



PetraDiamonds

CULLINAN DIAMOND MINE (PTY) LTD

SOCIAL AND LABOUR PLAN

1 JULY 2018 – 30 JUNE 2023

REFERENCE NUMBER:

(GP) 30/5/1/1/2 (90) MR

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Abbreviations

ABBREVIATION	MEANING
AET	Adult Education and Training
BEE	Black Economic Empowerment
CDM	Cullinan Diamond Mine (Pty) Ltd
CoT	City of Tshwane Metropolitan Municipality
CV	Curriculum Vitae
CTMM	City of Tshwane Metropolitan Municipality
DACE	Department of Agriculture, Conservation and Environment
DMRE	Department of Mineral Resources and Energy
DoL	Department of Labour
DTI	Department of Trade and Industry
ED	Enterprise Development
EE	Economic Empowering
EIA	Environmental Impact Assessment
FY	Financial Year
GET	General Education and Training
HDSAs	Historically Disadvantaged South Africans
HET	Higher Education and Training
HRD	Human Resources Development
HRDP	Human Resources Development Programme
ICDP	Individual Career Development Plan
IDPs	Integrated Development Plans
JV	Joint Venture
LDP	Leadership Development Programme
LED	Local Economic Development
LEDP	Local Economic Development Programme
MCTS/ Mcts	Million Carats
MDP	Management Development Programme
MPRDA	Minerals and Petroleum Resources Development Act (no. 28, 2002)
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
NSDP	National Spatial Development Perspective
PDP	Personal Development Plan
PGDS	Provincial Growth and Development Strategy
RSA	Republic of South Africa
SETA	Sector Education and Training Authority
SD	Supplier Development
SLP	Social and Labour Plan
SMMEs	Small, Medium, and Micro Enterprises
TBC	To Be Confirmed
UIF	Unemployment Insurance Fund
VCT	Voluntary Counselling and Testing
WIM	Women in Mining
WSP	Workplace Skills Plan

SECTION 1: INTRODUCTION

1.1 Background

Petra Diamonds (Pty) Ltd. is a leading independent diamond-mining group and an increasingly important supplier of rough diamonds to the international market. Petra's Cullinan Diamond Mine (CDM) is situated approximately 60km from Johannesburg and is one of the most celebrated diamond mines and a source of large, high-quality Type II Gem Diamonds as well as the world's only significant source of truly rare and highly valuable blue diamonds. Petra initially acquired a 37% interest in the Cullinan Diamond Mine from De Beers in 2008 but increased its direct interest in the Mine to 74% in late 2009. Petra continues to exploit the underground resource using mechanized mining methods. Cullinan Diamond Mine has since recovered several world-class diamonds. Cullinan contains a superlative resource of 152.5 Mcts including 17.2 Mcts in tailings. Petra has implemented an expansion plan at Cullinan, in which production from just under 900,000 carats in FY 2013 increased to 1.67 million carats by FY 2019.

The Social and Labour Plan (SLP), dated 2013 to 2017, has lapsed in June 2018 and this Social and Labour Plan submission serves as the requirement for Cullinan Diamond Mine to commence with the SLP implementation for the next 5-year period, commencing 01 July 2018 and ending 30 June 2023.

Petra is committed to maintaining the highest standards of business conduct and ethics, as well as compliance with all applicable laws, rules and regulations, corporate reporting and disclosure, and all other matters deemed to protect the best interests of the company's shareholders. As such, Petra Diamonds is fully committed to ensuring that their operations subscribe to the objectives of the Mining Charter and the Mineral and Petroleum Resources Development Act (MPRDA), Act No.28 of 2002.

The objectives of the Social and Labour Plan (section 41 of the Regulations) are to:

- Promote employment and advance the social and economic welfare of all South Africans.
- Contribute to the transformation of the mining industry; and
- Ensure that holder of mining rights contribute towards the socio-economic development of the areas in which they operate.

Cullinan Diamond Mine will continue, for the next 5-year period (01 July 2018 – 30 June 2023), to ensure that these objectives are met through the implementation of this Social and Labour Plan.

1.2 Preamble

Table 1: Preamble

Name of the Company (Mine):	Cullinan Diamond Mine (Pty) Ltd		
Name of the Mine/Production Operation	Cullinan Diamond Mine (Pty) Ltd		
Mine's Physical Address:	Oak Avenue, Cullinan		
Mine's Postal Address:	Private Bag X1015, Cullinan, 1000		
Mine's Telephone Number:	012 305 2213		
Mine's Fax Number:	012 305 2661		
Location of Mine or Production Operation	See map below		
Commodity	Diamonds		
Mining Right	4 December 2007 until 3 December 2037		
Life of mine	± 2030		
Financial Year:	30 June each year		
Period of Reporting: SLP	01 July 2018 to 30 June 2023		
Period of Reporting - Mining Charter:	01 January to 31 December		
Reporting submission date - Mining Charter:	31 March of each year		
Responsible Person:	General Manager – Jaison Rajan		
Geographical origin of employees	Town	Local Municipality	Province
Mine Community	Cullinan	CoT Region 5	Gauteng
Labour sending area	Refer to Tables below Summary Table: Labour Sending Areas (Employees)		

Figure 1: Map of Location - Cullinan



Location of Cullinan Diamond Mine

Source: <http://www.maplandia.com/south-africa/quateng/cullinan/cullinan/>

1.3 Mining Methodology

Between 1902 and 1932 an artisanal open-pit surface mining method was used to mine ore down to a depth of 189 meters. The mine shut down in 1932 during the great depression and again during the Second World War. In 1945 de-watering of the open pit started in preparation for the development of an underground mine. Two vertical shafts were sunk to access the same ore body at greater depth. The ore body was then mined from underground using the sub-level open bench mining method, which was considered the optimal method for an open pit to underground transition. In the following years, mining methods and systems were changed to suit different ground conditions, with cave mining using scrapers in the early 1970s, sub-level open stopping in the early 1980s, and mechanized trackless block-cave mining in the early 1990s.

Currently, two mechanized mining methods are used to mine the western and eastern parts of the ore body with different ground conditions, namely the block cave and the sub-level cave mining methods respectively.

The ore is loaded from the draw points with load-haul-dump units (LHD's), transferred to tips for the ore to be sized and where large rocks are broken by mechanical rock breakers to pass through the grizzly openings before proceeding to the underground crushing stations to be crushed. The crushed material report to ore passes feeding onto the underground conveyor belt installations to be transported towards the production shaft. All conveyed ore is buffered in the underground shaft silos from where conveyors feed the measuring flasks and skips on the loading station, before being hoisted to the surface. Cullinan Diamond Mine has an installed capacity to produce approximately 4.0 million tonnes per annum from the western and eastern caves.

The C-Cut at Cullinan is a block cave on the western side of the ore body which accesses the mostly "Coherent type" kimberlite facies of the ore body. The CC1E on the eastern side of the ore body is a sub-level cave that accesses the "Pyroclastic type" kimberlite facies of the ore body. The current mining program accesses the upper portions of the C-Cut resource and required the upgrading of the material handling infrastructure, including the deepening of the production and service shafts to depths of 937 meters and 887 meters below surface respectively.

Production is planned to deliver 1.6 to 1.8 million carats per annum at a steady state at an average recovered mill plant ROM grade window of 35 to 40 cpht based on resource estimates and long-term production records at Cullinan. Petra foresees a long life for the operation and has a current mine plan until 2029, though this will only have exploited 21% of the C-Cut resource to 1,073 meters, leaving extensive resources for future development.

1.4 Employee Profile

Table 2: Mine Employee Profile

Occupational Level	Actual status FY2019 (30 June 2019)	Actual status FY2020 (30 June 2020)
Senior management (e)	4	5
Professionally qualified and experienced specialists and middle management (d)	43	40
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (c)	397	414
Semi-skilled and discretionary decisions making (b)	483	475
Unskilled and defined decision making (a)	199	310
TOTAL PERMANENT	1126	1244
Non-Permanent Employees	195	64
TOTAL	1321	1308
Comments: The current workforce is based on operational requirements which change as per project needs. The workforce as of 30 June 2020 was 1308 (excluding contractors). Cullinan Diamond Mine (CDM) takes cognisance of the fact that any core mining contractors (reportable contractors) engaged to execute specific projects within the 5 years of this SLP, will be required to comply with the requirements of the MPRDA as per Section 101 of the Act, including reporting to the Department of Mineral Resources and Energy (DMRE) on an annual basis. CDM will ensure compliance of reportable contractors through the contractual agreement.		

1.5 Labour Sending Area

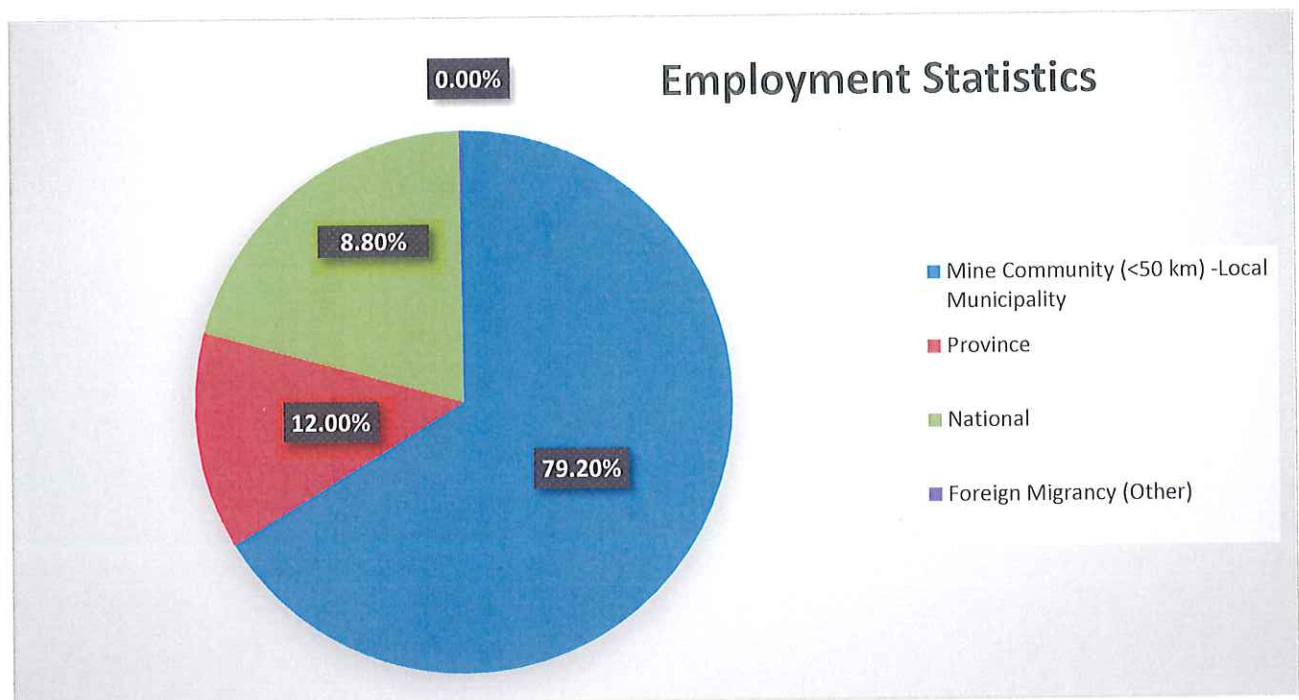
Table 3: Labour sending area for Mine Employees

Labour Sending Area	Actual status FY2019		Actual status FY2020	
	30 June 2019		30 June 2020	
	Number	Percentage	Number	Percentage
Mine community: City of Tshwane Metropolitan Municipality, Region 5 & 7	1019	77.14%	1036	79.20%
Province	157	12%	157	12.00%
National	145	10.98%	115	8.80%
Foreign Migrants (Other)	0	0.00%	0	0.00%
TOTAL	1321	100%	1321	100%

Comments:

Cullinan Diamond Mine is committed to local job creation and the up skilling of the local community members through employment at the Mine. The drive towards local recruitment is visible in a gradual increase from 77.14% in FY2019 and 79.20% in FY2020 of the Mine's employees are from the local labour sending area.

Figure 2: Graph of Distribution of Workforce – June 2020



SECTION 2: HUMAN RESOURCE DEVELOPMENT PROGRAMME: Regulation 46(b)

2.1 Introduction

Petra Diamonds (Pty) Ltd, through its operations, is committed to the development and transformation of the affected communities within which they are operating. To achieve its transformation and development objectives, the Mine has a strong focus on the recruitment and development of its employees and local community members.

The Petra Diamonds Training and Development Policy seek to address the development of its employees and to adhere to legislative obligations and commits itself to create an environment in which employees will be developed to establish a competent workforce, enhance knowledge and create career opportunities where possible. The Company's Human Resource Development strategy recognizes the contribution that training and development of its employees can make towards achieving its strategic objectives and priorities.

Cullinan Diamond Mine (Pty) Ltd has appointed a Skills Development Facilitator (SDF) to assist with the effective implementation of the Skills Development Undertaking of the operation. Cullinan Diamond Mine (Pty) Ltd will adhere to the guidelines of the Mining Qualification Authority (MQA) with regards to the annual submission of the Workplace Skills Plan.

2.2 Compliance with Skills Development Legislation

Table 4 below outlines the required compliance with the Skills Development Legislation for Cullinan Diamond Mine

Table 4: Compliance with Skills Development Legislation

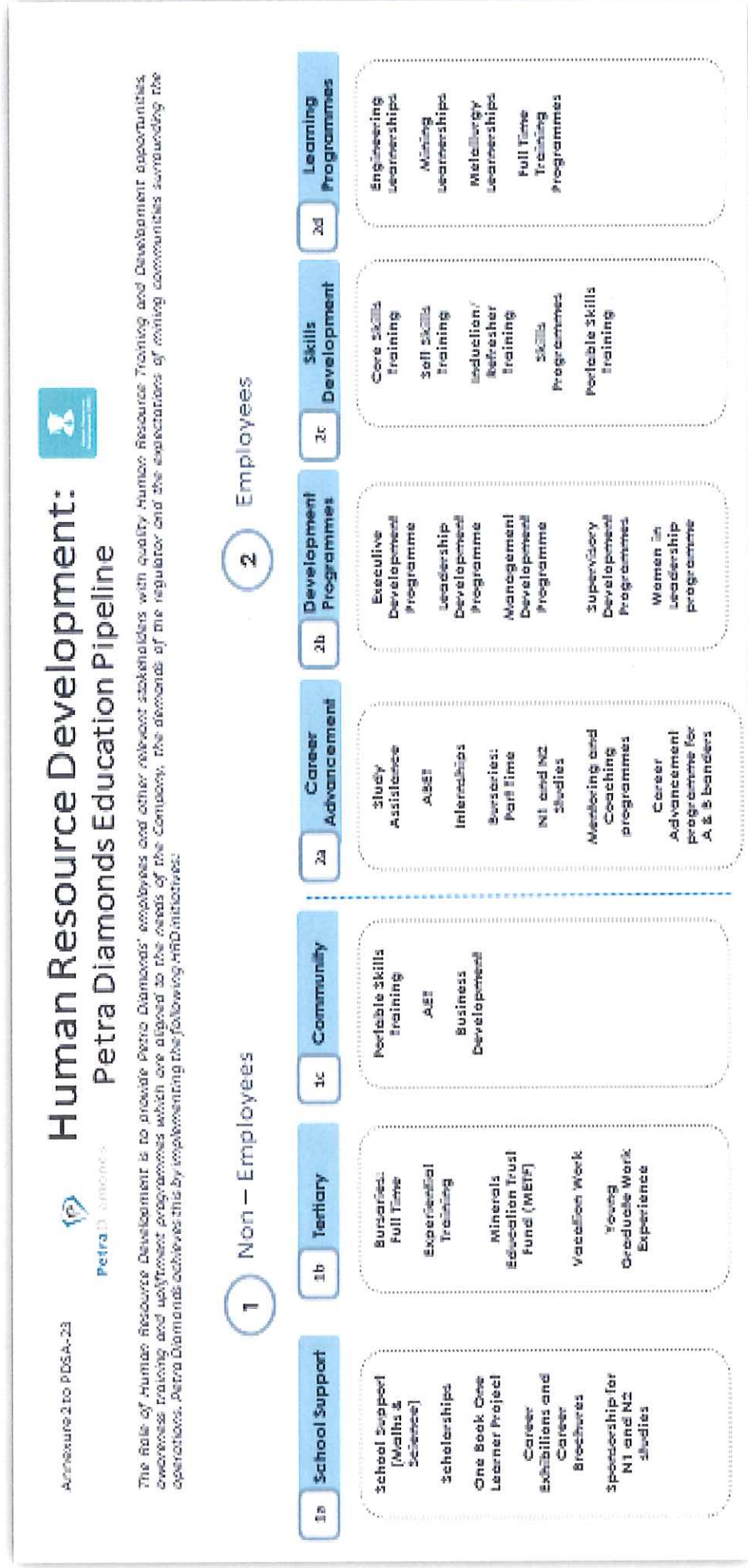
Name of SETA	Mining Qualifications Authority
Registration number with the relevant SETA	L530769159
Skills Development Facilitator Appointment Confirmation	Clive Gounden
Proof of submission of Workplace Skills Plan	Annual proof of submission available

2.3 Petra Diamonds Education Pipeline

The Figure below outlines the Education Pipeline rollout plan and in which sequence of priority training and development needs to take place:

- i. Firstly: Legal Training (in accordance with legal requirements).
- ii. Secondly: Job-specific (to ensure employees can timeously and effectively carry out their specified duties); and
- iii. Thirdly: Developmental (personal development and career development)

Figure 3: Education Pipeline



2.4 Skills Development Plan: Regulation 46 (b) (i) and Regulation 11 (1) (g)

2.4.1 Number and education levels of the workforce of the Mine

Table 5 (a): Form Q – Workforce of the Mine

Band	NQF	Min credit per qual (for exit)	Planned as per envisaged organogram	Male				Female				Total		
				African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Total
General Education and Training (GET)	1		No Schooling	1	0	0	0	0	0	0	0	1	0	1
			Grade 0 / Pre-ABET	0	0	0	0	0	0	0	0	0	0	0
			Grade 1/ Sub A	0	0	0	0	0	0	0	0	0	0	0
			Grade2/ Sub B	0	0	0	0	0	0	0	0	0	0	0
			Grade 3/ Std1/ABET 1	2	0	0	0	0	0	0	0	2	0	2
			Grade4/ Std 2	1	0	0	0	0	0	0	0	1	0	1
			Grade 5/ Std 3/ ABET 2	11	0	0	0	1	0	0	0	11	1	12
			Grade 6/ Std 4	3	0	0	0	0	0	0	0	3	0	3
			Grade 7/Std 5/ABET 3	7	0	0	1	0	0	0	0	8	1	8
			Grade 8/ Std 6	2	0	0	0	0	0	0	0	2	0	2
			Grade 9 /Std 7/ ABET 4	36	0	0	1	2	0	0	0	37	2	39
Further Education and Training (FET)	2		Grade 10/ Std 8/ N1 /NCV Level 1	66	0	0	2	2	0	0	1	70	1	71
	3		Grade 11/ Std 9/ N2 / NCV Level 2	143	1	0	6	9	1	0	2	150	12	162
	4		Grade 12/ Std 10/ N3 / NCV Level 3	447	7	0	38	66	4	0	12	492	82	574
Higher Education and Training (HET)	5	120(120)	Higher certificates	105	7	0	136	12	0	0	5	248	17	265
	6	120(120)/ 360(240)	Advanced Certificate /Diploma	53	3	2	10	27	0	0	8	68	35	103
	7	120(120) / 360/480+ (120)	Advanced Diploma / bachelor's Degree (B- tech / First Degrees)	15	0	2	9	15	0	0	3	26	18	44
	8	120(120)	Post Graduate Diploma /Honours Degree	4	0	0	4	4	0	0	1	8	5	13
	9	180(120)	Master's Degree	0	0	0	0	1	0	0	0	0	1	1
	10	360(360)	Doctoral Degree	0	0	0	0	0	0	0	0	0	0	0
Unknown	11	N/A	Unknown	0	0	0	0	0	0	0	0	0	0	0
TOTAL				899	18	4	209	140	5	0	33	1130	178	1308

2.4.1.1 Current Illiteracy Level and AET Needs

Table 5 (b): AET Cumulative Needs

Level	The literacy level of employees	Cumulative Need (per form Q) – Employees
Pre-AET	1	0
AET 1	2	1
AET 2	16	2
AET 3	10	13
AET 4	39	11
TOTAL	68	27

Comment: Current AET needs analysis shows 27 employees who are below AET level 4.

2.4.1.2 AET Targets and Timeframes

Table 5 (c): AET Targets

FUNCTIONAL LITERACY & NUMERACY (AET) TARGET TABLE (FY2019 to 2023) for the workforce of the mine									
Level	Form Q Employee Literacy Levels	Total interventions required to undergo AET	Target Interventions / Commitment FY 2019	Target Interventions / Commitment FY 2020	Target Interventions/ Commitment FY 2021	Target Interventions/ Commitment FY 2022	Target Interventions / Commitment FY 2023	Target Interventions (2019 to 2023)	
Pre-AET	0	0							
AET Level 1 Communication	1	1							
AET Level 1 Numeracy	1	1							
AET Level 2 Communication	3	3							
AET Level 2 Numeracy	3	3	20	10	10	10	10	60	
AET Level 3 Communication	15	15							
AET Level 3 Numeracy	15	15							
AET Level 4 Communication	11	11							
AET Level 4 Numeracy	11	11							
Total No. of AET Interventions	60	60	20	10	10	10	10	60	
Comment: The total number of employees who require AET Training is 30, as such 60 interventions will be offered over the 5 years (Including Contractor employees). Employees who complete AET Level 4 are eligible to apply for Career Advancement Programme (CAP) for A & B band employees for further career progression.									

2.4.1.3 AET Implementation

Table 5 (d): AET Implementation Plan

AET Implementation Plan	
1. Training Facility:	CDM has an in-house AET Centre
2. Capacity (No. of Learners per Class):	Minimum of 8 learners per class
3. Training provider of AET, e.g. Media Works	CDM is accredited with MQA to offer AET
4. Registered SETA	MQA
5. No. of Facilitators, and some background on the facilitator(s)	1 qualified facilitator with Diploma in Education.
5. Full-Time, Part-Time, or Both? How is the program rolled out at the operation?	5 days (5 shift) in three weeks cycle
6. How is the AET program advertised/communicated amongst your workforce?	Company's information/notice board, GM's brief, and AET Brochure
7. How will the learners/identified candidates for the AET program be motivated by the mine to enrol and complete their identified/required AET level programs?	They get paid full salaries whilst attending AET during working hours for 5 days in a three-week cycle. MQA grants are paid to learners who successfully level.
8. Other info e.g. concerning contractors	They are offered the opportunity to attend AET using the mine resources and costs

Table 5 (e): AET Implementation Plan

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for AET Training Programmes	R 839 169	R 839 169	R 839 169	R 839 169	R 839 169	R4 195 845

2.4.2 Core Business Skills and Support Business Skills Training

Table 6 (a): Core Business Skills Training and Timeframes – Engineering

A: Engineering	Training Provider	Backlog	Expected Enrolment					Total Expected Enrolment (2019 – 2023)
			FY2019	FY2020	FY2021	FY2022	FY2023	
Skills Programmes								
Engineering Aide Development Programme	CDC	10	5 (Backlog)	5 (Backlog)	5	5	5	15 New Intake 10 Backlog =25
Skills Training								
Artisan Improvement Programme (i.e. Specialised Original Equipment Manufacturer Type Training)	Ext	0	5	5	5	5	5	25
Other Engineering Skills Training	CDC	0	2176	2176	1350	1350	1350	8402
Total A: Expected enrolment			2186	2186	1360	1360	1360	8452

Table 6 (b): Core Business Skills Training and Timeframes - Metallurgy

B: Metallurgy	On Program (SLP 2)	Backlog 2013-2017	Expected Enrolment					Total Expected Enrolment (2019 – 2023)
			FY2019	FY2020	FY2021	FY2022	FY2023	
Skills Programmes								
Ore Reception	46	0	1	1	1	1	1	5
Crushing								
DMS								
Scrubbing and Screening								
Skills Training								
Cyclone	0	0	5	5	5	3	2	20
Screens								
Pumps								
Crushers and Mill								
Magnetic Separator								
Conveyor Belt Operation								
Sorting								
Other								
Total B: Expected enrolment		0	6	6	6	4	3	25
Comment:	Planned enrolment for SLP 3 decreased due to a large-scale upskilling project for implementation of new technology in the new Mill plant during SLP 2 (years 4 and 5).							

Table 6 (c): Core Business Skills Training and Timeframes – Mining

C: Mining	Backlog	Expected Enrolment					Total Expected Enrolment (2019 – 2023)
		2013-2017	FY2019	FY2020	FY2021	FY2022	
Skills Programmes							
Competency A (FOG)	0	4	3	3	3	3	16
Competency B (FOG)	0	5	5	5	5	5	25
Competency C (Blasting Assistant)	0	1	2	2	2	2	9
Skills Training							
Mining Skills Training	0	3000	3000	2000	2000	2000	12000
Other Training							
Underground Vehicle Training	0	1000	800	700	700	700	3900
Total C	0	4010	3810	2710	2710	2710	15950

Table 6 (d): Core Business Skills Training and Timeframes – Other

D: Other	Backlog	Expected Enrolment					Total Expected Enrolment (2019 – 2023)
	2013-2017	FY2019	FY2020	FY2021	FY2022	FY2023	
Skills Programmes							
OHS Rep Skills Programme MQA/SP/0120/10	0	10	7	8	8	8	41
Skills Training							
Conveyor Belt Safety	0	525	525	325	325	325	2025
Safety harness	0	530	530	328	328	328	2044
Other HSE Training							
Surface Vehicle Training	0	600	400	400	400	400	2200
HSE Training (Internal)	0	3800	3800	2356	2356	2356	14668
HSE Training (External)	0	3	3	3	3	3	15
Total D	0	5468	5265	3420	3420	3420	20993
Comment: These are training initiatives that directly relate to the core business of an organization across all disciplines.							

Total all Core Business Skills Training (A-D)	On Program (SLP 2)	Backlog 2013-2017	Expected Enrolment					Total Expected Enrolment (2019 – 2023)
			FY2019	FY2020	FY2021	FY2022	FY2023	
Totals			11 670	11 267	7496	7 494	7 493	45 420

Table 6 (e): Support Business Skills Training and Timeframes

Support Business Skills Training	Expected Enrolment (Target)					Total Expected Enrolment (2019-2023)
	FY2019	FY2020	FY2021	FY2022	FY2023	
Microsoft Office Skills Course	10	10	5	3	3	31
Business Communication skills	3	2	1	2	2	10
HR Skills Courses	2	1	1	1	2	7
ETDP skills Training (HRD Skills Courses)	2	2	1	1	2	8
Supervisory Short course	6	6	3	4	6	25
Supervisory Skills program for new supervisors	5	2	1	1	1	10
Information Systems Training (i.e. VIP Payroll, Accpac, ISO, Mine RP, AutoCAD, Insite, XTime)	3	3	1	1	1	9
Other External Training	2	2	1	1	1	7
Total	33	28	14	14	18	107
Comment:	The training for Support Business skills is non-technical and related to identified departmental needs.					

Table 6 (f): Financial Provision for ALL Business Training Programmes

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for Core Business Training Programmes	R17 322 552	R18 031 362	R18 031 362	R18 031 362	R18 031 362	R89 448 000
Financial Provision for Support Skills Training Programmes	R 3 597 085	R 3 597 085	R 3 597 085	R 3 597 085	R 3 597 085	R 17 985 425

2.4.3 Learnerships

2.4.3.1 Internal Learnerships (18.1)

Table 7 (a): Internal Learnerships (18.1) Plans and Timeframes - Engineering

INTERNAL LEARNERSHIPS (18.1 For the benefit of employees)												
A. Engineering (4 Years)	Backlog SLP 2	On program (SLP2)	FY2019	FY2020	FY2021	FY2022	FY2023	Grand Total (2019 – 2023)				
			Target	Target	Target	Target	Target					
National Certificate Electrical - Underground Diamonds	0	5										
National Certificate Fitting (including machining) - UG Diamonds	0	1										
National Certificate: Rigger Ropesman: Surface / Underground	0	0										
National Certificate Plater/Welder - Underground Diamonds	0	2	3	2	3	3	3	14				
National Certificate Diesel Mechanic	0	0										
National Certificate in Measurement Control and Instrumentation	0	0										
Total A: Expected enrolment			3	2	3	3	3	14				
Comment:	Discipline shall be determined by operational needs due to changes in technology and the effect of market demand											

Table 7 (b): Financial Provision for Internal Learnership 18.1 Engineering

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for Internal Learnership Engineering	R499 368	R332 912	R499 368	R499 368	R499 368	R2 330 384

Table 7 (c): Internal Learnerships (18.1) Plans and Timeframes – Metallurgy

B. Metallurgy (1 Year)	Backlog SLP2	On Program (SLP2)	FY2019	FY2020	FY2021	FY2022	FY2023	Grand Total (2019 – 2023)
			Target	Target	Target	Target	Target	
National Cert Mineral Processing: Lump Ore Beneficiation (Level 2)	0	46	3	2	1	1	2	9
Total B: Expected enrolment			3	2	1	1	2	9
Comment:	Should the QCTO qualifications for Plant Operator and Plant Supervisors become effective during the period of the SLP, CDM will transition the targets for the Learnerships to the relevant QCTO qualifications.							

Table 7 (d): Financial Provision for Internal Learnership 18.1 Metallurgy

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for Internal Learnership Metallurgy	R22 380	R37 300	R7460	R7460	R14920	R89 520

Table 7 (e): Internal Learnerships (18.1) and Miner Development Program Plans and Timeframes – Mining

C. Mining (1.5 Years)	Backlog SLP2	On Program (SLP2)	FY2019 Carry-over from FY18	FY2020 Target	FY2021 Target	FY2022 Target	FY2023 Target	Grand Total of Targets (2019 – 2023)
Miner Development Program	6	8	Carry-over =8	5	Backlog 3 + 2 (New) = 5	Backlog 3	2	Backlog 6 + 9 (New) = 15
Total C: Expected enrolment			0	5	5	3	2	15
Comment:	Due to the potential expiry of the Learnership, CDM will transition to the DMRE prescribed miner development program. The backlog of 6 will be addressed in the miner development program. 8 Learners were carried over to continue with the program from FY18.							

Table 7 (f): Financial Provision for Internal Learnership 18.1 Mining

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for Internal Learnership Mining	R 0	R 851 165	R 851 165	R 510 699	R 341 066	R 2 554 095

2.4.3.2 External Learnerships (18.2)

Table 7 (g): External Learnerships (18.2) Plans and Timeframes - Engineering

EXTERNAL LEARNERSHIPS (18.2 Non-employees)									
A. Engineering Programmes (4Years)	Length of Programme (Years)	On Program (SLP 2)	FY2019	FY2020	FY2021	FY2022	FY2023	Grand Total (2019 – 2023)	
			Target Enrolment	Target Enrolment	Target Enrolment	Target Enrolment	Target Enrolment		
National Certificate Electrical - Underground Diamonds	4	0							
National Certificate Fitting (including machining) - UG Diamonds	4	2							
National Certificate: Rigger Ropesman: Surface / Underground	3	0							
National Certificate Plater/Welder - Underground Diamonds	4	0	3	3	1	1	1	9	
National Certificate Diesel Mechanic	4	3							
National Certificate in Measurement Control and Instrumentation	4	3							
National Certificate: Autotropic	4	0							
Total A: Expected enrolment			3	3	1	1	1	9	
Comment:	Discipline shall be determined as per operational needs due to changes in technology, scarce skills, and the effect of market demand.								

Table 7 (h): Financial Provision for External Learnership 18.2 Engineering

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for External Learnership Engineering	R 851 165	R 851 165	R178 015	R178 015	R178 015	R 2 236 375

Table 7 (i): External Learnerships (18.2) and Miner Development Program Plans and Timeframes - Mining

B. Mining Programme (1.5Years)	Backlog	On program (SLP2)	FY2019	FY2020	FY2021	FY2022	FY2023	Grand Total (2019 – 2023)
			Target	Target	Target	Target	Target	
Miner Development Program	0	0	2	1	2	1	1	7
Total B	0	0	2	1	2	1	1	7

Table 7 (j): Financial Provision for External Learnership 18.2 Mining

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for External Learnership Mining	R136 182	R68 091	R136 182	R68 091	R68 091	R476 637

2.4.3.3 ALL Learnerships (18.1 & 18.2)

Table 7 (k): Summary - Internal and External Learnership Programme

Category	Target FY2019	Target FY2020	Target FY2021	Target FY2022	Target FY2023	Total Target (2019 – 2023)
Total Learnerships	11	13	12	9	9	54

Table 7 (I): Financial Provision for Learnership Programmes

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for Learnership Programmes	R1 509 095	R2 140 633	R1 672 190	R1 263 633	R1 101 460	R7 687 011

2.4.4 School Support: Maths & Science Project & Scholarships

Table 8 (a): School Support - Maths and Science Project

Type/Area of Training	FY2019	FY2020	FY2021	FY2022	FY2023	Target (2019 – 2023)
	Target Enrolment	Target Enrolment	Target Enrolment	Target Enrolment	Target Enrolment	
Sponsorship of extra literacy training in Mathematics, Science, and Technology and support for scholars and teachers	2 schools	2 schools	2 schools	2 schools	2 schools	2 schools
Total number of individuals supported for the period	Pupils = ±1000 Teachers = 19	Pupils = ±1000 Teachers = 19	Pupils = ±1000 Teachers = 19	Pupils = ±1000 Teachers = 19	Pupils = ±1000 Teachers = 19	Learners = ±5000 Teachers = 19

School Support Programme Implementation	
1. The School Support Programme(s) entails the following (Description of assistance provided):	Sponsorship of extra literacy training in Mathematics, Science, and Technology and support for scholars and teachers. Support includes learners from Grade 8 to Grade 12 (MCIS project). Accredited 3-year program. Inclusion of Engineering learning area from 2018 CY – Grade 8-9. In addition to the Maths and Science Programme, a new Maths and Science Laboratory was installed at Chipa Tabane Comprehensive High School, this is envisaged to further support the learners in these learning areas.
2. School(s) that are currently supported.	Chipa Tabane Comprehensive High School and Lesedi Secondary School
3. Background on how the school and need was identified	The pass rate of scholars in Mathematics and Science subjects in schools that potentially serve as feeder mechanisms to the CDM workforce and future talent pool.
4. Current status of programs.	Meetings are held quarterly to ensure progress as well as bi-annual meetings with the service provider and school management. Monitoring and evaluation of the program are done regularly to determine the impact of the program and earlier detection of challenges should there be any.

Table 8 (b): School Support – Scholarships

Type/Area of Training	Backlog	Target Enrolment				Grand Target (2019 – 2023)
		FY2019	FY2020	FY2021	FY2022	
Grade 10 – 12 Scholarship for deserving learners	0	10	10	10	10	50
Total number of individuals supported for the period	0	10	10	10	10	50
School Support: Scholarship Programme Implementation						
1.	The Scholarship (Description of assistance provided):	Sponsorship has been given to learners who are deserving learners in grades 10 to 12, who have selected mathematics and physical science in local disadvantaged high schools.				
2.	The school (s) that are currently supported concerning the table below providing detail of individuals benefitting from the program	All high schools in local communities (City of Tshwane Region 5&7)				
3.	Background on how the school and need was identified	To address the shortage of skills in the mine, Cullinan Diamond Mine ensured that there is an opportunity to increase the sourcing of Learnerships and Bursars from within the Labour Sending Area in an attempt to address the gap by offering Scholarships and School Support				
4.	Current status of programmes.	Meetings held quarterly to monitoring and evaluating the impact of the program and earlier detection of challenges should there be any				

Table 8 (c): Financial Provision for School Support and Scholarship Programmes

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for School Support and Scholarship Programmes	R 1 784 799	R4 160 122	R4 160 122	R4 160 122	R4 160 122	R18 425 287

2.4.5 Hard-to-fill vacancies (Form R)

Table 9: Hard-to-fill vacancies (Form R)

Occupational Level	Job Title Vacancy	The main reason for being unable to fill the vacancy	Strategies to address identified challenges
Skilled technical and academically qualified workers, junior management, supervisors, foreman, and superintendents (C)	- Technicians. - Electricians - Occupational Ventilation & Hygiene Practitioner	- There is a general shortage in the country as the demand for people who can fill these positions exceeds the supply. - High staff turnover in positions as market demand is high. - Positions are being re-advertised more than once because of candidates declining offers made by the Company. Although Petra Diamonds' salary scales compare relatively well to the industry (after the market survey) the salary demands within these fields from HDSA candidates are exorbitant and practical experience is limited. - The pass-rate for the required qualification (MEC Advanced) for the Occupational Ventilation & Hygiene Practitioner is very low.	Several programs linked to the Education Pipeline shall assist in addressing future shortages. Technical scales were implemented throughout the Petra Group to attract and retain scarce skills.

2.4.6 Career Progression

2.4.6.1 Development Matrices for Disciplines

Table 10 (a): Development Matrices – Mining

SPECIFIC CAREER STEPS	REQUIREMENTS AS PER JOB PROFILE	DEVELOPMENT PROGRAMMES
GENERAL MANAGER	◦ Mining Engineering Degree ◦ Mine Managers Certificate	Senior Management Development Programme
MINING MANAGER	◦ Mining Engineering Degree ◦ Mine Managers Certificate	Senior Management Development Programme
PRODUCTION MANAGER	◦ Mine Managers Certificate	Management Development Programme
ROCK ENGINEER	◦ Strata Control Certificate ◦ Mining Degree and Chamber of Mines Rock Engineering Qualification	Management Development Programme
GEOLOGISTS	◦ Honours Degree ◦ Geologist in Training Programme	Management Development Programme
MINE OVERSEER	◦ Mine Overseers Certificate	Management Development Programme
SHIFT BOSS	◦ Grade 12 ◦ Blasting Certificate	Leadership Development Programme Supervisory Development Programme
MINER	◦ Grade 12 ◦ Blasting Certificate	Supervisory Development Programme
SHIFT LEADER TEAM LEADER	◦ Grade 12	Supervisory Development Programme
MINING CLERK	◦ Grade 12	CAP A & B
HEAVY-DUTY MINING VEHICLE DRIVERS DRILL RIG OPERATORS	◦ Grade 12	CAP A & B
CRUSHER GENERAL MINING ATTENDANTS	◦ Grade 12	CAP A & B

Table 10 (b): Development Matrices – Plant

SPECIFIC CAREER STEPS	REQUIREMENTS AS PER JOB PROFILE	DEVELOPMENT PROGRAMMES
PLANT MANAGER	◦ Degree in Metallurgical or Chemical Engineering	Senior Management Development Programme
PLANT METALLURGIST	◦ Degree / Diploma	Management Development Programme
PLANT SUPERINTENDENT	◦ Degree / Diploma or Plant foreman experience	Management Development Programme
PLANT FOREMAN	◦ Grade12 ◦ PDSA Plant Shift Supervisor program	Leadership Development Programme
PLANT SHIFT SUPERVISOR	◦ Grade12 ◦ PDSA Plant Shift Supervisor program	Supervisory Development Programme
TEAM LEADER TAILINGS PLANT OPERATOR	◦ Grade12 and 3 years' Experience	CAP A & B
LAB ATTENDANT	◦ Grade12 and 2 years' Experience	CAP A & B
PLANT ATTENDANT	◦ Grade 12	CAP A & B

Table 10 (c): Development Matrices – Engineering

SPECIFIC CAREER STEPS	REQUIREMENTS AS PER JOB PROFILE	DEVELOPMENT PROGRAMMES
ENGINEERING MANAGER	Government Certificate of Competence and 5-10 years' Experience	Senior Management Development Programme
ENGINEER	Government Certificate of Competence	Senior Management Development Programme
GENERAL ENGINEERING SUPERVISORS	- Trade certificate - N-diploma in Engineering	Management Development Programme
ENGINEERING FOREMAN	- Trade certificate - Supervisory Training - N4 Certificate	Leadership Development Programme
CHARGE HAND	Trade Test and 2 years' Experience	Supervisory Development Programme
ARTISAN	Grade 12 and Trade Test	Supervisory Development Programme
ARTISAN (QUALIFIED BUT REQUIRING EXPERIENCE)	Grade 12 and Full N2/N3 Qualification Trade Test	Supervisory Development Programme
SENIOR ENGINEERING OPERATIVE	Engineering Semi-skilled development program phase 2	CAP A & B
ENGINEERING OPERATIVE	Engineering Semi-skilled development program phase 1	Learner Engineering Operative Programme

Table 10 (d): Development Matrices - Health and Safety

SPECIFIC CAREER STEPS	REQUIREMENTS AS PER JOB PROFILE	DEVELOPMENT PROGRAMMES
SHE MANAGER		Senior Management Development Programme
OCCUPATIONAL HYGIENE PRACTITIONER CHIEF SAFETY OFFICER	- Relevant National Certificate Diploma (NQF Level 5&6) e.g. National Diploma in Safety Management / BSc Mining – Occupational Health and Safety Qualification - SAMTRAC/SHEMTRAC / COMSOC; Blasting Certificate - Knowledge of - Incident / Accident Investigation - Risk Assessment and Internal Audits. 3 year's Relevant Experience in the Health & Safety Discipline	Management Development Programme
SENIOR OFFICER: HYGIENE SENIOR SHE OFFICER ENVIRONMENTAL PRACTITIONER		Leadership Development Programme
ENVIRONMENTAL OFFICER SAFETY OFFICER	- Grade 12 - NATED 3 / NCV Level 3 - Must have passed Trade Test in Recognized Trade at Recognized Accredited Institution, preferably MQA or MIETTB	Leadership Development Programme
ENVIRONMENTAL MONITOR		Leadership Development Programme
MINER / ARTISAN	- Grade 12 - NATED 3 / NCV Level 3 - Must have passed a Trade Test in a Recognized Trade at Recognized Accredited Institution, preferably MQA/MIETTB (Mining Industry Engineering Trade Board)	Leadership Development Programme Supervisory Development Programme

Table 10 (e): Development Matrices – Security

SPECIFIC CAREER STEPS	REQUIREMENTS AS PER JOB PROFILE	DEVELOPMENT PROGRAMMES
SECURITY MANAGER	- Grade 12 - PSIRA: Grade A - Diploma in Security Management	Senior Management Development Programme
SENIOR SECURITY OFFICER	- Grade 12 - PSIRA: Grade A	Leadership Development Programme
SHIFT LEADER	- Grade 12 - PSIRA: Grade B	Supervisory Development Programme
SECURITY CLERK	- Grade 12 - PSIRA: Grade C	CAP A & B
ASSISTANT SECURITY OFFICER	- Grade 12 - PSIRA: Grade C	CAP A & B
SECURITY GUARD	- Grade 12 - PSIRA: Grade C	CAP A & B

Table 10 (f): Development Matrices - Human Resource Management

SPECIFIC CAREER STEPS	REQUIREMENTS AS PER JOB PROFILE	DEVELOPMENT PROGRAMMES
HR MANAGER	Relevant Degree and Experience	Senior Management Development Programme
HR PRACTITIONER	- Grade 12 - Relevant Degree / Diploma	Management Development Programme
SENIOR HR OFFICER	- Grade 12 - Relevant Diploma	- Leadership Development Programme - Supervisory Development Programme
HR OFFICER	- Grade 12 - Relevant Diploma	Supervisory Development Programme
HR CLERKS	Grade 12 or NCV HR	CAP A & B

Table 10 (g): Development Matrices - Human Resource Development

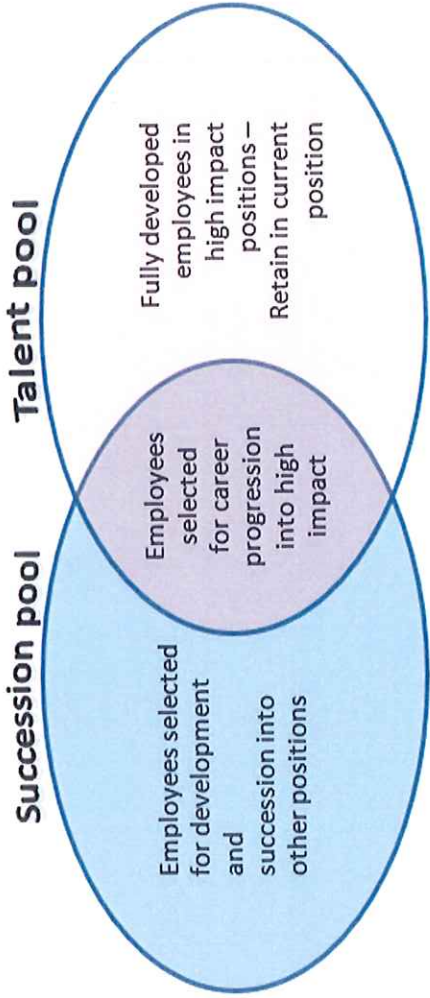
SPECIFIC CAREER STEPS	REQUIREMENTS AS PER JOB PROFILE	DEVELOPMENT PROGRAMMES
TRAINING MANAGER	Relevant Diploma and 5 years' Experience	Management Development Programme
SENIOR TRAINING & DEVELOPMENT PRACTITIONERS	- ODETP Certificate Level 5 - Relevant technical expertise	Leadership Development Programme
SENIOR TRAINING OFFICERS	- ODETP Certificate Level 4 - Assessor program - Relevant technical expertise	- Leadership Development Programme - Supervisory Development Programme
TRAINING OFFICER	- Facilitation skills programs - Assessors program - Blasting / trade certificate / metallurgy Learnership / relevant safety programmes	- Leadership Development Programme - Supervisory Development Programme
TRAINING INSTRUCTOR /ASSESSORS	- Facilitation skills programs - Assessors program - Relevant technical programs	- Leadership Development Programme - Supervisory Development Programme
TRAINING COORDINATORS	- Grade 12 - Training Coordinator program	Supervisory Development Programme
TRAINING CLERKS	Grade 12 or NCV HR	CAP A & B

Figure 4: Career Progression Plan

Petra Diamonds implements an annual process of succession planning.

The purpose of this process is to ensure business continuity in critical and core positions. Petra Diamonds distinguish between a Talent Pool and Succession Pool in the manner illustrated by the diagram below.

Table 11 contains the numbers of employees identified as potential successors and therefore included in the succession pool. Each of these successors will have a career development plan, describing the training and development interventions required for career progression.



Career progression programs: the different programs required to be completed to attain career progression as described in the Career Development Matrices.

Table 11: Talent Pool and Succession Plan

Training program within career progression path	Position Starting from (Occupational Levels)	Possible occupational level upon exit of the program	Current training intervention	Target position (Mining Charter Categories)	Grand Total (2019 – 2023)	
					No of identified employees	
Career Advancement Programme for employees in the A&B Patterson band	Unskilled /Semi-Skilled	Skilled (Technical/ Junior Management)	Relevant Learnership certificate/ Qualification Workplace experience (As per CAP A & B curriculum)	Core & Critical Junior Management	15	
Engineering Skills Programme (Learner Engineering Operative Programme)	Unskilled	Semi-Skilled	Relevant Engineering Semi-Skilled Development Programme NQF level 2	Core & Critical	25	
Metallurgy Skills Programme	Unskilled /Semi-Skilled	Semi-Skilled Skilled (Technical/ Jnr Management)	Relevant Metallurgy Skills Programme NQF level 2	Junior Management	10	
Engineering Learnership	Unskilled /Semi-Skilled	Skilled (Technical/Jnr Management)	Relevant Trade Certificate	Core and Critical	27	
Miner Development Programme (DMR Blasting Ticket)	Unskilled /Semi-Skilled	Skilled (Technical/Jnr Management)	Miner Development Programme (DMR Blasting Ticket)	Core and Critical	20	
Plant Shift Supervisor Programme	Unskilled /Semi-Skilled	Semi-Skilled Skilled (Technical/ Jnr Management)	National Certificate: Mineral Processing: Lump Ore Beneficiation NQF level 2	Junior Management	10	
Supervisory Development Programme (SDP)	Skilled (Technical/ Junior Management)	Skilled (Technical/ Junior Management)	12-m part-time Skills Programme NQF level 3	Junior Management	25	
Leadership Development Programme (LDP)	Skilled (Technical/ Junior Management)	Skilled (Technical/ Jnr Management) Professional/Mid Management	National Certificate - General Management NQF level 5	Junior Management Middle Management	25	
Management Development Programme (MDP)	Professional/Mid Management	Professional/Mid Management	University of Stellenbosch Certificate NQF level 6	Middle Management	20	
Senior Management Development Programme (SMDP)	Professional/Mid Management	Professional/Mid Management Senior Management	University of Stellenbosch Certificate NQF level 7	Senior Management	2	
Internships	Graduate	Skilled (Technical/ Jnr Management) Professional/Mid Management	Relevant Internship Development Programme	Middle Management	9	

2.4.6.3 Individual Development Plans

Table 12: Individual Development Plans

Training program within career progression path	Position Starting from (Occupational Levels)	Possible occupational level upon exit of the program	Current training intervention	Target position (Mining Charter Categories)	Grand Total (2019–2023)	
					No of IDP	
Career Advancement Programme for employees in the A&B Patterson band	Unskilled /Semi-Skilled	Skilled (Technical/ Junior Management)	Relevant Learnership certificate/ Qualification Workplace experience (As per CAP A & B curriculum)	Core & Critical Junior Management	15	
Engineering Learnership	Unskilled /Semi-Skilled	Skilled (Technical/Jnr Management)	Relevant Trade Certificate	Core and Critical	27	
Miner Development Programme (DMR Blasting Ticket)	Unskilled /Semi-Skilled	Skilled (Technical/Jnr Management)	Miner Development Programme (DMRE Blasting Ticket)	Core and Critical	20	
Plant Shift Supervisor Programme	Unskilled /Semi-Skilled	Semi-Skilled Skilled (Technical/ Jnr Management)	National Certificate: Mineral Processing: Lump Ore Beneficiation NQF level 2	Junior Management	10	
Leadership Development Programme (LDP)	Skilled (Technical/ Junior Management)	Skilled (Technical/ Jnr Management) Professional/Mid Management	National Certificate - General Management NQF level 5	Junior Management Middle Management	25	
Management Development Programme (MDP)	Professional/Mid Management	Professional/Mid Management	University of Stellenbosch Certificate NQF level 6	Middle Management	20	
Senior Management Development Programme (SMDP)	Professional/Mid Management	Professional/Mid Management Senior Management	University of Stellenbosch Certificate NQF level 7	Senior Management	5	
Internships	Graduate	Skilled (Technical/ Jnr Management) Professional/Mid Management	Relevant Internship Development Programme	Middle Management	9	

Table 13: Financial Provision for Career Progression

Components	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for Career Progression	R 272 210	R170 124	R169 152	R169 152	R169 152	R949 790

2.4.7 Mentorship Plan (Regulation 46 (b) (iii))

Table 14: Mentorship Plans and Timeframes

Mentoring Programme		FY2019	FY2020	FY2021	FY2022	FY2023	(2019 –2023)
Number of Employees to be Mentored (Link this table to table 12 and Technical training tables)		Target	Target	Target	Target	Target	Target
		3	3	1	1	1	9
Career Advancement Programme for employees in the A&B Patterson band		5	5	3	3	3	19
Engineering Learnership		4	4	3	3	3	17
Miner Development Programme (DMR Blasting Ticket)		2	2	2	2	2	10
Plant Shift Supervisor Programme		5	5	0	5	0	15
Leadership Development Programme (LDP)		4	4	2	2	2	14
Management Development Programme (MDP)		1	1	1	0	1	4
Senior Management Development Programme (SMDP)		2	2	2	1	1	8
Internships		26	26	14	17	13	96
Total		5	3	3	3	3	17
Mentoring Programme: Mentors							
Mentorship Plan Implementation							
1. Background on Company Mentorship Programme (Ref. Policy)	The program will include: ✓ Session 1: Analysis of Personal profile of a good mentor ✓ Session 2: Understanding the benefits of mentoring and coaching to various stakeholders ✓ Session 3: Appreciating what mentee expect from the process ✓ Session 4: Mentorship and coaching key skills ✓ Session 5: Generating beliefs and attitudes that support the mentorship process ✓ Session 6: Practical implementation of a mentorship program						
2. Training and Development programs covered by the Company's Mentorship program	SMDP and MDP (done by professional external management and leadership coaches), LDP, SDP, Internship, Learnerships (done by the STOs), and CAP AB program (supervisors).						
3. Agreements in place w.r.t the Mentorship program and the frequency of meetings required as per the agreements.	Continuous interactions as per the needs. Formal agreements for SMDP, MDP, and LDP.						

2.4.8 Graduate Development

2.4.8.1 External Bursaries

Table 15 (a): Full –Time External Bursaries and Timeframes

Full-Time External Bursaries (4 years)	FY2019		FY2020		FY2021	FY2022	FY2023	Grand Total 2019 - 2023
	Target	Active on Programme	Target	Active on Programme	Target	Target	Target	
Mining Engineering	2		1	1	0	1	1	5
Mechanical Engineering				1				
Electrical Engineering								
Metallurgical Engineering				1				
Geology/Engineering Geology								
Occupational Hygiene degree and/or Environmental Science								
Other Fields as per the need		3		3				

Table 15 (b): Implementation of External Full-Time Bursary Programme

Bursary Undertakings/Plans	
1. In what areas (e.g. Mining, Engineering, etc.) does the Mine offer bursaries?	As the mining industry depends heavily on engineers and geologists, Petra Diamonds SA (Pty) Ltd has implemented a bursary scheme to support the academic qualification of deserving students to overcome the shortage of qualified engineers and geologists. Fields of learning might include the following: -Geology, Metallurgical Engineering, Electrical Engineering, Mechanical Engineering, Mining Engineering
2. What criteria is the mine utilizing to identify bursars	Applicants are required to meet the bursary selection criteria of the Company bursary scheme policy attached
3. How does the mine communicate the Bursar opportunities available	Adverts posted in local schools, universities, local Municipalities, and local newspapers frequented by the local community members
4. Obligations of Full Bursars as per Policy / Agreement	The bursar will be required to undergo vacation employment at the end of each academic year, with the Company or an associated Company, subject to the availability of employment opportunities.
5. Provide information on how bursars would be afforded the opportunity for experiential training	Cullinan Diamond Mine provides experiential training to both Bursars as well as students from tertiary institutions, which need Work Integrated Learning as a requirement for graduation.

2.4.8.2 Internal Bursaries

Table 16 (a): Part-time Internal Bursaries Undertakings

Service obligation	Study Assistance Programme (Type)
1. In what areas are studied assistance provided - provide some background as per Study Assistance Policy.	Financial assistance is provided for permanent staff members who wish to advance themselves academically through courses that will directly benefit the Company through improved productivity and enhanced competencies.
2. What criteria are utilized for selection	- The employee must be working permanently. - The course of study must be relevant or useful to the individual job and future function or related to any job function within the company to which the applicant can reasonably be expected to progress to - The choice of study course should be through an accredited training institution, university of technology, universities, and university of technology.
3. What type of obligation does the candidate have?	- Service Obligation –to stay with the company equal to the duration of the study course. If the course is incomplete, the full amount will be deducted from the employee's salary. - Termination of service – the full amount granted for that year or period will be paid in full immediately or upon the termination of service - Retrenchments – the employee will not be liable to repay any cost.
4. How is the opportunity communicated to employees?	- Through advert published on SharePoint - GM's brief - Notice boards - E-mails and supervisors communicating information to employees without access to computers.
Comments: The company's part-time internal bursary scheme is called study assistance. The awarding of Study assistance will be done according to the budgetary constraints and are awarded at the discretion of the Petra Diamonds Study Assistance Committee. As per the undertaking, the company will ensure that all employees are informed of this scheme and we will encourage participation as far as possible.	

Table 16 (b): Part-Time Internal Bursaries - Plan

Internal Part-Time Bursaries	Backlog SLP 1	FY2019	FY2020	FY2021	FY2022	FY2023	Grand Total 2019 - 2023
	New Intake	New Intake	New Intake	New Intake	New Intake	New Intake	
To be Determine by Applications	0	10	10	5	5	5	35
Total		10	10	5	5	5	35

Table 16 (c): Full-Time Internal Bursary

Full-Time Internal Bursaries	Backlog	FY2019	FY2020	FY2021	FY2022	FY2023	Grand Total 2019 - 2023
		New Intake	New Intake	New Intake	New Intake	New Intake	
To be Determine by Applications and / or operational needs	0	1	0	0	0	0	1
Total		1	0	0	0	0	1
Comment:	The aim of this policy will be to allow internal employees to study full-time for a certain period and still be remunerated, to achieve tertiary qualifications. The focus for SLP 3 reporting period will be to make available opportunities for employees holding diplomas to achieve B-Tech degrees to be eligible for graduate development programs. The intake is informed by the business need and transformation plans.						

2.4.8.3 Internships Programme

Table 17 (a): Internship and Timeframes

Internship Programme	Backlog SLP 1	On Program SLP 2	Target Intake				Grand Total (2019 - 2023)
			FY2019	FY2020	FY2021	FY2022	
Mining Engineering	0	5					
Mechanical Engineering	0	2					
Metallurgy	0	3					
Electrical Engineering	0	2	3	1	0	0	7
Geology	0	2					
Civil Engineering	0	1					
Other	0	0					
Total	0	15	3	1	0	0	7

Table 17 (b): Internship Implementation Plan

Internship Undertakings/Plans	
1. In what areas (e.g. Mining, engineering, etc.) do the Mine offer Internships	Internship Programme is provided to Bursars who have completed their degrees stated below and now enters into an employment contract with the Mine, as well as to Engineers in Training (EIT), current employees, who are working towards the Government Certificate of Competence. - Geology, Metallurgical Engineering, Electrical Engineering, Mechanical Engineering, Mining Engineering
2. What criteria does the mine utilize to identify internship candidates	Applicants are required to meet the internship selection criteria of the Company scheme policy. The Mine will prioritize local community applicants.
3. How does the mine communicate the Internship opportunities available	Adverts are posted in local schools, universities, local Municipalities, and local newspapers frequented by the local community members.
4. Obligations of Interns as per Policy / Agreement	Interns are obliged to remain in the employment of the Company for the same period spent in full-time training. This period commences after their training program.
5. Provide information on how interns would be afforded the opportunity for experiential training - some information related to the program.	Training is implemented following company approved curricula for trainee mining engineers, engineers in training, and metallurgist

2.4.8.4 Experiential Training Plan (Community)

Table 18 (a): Experiential Training Plan and Timeframes

Programme	On program prior (C/o from SLP2)	FY2019	FY2020	FY2021	FY2022	FY2023	Grand Total (2019 – 2023)
		Target	Target	Target	Target	Target	
Mining Engineering	1						7
Mechanical Engineering	0						
Electrical Engineering	1						
Metallurgy	0	2	2	1	1	1	
Geology	0						
Other	0						7
Total	2	2	2	1	1	1	

2.5 Employment Equity: Regulation 46(v) (v)

2.5.1 Introduction

Petra Diamonds' Employment Equity policy aims to establish a broad framework for the company's approach to Employment Equity. Cullinan Diamond Mine recognizes the history of South Africa which resulted in the exclusion of designated groups, mining communities, and women in the mainstream of the economy and the mining industry.

Cullinan Diamond Mine is committed to the process of employment equity as a mechanism to eliminate discrimination within the organization and to promote equal opportunities. The Mine believes that Employment Equity is an integral part of building an effective and representative workforce and ensuring equality for all employees. The Mine will therefore develop an Employment Equity implementation plan to ensure that HDSA employees are developed and that targets can be met at all levels.

Particular effort will be directed at identifying HDSAs with talent, and providing accelerated training and development initiatives to assist their progression through the various employment equity strategies, to further comply with the provisions of the Employment Equity Act (Act No. 55 of 1998) as well as the amended Mining Charter of September 2010 which states: *"Historically Disadvantaged South Africans"* refers to *South African citizens, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation which should be representative of the demographics of the country"*.

2.5.2 Employment Equity Plans and Statistics

The table below indicates the current Employment Equity Statistics (Form S) at Cullinan Diamond Mine as of 30 June 2020.

Table 19: Form S: Employment Equity Status

OCCUPANCY LEVELS	DESIGNATED						DESIGNATED		TOTAL Designated	NON-DESIGNATED			TOTAL	COMPLIANCE TARGET	
	Male			Female			Male	Fem		White	Male	Female		Status	Target
	African	Coloured	Indian	African	Coloured	Indian	White	Disabled							
Senior Management	2	0	1	0	0	0	0	0	3	2	0	0	5	50%	40%
Middle Management	7	0	0	6	0	0	0	0	18	21	0	0	39	49%	40%
Junior Management	67	2	1	30	1	0	9	0	110	55	0	0	165	41%	40%
Core Skills	773	14	1	65	1	0	3	0	857	124	0	0	981	N/A	N/A
TOTAL PERMANENT	849	16	3	101	2	0	17	0	988	202	0	0	1190		0

5	Socio-Economic Profile of Surrounding Region – Employment	
Analysis: Although unemployment is below the provincial and national averages and it continues to be the cities major issue and it is also highlighted by the city’s annual household income profile. According to census 2016 data, nearly 15% of households have no source of income and approximately 46% of households in the city earn an annual income of less than R76 401.		
Employment of Working Age Population		
Socio-Economic Indicators	Gauteng Province	City of Tshwane Metropolitan Municipality
Working age (15 to 64 years)	70.9%	67.9%
Employment rate	71.8%	75.6%
Unemployment rate	26. 3%	24,2%
Economically not active	29.1%	32.1%
6	Socio-Economic Profile of Surrounding Region - Household Income	
Analysis: The average annual household income in the city is around R60 642 and only 0, 65% of households in the city earn more than R457 600 per annum. Individual monthly income varies greatly amongst population groups and over 44% of individuals in the city have no source of income.		
Annual Household Income (Including income derived from government grants, pensions, and informal employment		
Income Category	City of Tshwane Metropolitan Municipality	
No income	15%	
R1– R4 800	2,9%	
R4 801 to R9 600	4,2%	
R9 601 to R19 600	10, 6%	

3.3 Impact of the mining operation

3.3.1 Socio-Economic Impact of the Mining Operation

Table 22: Positive and Negative Socio-Economic Impact of the Mining Operation

Negative Socio-economic Impact of the Mining Operation		
Impact (As applicable)	Yes	No
1. The influx of people	X	
2. Increase the rate of housing problems in local areas	X	

3.4 Mine Community Economic Development Projects

3.4.1 IDP Priority Issues and Objectives for the Local Municipality

Table 23: IDP Priority Issues and Objectives for the Local Municipality

LED (Local Economic Development) IDP Priority Issues and Objectives for the City of Tshwane Metropolitan Municipality	
National Key Performance Areas	Local Municipality Priority Issues
1. Basic Service Delivery and Infrastructure Development	- Water provision, Sanitation, Electricity
2. Local Economic Development	- Grow investment in the city - Partnerships with business and other spheres of government, skills development, of opportunities - Implementation of infrastructure projects
3. Municipal Transformation and Organisational Development	- The city of Tshwane must be a transformed institution. - Skills development, ensure that employees can perform against responsibilities, and improve the culture of the institution to build leaders at all levels
4. Safety and Security	- Engagements and partnerships with other spheres of government - Strengthen crime-fighting initiatives in partnership with other crime-fighting agencies such as SAPS
5. Good Governance and Public Participation	- Development of sound corporate governance, establishment of integrated ICT systems, performance management at all levels of the institution, establishment of a new long-term plan for the new City of Tshwane area, fraud and corruption prevention, and strengthen enterprise risk management
6. Spatial Analysis and Rationale	- Implementation of CoT Capital Investment Strategy by focusing on the following: The rationale for a Capital Investment Strategy, capital Investment Map, and CoT Spatial Programmes

refresh its engagements with the region and identify one Mine Community Project to be implemented before 30 June 2023.

Comments: Host Communities

In the past host communities for Cullinan Diamond Mine were from Regions 5 and 7 of the City of Tshwane Metropolitan. Region 5 consists of the bulk of the former Nokeng Tsa Taemane Local Municipality, with the inclusion of a small area from the former Kungwini area in the south, and the exception a northwestern portion, that currently forms part of the newly formed Region 2. Region 7 is an extensive rural region with a low population density, high unemployment and close to a quarter of the dwelling units remaining informal. In the past few years more mining companies and businesses have been established in Region 7, also creating more employment and business opportunities particularly for communities in Region 7, whilst communities in Region 5 continued to rely heavily on Cullinan Diamond Mine. In addition to that, communities of Region 5 expanded as it continued to include communities such as Lethabong, Pienaarspoort etc. This added more strain on CDM's MCD budget, which finds it difficult to cater for all these communities.

Based on the above, CDM is requesting the DMR for a reduction in host communities of Region 7 and recommends that the mine concentrates on Region 5 communities. The mine is committed to continue to implement programmes such as portable skills, Corporate Social Investment and at least one community project.

			to supervise the construction works of the classrooms.				
Output Recruitment	Key Performance Area	Key Performance Indicator	Responsible Entities	Village Name	Quarterly timelines and year (start)	Quarterly timelines and year (End)	
1. Contractor Appointment	Appoint a suitable contractor (preferably local) to construct the classrooms at the two local schools in Cullinan.	A signed contract and appointment letter	CDM	Cullinan	31/01/2025	29/02/2025	
2. Consultant Appointment	Appoint a consultant to review the designs and supervise construction.	- Appointment letter - Signed contract.	CDM		31/01/2025	29/02/2025	
3. Recruitment	Recruitment of local general labour.	- ID Copies - Proof of residence	Contractor		15/03/2025	30/04/2025	
4. Construction	Construction of the classrooms	Completed classrooms &	Contractor		01/04/2025	30/08/2024	

Table 25 (b): LED Project – Expansion of Onverwacht Primary School – Conservancy Tank (Phase 2a)

Project Name		Expansion of Onverwacht Primary School (Phase 2A)			Infrastructure Project			
Background		The school in Region 5 with the CoT area has identified a need for the extension of their classrooms due to a high number of leaner enrolments at school. Phase of the project was construction of classrooms and Nutritional facilities which needed the conservancy tank to be constructed to allow full functioning. The conservancy tank was approved as a mine community development project in FY 2019. It was implemented and was completed in FY2020						
Geographical Location of Project		District Municipality	Local Municipality	Responsible Entities	Village Name	Project Start Date	Project End Date	Actual Spent
CoT Region 5		CoT Metropolitan Municipality	CoT Metropolitan Municipality	1. CDM 2. Department of Education 3. CoT	Onverwacht Community	Approximately Jan 2020	Approximately Dec 2020	R665 989
Classification of Jobs		No of Jobs to be created	Male Adults 7	Female Adults 2	Male Youth 2	Female Youth 2	Total 9	Comments
Short Term		The number of jobs to be created during the construction phase shall be determined upon project start, details and deliverables of the project are soon to be established.						
Medium Term								
Long Term								
Completion Date and Exit Strategy: Upon completion, the project was be handed over to the Department of Education, CoT, and Onverwacht Primary School Management.								

Table 25 (d): LED Project – Onverwacht Electrification Project

Onverwacht Electrification project			Infrastructure Project				
Onverwacht Community members requested the office of the CoT Executive Mayor to get their households electrified. About 278 households have been identified for the electrification project. Public-Private Partnership engagements have commenced between the City of Tshwane, Eskom, and Cullinan Diamond Mine. The purpose is to further deliberate on the proposed project and implementation thereof upon approval by the Regulator. Upon project approval, a Memorandum of Understanding shall be entered into between all parties, in which roles shall be stipulated.							
Geographical Location of Project	District Municipality	Local Municipality	Responsible Entities	Village Name	Project Start Date	Project End Date	Budget
CoT Region 5	CoT Metropolitan Municipality	CoT Metropolitan Municipality	(1) CDM (2) Eskom (3) CoT	Onverwacht Community	Approximately July 2021	Approximately June 2022	To be determined
Classification of Jobs	No of Jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term	The number of jobs to be created during the construction phase shall be determined upon project start, details and deliverables of the project are soon to be established.						
Medium Term							
Long Term							
Completion Date and Exit Strategy: Upon completion, the project will be handed over to both City of Tshwane and Eskom. There are project collaboration discussions underway with Insite Trading (Pty) Ltd. Insite Trading (Pty) Ltd is a local sand mining company operating in the City of Tshwane Municipality, Region 5, and also sources labour from the local community within Ward 100.							

3.5 Housing and Living Conditions

3.5.1 Measures to Address Housing and Living Conditions: Regulation 46 (c) (iv)

The Housing Standards for the South African Mining and Minerals Industry, 2019 were published on 11 December 2019 for implementation by the Honourable Minister of Mineral Resources and Energy, Hon. G.S. Mantashe under GNR.1590 Government Gazette 42899 ("Housing Standard"). The Housing Standard requires Mining Right holders to submit Housing Plans, after consultation with Organised Labour, to the Department of Mineral Resources and Energy by 10 December 2020 indicating their respective plans to comply with the Housing Standard

Petra Diamonds has, at a central level, commenced engagements with Organised Labour representatives of the various operations to ensure compliance with the Housing Standard. Unfortunately, we are currently not in a position to submit the Housing Plans by 10 December 2020 as further engagements are still required to finalize plans. We confirm that the delay in finalization of the Plans was initially caused by the restrictions on gatherings promulgated through the regulations of the National State of Disaster declared by his Excellency the President of the Republic of South Africa to combat COVID-19.

Furthermore, the Parties had agreed to separate discussions about Housing from wage negotiations and, once the Parties were able to engage, it was agreed to first allow the wage negotiation process to be finalized before discussions on Housing ensued. The wage negotiations were finalized in October 2020. Currently, Petra Diamonds provides a Living-Out Allowance, Rental Accommodation, and an Assisted Home Ownership Scheme ("AHOS") with FLISP. Parties are currently in discussion regarding barriers that may hinder employees from accessing funding through financial institutions, as well as interventions that could be put in place to assist in the elimination or reduction of these barriers. Furthermore, parties are also discussing the revising of the AHOS.

In light of the above, the Plan for CDM operation will be submitted to DMRE regional offices by 30 June 2021. This will afford the parties an opportunity to meaningfully engage on the Housing Standard for the benefit of our employees.

3.6 Nutrition and Wellness

3.6.1 Measures to Address Nutrition and Wellness: Regulation 46 (c) (v)

Employee Wellness Programmes

3.6.2 Implementation of Strategic Action Plan – Employee Wellness Programme

The following programmes are implemented on annual basis:

3.6.2.1 Careways Disease Management Programme

The purpose of the programme is to manage the individual living with HIV most efficiently and cost-effectively to ensure that the individual remains healthy and productive.

Individuals living with HIV need to be assured that the correct drugs are prescribed for their stage of infection and more importantly that antiretroviral drugs are not overprescribed or under-prescribed.

SECTION 4: PROCESSES RE MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

4.1 Establishment of a Future Forum

Table 26 (a): Establishment of Future Forum and its effective implementation

Strategic Action Plan – Establishment of Future Forum				
Establishment of Future Forum Strategic Action Plan	Responsible Department/ Forum	Date to be completed	Progress	
1. Mine Management has communicated with employees, Reportable Contractors, and Trade Unions to inform them regarding the role of the Future Forum as well as representation on the Forum.	Mine Management	On-going	On-going	
2. The training was conducted to empower the Future Forum members and ensure they all understand their roles and responsibilities in the forum. Training is conducted should there be new forum members.	Mine Management	On-going	On-going	
3. Ensure that regular meetings are held and that correct procedure are followed in the Future Forum Meetings.	Future Forum Committee	On-going	On-going	
Comment: The Future Forum has been established, and the meetings are scheduled quarterly. Should there be possible job losses and retrenchments, the Future Forum needs to notify: (a) Department of Labour; and (b) DMRE				

4.3 Mechanisms to Avoid Job Losses

Table 27 (a): Strategic Action Plan to save jobs and avoid job losses

Strategic Action Plan to Save Jobs and Avoid Job Losses			
Strategic Action Plan to Save Jobs and Avoid Job Losses	Responsible Position/ Department/ Forum	Date to be completed	Progress if applicable
1. A reduction in working hours as well as a change in shifts. This will result in a reduction in remuneration for the employees, but it will save jobs for some time.	HR Department and Future Forum	When retrenchment or closure occurs	N/A
4. To use available leave if possible and if not, unpaid leave for a specified period.	HR Department and Future Forum	When retrenchment or closure occurs	N/A
5. Encourage natural attrition to facilitate the redeployment of employees throughout the operation.	HR Department and Future Forum	When retrenchment or closure occurs	N/A
6. Continuous consultation with Trade Unions (through the Future Forum) to identify and implement initiatives to avoid job losses and a decline in employment such as: • job sharing. • eliminate or reduce overtime. • moratorium on recruitment. • and termination of non-core contracts	HR Department and Future Forum	When retrenchment or closure occurs	N/A
7. Ramp up on various training and development initiatives to provide: • Numeracy and literacy training. • The training which is in line with the National Qualifications Framework. • Portable skills training to the economic requirements identified in the local labour sending area; and • Skills training for industry and market requirements.	HR Department and Future Forum	When retrenchment or closure occurs	N/A

Table 27 (d): Portable Skills Training within Mining Industry (Across Mineral Sectors) Employees - Plans

	Target FY2019	Target FY2020	Target FY2021	Target FY2022	Target FY2023	Total Target (2019 to 2023)
Portable Skills Training	Target Enrolment	Target Enrolment	Target Enrolment	Target Enrolment	Target Enrolment	
Engineering Skills						
Computer Skills						
Business Skills	20	20	10	10	10	70
Welding and Torch Cutting						
Drivers Licence						
Any other training as per the need						
Total	20	20	10	10	10	70
Comment: The figures indicated have been informed by the portable skills applications received from employees. The training shall be implemented during the SLP3 cycle.						

Table 27 (e): Portable Skills Training for the Community Members - Plans

	Target FY2019	Target FY2020	Target FY2021	Target FY2022	Target FY2023	Total Target (2019 to 2023)
Portable Skills Training	Target Enrolment	Target Enrolment	Target Enrolment	Target Enrolment	Target Enrolment	
Computer Skills						
Drivers Licence						
Operator Training (Forklift Driving)						
Plumbing	50	60	65	70	60	305
Carpentry						
Welding						
Any other training as per the need						
Total	50	60	65	70	60	305
Comment: The community portable skills training could not be fully executed due to challenges encountered in the community engagement process as well as the challenges experienced with COVID-19 lockdown. The set targets shall be implemented as such during the SLP cycle upon successful community engagement process.						

4.5 Mechanisms to Ameliorate the Social and Economic Impact

Table 29: Mechanisms to Ameliorate the Social and Economic Impact Strategic Plan

Mechanisms to Ameliorate Socio-Economic Impact Strategic Action Plan	Responsible Position/ Department/ Forum	Date to be completed
1. Stimulate job creation for local and provincial areas: • Stimulate job creation throughout the life of mine (i.e. procurement and enterprise development). • Provision of psychological counselling and financial advisory services on retrenchment/ closure. • Portable skills training interventions. • Comprehensive self-employment programmes. • In conjunction with the Department of Labour (DoL) facilitate the completion of UIF claim forms at the Mine premises. • Assistance with registering employees at DoL and employment agencies in the area. • Assist retrenches to find alternative employment with other companies through the compilation of a database stating the skills and contact numbers of all available employees; and • Distribution of compiled database to community forums, SMME's in the area, other existing mines, and other industry players.	HR Department and Future Forum	When retrenchment or closure occurs
2. Ensure that sufficient financial provisioning is in place for the implementation of all plans relating to the process of downscaling and retrenchments.		
3. The plan will be submitted to the DMR two (2) years before possible downscaling and retrenchments		

SECTION 5: FINANCIAL PROVISION -Regulation 46 E (i), (ii), (iii)

5.1 Summary of Key Elements of SLP

All spend referred to with regards to the 2018-2023 period is an estimated projection; several variables/ socio-economic factors will determine the year-on-year implementation of all SLP elements for Cullinan Diamond Mine.

Table 31 (a): Summary of Key Elements

Summary of Financial Provision for Key Elements of the Mine's SLP programmes over the Five (5) Year Period (FY 2019 – 2023)						
Category	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision 2019 - 2023
Human Resource Development Programmes Table 31(b)	R34 345 237	R30 330 487	R29 431 684	R28 593 740	R28 002 179	R150 703 327
Mine Community Development Programmes Table 31(c)	R 3 767 707	R 4 107 485	R 12 787 351	R 8 116 465	R 8 215 117	R 36 994 125
Management of Downscaling and Retrenchment Programmes Table 31(d)	R 21 525 545	R 21 545 580	R 21 567 019	R 21 589 957	R 21 614 504	R 107 842 605
Total Provision for SLP	R 60 137 925	R 55 277 991	R 63 532 658	R 58 465 534	R 57 491 141	R 294 905 249

5.3 Summary of Mine Community Economic Development

Table 31 (c): Summary of Financial Provision for Mine Community Economic Development Programmes

Mine Community Development	Financial Provision FY2019	Financial Provision FY2020	Financial Provision FY2021	Financial Provision FY2022	Financial Provision FY2023	Total Financial Provision (2019 to 2023)
Financial Provision for Mine Community Development Projects	R 285 000	R 380 989	R 8 800 000	R 3 850 000	R 3 650 000	R 16 965 989
Financial Provision for Housing Programme	R 2 929 007	R 3 134 037	R 3 353 420	R 3 588 159	R 3 839 330	R 16 843 953
Financial Provision for Wellness Programme	R 553 700	R 592 459	R 633 931	R 678 306	R 725 787	R 3 184 183
Total Financial Provision for Mine Community Economic Development	R 3 767 707	R 4 107 485	R 12 787 351	R 8 116 465	R 8 215 117	R 36 994 125

SECTION 6: PROCUREMENT

6.1 Procurement Progression Plan

6.1.1 Strategic Action Plan - Preferential Local Procurement (Positive Socio-Economic Impact)

Table 32: Preferential Local Procurement Strategic Action Plan

Local Procurement Strategic Action Plan	Responsible Department	Progress Update
Stakeholder Engagement	Procurement Section & Enterprise Development Centre	Ongoing
Training and Business Development	Enterprise Development Centre	Ongoing
Business Mentoring and Coaching	Enterprise Development Centre	Ongoing
Identification of Opportunities for Local Suppliers	Procurement Section & Enterprise Development Centre	Ongoing
Facilitation of Local Suppliers Linkages	Enterprise Development Centre	Ongoing
Safety Compliance Support & Training	Health and Safety Section & Enterprise Development Centre	Ongoing
Funding Assistance	Enterprise Development Centre	Ongoing

6.1.2 Focus areas

The historic focus areas for Cullinan Diamond Mine (“CDM”) procurement have been the following areas within the City of Tshwane Metropolitan Municipality (“CoT”): Wards 87, 99, 100 of Region 5 that cover but are not limited to, Rayton, Cullinan, Refilwe and Onverwacht; and Wards 102, 103, 104, 105 of Region 7 that cover but are not limited to, Ekangala, Bronkhorstspuit, Zithobeni, Rethabiseng; and Ekandustria.

The impact of these demarcations within the municipal boundary was problematic in practice. For example, it would result in spending on a business on one side of the street in Mamelodi being included, while spending with a business on the opposite side of the street would be excluded, as it falls outside the municipal boundary of the agreed region.

The sustainability of small businesses and the availability of certain skills are problematic in the mentioned regions, especially concerning the core business areas of CDM. The wider labour sending area in the greater City of Tshwane Metropolitan Municipality was not always sufficiently exposed or developed, and CDM recently approached the DMRE to increase the recognized “Local procurement” footprint to cover the complete City of Tshwane Metropolitan Municipality. This was approved at a meeting with the DMRE, Gauteng Regional Office in Pretoria on 18 March 2021.

SECTION 7: UNDERTAKING

Undertaking to data integrity provided in the Social and Labour Plan 3 (FY2018 – FY2023)



D DLAMINI

LEAD SOCIAL PERFORMANCE



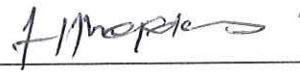
JOHAN BRITZ

TRAINING MANAGER



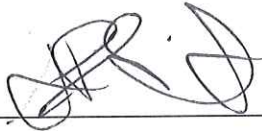
NORMAN MAGIDIDI

ACTING HR MANAGER



HILDA MOFOKENG

OCCUPATIONAL HEALTH PRACTITIONER



DEON SMIDT

GROUP FINANCE MANAGER



WALTER MBAMBO

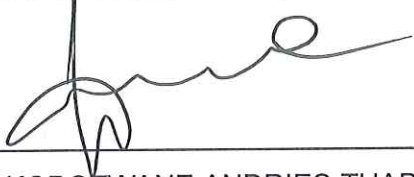
ER SPECIALIST

Undertaking on behalf of the Mine

I, **MOKOBOTWANE ANDRIES THABO MANNE**, the undersigned and duly authorized thereto by Cullinan Diamond Mine (Pty) Ltd, undertake to adhere to the information, requirements, commitments, and conditions as set out in the Social and Labour Plan.

Signed at Cullinan on this 31st day of March 2026

Signature of responsible person:



MOKOBOTWANE ANDRIES THABO MANNE

MANAGER SOCIAL PERFORMANCE & STAKEHOLDER RELATIONS

Approved

Signed at Cullinan on this 31st day of March 2026

Signature:



TUMELO MATOBA

GENERAL MANAGER