. Bursary Plan

Talent and knowledge management is the essential lifeblood of any organisation. It is in the best interest of any organisation to ensure that these two essential pillars in the human resources structure are maintained and optimised. Over the years, De Beers Consolidated Mines Proprietary Limited ("De Beers Venetia Mine") has implemented various initiatives to ensure a consistent flow of talent into the organisation.

With the emphasis in South Africa on job creation and experiential training for young professionals, De Beers Venetia Mine has weighted its development approach towards graduate trainees (internships) with particular emphasis on technical professions and Women in Mining.

Where a shortage of young graduates with technical skills has been identified in specific labour sending areas, De Beers Venetia Mine augments its development programs with its Bursary Scheme.

The bursary scheme targets three areas, all of them in mining related disciplines. These are:

- Mechanical and Electrical Engineering,
- Metallurgy, and
- Mining.
- Support Services

These target areas are reflective of the direction pursued by The Mining Charter. Over the years the EE profile of the bursary scheme has evolved to reflect 100% EE and 100% females. This was done through targeted selection and focuses on students from the communities surrounding De Beers' mining operations.

The number of bursars in the scheme was established through inputs from De Beers Venetia Mine's business plan, the number of graduate interns identified from labour sending areas and the requirements of the Company's transformation objectives.

Bursaries will be awarded to students interested or busy studying in the following core mining disciplines, should they meet the required criteria:

- Geology,
- Ventilation,
- Metallurgical
- Electrical and Mechanical Engineering,
- Mining Engineering, and
- Support services.

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Bursaries will be offered to both external individuals (i.e., members of the community) and employee's children and relatives who wish to study for a tertiary qualification in a mining related diploma or degree.

The selection of bursars will be aligned to the Company's Employment Equity Plan.

The table below reflects the number of bursars' De Beers Venetia Mine plans to have in the system per technical discipline for each year of the plan:

Table 23: Bursary Plan

Bursar plan	New Intake					
	2023	2024	2025	2026	2027	Total
Bursar Intake in the following disciplines (Engineering, Metallurgy, Mining, MRM, and Support)	3	3	1	2	1	10
Total	3	3	1	2	1	15
Budget	1 000 000	1 500 000	800 000	800 000	500 000	4 600 000

3.9.2. *Internships (Graduates)*

De Beers Venetia Mine offers practical training to students and bursars in terms of vacation work and experiential training. Graduate trainees are also accommodated through postgraduate training with each professional-in-training being assigned a mentor. The emphasis of the graduate and internship program is to identify high potential young HDSA candidates and give priority to candidates sourced from within the local community in which we operate in.

Graduates and internships that are offered by De Beers Venetia Mine are dependent on the specific operational need of the Mine.

Once these learners have completed the internship program, De Beers Venetia Mine exercises the first option to offer the candidates permanent employment.

De Beers Venetia Mine offers Graduate Training Programs in Geology, Electrical and Mechanical Engineering, Mining and Metallurgy. The following table provides a qualitative reflection of De Beers Venetia Mine's Intern allocations for 2023 – 2027.

Table 24: Internship Plan

Internship Programme	2023	2024	2025	2026	2027	Total
Engineering	1	0	1	0	1	3
Metallurgy	0	0	1	0	0	1
Mining	1	0	0	0	1	2
Geology, Geotechnical, Survey	1	0	0	1	0	2
Accounting/Environmental Science/Other	1	0	0	0	1	2
TOTAL	4	0	2	1	3	10
Budget	1 500 000	0	300 000	325 000	600 0 000	2,675 000

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3.9.3. *Self-study Scheme*

A key component of De Beers Venetia Mine's in-service training is the De Beers Venetia Mine self-study scheme. This scheme offers financial assistance to all permanent employees for part-time courses of study leading to any approved qualification, provided the proposed studies falls within the relevant mine business disciplines. The self-study scheme offers employees opportunities to further their development in line with personal and organisational goals.

Table 29 reflects the financial provisioning for the self-study scheme per year.

Table 25: Self Study Scheme

Type of Development Programme	Annual Budget					Total Budget
	2023	2024	2025	2026	2027	
Self-study financial provision	300 000	100 000	200 000	200 000	300 000	900 000

**Cognisance has been taken in the budget provision for new intakes as well*

3.9.4. *Financial Study Assistance Scheme*

In-service training forms an important component of De Beers Venetia Mine Skills Development Program. In-service training incorporates a large variety of training methods, including structured courses, seminars an on-the job training.

A key component of De Beers Venetia Mine's in-service training is the Study-Self Scheme which was introduced in 2012 to provide learners from indigent households in the Mine's Labour sending areas, and who are registered with any public tertiary institution, with financial assistance.

This scheme offers financial assistance to all permanent employees for part-time courses of study leading to any approved qualification provided the proposed studies falls within the relevant mine business disciplines. The Self-Study scheme offers employees opportunities to further their development in line with personal and organisational goals. It is important to note that this scheme is individual driven based on the employee's career direction as aligned with the conditions of the scheme.

Table 26: Financial Study Assistance Scheme

Field of Study	New Intake					
	2023	2024	2025	2026	2027	Total
Tertiary Study for Learners from Indigent Households	8	8	8	8	8	40
Tertiary Study for Persons with Disabilities	0	2	2	2	2	8
Total	**8**	**10**	**10**	**10**	**10**	**48**
Budget	350 000	350 000	350 000	350 000	350 000	1.750 000

3.9.5. *Facilitated TVET Programmes*

The remote location of the mine makes it particularly difficult for community members to enrol for distance learning education, especially for subjects that are not catered for in the local Technical and Vocational Education and Training (TVET) Colleges. Studies of this nature also require mentoring and De Beers Venetia Mine is committed to assist in this area. The opportunity to recruit local community members that meet the requirement of N2 for engineering learnerships, makes it difficult for them to be recruited hence the need for this programme.

Studies of particular importance to the mine will be focused on to assist with local employment, for example N courses in Engineering.

Table 27: Facilitated TVET Programmes

Type of Development Programme	New Intake					
	2023	2024	2025	2026	2027	Total
Facilitated TVET Programmes	0	0	5	5	5	15
Budget	0	0	100 000	100 000	100 000	300 000

Portable Skills training equips employees with skills that promote their absorption into alternative sectors of the economy outside the mining sector in the event of downscaling and retrenchments, mine closure and injuries. Venetia Mine will consider the skills requirement in the local municipality (the socio-economic activities of the labour sending area) Employees' input will also inform this decision. Portable Skill Training which is non-mining related will be provided throughout the life of mine and will ensure that especially the most vulnerable members of the workforce acquire portable skills which are aligned to the socio-economic activities of the Labour Sending Area. Employee portable skills training can include engineering skills programmes.

Table 28: Portable Skills

Entity	Category	Sub-category	2023	2024	2025	2026	2027	5-year Intake total
Mine	Portable Skills	Non-mining related skills for Employees	0	10	0	5	0	15
Budget Allocation			0	600 000	0	300 000	0	900 000

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4. EMPLOYMENT EQUITY PLAN

4.1. INTRODUCTION

The Venetia Mine is committed to the socio-economic transformation of South Africa and aims to establish a workforce that reflects the demographics of the country. Accordingly, the intent and principles underlying the MPRDA and the Employment Equity Act, No. 59 of 1998 ("EEA") are supported. Venetia Mine, through its commitment to Employment Equity, will continually strive towards:

- Eliminating unfair discrimination,
- Promoting a broadly representative workforce,
- Redressing imbalances caused by past practices of unfair discrimination,
- Ensuring equitable and fair of opportunity for all,
- Managing diversity for the long-term benefit of the organisation and its employees,
- Ensuring compliance with the MPRDA and the EEA, and
- Valuing the contribution made by all employees.

Giving effect to these commitments requires the development and implementation of a roadmap that embodies timeframes, goals and positive measures through which Venetia Mine's Employment Equity objectives can be achieved. The Venetia Mine EE plan is aligned with the SLP requirements, complies with the statutory obligation in terms of the MPRDA and the EEA, and seeks to address the Company's strategic objectives by accessing a broader skills base.

4.2. OBJECTIVES TO BE ACHIEVED FOR EACH YEAR OF THE EE PLAN

Specific objectives have been set for the EE Plan to ensure reasonable progress towards a representative workforce over the next five years. These objectives are:

- Actively monitor conformance to EE Targets for each year of the EE Plan. Where deviations arise, these will be communicated and discussed with relevant stakeholders.
- An aspirational target of 30% (40% stretch target) HDSA female replacement rate (resignations and promotions) has been set for all bands of employment at Venetia Mine.
- Accelerate implementation of the DBCM Learning and Development Policy.
- Endeavour to achieve all EE measures by appointing HDSAs wherever a position arises, with preference given to African Females wherever possible.
- Increase percentage spend on training and development for PWDs.
- Implement changes in infrastructure and at reasonable accommodation and inclusive workplace for PWDs.
- Meet 80% (stretch target of 85%) of all EE Plan measures as agreed upon to assist with EE Plan Realisation.

4.3. WORKPLACE BARRIERS AND AFFIRMATIVE ACTION MEASURE

In accordance with the requirements of the Employment Equity Act (EEA), an analysis of the employment equity policies, procedures and the working environment is conducted at Venetia Mine to continuously identify employment barriers which adversely affect the achievement of employment equity objectives and targets. The workplace analysis for Venetia Mine is reflected in the Table 30.

Table 29: Venetia Mine's Employment Equity Barriers and Affirmative Action Measures

Categories	Barriers (Narration)	Affirmative Action (Narration)
Recruitment procedures	None	N/A
Advertising positions	Remoteness of locations means portions of local labour sending areas have limited access to technology.	▪ Venetia Mine uses noticeboards to advertise positions in remote areas and a Dropbox system to collect job applications. ▪ System is being monitored for effectiveness. ▪ Electronic recruitment system introduced to enable broader accessibility to employment opportunities
Selection criteria	The inherent physical requirements for a particular role can be a limiting factor	▪ Identify physical requirements associated with the role in line with MHSA ▪ Create ongoing awareness regarding remedial plans in accordance with Occupational Health Code of Good Practice that can be used by candidates to increase physical fitness, strength, etc. including underground work requirements
Appointments	None	N/A
Job classification and grading	None	N/A
Remuneration and benefits	Require more flexibility in the current fixed benefit structure	Continued engagement with stakeholders at Central level for bargaining level employees
Terms & conditions of employment	Policies for parental duties, pregnancy, and lactation.	Reviewed and adapted where necessary for lactation, pregnancy, and parental duties
Work environment and facilities	None	N/A
Training and development	None	N/A

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Categories	Barriers (Narration)	Affirmative Action (Narration)
Performance and evaluation	None	N/A
Succession & experience planning	Lack of clear development and succession plans in certain departments. Lack of experiential training opportunities in some role	▪ Identify alternative methods to gain experience. ▪ Develop and sign-off succession framework. ▪ More structured process for planning, implementing, and monitoring of development plans. This must be looked at in all departments, but more specifically for critical and scarce skills.
Disciplinary measures	None	N/A
Retention of designated groups	▪ Employee Value Proposition (EVP) has diminished due to shrinking business. ▪ Total Remuneration Package (TRP) does not provide necessary clarity with regards to allowances, and take-home pay. ▪ Salary discrepancies for same work being done.	▪ Identified alternative methods to retain employees including retention schemes, fly-in fly-out, etc. ▪ Exploring opportunities within the larger AA for exposure and experiential opportunities. ▪ Provide education material of how TRP works. ▪ Conduct a holistic analysis of paid differentiation for key roles.
Corporate culture	Global Colleague Survey will be rolled out in 2023	▪ Identify steps to remediate the findings of the survey where relevant.
Reasonable accommodation	▪ Availability of female specific PPE ▪ Breastfeeding facilities ▪ Infrastructure and other concerns for PWD	▪ Rolled out PPE specifically designed for woman. ▪ Lactation room has been implemented. ▪ Implement changes in infrastructure and at reasonable accommodation and inclusive workplace for PWDs.
HIV&AIDS prevention and wellness programs	None	N/A
Assigned senior manager(s) to manage EE implementation	None	N/A
Budget allocation in support of employment equity goals	None	N/A

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Categories	Barriers (Narration)	Affirmative Action (Narration)
Time off for employment equity consultative committee to meet	None	N/A

4.4. EMPLOYMENT EQUITY PROFILE AND GOALS

To determine the degree of under-representation of people from designated groups in various occupational categories and levels, Venetia Mine continuously carries out workplace profile analysis comparing its diversity profile against the economic active population of South Africa and the region in which it operates. Table 31 represents the current employment equity profile according to gender, race, and people with disabilities at Venetia Mine as of 30 September 2022.

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(Snapshot of workforce profile for all employees, including people with disabilities):

Table 30: Form S - Venetia Mine Workforce Profile as of 31 December 2023

Occupational Levels	Male				Female				Foreign Nationals	TOTAL	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White			Male	Female
Top Management	0	0	0	0	0	0	0	0	0	0	0	0
Senior Management	5	1		11	2	0	0	3	0	22	0	0
Professionally qualified and experienced specialists and mid-management	48	10	3	32	31	2	2	9	8	145	1	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	449	9	1	61	127	9	0	19	0	675	9	5
Semi-skilled and discretionary decision making	66	6		2	218	0	0	5	0	895	7	12
Unskilled and defined decision making	3	0	0	0	0	0	0	0	0	3	0	0
TOTAL PERMANENT	**1169**	**26**	**4**	**106**	**378**	**11**	**2**	**36**	**8**	**1740**	**17**	**17**
Non-permanent employees	22	0	0	3	28	2	0	4		59	0	0
TOTAL	**1191**	**26**	**4**	**109**	**406**	**13**	**2**	**40**	**8**	**1799**	**10**	**11**

The EEA requires the employer, as part of its Employment Equity Plan, to determine numerical goals and targets to achieve equitable representation of suitably qualified people from all designated groups (including persons with disabilities) within each occupational category of the workforce. Venetia Mine has made a policy decision to reflect goals at two levels:

- National economic active population demographics considered at Top Management, Senior Management and Professionally qualified levels.
- Regional economic active population demographics considered at Skilled Technical, Semi-skilled and Unskilled levels.

Tables 32 and 33 reflect the employment equity numerical targets Venetia Mine will endeavour to achieve as part of the Employment Equity Plan.

4.5. HDSA IN MANAGEMENT

Recognising that transformation within the mining industry remains a national imperative, Venetia Mine remains fully committed to ensure diversity as well as participation of HDSAs at all decision-making positions. We firmly believe that diversity is an organisational strength.

By the end September 2023, 85% of total management at Venetia Mine were categorized as being HDSA. This is mostly in line with the Mining Charter target of having 50% of management being HDSA of which 20% must be women. In line with DBCM's commitment of meeting the Mining Charter targets at each level of management the following quantitative targets has been set for each year of the plan as reflected in Tables 31 and 32.

Table 31: HDSA in Management

Year	Occupational Category	Male					Female					Total	HDSA
		A	C	I	W	FN	A	C	I	W	FN		
2023	Top Management	0	0	0	0	0	0	0	0	0	0	0	0%
	Senior Management	4	3	0	7	0	2	0	0	1	0	17	58%
	Middle Management	46	13	3	33	5	30	3	1	7	1	142	72%
	Junior Management	369	26	7	74	0	166	9	4	25	0	680	89%
2024	Top Management	0	0	0	0	0	0	0	0	0	0	0	0%
	Senior Management	4	3	0	7	0	2	0	0	1	0	17	58%
	Middle Management	46	13	3	33	5	30	3	1	7	1	142	72%
	Junior Management	369	26	7	74	0	166	9	4	25	0	680	89%
2025	Top Management	0	0	0	0	0	0	0	0	0	0	0	0%
	Senior Management	4	3	0	7	0	2	0	0	1	0	17	58%

Year	Occupational Category	Male					Female					Total	HDSA
		A	C	I	W	FN	A	C	I	W	FN		
	Middle Management	46	13	3	33	5	30	3	1	7	1	142	72%
	Junior Management	369	26	7	74	0	166	9	4	25	0	680	89%
2026	Top Management	0	0	0	0	0	0	0	0	0	0	0	0%
	Senior Management	4	3	0	7	0	2	0	0	1	0	17	58%
	Middle Management	46	13	3	33	5	30	3	1	7	1	142	72%
	Junior Management	369	26	7	74	0	166	9	4	25	0	680	89%
2027	Top Management	0	0	0	0	0	0	0	0	0	0	0	0%
	Senior Management	4	3	0	7	0	2	0	0	1	0	17	58%
	Middle Management	46	13	3	33	5	30	3	1	7	1	142	72%
	Junior Management	369	26	7	74	0	166	9	4	25	0	680	89%

Table 32: Core and Critical Skills

Year	Occupational Category	Male					Female					Total	HDSA %
		A	C	I	W	FN	A	C	I	W	FN		
2023	Core Skills	576	15	6	6	0	182	7	0	6	0	798	99%
2024	Core Skills	576	15	6	6	0	182	7	0	6	0	798	99%
2025	Core Skills	576	15	6	6	0	182	7	0	6	0	798	99%
2026	Core Skills	576	15	6	6	0	182	7	0	6	0	798	99%
2027	Core Skills	576	15	6	6	0	182	7	0	6	0	798	99%

5. MINE COMMUNITY DEVELOPMENT PROGRAMME

5.1. INTRODUCTION

The Venetia Mine is located just off the R521 road between Alldays and Pontdrift on the farms Venetia 103-MS and 104-MS in the Limpopo Province, approximately 80 km west of Musina, 36 km north east of Alldays and 540 km north of Johannesburg. The Mine falls under the jurisdiction of the Musina Local Municipality of the Vhembe district as illustrated in Figure 2. Most of the Mine employees are from the Blouberg and Musina Municipalities and therefore the Mine considers these two municipalities as its primary labour sending areas.

The Mine Community Development Programme for Venetia Mine is based on DBCM's Community Development strategy and the Building Forever Plan. These plans are developed based on numerous assessments and consultations carried out in the local communities. The Socio-Economic Assessments focusses on the potential impacts that Venetia Mine may have to communities of Vhembe and Capricorn District Municipalities, and more specifically the two host municipal areas of Blouberg and Musina. Careful consideration was also given to community development projects reflected in the Integrated Development Plans (IDPs) of these two Local Municipalities.

There is commitment from Venetia Mine to implement projects that make visible impact and contribute sustainably to the socio-economic development of our host communities. Venetia Mine would like to leave a legacy that will extend beyond the direct social and economic benefits to host communities but together with other partners would also like to bring in some growth and improvement to the region. This contribution will strengthen the coexistence of the mine with host communities and ensure that Venetia Mine continues to be seen as a partner of choice in socio-economic development and poverty alleviation.

Mine Community Development Projects included in this Social and Labour Plan were identified through the socio-economic an external context review initiated by the mine, priorities identified in IDP documents for Blouberg and Musina local municipalities and consultations with stakeholders.

5.2. ENGAGEMENTS WITH STAKEHOLDERS

Over the years Venetia Mine has built sound working relationships with communities of Blouberg and Musina, together with their Local and Traditional Authorities as well as the Limpopo Provincial Government. These partnerships have resulted in successful implementation of several community-based initiatives in the areas of community welfare, health, education and enterprise development. These initiatives include the Venetia Mine Small Business Development Hub and the Anglo-American South Africa Education Programme (AASAEP).

Over the past few years Venetia Mine has commissioned a number of studies including a Community Baseline Study (2019), Health Baseline Study (2019), Health Impact Assessment (2022), Blouberg Needs Assessment (2020), Dobbin Assessment (2019), Agricultural Study (2022), Tourism Study (2021) and a number of other studies. Along with these studies, the site has run perception surveys through ULULA Application and Community Roadshows conducted in September 2022 to better understand possible impacts caused by the Mine in its area of influence. The mine also went further to also establish a platform through which to understand perceptions that communities have regarding the mine. During these assessments' stakeholders were consulted, and their views were captured in the respective reports.

Venetia Mine continues to be involved in the local IDP and LED processes, as well as in relevant development structures or forums which are legitimately established in our host communities. The mine is committed to ensuring that information is shared with all relevant stakeholders and inputs are sought on planned community development initiatives and other activities that might have a direct impact and effect to stakeholders. This objective will be achieved through active participation in local community development structures, platforms and the implementation of Venetia Mine's Stakeholder Engagement Plan (SEP) and Local Accountability Strategy (LAS).

In April 2021, Venetia Mine launched Community Engagement Fora (CEF) in Musina and Blouberg whose primary focus was to ensure that all relevant community stakeholders meet on regular basis to discuss issues of mutual interest. This also created a platform where the mine could have open engagements with its stakeholders regarding developments at the operation and afford stakeholders an opportunity to share their views regarding such developments and how they perceive such to impact on their communities. The CEF structures are currently in operation however, with the revision of the Anglo-American Social Way guidelines, there are developments to transition from a Community Engagement Forum model into a more broader community engagement mechanism that advocates for the mine to look at a more sustainable, externally driven mechanisms, that the mine can use to account to the local community. In 2023 Venetia Mine embarked on multiple consultations with all relevant stakeholders in its area of influence to review these current structures and through consultation develop a mode of local accountability that best meets the needs of the community and the operation. Through these consultations the Mine will develop a Local Accountability Strategy that seeks to identify platforms within our host communities that the mine can make use of as accountability mechanisms.

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5.3. SOCIO-ECONOMIC BACKGROUND

5.3.1. *Overview of the Local Area*

Limpopo Province, South Africa's northern-most province, shares international borders with neighbouring countries of Mozambique, Zimbabwe, and Botswana. The province encloses 125,754km² which constitutes 10.3% of South Africa's total land area. According to the StatsSA from a Community Survey of 2016, the Province has a population of 5,799,090 people, of which 53% are female and 47% are male residents.

Venetia Mine has two recognised labour sending areas, viz. Musina and Blouberg Municipalities. Musina Local Municipality is in the Vhembe District Municipality of the Limpopo Province, South Africa. The Local Municipalities in the Vhembe District were re-demarcated by the Municipal Demarcation Board in terms of Section 21(5) of the Local Government: Municipal Demarcation Act, 1998, and gazetted in the Provincial Gazette (Notice 53 of 2015). The 2015 demarcated Vhembe District consist of four local municipalities, namely Musina Local Municipality, Makhado Local Municipality, Mutale Local Municipality, and a New Municipalities, which has yet to be named. The Musina municipality is bordered by Zimbabwe to the north, Mozambique to the east, Makhado and Thulamela Local Municipalities to the south, and the Blouberg Local Municipality and Botswana to the west. The Musina Local Municipality host three border posts bordering three different countries, namely Pont Drift (Botswana), Beit Bridge (Zimbabwe) and Pafuri (Mozambique). The Pafuri border post, however, is only accessible through the Kruger National Park and by 4x4 vehicle.

The new demarcations translated into Musina Local Municipality incorporating five former Mutale Local Municipal wards (namely former Ward numbers 8, 9, 10, 11 and 12). The newly demarcated Musina Local Municipality has a total surface area of approximately 10 347km². The seat of the Local Municipality is Musina Town, the northernmost town in the Limpopo Province of South Africa. Musina is located near the confluence of the Limpopo River with the Sand River and the border to Zimbabwe (i.e., Beit Bridge).

The Blouberg Local Municipality is in the Capricorn District Municipality of the Limpopo Province. The Capricorn District Municipality consists of four local municipalities, namely Blouberg Local Municipality, Polokwane Local Municipality, Molemole Local Municipality and Lepelle Nkumpi Local Municipality. The Blouberg Municipality borders Botswana to the north. The Blouberg Local Municipality was recently re-demarcated to include a very small portion of the previous Aganang Local Municipality. The Municipality is situated approximately 95km from Polokwane and is predominantly rural in nature. Large parts of the Municipality consist of private farms used for agriculture (especially game farming) purposes.

The seat of the Blouberg Local Municipality is Senwabarwana (also known as Bochum). Alldays is a Peri-Urban Area in the Municipality (refer to below Figure 2), which was initially established as a small farming centre to serve the surrounding farms. The primary function is still to serve the surrounding farming community, but it has since grown to a first order node settlement within the Local Municipality. Alldays is the closest town to the Venetia Mining operation.

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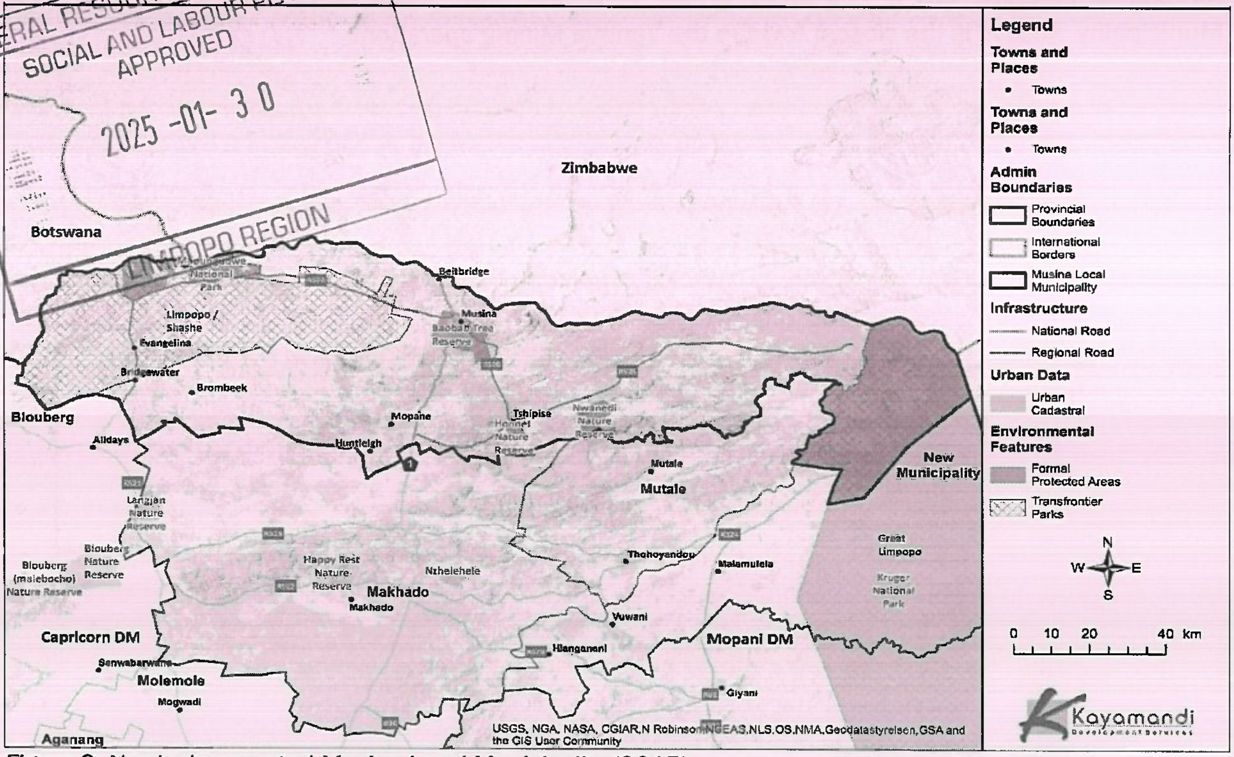

Figure 2: Newly demarcated Musina Local Municipality (2015)

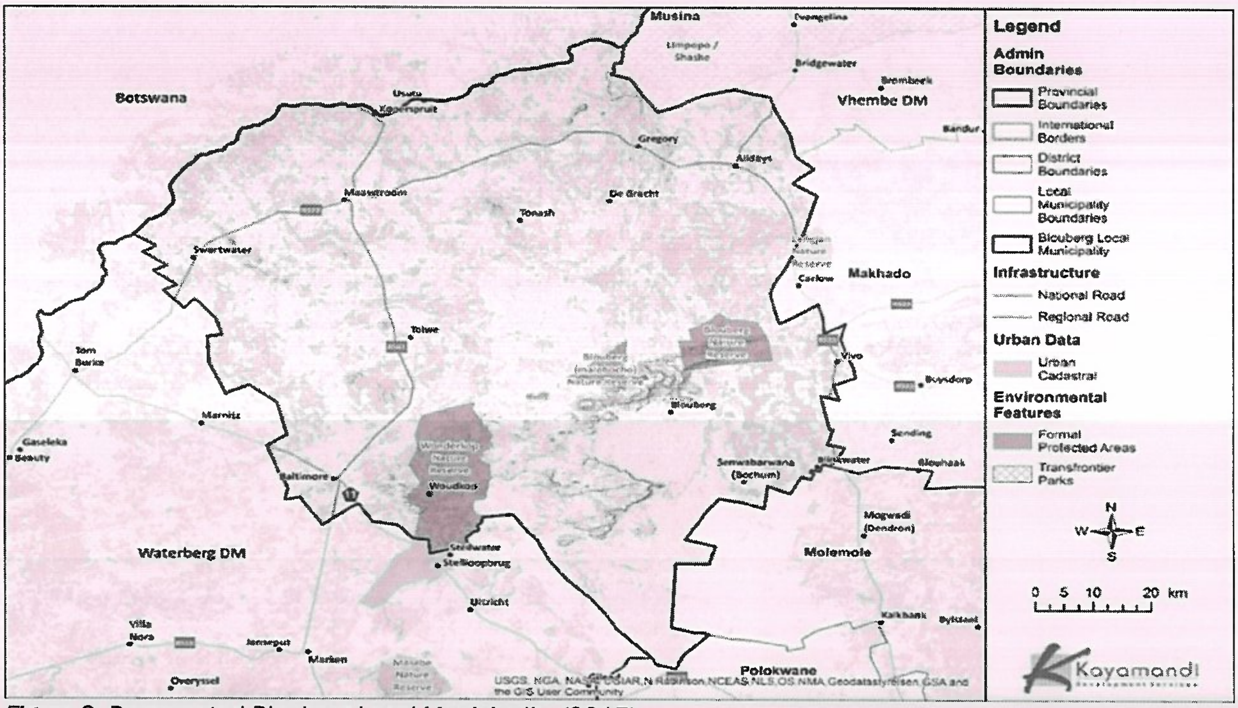

Figure 2: Demarcated Blouberg Local Municipality (2015)

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The following five growth points have been identified within the Blouberg local municipal area:

- Senwabarwana,
- Alldays,
- Eldorado,
- Tolwe, and
- the Puraspan-Avon-Indermark corridor.

Three of these growth points i.e., Alldays, Eldorado and Tolwe, are located within Venetia Mine's immediate labour sending areas. The central locality of the municipal area in relation to the rest of the country ensures that several important regional routes transverse the area, of which the R521 (Polokwane-Alldays) and D1200 (Mogwadi-Senwabarwana-GaMankgodi) routes link the municipal area with the rest of the country. Other routes, which are also of a regional and sub-regional importance, are the D1589 which links Blouberg with the Waterberg district municipal area and Botswana and the D1468 (Senwabarwana-Vivo-Indermark), which should be prioritised due to its economic importance.

5.3.2. Demographics

5.3.2.1 Population Figures

Table 34 presents the population statistics on a local, district and provincial level for 2001 and 2011 based on 2001 and 2011 Census data.

Table 33: Population and Population Growth

Geographic Area	2001	2011	Annual Growth Rate
Musina Urban Area (Main place)	19 121	42 678	8.4%
Musina LM (2011 demarcation)	39 310	68 359	5.7%
Mutale wards (2011 demarcation)	31 327	36 296	1.5%
Re-demarcated Musina (2015)	70 636	104 655	4.0%
Vhembe DM	1 197 952	1 294 722	0.8%
Alldays Urban Area (Main place)	70	2 987	45.6%
Blouberg LM	171 721	162 629	-0.5%
Capricorn DM	1 164 281	1 261 463	0.8%

From the table above, it is clear that the Musina Local Municipality has grown quite considerably from 2001 to 2011 with an average annual growth rate of 4.0%, especially in comparison to the District and the Province with an average annual growth of 0.8%. According to the latest Stats SA Community Survey 2016, the Musina Local Municipality grew by an average of 7.3% per annum from 2011 to

2016, bringing the latest available indication of the size of the population of the municipality to 132 009 people.

The Musina urban area has grown even more considerably with an average annual growth rate of 8.4% between 2001 and 2011 or an increase of approximately 2 400 people per annum in population. A possible reason for the rapid growth rate could be attributed to the fact that Musina borders onto Zimbabwe and Botswana, with the Beit bridge border post being the only entry point into South Africa from Zimbabwe. The 2011 population of the newly demarcated Musina LM contributes only about 8% to the total Vhembe District population.

The population density of the newly demarcated Musina LM is 10 people per km2, in comparison to the population densities of Vhembe District (51 people per km2) and the province (43 people per km2).

The Blouberg Local Municipality has experienced negative growth from 2001 to 2011 with an average annual growth rate of -0.5%. This is concerning, especially in comparison to the District and the Province with a positive average annual growth of 0.8%. A possible reason for the decrease in population could be attributed to the fact that Blouberg LM does not have any major economic centres, and people tend to move to areas with economic and employment opportunities such as Polokwane and even Gauteng. According to the latest Stats SA Community Survey 2016, the Blouberg Local Municipality declined by an average of -0.3% per annum from 2011 to 2016, bringing the latest available indication of the size of the population of the municipality to 162 629 people.

The Urban Area of Alldays experienced rapid growth from 2001 to 2011 with an average annual growth rate of 45.6%. This could possibly be attributed to both surrounding farm workers and mine workers being relocated to the Urban Area due to the availability of RDP houses or since Labour and sector-specific legislation (with housing condition requirements) came into effect (such as the MPRDA, 2002).

The population density of Blouberg LM is approximately 17 people per km2, in comparison to the population densities of Capricorn District (58 people per km2) and the Province (43 people per km2).

5.3.2.2 *Ethnic Composition*

Approximately 96% of the Musina LM's population is Black African, while Whites (3%) constitute the second largest population grouping, which mirrors the provincial statistics. Approximately 66% of the population in the municipality speaks Tshivenda as their first language, followed by 8% who speaks other languages, which could include languages from other African countries, then 6% that speaks Sesotho and 5% speaking Sepedi.

The overwhelming majority of the population in Blouberg LM is Black African (99%), followed by 0.6% of Whites. Sepedi is spoken by 94% of the population as their first language.

Table 34: Language

Language	Musina LM	Blouberg LM
Afrikaans	3%	1%
English	3%	1%
IsiNdebele	2%	1%
IsiZulu	0%	1%
Sepedi	5%	94%
Sesotho	6%	0%
Tshivenda	66%	1%
Xitsonga	3%	0%
Other	8%	1%

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5.3.2.3 *Age and Gender*

Slightly more than one third of the population in the Vhembe District Municipality (35%) and the Capricorn District (34%) are under the age of 15. The two municipalities reflect almost the same realities as in their districts with 23% of the population in the Musina LM under the age of 15 and 21% in Blouberg LM. This highlights the enormous existing challenge to provide quality education and future employment for this age group.

The economically active age group of 15 to 64 accounts for 59% of the population in Musina LM and 59% in Blouberg LM.

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Table 35: Age Groups

Language	Musina LM	Blouberg LM
0-4	6%	7%
5-14	23%	21%
15-34	37%	33%
35-64	22%	26%
65+	13%	13%

In both municipal areas, the females (54%) outnumber males (46%). This may be ascribed to a migration of men from the area to seek employment in other areas.

5.3.2.4 *Household size*

Household size reflects the number of people living under one roof and generally sharing an income. Table 37 provides a summary of the average household sizes of the two labour sending municipalities.

Table 36: Average Household Sizes

Geographic Area	2001	2011
Musina Urban Area (Main place)	3.5	3.7
Musina LM (2011 demarcation)	3.4	3.4
Mutale wards (2011 demarcation)	4.6	3.8
Re-demarcated Musina (2015)	3.8	3.5
Vhembe DM	4.5	3.9
Alldays Urban Area (Main place)	1.9	4.0
Blouberg LM	4.6	3.9
Capricorn DM	4.3	3.7

From the above table it is evident that average household size in the newly demarcated Musina Local Municipality decreased slightly from 3.8 members in 2001 to 3.5 members in 2011. In contrast with this trend, Musina Urban Area has shown a very slight increase in average household size from 2001 to 2011.

The average household size in the Blouberg Local Municipality decreased from 4.6 members in 2001 to 3.9 members in 2011. In contrast to this trend, the Urban Area of Alldays experienced an increase in the average household size, this however, could be due to an influx of farm and mine workers and their families to the Urban Area because of legislation and the availability of government housing.

The decrease in average household size in both Municipalities is consistent with the trend experienced on a district and provincial level.

5.3.2.5 Household Income Profile

Table 38 provides an overview of the average annual household income within Musina and Blouberg Local Municipalities as recorded during 2001 and 2011.

Table 37: Newly demarcated Musina LM and Blouberg LM household income

Income	Income Category	Musina LM 2001	Musina LM 2011	Blouberg LM 2001	Blouberg LM 2011
No income	Low	11%	13%	35%	16%
R1 - R4 800		35%	6%	14%	7%
R4 801 - R9 600		23%	14%	27%	14%
R9 601 - R19 200		13%	26%	13%	27%
R19 201 - R38 400		9%	20%	5%	23%
R38 401 - R76 800	Middle	4%	9%	4%	7%
R76 801 - R153 600		3%	6%	1%	4%
R153 601 and more	High	2%	6%	1%	4%
Total		100%	100%	100%	100%

The data illustrate a clear upward shift in the average annual income of households for both Municipal areas between 2001 and 2011, especially in the middle- and higher-income categories.

In Musina Local Municipality, the increase in the percentage of households with no income between 2001 and 2011 is of great concern, with 13% of households in 2011 having no income, and therefore being dependent on government and social grants and assistance. In total however, there has been a decrease in the number of households that fall within the low-income category from 91% in 2001 to 79% in 2011.

In Blouberg Local Municipality, although there has been a decrease in the number of households with no income from 2001 to 2011, the 16% of households that still have no income is of concern as they are dependent on government and social grants and assistance. In total however, there has also been a decrease in the number of households that fall within the low-income category from 91% in 2001 to 86% in 2011, while the percentage of households in the middle-income category increased from 5%

to 11% and the percentage of households in the high-income category increased from 1% to 4% from 2001 to 2011.

In comparison, the socio-economic disparity between the two municipalities seems to have worsened, as the share of lower income households was the same in 2001, with a greater improvement experienced by households in Musina Local Municipality by 2011, compared with households in Blouberg Local Municipality. The disparity is compounded by the fact that the average household size is higher in Blouberg LM in comparison to Musina Local Municipality, meaning more people must survive on a smaller per capita household income.

Table 39 presents the average annual household income of households in the Urban Areas.

Table 38: Musina Town and Alldays Urban Area Annual Household Income

Income	Income Category	Musina Town 2001	Musina Town 2011	Alldays 2001	Alldays 2011
No income	Low	25%	13%	3%	24%
R1 – R4 800		8%	6%	14%	4%
R4 801 – R9 600		18%	14%	11%	12%
R9 601 – R19 200		15%	26%	9%	18%
R19 201 – R38 400		14%	20%	26%	17%
R38 401 – R76 800	Middle	9%	9%	26%	6%
R76 801 – R153 600		6%	6%	9%	11%
R153 601 and more	High	4%	6%	3%	8%
Total		100%	100%	100%	100%

From the table it is clear, and in contrast with the situation on a Local Municipal-level, the percentage of households with no income for the Musina urban area has decreased quite significantly from 25% in 2001 to 13% in 2011. A slight decrease in the number of households within the low-income category from 81% in 2001 to 79% in 2011 is noted, while the middle-income category has not shown any significant changes. The higher income category grew from 4% in 2001 to 6% in 2011.

Comparatively Alldays has seen a significant increase in the percentage of households with no income from 2001 (3%) to 2011 (24%). The percentage of households in Alldays that falls within the lower income category, also increased significantly from 63% in 2001 to 75% in 2011.

5.3.2.6 *Employment Profile*

The unemployment rate expressed as a percentage for the Province, District, Local Municipality and Urban Areas as calculated from the 2001 and 2011 Census data is summarised in Table 40.

Table 39: Unemployment Rate per Local Municipality

Geographic Area	2001	2011
Musina Urban Area (Main place)	43.9%	26.2%
Musina LM (2011 demarcation)	24.9%	18.7%

Re-demarcated Musina (2015)	31.3%	25.1%
Vhembe DM	53.0%	38.7%
Alldays Urban Area (Main place)	4.0%	25.7%
Blouberg LM	41.7%	39.2%
Capricorn DM	45.9%	37.2%

From the data it is evident that definite progress has been made in reducing the unemployment rate in the Province, Districts, Local Municipalities, and the Musina Urban Area. However, the unemployment rate in the Alldays urban area increased substantially.

Musina Urban Area and the Vhembe District experienced a significant decline with 17.7% and 14.3% percentage points decline in the unemployment rate between 2001 and 2011 respectively. The newly demarcated Musina Local Municipality's unemployment rate declined by 6.2% from 2001 to 2011. It is also evident from the table that the unemployment rate of the Musina Local Municipality (26%) is significantly lower than that of the Vhembe District (39%).

The Capricorn District experienced a significant decline of 8.7% percentage points in the unemployment rate between 2001 and 2011. The newly demarcated Blouberg Local Municipality's unemployment rate declined by 2.5% from 2001 to 2011. It is also evident that the unemployment rate of the Blouberg Local Municipality (39%) is slightly higher than that of the Capricorn District (37%).

The table below depicts the skill level for those employed in Musina and Blouberg Local Municipality for the year 2003 compared to the year 2013.

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Table 40: Formal Employment per Skills Level

Income	Musina LM 2003	Musina LM 2013	Blouberg LM 2003	Blouberg LM 2013
Highly skilled	9%	12%	16%	9%
Skilled	21%	30%	34%	21%
Semi- and unskilled	70%	59%	50%	70%
Total	100%	100%	100%	100%

From the table above, it is clear that the majority (59%) of those formally employed in Musina Local Municipality in 2013, were semi- or unskilled, followed by 30% that were skilled, and only 12% that were classified as highly skilled. It is also evident that the percentage of skilled and highly skilled employees has increased from 2003 to 2013 and the percentage of semi-skilled and unskilled employees has decreased. More significant however, is the increase of approximately 3% of those employed in highly skilled occupations, which shows a shift within the Local Municipality towards higher skilled occupation.

Within Blouberg Local Municipality, the majority (70%) of those formally employed in 2013, were semi- or unskilled, closely followed by 21% that were skilled, and 9% that were classified as highly skilled. It is also evident that the percentage of skilled and highly skilled employees has decreased from 2003 to 2013 and the percentage of semi-skilled and unskilled employees has increased. A 20% increase in those employed in semi and unskilled occupations is noted, which shows the need to assist the municipality to work towards interventions to assist in improving the skills base in the area.

When considering the data depicted in Table 42 the government sector holds the greatest employment share in Musina Local Municipality, the employment share in the government sector also increased by approximately 7% from 2003 to 2013. The social services sector is currently the second highest contributor towards employment at 27%, approximately 2% higher than in 2003, with retail trade contributing the third most at 15%, it is however approximately 3% lower than in 2003. Employment in the mining sector increased by 1% in the corresponding period.

Table 41: Musina LM Sectoral Contribution to Formal Employment

Sectors	2003	2013
Agriculture	21%	12%
Mining	1%	2%
Manufacturing	3%	3%
Utilities	1%	1%
Construction	4%	1%
Retail Trade	18%	15%
Transport	2%	2%
Business Services	4%	7%
Social Services	25%	27%
Government	23%	30%

It is clear from the data depicted in Table 43 that the Agricultural sector also holds the greatest employment share in Blouberg Local Municipality. However, employment share in this sector has decreased by approximately 19% from 2003 to 2013. This is hugely concerning considering that Agriculture has been identified as a huge employment potential for the Blouberg area. The retail trade sector is currently the second highest contributor towards employment at 16%, at approximately 6% higher than in 2003.

Table 42: Blouberg LM Sectoral Contribution to Formal Employment

Sectors	2003	2013
Agriculture	55%	36%
Mining	3%	11%
Manufacturing	3%	4%
Utilities	0%	0%
Construction	2%	4%
Retail Trade	10%	16%
Transport	2%	2%
Business Services	4%	7%
Social Services	10%	8%
Government	11%	12%

The following subsections provide insight into the economic characteristics of the Municipalities in terms of GVA[1], GVA growth, and sectoral contribution to GVA. With regards to Musina Local Municipality, these statistics are for the previously demarcated Municipal area as economic statistics are not yet available at a ward level.

Table 44 indicates the GVA contribution (R' million) from 2003 till 2013 for South Africa, Limpopo, the Vhembe and Capricorn District and Musina and Blouberg Local Municipalities at constant 2005 prices.

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[1] Gross Value Added (GVA) is a measure of the value of goods and services produced in an area, industry, or sector of an economy. In national accounts GVA is output minus intermediate consumption; it is a balancing item of the national accounts' production account. GVA is linked as a measurement to GDP, as both are measures of output. The relationship is defined as: GVA + taxes on products − subsidies on products = GDP. As the total aggregates of taxes on products and subsidies on products are only available at whole economy level, GVA is used for measuring the Gross Regional Domestic Product (GDPR) and other measures of the output of entities smaller than a whole economy.

Table 43: GVA Contribution at Constant 2005 Rand Million Prices

Year	South Africa	Limpopo	Vhembe DM	Musina LM	Capricorn DM	Blouberg LM
2003	1 273 129	86 578	15 734	1 638	19 434	969
2004	1 330 390	89 063	16 421	1 782	19 939	971
2005	1 401 067	92 888	17 423	1 912	20 908	994
2006	1 478 491	97 331	18 592	2 016	22 061	1 027
2007	1 561 077	101 573	19 817	2 222	23 075	1 057
2008	1 619 802	104 074	20 931	2 397	23 871	1 094
2009	1 598 059	102 925	21 186	2 457	23 651	1 083
2010	1 647 275	105 680	21 649	2 505	24 012	1 097
2011	1 703 801	108 012	22 209	2 589	24 410	1 121
2012	1 745 352	109 291	22 724	2 689	24 758	1 144
2013	1 777 954	111 249	22 925	2 610	25 036	1 157

To provide an overview of the Local Municipality's economic performance, the annual growth in GVA for the area over a ten-year period is considered. To establish which economic sectors within the Local Municipalities, show potential, and which sectors are struggling, the GDPR[2] growth rate is consulted in Table 45.

Table 44: GDPR Growth Rate for Musina LM and Blouberg LM

Sector	Musina LM 2003	Musina LM 2013	Musina Growth	Blouberg LM 2003	Blouberg LM 2013	Blouberg Growth
Agriculture	11%	6%	1.9%	5%	3%	-1.8%
Mining	39%	37%	0.3%	8%	3%	-11.8%
Manufacturing	2%	2%	9.9%	2%	1%	3.0%
Utilities	1%	1%	13.1%	4%	3%	-2.4%
Construction	1%	2%	12.7%	2%	1%	-6.0%
Retail Trade	9%	16%	11.6%	17%	15%	0.0%
Transport	12%	11%	4.9%	13%	12%	1.1%
Business services	11%	13%	9.2%	12%	16%	6.2%
Social services	2%	2%	4.5%	10%	12%	3.4%
Government services	11%	11%	5.1%	26%	33%	3.6%
Total	**100%**	**100%**	**4.8%**	**100%**	**100%**	**1.8%**

It is clear from Table 45 that the total GDPR for Musina Local Municipality shows an overall growth rate of 4.8% growth per annum, which is higher than the national (3.4%), provincial (2.5%) and district

[2] **Gross Regional Domestic Product (GDPR)** of a region is the total value of all final goods and services produced within the boundaries of a region in a particular period.

(3.8%) annual growth rates over the same time. The utilities sector recorded the greatest growth at 13%, followed by the construction sector at a growth rate of 12.7% per annum. The mining sector shows the lowest growth rate at 0.3% per annum. None of the sectors experienced negative growth between 2003 and 2013.

Whereas the total GDPR for Blouberg Local Municipality shows an overall growth rate of 1.8% growth per annum, which is lower than the national (3.4%), provincial (2.5%) and district (2.6%) annual growth rates over the same time. The Finance & Business services sector recorded the greatest growth at 6.2%, followed by the government services sector at a growth rate of 3.6% per annum and the community and personal services sector with an annual growth rate of 3.4%. Various sectors experienced negative growth including the mining sector (-11.8%), the construction sector (-6.0%), the utilities sector (-2.4%) and the agricultural sector (-1.8%).

The Municipal sectoral share to GVA for Musina Local Municipality is depicted in Table 46.

Table 45: Sectoral Contribution to GVA for Musina LM (2013)

Sectors	Contribution
Agriculture	6%
Mining	37%
Manufacturing	2%
Utilities	1%
Construction	2%
Retail Trade	16%
Transport	11%
Business Services	13%
Social Services	2%
Government	11%

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From the table above, the most significant contributing sector to the Musina Local Municipality Economy is the mining sector, holding a 37% share of the municipality's GVA, followed by the retail trade sector at 16%, the business services sector at 13% and the government services sector and transport sector at 11%. The mining industry's high contribution towards the local GVA can be predominantly attributed to the Venetia Mine, which is currently the largest diamond producer in South Africa and is located within Musina Local Municipality. The large share enjoyed by the retail trade, business services and transport sectors are likely because of Musina town's location in relation to Zimbabwe and the Beitbridge border post and the associated opportunities and services.

The Municipal sectoral share to GVA for Blouberg Local Municipality is depicted in Table 47. From the table, the most significant contributing sector to the economy of Blouberg Local Municipality is the government services sector, holding a 33% share of the municipality's GVA, followed by the business services sector at 16%, the retail trade sector at 15% and the transport and social services sectors at 12%.

Table 46: Sectoral Contribution to GVA for Blouberg LM (2013)

Sectors	Contribution
Agriculture	3%
Mining	3%
Manufacturing	1%
Utilities	3%
Construction	1%
Retail Trade	15%
Transport	12%
Business Services	16%
Social Services	12%
Government	33%

5.3.2.7 *Education*

Table 48 provides insight into the status quo of education in the newly demarcated Musina Local Municipality and the Blouberg Local Municipality and reflects the highest levels of education as recorded during the 2001 and 2011 Census.

Table 47: Musina LM and Blouberg LM Level of Education

Highest Level of Education	Musina LM 2001	Musina LM 2011	Blouberg 2001	Blouberg 2011
No schooling	30%	15%	45%	28%
Some primary education (Grade R - Grade 6)	16%	11%	15%	14%
Complete primary education (completed Grade 7)	9%	7%	5%	5%
Some secondary education (Grade 8 - Grade 11)	29%	41%	22%	32%
Complete secondary education (completed Gr 12)	11%	20%	8%	15%
Tertiary education	5%	6%	5%	5%
Total	100%	100%	100%	100%

From the data in tables 48 and 49, it is evident that, although the number of individuals, in Musina Local Municipality aged 20 years and older, with no schooling is still high, the percentage of people with no schooling has reduced significantly between 2001 (30%) and 2011 (15%). The percentage of people with no schooling in 2011 is slightly less than the average for the District and the Limpopo Province (17%). Most people aged 20 years and older in Musina Local Municipality have some secondary education but did not complete Grade 12.

Although the share of persons aged 20 years and older in Blouberg Local Municipality with no schooling is still high, the percentage of people with no schooling has reduced significantly between 2001 (45%) and 2011 (28%). The percentage of people with no schooling in 2011 is however still above the average for the District and the Province (17%). Most people in Blouberg Local Municipality above the age of 20 have some secondary education but did not complete Grade 12.

Overall, the level of education in both municipal areas increased between 2001 and 2011, especially with regards to the percentage of people with some or complete secondary education. It is also evident that the education level among the Musina LM population is consistently higher in comparison with the Blouberg LM population.

Table 48: Level of Education of Population over 20 Years of Age

Highest Level of Education	Musina LM	Blouberg LM
No schooling	15%	28%
Some primary education (Grade R - Grade 6)	11%	14%
Complete primary education (completed Grade 7)	7%	5%
Some secondary education (Grade 8 - Grade 11)	41%	32%
Complete secondary education (completed Gr 12)	20%	15%
Tertiary education	6%	5%
Total	100%	100%

5.3.2.8 *Access to water for household use*

Access to piped water provides an enabling health environment for improving the quality of life of communities. Access is significantly skewed by the socio-economic realities in the municipal areas of Musina and Blouberg. Within Musina Local Municipality, most households (75%) have access to piped water inside their dwelling/yard compared to 51% in the Blouberg LM. Nearly a fifth (19%) of households have no access to piped water in the Blouberg LM. These figures would seem to strengthen the view that residents in Musina LM enjoy better socio-economic conditions in comparison with Blouberg LM residents.

The only source of pipeline water in the area is Glen-Alpine Dam, which is fed by the Mogalakwena River, the only perennial river in the area. Households that do not have access to piped water source their water from boreholes or water tanks, or from natural sources such as rivers and springs which have potential health implications for these users. There are however many villages who have access to boreholes but no means to pump water out of the boreholes. Water tanks are also often too small to service the number of residents per village.

Table 49: Access to and Source of Water Supply

Access to Water	Musina LM	Blouberg LM
No access to piped water	7%	19%
Piped water on the communal stand	18%	30%
Tap inside dwelling | yard	75%	51%
Total	100%	100%

5.3.2.9 *Access to Electricity*

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Slightly more than three quarters (76%) of households in Musina LM use electricity for lighting which is an improvement from 59% of households in 2001. In the Blouberg municipal area, most houses are serviced by Eskom electricity via a prepaid system. Residents in Blouberg Municipal area have enjoyed a significant increase in electrification over the last decade. The percentage of houses with access to electricity has increased from 41% in 2001 to 88% in 2011. According to the municipality, all villages have been electrified by the end of 2012.

The high percentage of households using electricity for lighting very closely reflects that of the two districts where 87% of households use electricity for lighting. The most used source of energy for cooking in Blouberg LM is wood.

Table 50: Access to Services

Access to Water	Musina LM	Blouberg LM
Flush toilet	66%	8%
Refuse removal	62%	21%
Piped water inside dwelling | yard	75%	51%
Electricity for lighting	76%	88%
Electricity for cooking	66%	10%
Electricity for heating	54%	31%

5.3.2.10 *Access to sanitation and refuse removal*

Table 52 illustrates the percentages of households in Musina and Blouberg Local Municipalities that have access to sanitation and refuse removal.

Table 51: Access to Sanitation and Refuse Removal

Sanitation Service	Musina LM 2001	Musina LM 2011	Blouberg LM 2001	Blouberg LM 2011
Flush toilet connected to sewerage	48%	66%	4.5%	7.5%
Weekly refuse removal	42%	61%	1%	21%

The most significant changes in sanitation services in the Musina municipal area over the reporting period have been the improvement in the provision of flush toilets with a waterborne sewerage system. There has also been a significant reduction in the number of people who do not have access to weekly refuse removal. Both these improvements in service delivery can be ascribed to the relatively urban nature of this municipality.

By contrast, there is a pressing need for improved service delivery in the Blouberg area. While there has been an improvement since 2001, it is of great concern that 92% of households do not have access to flush toilets connected to a sewerage system and 79% do not have access to weekly refuse removal. This can increase the risk of diseases such as cholera and typhoid.

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5.3.2.11 *Access to housing*

Dwelling types are defined as the following, according to Stats SA:

- Formal dwelling type:
  - House or brick/concrete block structure on a separate stand or yard or on a farm,
  - Flat or apartment in a block of flats,
  - Cluster house in complex,
  - Townhouse (semi-detached house in a complex),
  - Semi-detached house,
  - House/flat/room in backyard, and
  - Room/flat let on a property or larger dwelling/servants quarters/granny flat.
- Informal dwelling type:
  - Informal dwelling (shack; in backyard), and
  - Informal dwelling (shack; not in backyard; e.g., in an informal/squatter settlement or on a farm).
- Traditional dwelling type:
  - Traditional dwelling/hut/structure made of traditional materials.

The table below reveal the tenure distribution per dwelling type for households residing in Musina and Blouberg Local Municipalities.

Table 52: Dwelling Type and Tenure Status for Households in Musina LM

Dwelling Type	%	Tenure Status	%
Formal	75%	Owned and paid off	28%
Informal	14%	Owned and not paid off	4%
Traditional	10%	Rented	43%
Other	1%	Occupy rent-free	24%
		Other	1%

From the above table is clear that 75% of households residing in Musina Local Municipality reside in formal dwellings, followed by 14% who live in informal dwellings and 10% that live in traditional dwellings. The figure furthermore indicates that 32% of households residing in Musina Local Municipality own their dwelling, while 43% rent (formal or informally rented) and 24% occupy their dwelling rent-free.

Comparatively in Blouberg Local Municipality, 93% of households reside in formal dwellings, followed by 4% who live in informal dwellings and 3% that live in traditional dwellings. Approximately 5% of households residing in Blouberg Local Municipality own their dwellings, while 9% rent (formal or informally rented) while 30% occupy their dwelling rent-free.

Table 53: Dwelling Type and Tenure Status for Households in Blouberg LM

Dwelling Type	%	Tenure Status	%
Formal	93%	Owned and paid off	54%
Informal	4%	Owned and not paid off	4%
Traditional	3%	Rented	9%
Other	1%	Occupy rent-free	30%
		Other	2%

Most formal dwellings in Musina Local Municipality are houses/brick structures on a separate stand or yard or farm, with the majority of those residing in houses, owning their houses. However, most households (43%) residing in formal structures are renting. Most residents residing in informal structures are renting their dwelling, while the majority of those staying in traditional dwellings occupy their dwellings rent-free.

In Blouberg Local Municipality most formal dwellings are houses/brick structures on a separate stand or yard or farm, with the majority of those residing in houses, owning their houses (54%). Most residents residing in informal structures also own their dwelling, as well as those staying in traditional dwellings. Home ownership therefore is very well advanced in the Blouberg Local Municipality.

5.4. MINE COMMUNITY DEVELOPMENT

Various interactions were held with different stakeholders regarding their proposed community development programmes. These stakeholders include local municipalities as well as community members represented by a Community Engagement Forum that is facilitated by De Beers Venetia Mine. Sentiments from this structure we also corroborated by ordinary community members during road shows with community members hosted by Venetia Mine. Attached as *Annexure 2* is a list of some of the needs community members shared with the mine during this road show

In order to ensure alignment with service delivery imperatives as expressed in Municipal Integrated Development Plans, the mine took a view to pursue discussions with local municipalities when it comes to mine community development programmes. The mine has received letters of support from Blouberg and Musina Local municipalities on projects that they would like included in this Social and Labour Plan (Attached herein as Annexure 3)

5.4.1. *Community Needs Assessment*

Feedback from community roadshows conducted by the mine in 2022 revealed that there is a need to focus on community development programmes that will contribute towards sustainable job creation initiatives as well as support to local entrepreneurs (Socio-economic development imperatives of our host communities.

5.4.2. *Mine Community Development Projects/Programmes*

As shared above, Venetia mine had discussions with our local municipalities regarding Mine Community Development projects to be included in amended SLP. These discussions culminated in both municipalities sharing their letter is support stipulating a project that they would like the mine to include in amended SLP (Please find attached as Annexure 3). Below are projects that Blouberg and Musina Local Municipalities would like the mine to include in the amended SLP:

Table 54: Mine Community Development Projects (2023 - 2027)

Project Category	Municipality	Project Name	2023	2024	2025	2026	2027	Total
Infrastructure Development	Blouberg LM	Road Construction	R0	R0	R33M	R18M	R0	R50M
	Musina LM	Community Walk-in Centre	R0	R0	R0	R0	R11M	R11M
	Musina LM	Internal Streets Rehabilitation Project	R0	R0	R0	R7.9M	R26.5M	R34.4M
	Musina LM	Street Solar Lights	R0	R0	R0	R0	R4.5M	R4.5M
Total			R0	R0	R33M	R25,9M	R42M	R100M

Attached hereby as *Annexure 3* are letters of support from Blouberg and Musina Local Municipalities.

Below are the project charters that explain in detail what each project entails:

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Table 55: Blouberg Road Construction Project

Project	The name of the project:	Blouberg Road Construction (D1589)		Classification of Project:	Infrastructure Development		
Background	Blouberg Local Municipality is predominately rural and most parts of the municipal area have challenges of infrastructure. Road infrastructure has been identified as a major challenge in the area with most roads connecting various roads being gravel. Of serious concern is a road that connects the Devrede Village with the different villages around Ga-Kibi. This road is strategic in a sense that it connects areas such as Eldorado, which has been identified as a growth nodal point, with the growing village of Taaibosch. The Blouberg Municipality have prioritized construction of this road as it is also seen as important when it comes to stimulating economic activities in the area. The municipality has also been in discussions with the Road Agency Limpopo regarding construction of this road. However, due to budgetary constraints, the Agency has not yet managed to include it in their plans. Neighbouring communities have also staged protest actions lamenting the state of the road which has also put the municipality under pressure.						
Geographical location of Project	District Municipality	Local Municipality	Village/Town name/s	Project Start Date	Project End Date		
	Capricorn	Blouberg	Devrede, Taaibosch, Ga-Kibi	January 2025	June 2026		
Output	Key Performance Area	Key Performance indicator	Responsible Entity (Inclusive of all role players)	Quarterly timelines and the year	Quarterly timelines and the year	Quarterly timelines and the year	Budget
	Tarring of the D1589 road which runs between the end sections of roads D3297 and D3308 with a total length of approximately 7,5 km.	• Topographical surveys • Pavement designs • Earthworks • Guardrail • Road markings • Road signs • Stormwater drainage channels • Construction of bus stops with slipways.	• De Beers Venetia Mine • Road Agency Limpopo • Blouberg Local Municipality	• Q1 2025: Finalize designs • Q2 2025: Design sign-off • Q3 2025: Procurement process • Q4 2025: Project Implementation	• Q1 2026: Project Implementation • Q2 2026: Project Completion and handover	None	R50M
Classification of jobs	Number of Jobs	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	Five (5)	One (1)	One (1)	Two (2)	One (1)	Five (5)	Total number of project employees to be confirmed during implementation.
Medium Term	Ten (10)	Two (2)	Two (2)	Three (3)	Three (3)	Ten (10)	
Long Term	None	None	None	None	None	None	
Completion date and exit strategy NB: Beneficiaries should be outlined:		The planned project completion date is June 2026. Upon completion, the project will be handed over to the Road Agency Limpopo and Blouberg Local Municipality for ongoing maintenance and upkeep.					

Table 56: Musina Walk-In Centre

Project	The name of the project:	Musina Walk-in Centre Upgrade		Classification of Project:	Infrastructure Development		
Background	Musina Local Municipality had started with the construction of a Walk in Centre project. The project was planned to be implemented in phases. The first phase of the project, which included construction of a council chamber, was completed. However, treasury advised the municipality that they will not be able to proceed with the funding for the second phase due to austerity measures. The walk in centre is important when it comes to providing communities with services such as customer care, housing, trade licenses, and rates and taxes. It is also an essential line of communication between the community and the municipal administration and acts as a gateway into the administration. There is therefore a need for this building to be completed.						
Geographical location of Project	District Municipality	Local Municipality	Village/Town name/s	Project Start Date	Project End Date		
	Vhembe	Musina	Musina Town	January 2027	December 2027		
Output	Key Performance Area	Key Performance indicator	Responsible Entity (Inclusive of all role players)	Quarterly timelines and the year	Quarterly timelines and the year	Quarterly timelines and the year	Budget
	Completion of the existing Walk-in Centre structure at the Musina Local Municipality offices.	• Construction of male and female public ablutions • Construction of server room. • Supply and installation of electrical infrastructure on the existing structure (Council Chambers, Council Chambers foyer, Public Ablutions and Server Room). • Supply and installation of 4 BTU Cassette units (HVAC). • Furnish the Council Chamber	• De Beers Venetia Mine • Musina Local Municipality	• Q1 2027: Finalize designs and Signoff • Q2 2027: Procurement process • Q3 2027: Project Implementation • Q4 2027: Project Completion and handover		None	R11M
Classification of jobs	Number of Jobs	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	Five (5)	One (1)	One (1)	Two (2)	One (1)	Five (5)	Total number of project employees to be confirmed during implementati on.
Medium Term	Ten (10)	Two (2)	Two (2)	Three (3)	Three (3)	Ten (10)	
Long Term	None	None	None	None	None	None	
Completion date and exit strategy NB: Beneficiaries should be outlined:		The planned project completion date is December 2027. Upon completion, the project will be handed over to the Musina Local Municipality for ongoing maintenance and upkeep.					

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Table 57: Internal Streets Rehabilitation Project – Nancefield and Blikkies Dorp

Project	**The name of the project:**	Internal Streets Rehabilitation Project – Nancefield and Blikkies Dorp		**Classification of Project:**	Infrastructure Development		
Background	The roads in Nancefield and Blikkies Dorp have deteriorated severely, and some streets are without any surfacing or, has large potholes and are showing signs of base layer failure. Certain main streets have been identified by Musina Local Municipality for refurbishment throughout Nancefield and Blikkies Dorp. The roads identified Nancefield and Blikkies Dorp are mostly covered with an asphalt surface and isolated areas that were also identified to be evaluated also has bitumen surfaces. At Nancefield all the roads going through the lower areas of the town, would also need intervention to handle the stormwater.						
Geographical location of Project	**District Municipality**	**Local Municipality**	**Village/Town name/s**	**Project Start Date**	**Project End Date**		
	Vhembe	Musina	Nancefield and Blikkies Dorp	June 2026	June 2027		
Output	**Key Performance Area**	**Key Performance indicator**	**Responsible Entity (Inclusive of all role players)**	**Quarterly timelines and the year**	**Quarterly timelines and the year**	**Quarterly timelines and the year**	**Budget**
	Upgrading of roads in Musina Nancefield and Blikkies Dorp completed	• Rehabilitation of a total of 5 288m of internal roads • Each road at a total width of +-6 to 7m • Rehabilitation will either be tar or surfacing as per attached scopes.	• De Beers Venetia Mine • Musina Local Municipal	• Q3 2026: Finalize designs and Signoff • Q4 2026: Procurement process • Q1 2027: Project Implementation • Q4 2027: Project Completion and handover	None	None	R34.4M
Classification of jobs	**Number of Jobs**	**Male Adults**	**Female Adults**	**Male Youth**	**Female Youth**	**Total**	**Comments**
Short Term	Five (5)	One (1)	One (1)	Two (2)	One (1)	Five (5)	Total number of project employees to be confirmed during implementation.
Medium Term	Ten (10)	Two (2)	Two (2)	Three (3)	Three (3)	Ten (10)	
Long Term	None	None	None	None	None	None	
Completion date and exit strategy NB: Beneficiaries should be outlined:	The planned project completion date is June 2027. Upon completion, the project will be handed over to the Musina Local Municipality for ongoing maintenance and upkeep.						

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Table 58: Solar Street Lights

Project	The name of the project:	Solar Street Lights Project		Classification of Project:	Infrastructure Development		
Background	Communities in the Musina Rural areas shared that they have in the recent past experienced an increase in criminal activities in their villages. Some of these criminal activities could be attributed to the fact that the area is not well luminated. The request was that the mine in installing solar highmast light in strategic areas at different villages.						
Geographical location of Project	District Municipality	Local Municipality	Village/Town name/s	Project Start Date	Project End Date		
	Vhembe	Musina	Madimbo, Malale, Domboni, Tanda, Tshikhudini, Folovhodwe, Muswodi.	January 2027	December 2027		
Output	Key Performance Area	Key Performance indicator	Responsible Entity (Inclusive of all role players)	Quarterly timelines and the year	Quarterly timelines and the year	Quarterly timelines and the year	Budget
	Installation of Solar Highmast Lights at various	• Foundation bolts and templates • Concrete foundations • Earthing supply complete with earth spikes 20m Sectional Poles • Fixed Top Installation of seven (7) solar highmast lights, one per village	• De Beers Venetia Mine • Musina Local Municipality	• Q1 2027: Finalize designs and Signoff • Q2 2027: Procurement process • Q3 2027: Project Implementation • Q4 2027: Project Completion and handover	None	None	R4.5M
Classification of jobs	Number of Jobs	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	Five (5)	One (1)	One (1)	Two (2)	One (1)	Five (5)	Total number of project employees to be confirmed during implementation.
Medium Term	Ten (10)	Two (2)	Two (2)	Three (3)	Three (3)	Ten (10)	
Long Term	None	None	None	None	None	None	
Completion date and exit strategy NB: Beneficiaries should be outlined:		The planned project completion date is December 2027. Upon completion, the project will be handed over to the Musina Local Municipality for ongoing maintenance and upkeep.					

6. HOUSING AND LIVING CONDITIONS PLAN

6.1. IMPROVING HOUSING AND LIVING CONDITIONS

Driving change defining our future

Decent living conditions are part of the foundation for long-term, stable, and empowered communities that will prosper long after De Beers mines have closed. Venetia Mine aspire that all employees to enjoy quality housing and living conditions and believe that offering attractive housing initiatives is key to attracting and retaining vital skills. Notwithstanding the milestone reached by the end of 2014 where all the De Beers business units in South Africa achieved the mining charter requirements, collaborative housing development projects continue to be implemented to alleviate the remaining shortage of housing. Focus remains on making it possible for eligible employees to buy their own homes in suitable areas near De Beers mining operations.

6.2. VENETIA MINE APPROACH

Venetia Mine continues to work with unions and government to improve living conditions through providing additional housing and building capacity in the municipalities concerned. Venetia Mine's business units actively promote and facilitate home ownership options and offer competitive housing allowances, and in some cases loan subsidies for eligible employees.

A range of housing options is needed to cater for the diverse circumstances and preferences of employees. One such option is to create opportunities for employees to rent or buy company owned housing stock and newly built homes. An important focus is the implementation of programs aimed at combating the ongoing challenge of reducing the high levels of employee dept to enable employees to secure home loans.

Promoting employee home ownership has a positive influence on employees and their families. It also supports the community and the relevant municipality, which benefits from improved infrastructure. Employees who acquire an asset or rent accommodation can lessen their long-term dependency on the company housing.

6.3. ONGOING CHALLENGES

Ongoing challenges to employee home ownership includes the impact of a fringe benefit tax and the high rate of home loan requests that are rejected by banks. Delays in government projects in mining towns, poor service delivery and housing backlogs also hinder progress. The slowing economy, associated job losses in the mining sector, raised interest rates all exacerbate experienced challenges. Efforts to mitigate the impact of these challenges include educating employees on home ownership and housing schemes, providing financial literacy and debt rehabilitation initiatives, and facilitating access to affordable serviced stands.

6.4. FACILITATED HOME OWNERSHIP PROGRAMME (FHOP)

De Beers Consolidated Mines Proprietary Limited ("DBCM") skilled employees qualify for Company housing depending on whether they are recruited externally or locally. The company does not provide accommodation for its semi-skilled employees as they are all recruited from local communities around the mines.

As from 01 September 2022 the FHOP provides a taxable grant, not refundable, of R130 625 to all employees who qualified from BL to GBF7 – an increase from the previous grant amount of R125 000.

In addition to the above, the Company will provide a Home Ownership Subsidy to all employees with a bond of an amount not exceeding R1 500 or 25% of the mortgage bond instalment per month.

Attached hereby as **Annexure 4** is a copy of the signed Venetia Mine Facilitated Homeownership Programme.

6.5. PROGRESS TO DATE

Since its inception in 2014 until September 2023, the Venetia Facilitated Home Ownership Program has seen more than 448 employees take up the opportunity to improve their housing conditions. These ranged from employees who made improvements to their house, bought a new house, completed a previously half- built house, those that bought stands with the intention to build and those employees who built a new house on a stand they already owned.

The Facilitated Home Ownership Program continues to grow and evolve to respond to Venetia Mine's employees' housing needs. Recently the program rules been updated to be responsive to employees' specific needs.

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Table 59: Changes since inception of programme

Previously	Current
R130 625 grant before Tax.	R143 630.00 grant before Tax.
R5 000 employee contribution towards the housing project	No employee contribution needed
Employee earning below R35 000 per month were eligible for the programme	All bargaining unit employees are now eligible (BL – GBF7)
Eligible employees should have been employed at least 12 Months	All permanent employees in the bargaining unit are now included regardless of length of service
Eligible employees should have been 12 month or more from retirement	All permanent employees in the bargaining unit are now included regardless of their age and remaining period to retirement
Housing project should be completed within a few months	Housing project can be done incrementally over a maximum of 5 years or as per municipal regulations
Grant was applied for houses up to a maximum value of R6000 000	Grant is now applied for houses up to a maximum value of R1 000 000
Houses should be built / purchased within specific boundaries on the bus route / labour sending areas	Houses can be built / renovate / purchased in any area within the demarcated municipal boundaries of Musina and Blouberg municipalities

The Venetia facilitated home ownership program offers the following to our employees:

- Advice on home ownership options suitable to each unique situation and employee,
- Advice on affordability as well as estimated costs of building or renovation work,
- A once off home ownership grant of R130 625 (gross, before tax),
- Where credit worthiness obstacles prevent an employee to enter or sustain home ownership, support to overcome these obstacles over a 12-to-48-month period,
- Technical support throughout the building process,
- Contracting with formal or informal building contractors of the employee's choice, and
- Disbursement of the grant towards material suppliers and contractors.

The current rules that apply to the Home Ownership Program is summarised in the table below:

Table 60: Pertinent FHOP details

Who qualifies for participate in the programme?	• All permanent employees in the Bargaining Unit – BL – GBF7
What can I do with the grant?	• Build a new house on existing land • Buy a stand and build • Add onto your existing house • Rectify and improve your existing house • Complete a half-built house • Buy a house
Where can I buy or build a house?	• The house must be within the municipal boundaries of Blouberg or Musina municipality
What are my obligations if I receive the grant?	• The house to which the Grant is being applied must at least meet the following: • It should be larger than 50 square meters; • It should be a permanent structure and have walls which are brick built or similar, a roof from conventional roofing materials (tile, iron, or thatch) and concrete floor slabs; • It should have access to water, sanitation, and electricity services within the limitations of the levels of reticulation available in the area where the employee wishes to invest; • It should not pose a risk to the health, safety or physical well-being of its occupants, its neighbours, and visitors. • When an employee resides in company accommodation and participate in the Facilitated Home Ownership Program, the employee will need to vacate the company house on completion of the house, the maximum period to reside in the company house is twelve months.
What are the Employee's obligations?	• Employees must complete their housing transaction within 5 years, or the minimum period required by the municipality. A feasible plan to achieve this within the required time must be in place before embarking on the housing project. • Only one grant is payable per house. Where spouses or partners both work for DBCM, only one grant will be payable towards their house.

The Company aims to change its focus from paying housing allowances and other allowances which do not translate to ownership (some R20 million in 2016) to the grants referred to above and to housing subsidies to employees in the bargaining unit.

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7. INCLUSIVE PROCUREMENT PLAN

7.1. INTRODUCTION

Economic growth of our host communities is a key part of our value chain at Venetia Mine. It has become the forefront of our engagement with host communities and is supported by key initiatives within our Enterprise and Supplier Development function. Venetia Mine is committed to the Inclusive Procurement and that advance transformation and in support thereof has implemented the Venetia Mine Procurement Progression Plan.

7.2. PROCUREMENT PROGRESSION PLAN

The purpose of the Venetia Mine Procurement Progression Plan is to improve the identification and development of potential suppliers and is supported by opportunities to supply goods and services to our operations with specific focus on Black Owned Suppliers within our Labour Sending Areas.

The broad objectives of the Procurement Progression Plan are to:

- Actively identify new suppliers within the Limpopo Province focusing on Black Owned Companies. Establish a comprehensive and accurate supplier and or vendor database to ensure that future HDSA expenditure is reflected and reported correctly.
- Progressively align the levels of spend on suppliers by setting realistic targets over the next five years.
- Encourage existing DBCM suppliers, who are anticipated to have a presence in the Limpopo region, to embark on a transformation process whereby they create Black Owned shareholding in their ownership structures or enter joint ventures to transfer skills, particularly in the case of Foreign Companies.
- Encourage suppliers who are not economically active in the Limpopo region to form partnerships or to expand into sustainable entities within the Limpopo region.
- Engage with entrepreneurs with the potential to be developed into suppliers through the Venetia Mine Enterprise- and Supplier Development Programs.
- Ring – fence supply and delivery of Goods and Services opportunities for Host Communities specifically.
- Constantly share these opportunities with our stakeholders.
- Provide feedback to our communities on the progress of these opportunities.
- Unbundling of large contracts handled by group supply chain to unlock opportunities for small and medium sized local businesses.
- Collaborate with key stakeholders such as communities, municipalities, and main contractors to identify and implement high impact enterprise and supplier development as a feeder into local procurement.

7.3. ENTERPRISE DEVELOPMENT AND SUPPLIER DEVELOPMENT

Venetia Mine remains committed to the establishment and sustainable growth of local Small Medium and Micro Enterprises within its area of influence. Although the mine adopted the Anglo-American model for funding entrepreneurs in 2022, the business realised that SMMEs need more support than just access to funding. A new strategy was developed by introducing the following:

- Structured enterprise and supplier development (ESD) programmes, these programmes are funded by the mine and runs over a period of 12 to 24 months,
- An expert service provider to work with SME's, developed them and close the gaps identified when they were onboarded,
- A shift in the focus from only providing access to funding to building capacity and enabling businesses to become self-sufficient and sustainable without incurring debt, while supporting and funding those that needed access to capital through Absa Bank, funded by the mine.
- A process to identify, ringfence and avail more procurement opportunities available for local suppliers and businesses interested in doing business with the mine,
- Favourable payments terms (14 days) for all suppliers' as part of the supplier development programme,
- Introducing technical and skills training for suppliers and their employees to support their sustainability, and
- Integrating enterprise and supplier development programmes with procurement, social and labour plan projects, and other socio-economic development opportunities like water, roads, etc.

The change in strategy resulted in several successes including:

- Increasing the number of local black owned businesses doing business with the mine from less than 10 to more than >100 as at the end of 2023,
- The empowerment of the employee transport company, where two new companies were created each of these with 40% local ownership, a contract worth more than R 600 million,
- Partnering with Total to set up a local black female owned business from Blouberg to become a Total fuel delivery supplier, this involved developing this supplier to the same standard as any other fuel transport in SA with the trucks being owned by this business, and
- Supporting the establishment of a tyre and rim supplier and service provider in Musina, a female owned business supplying the mine and great community in partnership with Bridgestone.

Over the last 5 years Venetia mine enabled access to procurement opportunities to more than 124 local businesses, employing more than 950 full time employees and almost 500 temporary employees. Partnerships has also become an integral part of the ESD programmes especially focused on expert implementation of programmes, co-funding and access to networks and markets.

Venetia Mine has also done extensive work to explore opportunities to support livelihoods projects to enable job creation independently from the mine to support the sustainability of the host communities well beyond the life of mine. These projects include:

- Enterprise development programme for micro-owned women enterprises in partnership with the UN Women, reaching more than 1,000 female entrepreneurs over the last 4 years
- Emerging farmer capacity development and support programme for 1,000 farmers, supporting 2,000 jobs
- Establishment of an Agri Service Hub in Blouberg aimed at supporting potato and vegetable farmers and creating 800 jobs in partnership with IDC, Potato SA, VKB, Limpopo Govt, IDC, ABSA Bank, LIMA, Godisa (Pepsico), NTK, DALRRD (govt)
- Piloting Alien Invasive clearing and making charcoal, creating 175 jobs,
- Partnering with the International Youth Foundation (IYF) to support TVET colleges with curriculum upgrades, capacity building, training and internship placement of 1,200 young people.

These projects and programmes are all in support of Venetia Mines ambitious livelihood strategy which aims to support five (5) external jobs for every on mine job by 2030. The livelihood strategy came about because of an array of studies/research that the Mine has undertaken to understand the socio -economic dynamics of communities located in our area of influence. The livelihood strategy is also driven by an understanding that the mining operation will at some point in the future reach the end of mine life, which will have a severe impact on the local economy and socio-economic conditions. The livelihood strategy is therefore set up as a vehicle for diversification of the economy, building of strategic partnerships, and mobilization of support, resources and funding for high impact projects and programmes that have a high possibility of creating a jobs.

Table 61: Projected job numbers to be supported during the LoA.

Period	Jobs Supported		
	Actual per year	Actual Cumulative	Target Cumulative
2018	225	225	947
2019	525	750	1,894
2020	4,486	5,236	2,841
2021	1,319	6,555	3,787
2022	2,085	8,640	4,734
2023	1,040	9,680	5,681
2024	1,615	11,295	6,628
2025	1,910	13,205	7,575
2026	1,910	15,115	8,585
2027	1,110	16,225	9,595
2028	60	16,285	10,605
2029	60	16,345	11,615
2030	60	16,405	12,625

7.4. INFLUENCE ON INCLUSIVE PROCUREMENT

7.4.1. Foreign Suppliers – Contribution to Socio-Economic Development

DBCM will use its best endeavours, through its contractual requirements, to ensure compliance by its Foreign Suppliers, to contribute a minimum of 0.5% of annual turnover generated from DBCM towards socio-economic development of local communities.

7.4.2. Contracting Companies – Workforce

DBCM will use its best endeavours through its contractual provisions to ensure compliance by its contractors with the requirements of the Human Resources Development and Employment Equity Programmes as stipulated in Regulation 46 of the Act and will also make this known not only to its own employees but also to the employees of its contractors.

7.4.3. Procurement Support to Local Economic Development and Socio-Economic initiatives

DBCM will utilise the Governance, Best Business Principles, Ethical Contracting and Supply Chain Procurement Policies and Procedures to support and guide the activities of Local Economic Development and Socio-Economic Development projects and initiatives, thereby creating an environment which is fair and equitable in execution to achieve the objectives of this document.

7.4.4. Procurement Systems

DBCM has developed a system of capturing and classifying spend when payments are made against purchase orders raised in SAP. Procurement spend is grouped into the purchasing of mining goods and the supply of services. Spend data is analysed every quarter to measure the effectiveness of the company's programs in achieving the set targets.

Table 62: Inclusive Procurement Targets – National

Total procurement budget spend on goods and services		Targets				
		2023	2024	2025	2026	2027
70% Goods	21% HDP	21%	21%	21%	21%	21%
	5% Women / Youth	5%	5%	5%	5%	5%
	44% BEE Compliant	44%	44%	44%	44%	44%
80% Services	50% HDP	50%	50%	50%	50%	50%
	15% Women	15%	15%	15%	15%	15%
	5% Youth	5%	5%	5%	5%	5%
	10% BEE Compliant	10%	10%	10%	10%	10%

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Table 63: Local Procurement Plan including Supplier Development

Area	Task	Sub-Tasks	Responsible	Frequency	Due Date
Demand Opportunities	Develop a prioritised Local Procurement opportunities list (Ring-fenced opportunities)	Determine procurement opportunities (using current contracts, budgeted scopes, inventory, etc.) for services and consumables in the short, medium, and long term	Strategic Sourcing	Bi-annually	October and April every year
		Identify services and consumables with the potential to be sourced locally (ring-fenced) based on predetermined criteria	Strategic Sourcing	Bi-annually	October and April every year
		Identify opportunities for integrating local suppliers into large contracts (JVs)	Strategic Sourcing	Bi-annually	October and April every year
		Identify opportunities for unbundling of current contracts for procurement from local suppliers (Sub-contracting)	Strategic Sourcing	Bi-annually	October and April every year
		Ensure that all large suppliers ring-fence procurement opportunities for local suppliers	Strategic Sourcing	Bi-annually	October and April every year
Local Supplier Capacity	Develop and maintain a Local Supplier database	Conduct regular supplier identification drives (supplier days, registration centres, etc.) in the local labour sending areas.	Corporate Affairs	Bi-annually	October and April every year
		Analyse existing capacity within the local community to locate potential suppliers relevant to the demand opportunities	Corporate Affairs	Bi-annually	October and April every year
		Evaluate local suppliers with the potential to supply a priority category on a range of criteria including capacity (staff, equipment, etc.); administrative (formal / informal, etc.); and experience and track record.	Corporate Affairs	Quarterly	January, April, July, and October

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Area	Task	Sub-Tasks	Responsible	Frequency	Due Date
Inclusive Procurement Approach	Review and redefine procurement processes	Conduct regular analysis and map local procurement opportunities of other entities in the labour sending areas	Corporate Affairs	Bi-annually	October and April every year
		Conduct an analysis of gaps between the supply and demand opportunities and develop plans to close off	Supply Chain Manager	Annually	November every year
		Define appropriate approaches to make opportunities more accessible and visible to local suppliers	Corporate Affairs	Annually	February every year
		Review the Purchasing and Tender process and procedures to make opportunities more accessible and visible to local suppliers	Strategic Sourcing	Annually	February every year
Supplier Capacity	Develop and implement a Supplier Development programme	Assess local supplier capabilities relevant to the demand opportunities	Corporate Affairs	Bi-annually	October and April every year
		Develop a list of potential candidates/participants for inclusion in the supplier development programme (18-month programme)	Corporate Affairs	Bi-annually	October and April every year
		Select developmental partners to implement Training and Mentoring programmes linked to the relevant demand opportunities	Corporate Affairs	Bi-annually	October and April every year
		Implement Training and Mentoring programmes linked to the relevant demand opportunities	Corporate Affairs	Ongoing	Ongoing
Resourcing and Internal Capacity	Build internal capacity	Allocate appropriate resources (staff, budgets, etc.) to enable and deliver local procurement	Performance and Risk	Annually	November every year

Area	Task	Sub-Tasks	Responsible	Frequency	Due Date
		Review all procurement procedures, processes, budget, and systems currently in place and modify to facilitate Local Procurement	Performance and Risk	Annually	February every year
Monitoring and Evaluating	Develop and implement a Monitoring and Evaluation Plan	Develop and review appropriate targets for local procurement	Performance and Risk	Annually	November every year
		As a sub-committee of the Social Way Committee, establish a Local Procurement steering committee	Strategic Sourcing Performance and Risk	Once Off	Done
		Identify accountabilities and allocate Local Procurement KPIs for all Managers and budget holders relevant to the demand opportunities	General Manager Performance and Risk	Annually	January every year

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8. PROCESS TO MANAGE DOWNSCALING AND RETRENCHMENTS

8.1. INTRODUCTION

Venetia Mine will continue to manage all future downscaling and retrenchments in consultation with the relevant employees and employee representative bodies. The process will be based on the following overarching principles to:

- Prevent job losses and a decline in employment through turnaround or redeployment strategies, and to seek alternative solutions to the threats to job security and potential measures to prevent a decline in employment.
- Promote a new culture of self-employment and self-maintenance, aimed at improving access to employment opportunities for those that are unemployed.
- Seek to improve the quality of life of retrenched employees and the affected communities.
- Promote on-going discussions between Venetia Mine, the union(s), and other relevant parties in respect of any concerns and challenges experienced by the respective parties, and in relation to possible alternative job creation projects / initiatives.
- Jointly and openly discuss issues that concern the employees' future, and jointly structure and implement potential solutions to job losses.
- Jointly engage in strategic planning, deployment or other appropriate strategies that affect jobs, and evaluate progress at regular intervals.

8.2. FUTURE FORUM

The core functions of the Venetia Mine Future Forum are summarized as follow:

- Promote on-going discussions between the union(s) and Venetia Mine regarding the future of the mine,
- Proactively identify problems, challenges, and possible solutions with regards to productivity and employment,
- Identify production and employment turn-around strategies, and
- Implement strategies agreed between the parties.

Attached hereto as *Annexure 5* is the Future Forum (FF) Terms of Reference (TOR) document. The FF TOR are signed by all parties, and the FF is established and derives its mandate from the TOR.

8.3. PROCESSES TO BE FOLLOWED TO AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT

The latest available resource information informing the Mine Work Programme, assumes a remaining operational life of 24 years for the Venetia Mine. The remaining Life of Mine (LoM) may be affected by various internal and external economic or other factors potentially impacting the future economic viability or safe operation of the mine. In a worst-case scenario this might result in the premature closure of the Venetia Mine with the associated unplanned job losses.

During Venetia Mine's planned LoM all efforts will be made to prevent job losses and premature closure. Initiatives will include, but will not be limited to, the following:

- Proactive and timeous consultations with employee representatives and other key stakeholders on ideas and suggestions to reduce operating costs and or productivity improvement to prevent job losses,
- Revision of shift configurations and overtime provision,
- Reduction in the number of contractors on site, and
- Offer voluntary separation and / or early retirement incentives.

If the above initiatives are unsuccessful, the following legislated process will be followed:

- When initiating a retrenchment process, the parties will jointly notify the Minerals and Mining Development Board or the Director General of the situation at the mine, and Venetia Mine will provide the required information to the Board to the Director General.
- Venetia Mine and / or all the affected parties will comply with the Ministerial directive that may be issued in respect of this process.
- Section 189 of the Labour Relations Act, 1995 shall regulate the retrenchment processes to be followed.

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8.4. MECHANISMS TO PROVIDE ALTERNATIVE JOB SECURITY

Venetia Mine aims to ensure that through the effective implementation of its HRD Plan systems for creating employee mobility will be in place. In addition to these plans, where job losses cannot be avoided, the skills base of retrenched employees will be further diversified. This will be achieved through specific learnership programmes aimed at providing employees with alternative skills and experience which will enhance their employability outside of the mining sector.

The following process will be adopted by Venetia Mine in consultation with all affected parties:

- Conduct a comprehensive skills audit of the affected employees;
- Identify learnership programmes that are aligned to the interests of the affected employees as well as the current and forecast skills requirements for the Limpopo region; and
- Implement the accredited learnership programmes.

This process will assist retrenched employees to become more marketable and better positioned to capitalise on alternative employment opportunities that may exist within the local labour market at the time.

As previously stated, the resource information upon which the Mine Work Programme was based indicates that Venetia Mine has a 24-year operational life span. Based on the current mine plan a gradual downscaling process will commence in the next 3 years in line with the winding down of the operational activities in the Open Pit. A comprehensive operational readiness and transition plan is in the process of being finalized to facilitate the transfer of skills from Open Pit to Underground.

Venetia Mine will implement the necessary mechanisms to ameliorate the social and economic impacts on individuals, the Limpopo region and the Capricorn and Vhembe Districts, Blouberg and Musina local communities.

9. FINANCIAL PROVISION

In line with the commitments included in the Social and Labour Plan, Venetia Mine will provide financial support for the following programmes:

- Human Resources Development Programme,
- Preferential Procurement,
- Community Development Programme,
- Housing and Living Condition Plan, and
- Process to manage Downscaling and retrenchments

Table 64: Financial Provision

2023	2024	2025	2026	2027	TOTAL
Human Resource Development					
7 801 546	6 259 373	5 800 435	5 944 313	5 971 235	31 776 902
Inclusive Procurement					
TBC	TBC	TBC	TBC	TBC	TBC
Mine Community development					
0	0	33 000 000	25 900 000	42 000 000	100 000 000
Housing and Living Conditions					
13 689 000	11 756 652.48	15 386 764.50	16 309 970.41	17 288 568.63	74 286 956.06
Downscaling and Retrenchment					
24 000 000	24 000 000	24 000 000	24 000 000	24 000 000	120 000 000

NB: The financial provision made for the downscaling and retrenchment process does not necessarily mean that there will be downscaling and retrenchments during the specified years of the current Venetia Mine SLP.

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10. UNDERTAKING

The undertaking in terms of the Social and Labour Plan for Venetia Mine is made on behalf of De Beers Consolidated Mines Proprietary Limited ("DBCM") by **Mr. Ntokozo Ngema**, General Manager – DBCM Venetia Mine.

I, Ntokozo Ngema the undersigned and duly authorized thereto by De Beers Consolidated Mines Proprietary Limited ("DBCM"), undertake to adhere to the information, requirements, commitments, and conditions as set out above, and to make the Social and Labour Plan known to all employees at Venetia Mine.

Signed at Venetia on this 18th day of Nov 2024.

Signature

Designation Snr General Manager

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