

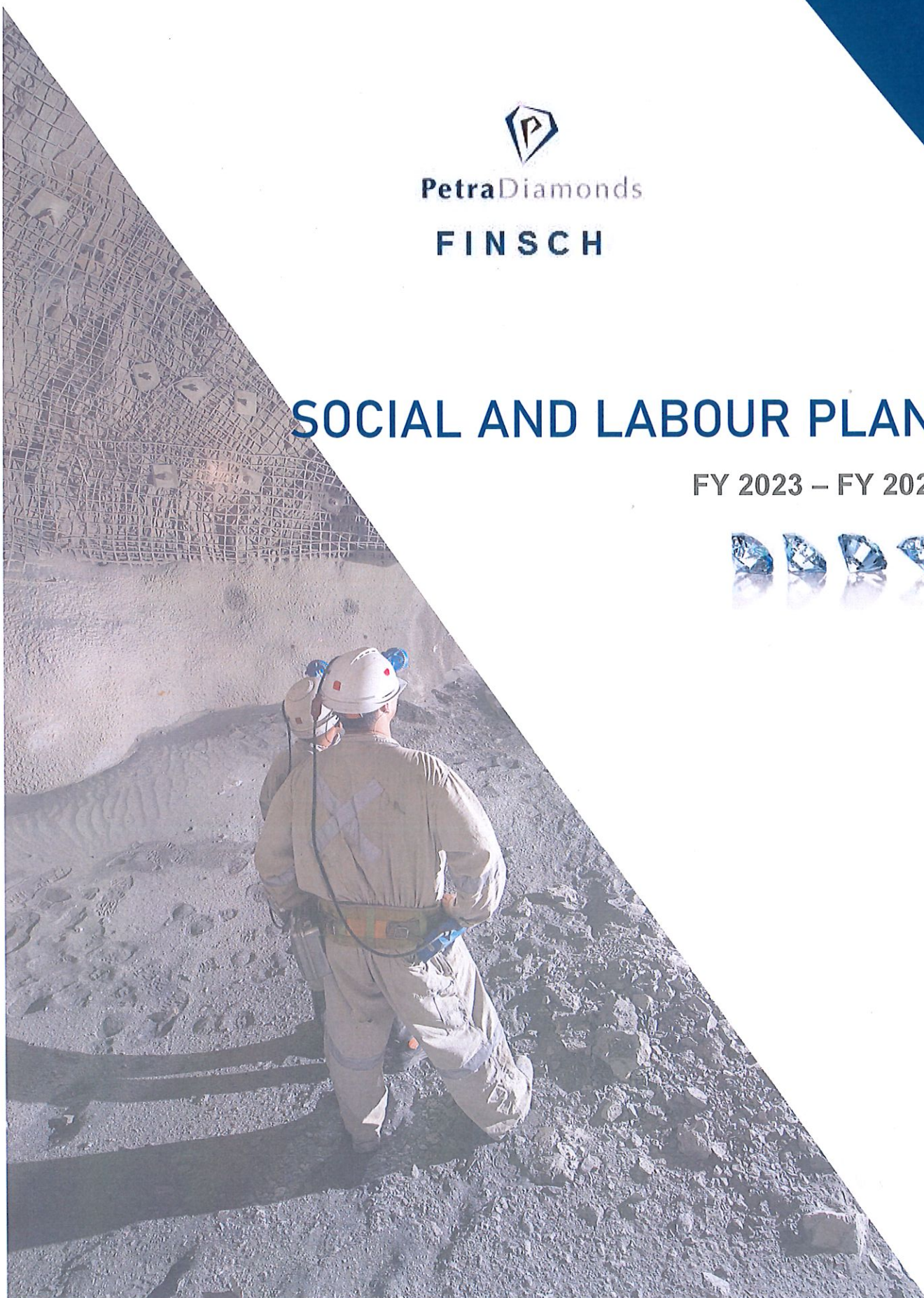


PetraDiamonds

**FINSCH**

# **SOCIAL AND LABOUR PLAN:**

**FY 2023 – FY 2027**



## Message from the General Manager

Finsch Diamond Mine (Pty) Ltd ("**FDM**"), a mining right holder within the Petra Diamonds group of companies is hereby undertaking the development of its fourth generation Social and Labour Plan ("**SLP 4**") that aspires to responsibly invest in the communities surrounding the FDM operation whilst being compliant with the legislative requirements.

FDM conducted research and engaged in an extensive stakeholder engagement process to ensure sustainable socio-economic development, whilst addressing identified needs of the employees, host community and partners.

The Petra Diamonds Group strives to leave a lasting positive legacy in the affected mining-affected areas of its operations.

Thank you to the FDM and Petra Diamonds Group teams, employees, and the leadership within the Kgatelopele Local Municipality for your continued support.

We look forward to continuing this journey of building a sustainable, integrated, and thriving community.



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Tribe Bhengu

*FDM: General Manager*



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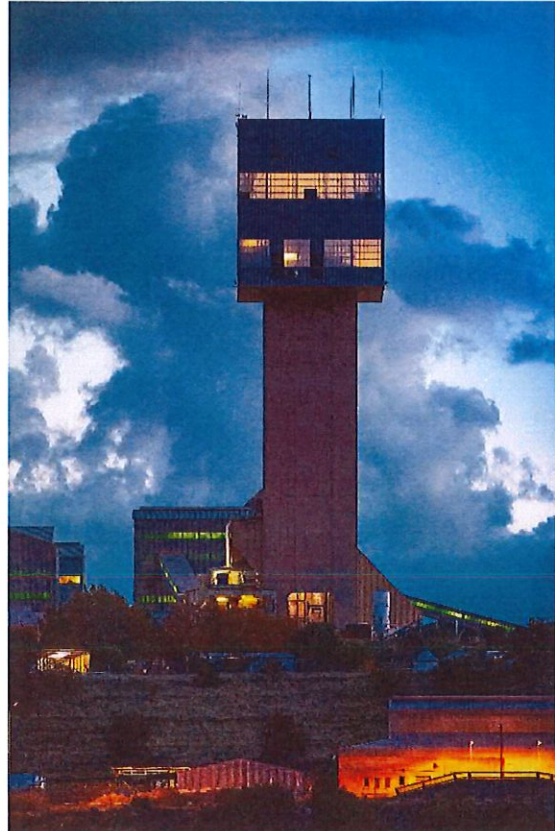
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## List of abbreviations

<b>AET</b>	Adult Education & Training
<b>BEE</b>	Black Economic Empowerment
<b>CAP</b>	Career Advancement Programme
<b>CBT</b>	Computer Based Training
<b>CSI</b>	Corporate Social Investment
<b>CV</b>	Curriculum Vitae
<b>C &amp; I</b>	Control and Instrumentation
<b>DACE</b>	Department of Agriculture, Conservation and Environment
<b>DECTI</b>	DECTI, a company of corporate advisors and transformation project managers
<b>DM</b>	District Municipality
<b>DoEL</b>	Department of Employment and Labour
<b>DTI</b>	Department of Trade and Industry
<b>DWS</b>	Department of Water & Sanitation
<b>EE</b>	Employment Equity
<b>FDM</b>	Finsch Diamond Mine
<b>FET</b>	Further Education & Training
<b>FY</b>	Financial Year
<b>GET</b>	General Education and Training
<b>HDP</b>	Historically Disadvantaged Person
<b>HDSA's</b>	Historically Disadvantaged South Africans
<b>HET</b>	Higher Education and Training
<b>HR</b>	Human Resources
<b>HRD</b>	Human Resources Development

<b>KLM</b>	Kgatelopele Local Municipality
<b>LDP</b>	Leadership Development Programme
<b>LOM</b>	Life of Mine
<b>Mctpa</b>	Million carats per annum
<b>Mtpa</b>	Million tonnes per annum
<b>MOU</b>	Memorandum of Understanding
<b>MPRDA</b>	Minerals and Petroleum Resources Development Act (no. 28, 2002)
<b>MQA</b>	Mining Qualifications Authority
<b>MWP</b>	Mine Works Plan
<b>NCV</b>	National Certificate Vocational
<b>NCD</b>	National Communicable Diseases
<b>NQF</b>	National Qualifications Framework
<b>OHS</b>	Occupational Health & Safety
<b>PDL</b>	Petra Diamonds Limited
<b>PDP</b>	Personal Development Plan
<b>PDSA</b>	Petra Diamonds South Africa
<b>POE</b>	Portfolio of Evidence
<b>SETA</b>	Sector Education & Training Authority
<b>SLC</b>	Sub Level Caving
<b>SIA</b>	Social Impact Assessment
<b>SLP</b>	Social Labour Plan
<b>SMME's</b>	Small, Micro & Medium Enterprises
<b>STO</b>	Senior Training Officer
<b>VCT</b>	Voluntary Counselling & Testing
<b>WIM</b>	Women in Mining
<b>WSP</b>	Workplace Skills Plan

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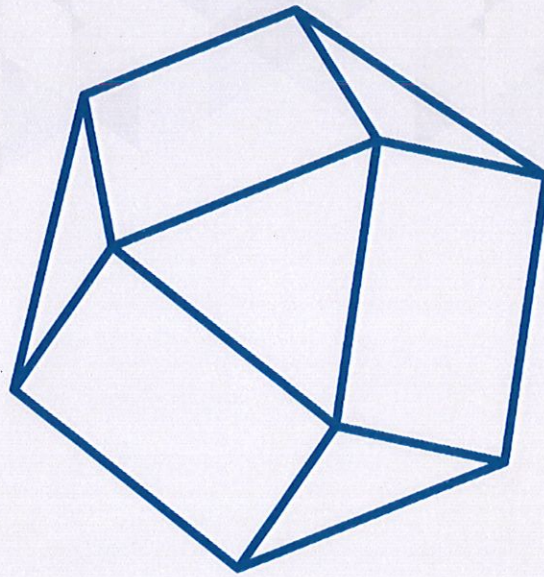
## DEFINITIONS

TERM	MEANING
Career Path	A set of promotions for an individual requiring increased experience, training or education for promotion into the next step.
Mining Charter	The Broad-Based Socio-Economic Empowerment Charter for the Mining and Minerals Industry, 2018. (GN 1002/2018)
The Community	The communities where mining takes place and the labour sending areas.
Contractors	Companies whose services are required by the Mine to do specialised work which is not in the core areas of the mining operation and whose provision of services are considered temporary.
Core Employment, Core skills	These are skills necessary and inextricably linked to day-to-day operations OR skills that enhance the performance of an operation and are in scarce supply. This includes artisans, rock engineers, professionals (i.e., recognised by a professional body), specialist (e.g., surveyor, safety, geologist, metallurgist, winding engine driver, environmental etc.) technologists, technicians, and persons with mining specific qualifications or licences.
Employees, Labour, Staff, Mineworkers	People employed by the Mine and those of its contractors.
The Mine	Finsch Diamond Mine (Pty) Ltd (FDM) as the Mining Right Holder.
Local Supplier	Any individual or group of individuals providing services or consumables to FDM. <ul style="list-style-type: none"> <li>• That are a permanent resident of the Kgatelopele Local Municipal Area.</li> <li>• With a permanent address that can be confirmed and verified,</li> <li>• The "local" ownership must represent 51% or higher % of total ownership,</li> </ul>
Non-discretionary procurement	Non-discretionary procurement expenditure refers to expenditure that cannot be influenced by a mining company, such as procurement from the public sector and public enterprises.
Paterson, Paterson Band	A job grading system common in the South African Mining Industry which uses decision-making as criteria for dividing jobs into "Bands". "A Band" positions being the most Junior with "F Band" positions being the most senior on the Mine site.
Regulations	Amendment Regulations of the Mineral and Petroleum Resources Development Act (28 of 2002), published on 27 March 2020.
Labour Sending Area	Areas from which the majority of mineworkers have been secured.
Stakeholders	A person, group, organisation, or system which affects or can be affected by an organisation's actions which may relate to the policies intended to allow the aforementioned to participate in decision making in which it may have a stake.
Talent Pool	Employees who have been selected as a result of their work performance or educational abilities; are to be placed on a career plan which requires accelerated training into vacancies or positions which lack the representation of the Economically Active Persons ("EAP") profile of the community or of the core or scarce skills on the Mine.





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# PART ONE

## PART 1

### 1.1 INTRODUCTION AND BACKGROUND

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#### **1.1.1 Background on Finsch Diamond Mine (Pty) Ltd – Regulation 46 (a)**

FDM is located approximately 165km northwest of Kimberley on the farm Carter Block 458 in the Northern Cape. The mine and town of Lime Acres is situated adjacent to the Kuruman Hills. The mine is based in the Kgatelopele Local Municipal area forming part of the greater ZF Mgcawu district.

FDM is one of the world's most significant diamond mines and South Africa's second largest diamond operation by production. The mine benefits from state-of-the-art mining infrastructure, including a modern processing plant.

FDM is committed to maintaining the highest standards of business conduct, corporate governance, and ethics, as well as compliance with all applicable laws, rules, and regulations. As such, FDM is fully committed to ensuring that its operation, subscribes to the objectives of the Mineral and Petroleum Resources Development Act No. 28 of 2002, ("**MPRDA**"),

FDM holds a valid new order mining right (the "**Finsch Mining Right**") executed on 15 October 2008. The Finsch Mining Right was initially issued to De Beers under item 7 of Schedule II of the MPRDA and was subsequently ceded to FDM in terms of section 11 of the MPRDA. The deed of cession was notarial executed and registered at the Mineral and Petroleum Titles Registration Office.

The Finsch Mining Right confers on FDM the exclusive right to mine for diamonds in relation to the areas it refers to until 14 October 2038.



### 1.1.2 Mine and Ownership

Petra Diamonds Ltd has an interest in both South African and Tanzanian operations. Of the South African operations, including the Koffiefontein (BDM), Finsch, and Cullinan, 74% is owned by Petra Diamonds Holdings SA (Pty) Ltd. The remaining 26% is owned by Kago Diamonds (Pty) Ltd (14%) and the Itumeleng Petra Diamonds Employee Trust (12%) in all cases, as shown in the figure below.

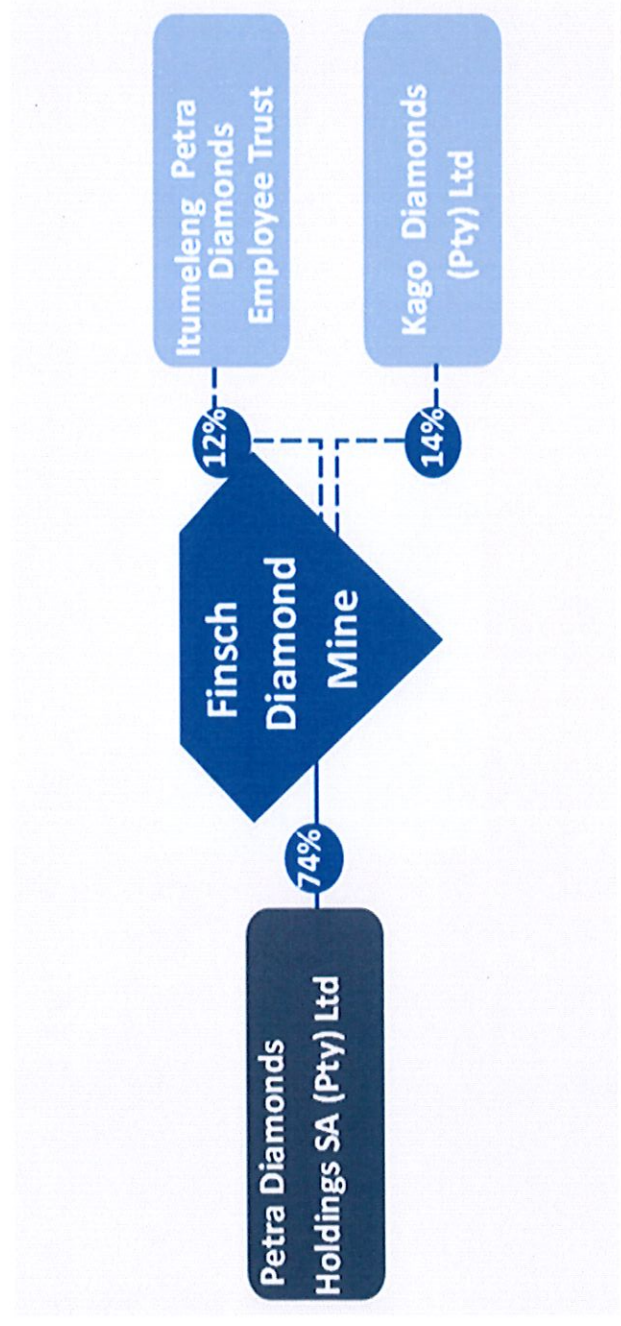


Figure 1.1: Summarised ownership structure of Petra Diamonds Holdings SA Ltd, showing the respective ownership portions of Petra Diamonds, IPDET and Kago Diamonds.

## 1.2 – PREAMBLE – Regulation 46 (a)

### 1.2.1 Information

Section 2:			Preamble (Regulation 46 (a))	
Name of the Company			Finsch Diamond Mine (Pty) Ltd	
Name of the Mine / Production Operation			Finsch Diamond Mine	
Mining Right			(NC) 30/5/1/1/2 (102) MR	
Physical Address of the Company			1 Central Avenue Lime Acres 8410	
Postal Address			PO Box 7 Lime Acres 8410	
Telephone Number			(053) 385-2999	
Fax Number:			N/A	
Location of the Mine or Production Operation			Lime Acres Northern Cape	
Commodity			Diamonds from Kimberlite	
Life of Mine			To 2030	
SLP Period			July 2023 to June 2027	
Responsible Person			Tribe Bhengu	
Geographic origin of Employees (Permanent and Training Programme positions, and Contractors) as at 30 June 2023.				
Permanent & Non-permanent			Contractors	
Category	No	Percentage	No	Percentage
Local	334	36,42%	456	49,62%
In-province migrancy	305	33,26%	420	45,70%
Interprovincial migrancy	278	30,32%	36	3,92%
Foreign National	0	0%	7	0.76%
Total	917	100%	919	100%



### 1.2.2 Locality of the Mine

Kgatelopele Local Municipality forms part of the ZF Mgcawu District Municipality. This is a remote geographical area, 165 km from the nearest large town and provincial capital Kimberley.

The population is concentrated in the two urban settlements of Danielskuil and Lime Acres, which are 25 km apart. Danielskuil is the administrative capital of the municipality and was the original town servicing the surrounding farming communities.

Lime Acres was established later as a settlement for mining employees when mining activities commenced in the area. By 2018, 97% of the population of this municipality settled in Danielskuil (including Tlhakalatlou township) or Lime Acres while the remaining three percent were living in the surrounding rural settlements and farms.

Kgatelopele Municipality consists currently of six wards (demarcated in calendar year 2021) each located in the geographical areas indicated in the table and map below.

*Table 1: Municipal Ward demarcation*

Ward	Geographical Area
Ward 1	Tlhakalatlou
Ward 2	Portion of Kuilsville, Landbou Erwe and Owendale
Ward 3	Danielskuil Town
Ward 4	Kuilsville and Maranteng
Ward 5	Lime Acres, Norfin, Five Mission, Finville
Ward 6	Sha-Leje & portion of Tlhakalatlou in Danielskuil

### 1.2.3 Finsch Diamond Mine active workforce profile as of 30 June 2023

Table 2: Workforce profile

OCCUPATIONAL LEVELS	MALE				FEMALE				PEOPLE WITH DISABILITIES		GRAND TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	1	0	0	1	0	0	0	0	0	0	2
Senior management	2	0	0	2	5	0	0	0	0	0	9
Professionally qualified and experienced specialist and mid-management	13	3	0	9	5	3	0	2	1	0	36
Skilled technical and academically qualified workers	135	63	0	60	60	22	0	13	1	1	355
Semi-skilled and discretionary decision making	280	54	0	4	67	30	0	6	8	3	452
Unskilled and defined decision making	31	9	0	2	18	4	0	0	0	0	64
<b>Total Permanent</b>	<b>461</b>	<b>129</b>	<b>0</b>	<b>77</b>	<b>155</b>	<b>59</b>	<b>0</b>	<b>21</b>	<b>10</b>	<b>4</b>	<b>916</b>
Temporary Employees	0	0	0	0	1	0	0	0	0	0	1
<b>Grand Total</b>	<b>461</b>	<b>129</b>	<b>0</b>	<b>77</b>	<b>156</b>	<b>59</b>	<b>0</b>	<b>21</b>	<b>10</b>	<b>4</b>	<b>917</b>



### 1.2.4 Labour Sending Areas

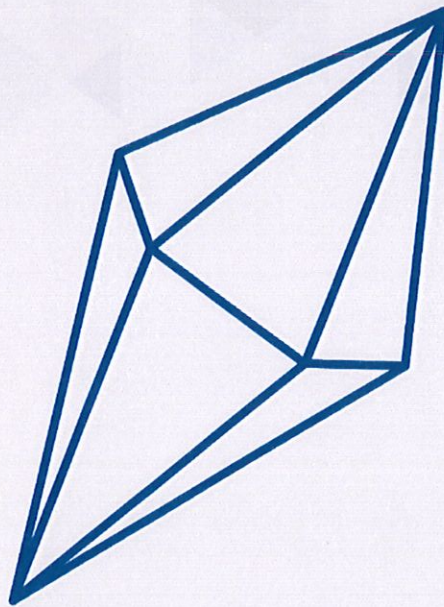
FDM is the largest mining employer within the borders of Kgatelopele Local Municipality. The company thus plays a significant role in local and regional employment and the local economy overall. The table below reflects the breakdown of the areas FDM employees and contractors reside.

Table 3: Labour-Sending Areas

District Municipality (DM)	Local Municipality (LM)	No of Employees	No of Contractors	Total Workforce	% of DM
ZF Mgcawu (NC)	Kgatelopele	316	420	736	43.05%
	Other	18	36	54	
John Taolo Gaetsewe (NC)	Ga-Segonyana	98	110	208	15.14%
	Joe Morolong	42	8	50	
	Other	6	14	20	
Frances Baard (NC)	Dikgatlong	28	21	49	11.11%
	Sol Plaatje	55	28	83	
	Phokwane	45	24	69	
	Other	2	1	3	
Dr Ruth Segomotsi Mompoti (NW)	Greater Taung	120	66	186	16.39%
	Other	23	92	115	
Namakwa (NC)	Nama Khoi	25	4	29	1.58%
	Other	0	0	0	
Pixley Ka Seme (NC)	Emthanjeni	2	0	2	0.2%
	Other	2	0	2	
*Other Provinces (Non-NC & Foreigners)		135	95	230	12.53%
TOTAL		917	919	1836	100%



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# PART TWO



## PART 2

# 2. HUMAN RESOURCES DEVELOPMENT PROGRAMME

### 2.1. Introduction and Compliance with Skills Development Legislation

FDM is committed to the development and transformation of its workforce and the affected communities within which it operates. To achieve our transformation and development objectives, the Mine has a strong focus on the recruitment and development of its employees and economically active local community members.

The Training and Development Policy seeks to address the development of its employees and to adhere to legislative obligations and commits itself to creating 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 ("HRD") strategy recognises the contribution that training, and development of its employees can make towards achieving its strategic objectives and priorities and will be directed at providing skills that can support its business drivers.

As a result, our HRD approach is guided by our operational demands and requirements, as well as national imperatives outlined in the MPRDA and its regulations. The educational and developmental requirements of local populations were identified through social impact assessments, which were considered when HRD programs were being planned.

FDM has appointed a Skills Development Facilitator (SDF) to assist with the effective implementation of skills development undertaking of the operation. FDM will adhere to the guidelines of the Mining Qualification Authority ("MQA") concerning annual submission of the Workplace Skills Plan.

Table 4: SETA registration

Name of SETA	Mining Qualifications Authority			
Registration with the relevant SETA	16/MQA/0844/AC4/190319			
Confirmation of Appointed Skills Development Facilitator (SDF)	Kelepile Mojanaga			
Proof of Submission of the WSP / ATR report	SETA	MQA	Date	16/05/2022

## **2.2 Skills Development Plan – Regulation 46 (b) (i)**

Following a long-term approach to skills development planning that considers the total LoM, the Skills Development Plan seeks to maximise the productive potential of people employed at FDM and to develop skills that can address the scarcity thereof, through the implementation of the following training initiatives:

- AET & ASC (Adult Education and Training & Adult Senior Certificate);
- Core and Business support training;
- Development programmes, including Leadership, Management and Supervisory Development;
- Learnerships;
- Internships;
- Portable Skills training;
- Study Assistance;
- Experiential training; and
- Scholarships and Bursaries

Most of these initiatives focus on development of employees, but several also provides development opportunities for the local community, for example scholarships and bursaries, learnerships, portable skills and experiential training.

The diagram below illustrates the education pipeline that informs our HRD initiatives.

Although legal training and job required training is the primary focus on the skills development plan, FDM is also committed to providing personal development opportunities for employees to further their career progression. The Employment Equity plans and initiatives as well as critical skills required for business continuity informs this process.

FDM will make use of internal training capacity as well as external training providers to deliver on its HRD strategy.



Table 5: Form Q- Functional Literacy amongst Employees – Regulation 46 (b) (i) (a)

		Male				Female				Total	
		African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
Band	PLANNED AS										
	PER ENVISAGED										
	ORGANOGRAM										
	No Schooling	0	0	0	0	0	0	0	0	0	0
	Grade 0 / Pre AET	0	0	0	0	0	0	0	0	0	0
	Grade 1/ Sub A	0	0	0	0	0	0	0	0	0	0
	Grade2/ Sub B	0	0	0	0	0	0	0	0	0	0
	Grade 3/ Std1/AET 1	1	1	0	0	0	0	0	0	2	0
	Grade4/ Std 2	0	0	0	0	0	0	0	0	0	0
	Grade 5/ Std 3/ AET 2	5	1	0	0	0	0	0	0	6	0
	Grade 6/ Std 4	1	0	0	0	0	0	0	0	1	0
	Grade 7/Std 5/AET 3	4	0	0	0	1	0	0	0	4	1
	Grade 8/ Std 6	3	0	0	0	0	0	0	0	3	0
	Grade 9 /Std 7/ AET 4	26	2	0	0	0	0	0	0	28	0
Further Education and Training (FET)	Grade 10/ Std 8/ N1 /NCV Level 1	7	3	0	1	1	0	0	1	11	2
	Grade 11 / Std 9/ N2	28	2	0	3	2	3	0	0	33	5
	Grade 12/ Std 10/ N3	288	77	0	19	94	41	0	11	384	146
	Diplomas / Certificates	93	48	0	56	32	14	0	10	197	56
Higher Education and Training (HET)	First Degree / Higher Diplomas	6	4	0	6	3	4	0	3	16	10
	Honours / master's degrees	3	3	0	4	2	0	0	0	10	2
	Doctorates	0	0	0	0	0	0	0	0	0	0

Table 6: Form Q- Functional Literacy amongst Contractors

		Male				Female				Total	
Band	PLANNED AS PER ENVISAGED ORGANOGRAM	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
NQF Level	No Schooling	16	2	0	0	1	0	0	0	18	1
	Grade 0 / Pre AET	0	0	0	0	0	0	0	0	0	0
	Grade 1/ Sub A	0	0	0	0	0	0	0	0	0	0
	Grade2/ Sub B	0	0	0	0	0	0	0	0	0	0
	Grade 3/ Std1/AET 1	2	1	0	0	1	0	0	0	3	1
	Grade4/ Std 2	0	1	0	0	0	0	0	0	1	0
	Grade 5/ Std 3/ AET 2	5	1	0	0	1	0	0	0	6	1
	Grade 6/ Std 4	3	1	0	0	0	0	0	0	4	0
	Grade 7/Std 5/AET 3	8	0	0	0	0	1	0	0	8	1
	Grade 8/ Std 6	12	2	0	1	0	1	0	1	15	2
	Grade 9 /Std 7/ AET 4	47	18	0	2	9	2	0	0	67	11
	Grade 10/ Std 8/ N1 /NCV Level 1	97	28	0	13	11	3	0	4	138	18
	Grade 11 / Std 9/ N2	144	18	0	4	37	7	0	0	166	44
	Grade 12/ Std 10/ N3	201	62	0	52	41	14	0	10	315	65
	Diplomas / Certificates	30	5	0	16	5	2	0	4	51	11
	Higher Education and Training (HET)	First Degree / Higher Diplomas	3	0	0	1	1	0	0	0	4
Honours / master's degrees		0	0	0	0	1	0	0	0	0	1
Doctorates		0	0	0	0	0	0	0	0	0	0



### 2.3. Adult Education and Training & Adult Senior Certificate

FDM is committed towards ensuring its workforce, including community, is given the opportunity to timeously and cost effectively access appropriate Adult Education and Training programmes to promote further development.

AET and ASC are provided free of charge and obligation free on a voluntary basis. FDM provides employees with the opportunity to improve their educational levels by obtaining a NQF level 1 qualification. This allow employees, 21 years and older, the opportunity to obtain their Matric Certificate or as it is also called, Adult Senior Certificate. These programmes can ensure effective participation in the workplace, access to further training opportunities, promotions, and entry to a tertiary education institution, as well as improved quality of life for our employees and community.

The AET and ASC programs will be presented at our on-mine premises on a part-time and voluntary basis.

Table 7: AET and ASC needs

Education Level	Number of Employee	Employee need	Number of Contractors	Contractor Need	Total Need
No schooling	0	0	19	0	0
AET 1	2	0	5	19	19
AET 2	7	2	11	5	7
AET 3	8	7	26	11	18
AET 4/NQF 1	28	8	78	26	34
NQF 4	530	78	380	444	522

Table 8: Targets for AET and ASC

Entity	Category	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year total
Mine	AET	0	2	0	2	0	12
Mine	ASC	0	2	2	2	2	
Community	AET	0	3	3	3	3	24
Community	ASC	0	3	3	3	3	
Budget Allocation		0	R796 672	R738 592	R796 672	R738 592	R3 070 528

Table 9: AET Implementation plan

Action	Time frame	Responsible person
Plan and budget for the maintenance for sufficient resources to present the required level of AET & ASC training. This includes physical and human resources.	Annually - June	Manager: Training
Ensure that training centre or service provider is registered and accredited with the relevant regulators	Annually - Jan	Senior Training Officer: non-Technical
Annually review the need for AET & ASC based on Form Q information and engage with affected employees to assess interest and entry level	Annually - Nov	Senior Training Officer: non-Technical
Agree to a training plan with employee, supervisors, and provider for all enrolled employees	Annually - Jan	Senior Training Officer: non-Technical
Conduct grant administration according to MQA grant policy	Annually - April	Senior Training Officer: non-Technical
Conduct learner administration according to MQA guidelines	Annually - April	Senior Training Officer: non-Technical
Arrange examination opportunities as per IEB guidelines	Continuous	Senior Training Officer: non-Technical
Market AET & ASC as a personal development opportunity	Annually - Nov	Senior Training Officer: non-Technical

## 2.4 Core and Support Skills Training

These two types of training form a critical component of the FDM training strategy to ensure a safe, healthy, and productive workforce. Core and support skills training can take the form of accredited programs, learning programs, and short courses.

Core and support skills training is prioritised based on its purpose, i.e.

- Legal and mandatory training
- Job-related training
- Personal development opportunities



Table 10: Implementation plan for core and support skills

Action	Time frame	Responsible person
Review scarce skills and critical skills required for business continuity and take into consideration the Sector skills plans and National skills plan requirements.	Annually	Manager: Training
Annual training needs identified and compiled in Annual Training Plan after consultation with line management and the HRD committee. Training needs are prioritised in terms of its purpose: - Legal and mandatory training - Job-related training - Personal development opportunities	Annually - April	STO's
Facilitate the implementation of core skills and support skills training in accordance with the approved training plans and procedure	Continuous	STO's
Conduct grant administration according to MQA grant policy, where applicable	Annually - April	STO: Non-Technical
Ensure fair and equal access to core and support skills training opportunities, especially supervisory, leadership and management development programs	Continuous	STO's

Table 11: Engineering Core Skills training

Sub-category	Duration	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
Engineering - Aide development program	12 months	4	1	1	1	1	8
Engineering - Learning programs (accredited)	3 weeks	1	1	1	1	1	5
Engineering - Lifting equipment (accredited)	5 days	70	70	70	70	70	350
Budget Allocation		R785 143	R520 496	R546 520	R573 846	R602 539	R 3 028 544

Table 12: Metallurgy Core Skills training

Sub-category	Duration	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
Metallurgy - learning programs (accredited)	12 weeks	2	2	2	2	2	10
Metallurgy - skills training	2 weeks	10	10	10	10	10	50
Metallurgy - Surface vehicle operator training	2 weeks	13	13	13	13	13	65
Budget Allocation		R280 463	R294 486	R309 210	R324 670	R340 904	R1 549 733

Table 13: Mining Core Skills training

Sub-category	Duration	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
Mining - learning programs (accredited)	2 weeks	34	34	34	34	33	169
Mining - skills training	1 week	60	60	60	60	60	300
Mining - UG vehicle operator training	2 weeks	30	26	20	18	16	110
Mining - Technical and Support services skills	1 week	1	1	1	1	1	5
Budget Allocation		R20 000	R21 000	R22 050	R23 153	R24 310	R110 513



Table 14: Safety Core Skills training

Sub-category	Duration	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
Safety - learning programs (OHS Rep) (accredited)	2 weeks	16	15	16	15	16	78
HSE - skills training (excluding Induction)	3 days	292	292	292	292	292	1460
Safety – learning programs (accredited)	5 days	322	322	322	322	322	1610
Budget Allocation		R1 042 422	R1 034 373	R1 042 422	R1 034 373	R1 042 422	R5 196 012

Table 15: General Soft Skills training

Sub-category	Duration	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
General soft skills training (people and business management skills)	Various	10	10	10	10	10	50
Budget Allocation		R22 474	R22 474	R22 474	R22 474	R22 474	R112 370

Table 16: Budget Allocation for Core Skills training

Budget allocation	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
Core and Support skills training	R2 150 502	R1 892 829	R1 942 676	R1 978 516	R2 032 649	R9 997 172

## 2.5 Learnerships

Learnership programmes are aimed at providing employees with an opportunity to acquire skills through structured learning with internal or external service provider coupled with practical exposure in the workplace, which will lead to a recognised qualification.

The various advantages of learnerships, such as addressing the skills shortage in South Africa, integrating theoretical and practical learning and adherence to national standards, make this an important method of delivering learning.

Learnerships are offered in the fields of Engineering, Metallurgy and Mining. Learnership programmes at the Mine are aligned to the business needs and aspire to address scarce skills, hard to fill vacancies and critical positions at FDM and the industry and community in general.

Learners will be recruited either internally or externally into Learnerships as a mechanism to address the objectives of increasing the pool of available qualified labour and to provide career progression opportunities for employees. Female candidates will be deliberately targeted and included in learnership programs to support employment equity strategies.

Recruiting learners from local communities under clause 18.2 of the Skills Development Levies ("SDL") Act will assist to address challenges of unemployment in mine communities whilst also improving the pool of skilled labour in the mine community to recruit from.

Finsch Diamond Mine promotes learnership opportunities by means of advertising as well as through career guidance during Career Exhibitions and Career Days at local schools.



Table 17: Engineering Learnership

Sub-category	Duration	FY 2023		FY 2024		FY 2025		FY 2026		FY 2027		5-year Intake total
		Target		Target		Target		Target		Target		
18.1 Learnership	4 years	1		1		1		1		1		5
18.2 Learnership	4 years	1		1		1		1		1		5
Budget Allocation		R724 312		R724 312		R724 312		R724 312		R724 312		R 3 621 558

Table 18: Metallurgy Learnerships

Sub-category	Duration	FY 2023		FY 2024		FY 2025		FY 2026		FY 2027		5-year Intake total
		Target		Target		Target		Target		Target		
Metallurgy - Lump Ore Beneficiation Level 2 (Sec 18.1)	2 years	2		0		0		0		0		2
Metallurgy - Lump Ore Processing Level 3 (Sec 18.1)	1 year	0		1		1		1		1		4
Metallurgy - Lump Ore Beneficiation Level 2 (Sec 18.2)	2 years	4		0		0		4		0		8
Budget Allocation		R 1 033 529		R 426 168		R 426 168		R 879 102		R 426 168		R3 191 135

Table 19: Mining Learnerships

Sub-category	Duration	FY 2023		FY 2024		FY 2025		FY 2026		FY 2027		5-year Intake total
		Target		Target		Target		Target		Target		
DMRE Blasting Certificate Program (Sec 18.1)	2 years	0		2		0		0		0		2
DMRE Blasting Certificate Program (Sec 18.2)	2 years	0		1		2		0		2		5
Budget Allocation		0		R102 900		R50 600		R0		R50 600		R204 100

Table 20: Implementation plan for Learnerships

Action	Time frame	Responsible person
Annually determine the operational need for training artisans, miners, and plant shift supervisors. Long-term requirements to support changes in technology in operations as well as relative scarce skills will also be considered.	Annually	Manager: Training
Market learnerships as career development vehicles and advertise learning opportunities	Annually - January	STO's
Select learners with Employment Equity requirements in mind	Annually - February	Manager: Training
Facilitate the implementation of learnership training in accordance with the qualification guidelines, including mentoring and workplace coaching	Continuous	STO's
Conduct grant administration according to MQA grant policy	Annually - April	STO: Non-Tech
Conduct learner administration according to MQA guidelines	Continuous	STO's

Table 21: Total Budget Allocation for Learnerships

Learnerships Budget allocation		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
FDM	Learnerships	R1 757 841	R1 253 380	R1 201 080	R1 603 414	R1 201 080	R7 016 795



### 2.6 Internships – Regulation 46 (b) (iv)

FDM has well-established graduate development programmes, which we refer to as internships. The purpose of these programmes is to develop graduates to the required levels of competency to be appointed as professionals. Where required the programmes include the preparation for and achievement of the relevant DMRE certificates of competence.

Internships are primarily provided in the disciplines of engineering, mining engineering, geology and geotechnical engineering but selected supporting disciplines may be targeted based on availability of skills to recruit into the workforce.

Mentors play a significant role in the intern development strategy and each intern will be allocated a mentor upon appointment. Employment Equity will always inform the recruitment of interns.

Table 22: Intake targets and budgets for Internships

Sub-category	Duration	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
		Target	Target	Target	Target	Target	
Electrical Engineering	4 years						
Mechanical Engineering	4 years						
Mining Engineering	4 years						
Metallurgical Engineering	3 years	0	1	0	0	1	2
Geology	2 years						
Geotechnical Engineering	3 years						
Mining Survey	2 years						
Other disciplines	2 years						
Budget Allocation		0	294 355	0	0	294 355	588 710

Table 23: Implementation plan for Internships

Action	Time frame	Responsible person
Taking a long-term perspective and considering the throughput of the Young Graduate Work Experience scheme, determine the disciplines for which internships will be offered to meet operational needs.	Ongoing	L&D Specialist
Where necessary advertise opportunity for internships in local communities and labour sending areas by placement of advertisements on websites, at municipalities and at universities	Annually	Manager: Training
Select interns with Employment Equity requirements in mind	Ongoing	L&D Specialist
Facilitate the implementation of internships in accordance with the programme guidelines, including mentoring and workplace coaching	Ongoing	L&D Specialist
Conduct grant administration according to MQA grant policy	Annually	STO: Non-Tech
Administrate internships and corresponding service obligation in accordance with company policies	Annually	L&D Specialist



## 2.7 School Support

The quality of education at school plays a significant role in a person's chances to secure employment, access opportunities for further education and subsequently relieve poverty. FDM recognises that the Department of Education needs partnerships with the private sector to strengthen the education system. FDM therefore will implement projects and activities that can strengthen the quality of mathematics, science, and technology education as these subjects are considered gateway subjects into many careers, including the mining industry.

School support is provided in the form of projects that supports learning and teaching in Mathematics and Science as well as ad hoc interventions that can support career decisions and performance in maths. School support project will aim to bring about sustainable improvement of Maths and Science teaching in the schools in our communities.

Table 24: Implementation Plan for School Support

Action	Time frame	Responsible person
Select schools in local communities for inclusion in the support program, based on: <ul style="list-style-type: none"> <li>the number of learners taking mathematics and science in the FET phase,</li> <li>past performance in matric exams</li> <li>the general level of functionality and management</li> </ul>	Annually	Training Manager/STO
Annually determine the need for ad hoc support activities in conjunction with service providers, school, and other stakeholders	Annually	Training Manager/STO
Implement ad hoc support activities according to the annual plan.	Annually	Training Manager/STO

Table 25: School Support – 5-year plan

Entity	Category	Sub-category	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year (annual instances of support)
Community	School Support	School Support interventions	4 instances of support	4 instances of support	4 instances of support	4 instances of support	4 instances of support	20 instances of support
	Budget Allocation		211 437	222 008	233 109	244 764	257 002	1 168 320

## 2.8 Scholarship programme.

A scholarship is the financial support provided to selected high potential and deserving learners from schools within mining communities. This will incorporate providing financial and other support to the scholars to alleviate pressure on learners thus creating conducive environment for better performance. Mainly sponsoring learnings taking mathematics and science as subjects, the scheme will create a system acting as a feeder into the group bursary programme or learnership programmes and then finally career progression into the internship programme and possible employment at the Mine.

Table 26: Intake targets for Scholarships

Entity	Category	Sub-category	Duration	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
Community	Scholarships	Annual Scholarship	Annual	9	9	9	9	9	45
	Budget Allocation			108 000	117 000	126 000	126 000	126 000	603 000



Table 27: Implementation Plan for Scholarships

Action	Time frame	Responsible person
Annually advertise opportunities for scholarships in all schools in the mine community. Ensure that stakeholders are informed of the terms, benefits, and process of the scholarships	Annually	STO
Implement a fair screening / interviewing process to allocate scholarships according to the guidelines of the policy	Annually	STO
Support scholars as per the terms of the scholarship program for the duration of the year	Annually	STO
Where possible, scholars will be included in career decision making activities and opportunities	Annually	Training Manager

## **2.9 Bursaries – Regulation 46 (b) (iv)**

FDM has a well-established bursary scheme aimed at the development of suitable students whom, on completion of their studies, may be afforded professional career opportunities within the broader group. Bursaries are offered to qualifying degree undergraduate students in recognised tertiary institutions.

FDM will promote bursary opportunities at the local schools and universities frequented by the local community members. The priority would be to provide bursary opportunities in accordance with the host community members and labour sending area. If there are no sufficient qualifying candidates, then recruitment will be extended to community members within the Local Municipal area and thereafter the District Municipal area, the province and finally nationally.

FDM makes available internal bursaries to employees mostly pursuing post-graduate qualifications on a part time basis. A study assistance scheme is also in place as a form of an internal bursary scheme for employees studying part time.

The tables below depict intake targets per category.



Table 28: Full-time External Bursaries intake targets

Entity	Category	Sub-category	Duration	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
Community	Bursaries	Electrical / Mechanical Engineering	4 years						
Community	Bursaries	Mining Engineering	4 years						
Community	Bursaries	Metallurgical / Chemical Engineering	4 years	1	1	1	1	1	5
Community	Bursaries	Geology	4 years						
Community	Bursaries	Other mining-related disciplines	4 years						
Community	Bursaries	Community Bursars (non-mining related)	4 years						
Budget Allocation				128 055	128 055	128 055	128 055	128 055	640 275

Table 29: Part-time Internal Bursaries intake targets

Entity	Category	Sub-category	Duration	2022	2023	2024	2025	2026	5-year Intake total
FDM	Bursaries	Part-time bursaries for employees	Various	10	10	10	10	10	50
Budget Allocation				123 000	129 150	135 608	142 388	149 507	679 653

Table 30: Implementation plan for Bursars

Action	Time frame	Responsible person
Taking a long-term perspective determine the disciplines for which bursaries will be offered to meet operational needs and address scarcity of skills in professional disciplines	Annually	Training Manager/STO
Advertise opportunities for bursaries in local communities and labour sending areas by placement of advertisements on websites, at municipalities and at universities.	Annually	Training Manager/STO
Direct engagement with schools in local communities as well as scholars to promote the take-up of bursary opportunities	Annually	Training Manager/STO
Where applicable, select bursars with Employment Equity requirements in mind as well as priorities for area of origin	Annually	Training Manager/STO
Support the implementation of bursaries in accordance with the policy guidelines	Annually	Training Manager/STO
Administrate bursaries and corresponding service obligation in accordance with company policies	Annually	Training Manager/STO



## 2.10 Portable skills

Portable skills training equips trainees with skills that promote their absorption into alternative sectors of the economy outside the mining sector in the event of downscaling and retrenchments and mine closure. The company will consider the skills requirement in the local municipality, Local Economic Development (“LED”) projects in the Integrated Development Plans (“IDPs”) of the local municipality and other sector skills plans to inform the selection of portable skills training interventions.

Employees’ input will also inform this decision. Portable Skill Training which is non-mining related will be provided throughout the LoM 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 host and labour sending communities. Employee portable skills training can include engineering skills programmes, entrepreneurship, computer literacy training and more. Portable skills training will also be offered to community members and may be mining or non-mining related. Candidates will be sourced by means of the FDM recruitment process (advertising in host and labour sending areas and shortlisting according to specified criteria).

Table 31: Intake targets for Portable Skills training

Entity	Category	Sub-category	Duration	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-year Intake total
Community	Portable Skills	Mining-related portable skills for Community	Various	13	13	13	13	13	65
Community	Portable Skills	Non-mining related skills for Community (including Computer literacy training)	Various	13	13	13	13	13	65
Mine	Portable Skills	Non-mining related skills for Employees	Various	10	10	10	10	10	50
Budget Allocation				733 586	736 188	738 920	741 788	744 800	3 695 282

Table 32: Implementation plan for Portable Skills

Action	Time frame	Responsible person
Scan economic climate and activities in mine community to determine the type of skills in demand in the area	Every 5 years	STO
Survey the preferences of employees regarding portable skills	Annually	STO
Engage with stakeholders to consult on planning, selection and implementation of portable skills training for employees and community members	Annually	STO
Opportunities for portable skills training for employees will be advertised through recognised communication channels on the mine. If the demand exceeds the opportunities, fair and transparent selection of candidates in accordance with the criteria will take place. Focus on employees that is most vulnerable for portable skills opportunities	Annually	STO
Opportunities for portable skills training for community members will be advertised widely in local communities using the recognised liaison structures. If the demand exceeds the opportunities, fair and transparent selection of candidates in accordance with criteria will take place	Annually	STO

## 2.11 Mentorship Plan – Regulation 46 (b) (iii)

FDM supports mentorship programmes and believes that it is a progressive yet simple means of achieving the expected outcomes of the career progression strategy. Mentorship is a key process in the execution of people development and employment equity. It forms a component of most developmental programmes and each participant in a development programme will be mentored.

Mentorship is a formalised relationship between a mentor and a mentee, established to enhance the mentee's career progression possibilities by means of transferring and building skills and knowledge. The mentoring process at FDM will be implemented by experienced managers and supervisors who will provide guidance and training to the junior employees and who will also facilitate their personal development as an ongoing programme. External specialist coaches can also be used for development.

### 2.11.1. Mentoring of Employees

Mentoring is a formal component of the following development programs:

- Learnerships
- Internships
- Development programme
- Bursaries (vacation work periods)



Mentoring may also be included as a development strategy in the Career Development Plans of the succession pool, depending on the earmarked position and individual competence of the candidate.

Table 33: Mentorship plan

Entity	Category	Sub-category (program)	(related)	Duration	TARGET
FDM	Mentorship	Learnerships		4 years	31
FDM	Mentorship	Internships		4 years	6
FDM	Mentorship	Relevant Programs	Development	12 months	15

Table 34: Implementation plan for mentorship

Action	Time frame	Responsible person
Potential mentors will be identified and trained	As per requirement of the programme	Training Manager
All successors will be linked up with a mentor for the duration of the development plan	As per requirement of the programme	Training Manager
All employees on structured development programs such as internships and learnerships will be linked up with a mentor for the duration of the development program	As per requirement of the programme	Training Manager
Mentorship agreements will be entered into by the mentor and mentee	As per requirement of the programme	STO



## **2.12 Career Progression Plan – Regulation 46 (b) (ii)**

A Career Path intends to demonstrate potential routes to progress from one role or position to another within a specified discipline through defining competencies, such as knowledge, skills and experience required by the various job categories. The move or change could be either to a position on the same level or a position on a higher level of employment.

The Career Development Plan provides the individual path for career development against which training planning is done and competencies are developed. The company implements various initiatives that can lead to career progression. These include:

- Learnerships
- Internships
- Other full-time learning programmes, e.g., occupational hygiene, safety officers and junior surveyors.
- Leadership and Management Development Programmes

The succession planning process will be the main method used to identify candidates for career progression, subject to the guidance of the Employment Equity Plan. The annual training planning process will identify additional requirements for career progression planning. An important purpose of succession planning and career development plans is to support business continuity by ensuring that employees with the required skills level are available to fill vacancies, especially in core and critical positions.

Table 35: Intake targets for Career Progression Plan

Core Mining Occupation (Discipline)	Starting / Feeder position(s)	Target position	Relevant Career Progression program	Duration	Mentor	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Engineering	Attendant Engineering	Engineering Operative	Engineering Semi-skilled development program Grade A	3 months	No	4	0	0	0	0
Engineering	Engineering Operative	Senior Engineering Operative	Engineering Semi-skilled development program Grade B	6 months	No	4	1	3	0	1
Engineering	Senior Engineering Operative	Artisan	Engineering Learnerships	3 - 4 years	Yes	3	1	1	0	2
Engineering	Artisan	Senior Artisan	Relevant Development Program	1 years	Yes	0	0	0	1	0
Engineering	Senior Artisan	Engineering Foreman	Relevant Development Program	1 years	Yes	0	0	1	0	1
Engineering	Artisan	Engineering Maintenance Planner	Engineering Planner Program	1,5 years	No	2	0	0	0	0
Engineering	Artisan	Clerk of Works	Engineering Planner Program Relevant Development Program	2 years	Yes	0	0	1	0	1
Engineering	Engineering Overseer	Section Engineer	Relevant Qualification and Development Program	4 years	Yes	0	1	0	0	0
Engineering	Artisan (Millwright)	Snr Artisan TMM: Millwright (SLC Technician)	Certificate: High Voltage (ORHVS) and Medium Voltage	3 Months	No	0	0	0	2	0
Mining	Attendant Mining	Operator Mining	Skills program	3-6 Months	No	8	1	1	3	4
Mining	Operator Mining	Driver: Multiple Vehicle	TMM Training	3-6 Months	No	0	1	0	0	2



Core Mining Occupation (Discipline)	Starting / Feeder position(s)	Target position	Relevant Career Progression program	Duration	Mentor	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Mining	Attendant Mining	Operator: Drill rig (Bolter)	TMM Training	3-6 Months	No	0	3	0	3	0
Mining	Driver: Multiple Vehicle / Dispatcher	Team Leader	Relevant development program	1 year	Yes	0	1	0	0	0
Mining	Onsetter (Elevator operator) / Team Leader	Miner	DMRE Blasting certificate program	2 years	Yes	4	1	2	0	0
Mining	Miner	Specialist Production drilling	TMM training (Epiroc)	2 years	No	0	0	2	0	2
Mining	Miner /Specialist Production drilling	Shiftboss	MO Certificate of Competence Relevant Development Program	2 years	Yes	0	2	0	2	0
Mining	Miner /Specialist Production drilling	Controller: Mining	Control Room Skills program	6 months	No	2	1	1	0	0
Mining	Shiftboss/ Controller	Mine Overseer	MO Certificate of Competence Relevant Development Program	2 years	yes	0	0	1	0	0
Metallurgy	Operator: Plant	Section Foreman	Lump Ore Beneficiation Level 2 and Relevant development program	2-3 years	Yes	2	0	2	0	0
Metallurgy	Section Foreman	Shift Foreman: Plant Operations	Lump Ore Beneficiation level 3 and Relevant Development Program	1 year	Yes	0	0	1	1	1

Core Mining Occupation (Discipline)	Starting / Feeder position(s)	Target position	Relevant Career Progression program	Duration	Mentor	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Metallurgy	Diamond Sorter	Sorthouse Controller	Relevant development program	1 year	Yes	0	1	0	1	0
Technical Services	Draw Control Officer (Graduated)	Specialist: Drill & Blast	Blasting Certificate MO Ticket Relevant development program	4 years	Yes	0	1	0	0	0
Technical Services	Mine overseer/Mine Planner/ Specialist: Drill & Blast	Mining Engineer: Drill & Blast	Relevant Development Program	3 years	Yes	0	0	1	0	0

Table 36: Implementation Plan for Succession Planning

Action		Time frame	Responsible person
Succession planning process will be conducted in accordance with company guidelines and procedures		Annual - Jan	HR and STO Non-Tech
Career progression planning will also be informed by identification of scarce skills		Annual - Jan	HR and STO Non-Tech
Career development plans will be drafted for employees identified as successors after conducting a gap analysis on skills required		Annual - April	STO Non-Tech
The implementation of CDPs will be monitored and reported on to management, regularly		Continuous	STO Non-Tech



### **2.13 Career Paths – Regulation 46 (b) (ii)**

Career paths are set out to indicate the progression route within specific disciplines, indicating the competencies, qualifications, and training required before one can be appointed in such a position. For Talent Management, the career path with its associated competencies, training, and qualifications requirements, can thus be used to:

- Identify the position(s) from which to select and develop potential talent for appointment in higher-level positions (feeder positions)
- Identify the nature and scope of management or leadership development that must be done; and
- Identify the nature and scope of technical development that must be done.

FDM has also aligned succession plans with its EE plans for developing HDSA's into higher positions. This plan seeks to cover mentorship and coaching in line with individual's career development plans.

The succession plan is the basis of FDM's organisational culture of accountability and trust, consistent with its values, which establishes the environment necessary for the achievement of business objectives and enables employees to deliver on their full potential.

There are career paths in place for all the major disciplines, which service as a map for employees on how to progress to the next level. The demand for succession will be based on the positions (within the Paterson bands) where the mobility of the incumbent is rated as high. Mobility is the product of factors such as age, the market demand for similar talent and number of years in the position. Succession planning then focuses on selecting and developing the internal supply of talent to meet the said demand.

The diagram below illustrates our Talent Management model.



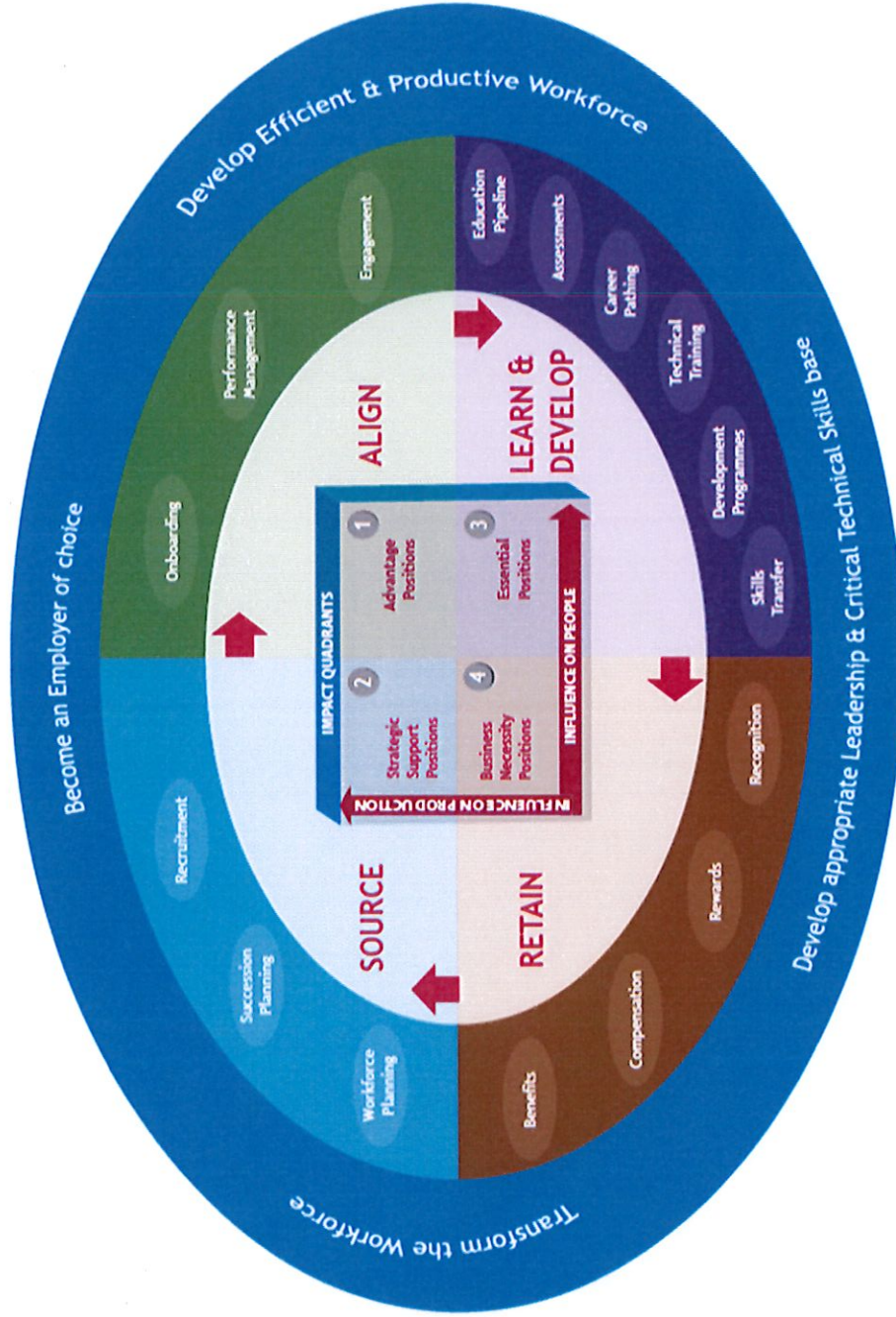


FIGURE 1.2: PDSA TALENT MANAGEMENT MODEL



## 2.14 Hard to fill vacancies – Regulation 46 (b) (i)

Training and development interventions will be prioritised in terms of positions regarded mission critical and high impact and those that are hard-to-fill. The table below reflects the hard-to-fill positions of FDM as identified by the Human Resources Management section.

Table 37: Hard-to-Fill vacancies for FY2022

	New - Occupational Level	Job Title Vacancy	Main Reason for being unable to fill vacancy
Top Management	Board	None	
Senior Management	Executive Management	None	
Professionally qualified and experienced specialists and mid-management	Senior Management	1. Mining Engineer: Drill & Blast 2. Section Engineer	Specialized/Scares skills Locality of operation Market comparison
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Skilled Technical	1. Specialist: Production Drilling 2. Specialist: Drill & Blast 3. Section Engineer 4. SLC Bolter 5. Snr Artisan TMM: Millwright (SLC Technician)	Specialized/Scares skills Locality of operation Market comparison
Semi-skilled and discretionary decision making	Semi-skilled	None	
Unskilled and defined decision making	Unskilled	None	

## 2.2 EMPLOYMENT EQUITY PLAN – Regulation 46 (b) (v)

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### 2.2.1 Introduction

FDM 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.

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

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).

FDM will review on an ongoing basis all its policies and related procedures to ensure alignment with its Employment Equity Policy. This will be done to identify practices, whether formal or informal, which have a detrimental effect on the recruitment, selection, appointment, retention, development, and promotion of members of designated groups.



### 2.2.2. Current Employment Profile

The following table shows the current employment statistics for Finsch Diamond Mine.

Table 38: Employment Equity Statistics as 30 June 2023 (Form S)

OCCUPATIONAL LEVELS	MALE				FEMALE				PEOPLE WITH DISABILITIES		GRAND TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top Management	1	0	0	1	0	0	0	0	0	0	2
Senior management	2	0	0	2	5	0	0	0	0	0	9
Professionally qualified and experienced specialists and mid-management	13	3	0	9	5	3	0	2	1	0	36
Skilled technical and academically qualified workers	135	63	0	60	60	22	0	13	1	1	355
Semi-skilled and discretionary decision making	280	54	0	4	67	30	0	6	8	3	452
Unskilled and defined decision making	31	9	0	2	18	4	0	0	0	0	64
<b>Total Permanent</b>	<b>461</b>	<b>129</b>	<b>0</b>	<b>77</b>	<b>155</b>	<b>59</b>	<b>0</b>	<b>21</b>	<b>10</b>	<b>4</b>	<b>916</b>
Temporary Employees	0	0	0	0	1	0	0	0	0	0	1
<b>Grand Total</b>	<b>461</b>	<b>129</b>	<b>0</b>	<b>77</b>	<b>156</b>	<b>59</b>	<b>0</b>	<b>21</b>	<b>10</b>	<b>4</b>	<b>917</b>

### 2.2.3 Future Employment Profile of the Mine

The following targets were set for the next period in line with the Employment Equity Plan submitted to the Department of Labour and Employment Services in 2019 that has been revised 2023 – 2024 as per revised labour plan. In determining its numerical goals and targets, FDM has considered the following:

- Retirements and possible space creation
- Normal staff turnover (historical trends)
- Growth and new developments

Table 39: Total numerical target set for Financial Year 2023-2024

Table 39. Total numerical target set for 1 financial year 2020-2021											
Category	Male				Female				People with disabilities		
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	Grand Total
Top Management (Board)	1	0	0	0	1	0	0	0	0	0	2
Senior Management	4	0	0	2	3	0	0	0	0	0	9
Professionally qualified and Middle Management	16	5	0	8	11	4	0	2	1	0	47
Skilled technical and academically qualified workers and Junior Management	152	74	0	58	81	31	0	15	1	1	413
Semi-Skilled and discretionary decision making	288	58	0	4	82	37	0	9	8	3	489
Unskilled and defined decision making	11	5	0	2	7	3	0	0	0	0	28
Total Permanent	470	142	0	74	185	75	0	26	10	4	986
Non-Permanent employees (including Training programme positions)	0	0	0	0	0	0	0	0	0	0	0
Total count of employees	476	144	0	77	185	77	0	27	10	4	986



Table 40: Total numerical target set for Financial Year 2024-2025

Category	Male				Female				People with disabilities		Grand Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top Management (Board)	1	0	0	0	1	0	0	0	0	0	2
Senior Management	4	0	0	2	3	0	0	0	0	0	9
Professionally qualified and Middle Management	16	5	0	8	11	4	0	2	1	0	47
Skilled technical and academically qualified workers and Junior Management	141	77	0	57	81	40	0	15	1	1	413
Semi-Skilled and discretionary decision making	288	58	0	4	82	37	0	9	8	3	489
Unskilled and defined decision making	11	5	0	2	7	3	0	0	0	0	28
<b>Total Permanent</b>	<b>459</b>	<b>145</b>	<b>0</b>	<b>73</b>	<b>185</b>	<b>84</b>	<b>0</b>	<b>26</b>	<b>10</b>	<b>4</b>	<b>986</b>
Non-Permanent employees (including Training programme positions)	0	0	0	0	0	0	0	0	0	0	0
<b>Total count of employees</b>	<b>459</b>	<b>145</b>	<b>0</b>	<b>73</b>	<b>185</b>	<b>84</b>	<b>0</b>	<b>26</b>	<b>10</b>	<b>4</b>	<b>986</b>

Table 41: Total numerical target set for Financial Year 2025-2026

Category	Male				Female			People with disabilities		Grand Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
Top Management (Board)	1	0	0	0	1	0	0	0	0	2
Senior Management	4	0	0	2	3	0	0	0	0	9
Professionally qualified and Middle Management	16	5	0	8	11	4	0	2	1	47
Skilled technical and academically qualified workers and Junior Management	141	77	0	57	81	40	0	15	1	413
Semi-Skilled and discretionary decision making	288	58	0	4	82	37	0	9	8	489
Unskilled and defined decision making	11	5	0	2	7	3	0	0	0	28
<b>Total Permanent</b>	<b>459</b>	<b>145</b>	<b>0</b>	<b>73</b>	<b>185</b>	<b>84</b>	<b>0</b>	<b>26</b>	<b>10</b>	<b>986</b>
Non-Permanent employees (including Training programme positions)	0	0	0	0	0	0	0	0	0	0
<b>Total count of employees</b>	<b>459</b>	<b>145</b>	<b>0</b>	<b>73</b>	<b>185</b>	<b>84</b>	<b>0</b>	<b>26</b>	<b>10</b>	<b>986</b>



Table 42: Total numerical target set for Financial Year 2026-2027

Category	Male				Female				People with disabilities		Grand Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top Management (Board)	1	0	0	0	1	0	0	0	0	0	2
Senior Management	4	0	0	2	3	0	0	0	0	0	9
Professionally qualified and Middle Management	16	5	0	7	11	4	0	2	1	0	46
Skilled technical and academically qualified workers and Junior Management	130	77	0	50	81	40	0	15	1	1	395
Semi-Skilled and discretionary decision making	280	56	0	4	81	37	0	9	8	3	478
Unskilled and defined decision making	11	5	0	2	7	3	0	0	0	0	28
<b>Total Permanent</b>	<b>441</b>	<b>143</b>	<b>0</b>	<b>65</b>	<b>183</b>	<b>84</b>	<b>0</b>	<b>26</b>	<b>10</b>	<b>4</b>	<b>956</b>
Non-Permanent employees (including Training programme positions)	0	0	0	0	0	0	0	0	0	0	0
<b>Total count of employees</b>	<b>441</b>	<b>143</b>	<b>0</b>	<b>65</b>	<b>183</b>	<b>84</b>	<b>0</b>	<b>26</b>	<b>10</b>	<b>4</b>	<b>956</b>

The following table represents our projections in terms of the 5-year labour plan goal that we want to achieve at the end of the period. Regular review mechanisms will be established to ensure that, as far as possible, the time frames are adhered to, and goals are being met.

Table 43: Total numerical goal set for Financial Year 2027-2028

Category	Male			Female			People with disabilities		Grand Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management (Board)	1	0	0	0	1	0	0	0	2
Senior Management	4	0	0	2	3	0	0	0	9
Professionally qualified and Middle Management	16	5	0	7	11	4	0	2	46
Skilled technical and academically qualified workers and Junior Management	135	77	0	45	81	40	0	15	395
Semi-Skilled and discretionary decision making	280	56	0	4	81	37	0	9	478
Unskilled and defined decision making	11	5	0	2	7	3	0	0	28
<b>Total Permanent</b>	<b>441</b>	<b>143</b>	<b>0</b>	<b>65</b>	<b>183</b>	<b>84</b>	<b>0</b>	<b>26</b>	<b>956</b>
Non-Permanent employees (including Training programme positions)	0	0	0	0	0	0	0	0	0
<b>Total count of employees</b>	<b>441</b>	<b>143</b>	<b>0</b>	<b>65</b>	<b>183</b>	<b>84</b>	<b>0</b>	<b>26</b>	<b>956</b>



Table 44: HDSA in Management Targets 2023-2027

HDSA's in Management Positions	Compliance Target	Current - 2023			2024			2025			2026			2027		
		Designated	Non-Designated	Actual Target%	Designated	Non-Designated	Target %	Designated	Non-Designated	Target %	Designated	Non-Designated	Target %	Designated	Non-Designated	Target %
Top management (Board Level)	40%	1	1	50%	1	1	50%	1	1	50%	1	1	50%	1	1	50%
Senior management (Paterson E level)	40%	7	2	78%	7	2	60%	7	2	60%	7	2	60%	7	2	60%
Middle Management Levels (Paterson D Level)	40%	39	8	83%	39	8	60%	39	8	60%	39	7	60%	39	7	60%
Junior Management Levels (Paterson C Level)	40%	355	58	86%	355	58	70%	356	4	70%	356	50	70%	345	45	70%
Core and Critical Skills	40%	485	4	99%	485	4	60%	485	4	60%	485	4	60%	474	4	60%
Total HDSAs in Management:		98%			89%			87%			87%			91%		

**2.2.4. Participation of Women in Mining**

The integration of women into the workforce and the subsequent initiatives, which are aimed at creating a conducive environment for women, is firmly embedded at FDM.

Notwithstanding the fact that the mining environment remains challenging for women, FDM has adopted a variety of initiatives to support the integration of women in line with the White paper on Women in Mining from the Minerals Council such as:

- a) Separate change houses for women
- b) Promoting an environment free from sexual harassment
- c) Private and secure ablution facilities underground
- d) Sanitary bins and emergency sanitary pads
- d) Specific personal protective equipment for women
- e) Ensuring the security of women underground
- f) Specific skills development initiatives within the core and critical skill level only for women

*Table 45 below reflects the total numbers with respect to women in the workplace at FDM as of 30 June 2023.*



Table 45: Women in the Workplace Percentage (Form S)

Occupational Level	Female				People With Disabilities	Total Female	Foreign	Grand Total	%WIM core
	A	C	I	W					
Top Management	0	0	0	0	0	0	0	2	0%
Senior Management	5	0	0	0	0	5	0	9	55%
Professionally Qualified	6	3	0	2	0	11	0	36	30%
Skilled Junior Management	61	22	0	13	1	97	0	355	27%
Semi-skilled	68	30	0	6	3	107	0	452	24%
Unskilled and defined	17	4	0	0	0	21	0	64	33%
<b>Total Permanent</b>	157	59	0	21	4	241	0	916	26%
Non-temporary total	1	0	0	0	0	1	0	1	100%
<b>GRAND TOTAL</b>	158	61	0	22	4	241	0	917	26%

### **2.2.5. Employee Training and development strategies**

The following efforts will be made to improve the participation of women in the workplace.

#### **1. Invest in improvements to working conditions and amenities**

Although FDM has considered women's needs in the workplace there seems to be a lot more to be done. We have erected a breastmilk expression station recently, but based on utilisation, it is not accessible to all women. There is a definite need for more support for women's health and wellbeing, and mental health.

#### **2. Support more technical opportunities through experience**

Supporting women in technical roles and ensuring they have opportunities to gain technical experience and knowledge is critical to seeing more women advance to senior and leadership positions. We will ensure the continuance of the Women in Mining ("WiM") development programme.

#### **3. Improve mid-career opportunities**

It is vital that as an industry we work to remove barriers to women progressing through to more senior positions, including onsite. There is a need for the training department to source special programmes to ensure succession planning and capacity building.

#### **4. Create leadership and professional development pathways.**

Leadership is viewed as the top professional development priority for women in mining according to research.

Our current Women in Leadership ("WiL") programme and mentoring and coaching will continue as planned. This programme focusses on self-awareness and the management of relationships successfully across a broad spectrum. Women, in key leadership positions, that complete this course are enabled to master key personal abilities and to gain insight into leadership in a micro and macro-organisational context.

### 2.2.5.1.1. Implementation plan to increase women's representation

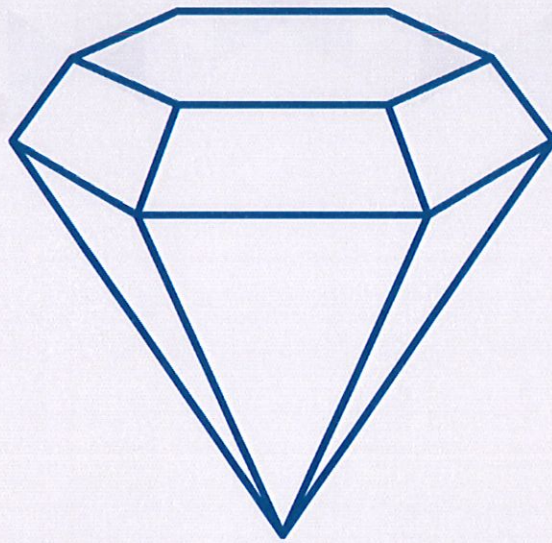
Table 46: Implementation Plan for Women in Mining

Implementation Plan	Responsible Department / Forum	By when
Audit the required workplace skills needs on an ongoing basis.	HRD Committee	Ongoing
Determine skills gaps by comparing skills profiles to ensure capacity building of women.	HRD Committee	Ongoing
Determine and audit individual development plans for all employees.	HRD Committee	Ongoing
Provide an enabling environment that is conducive to women needs and introduce special programmes to achieve equal opportunity for all.	HRD / Employment Equity committee	Ongoing
Find best fit for female candidates for career programmes and mentorship and coaching.	HRD / Employment Equity committee	At selection
Implement succession planning strategies to increase and capacitate the available pool of women	HRD / Employment Equity committee	Ongoing





PetraDiamonds



# PART THREE

## PART 3

### 3.LOCAL ECONOMIC DEVELOPMENT

#### 3. Local Economic Development Programme – Regulation 46 (c)

##### 3.1 Introduction

FDM recognises that the business of diamond mining has considerable economic, social and environmental impacts, which have to be considered during the life of its mines.

The primary objective of local economic development is to meaningfully contribute towards community development, both in terms of size and impact, in keeping with the principles of the social license to operate.

The Local Economic Development Programme for FDM is based on the Social Impact Assessment (“SIA”) and public participation process which focuses on the possible impacts that FDM would have on the communities within the Kgatelopele Local Municipal.

This LED Programme, which is integrated with the Integrated Development Plan (“IDP”) of Kgatelopele Local Municipality, will demonstrate our commitment to the sustainable upliftment of mining communities.

##### 3.2 Socio Economic Background information (Regulation 46 (c) (i))

The information depicted below is the indicative of the socio economic background of Kgatelopele Local Municipality as reflected in the SIA study.

###### 3.2.1. Population

Table 47: Population by sex, 1996-2016

1996			2001			2011			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
8 203	7 909	16 113	7 366	7 377	14 743	9 472	9 215	18 687	10 475	10 216	20 691

Table 47 shows that the population of Kgatelopele has increased over the period from 1996 to 2016 by 4 578 persons, from 16 113 persons in 1996 to 20 691 persons in 2016.

Looking at the population growth statistics according to the Spatial Development Framework drawn up by the municipality in 2019 based on the assumption that the population will grow by 3.49% as indicated by Stats SA, the following table is provided.



Table 48: Population estimates at current growth of 3.49%

Estimated Population at 3.49% growth:	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	Growth in population and households (average 3.5 persons per household for 2018 2024 to 2038)
Population size:	27225	28175	29159	30176	31229	32319	33447	34614	35822	37073	38367	39706	41091	42525	44009	16784
Household size (average of 3.5 used for calculation):	7779	8050	8331	8622	8923	9234	9556	9890	10235	10592	10962	11344	11740	12150	12574	4796

Table 49: Population by group type, 1996-2016

Ethnicity	1996	2001	2011	2016
Black African	6 622	6 965	9 317	8 146
Coloured	5 794	5 301	7 260	10 392
Indian or Asian	17	63	124	38
White	2 573	2 413	1 833	2 115
Other	-	-	153	-
Unspecified	1 107	-	-	-
Total	16 113	14 743	18 687	20 691

Table 49 above summarizes the population by group type, where an increase is observed in the Black African, Coloured and the Indian/Asian population groups, and a decrease is observed for the White population group.

### 3.2.2 Education stats

The municipal area has 3 Primary schools in Lime Acres, 2 Intermediate and 2 High Schools in Danielskuil.

Table 50: Highest level of education for persons aged 20 years and above, 1996-2016

	No schooling	Some primary	Complete primary	Some secondary	Grade 12/Std 10	Higher	Total
Number							
1996	1 851	1 652	709	2 915	1 015	714	8 857
2001	1 758	1 482	526	2 577	1 687	583	8 614
2011	1 387	1 654	579	3 778	2 903	1 038	11 338
2016	1 238	1 686	579	4 041	4 354	775	12 673
Percent (%)							
1996	20.9	18.7	8.0	32.9	11.5	8.1	100.0
2001	20.4	17.2	6.1	29.9	19.6	6.8	100.0
2011	12.2	14.6	5.1	33.3	25.6	9.2	100.0
2016	9.8	13.3	4.6	31.9	34.4	6.1	100.0

The table above shows an improvement in the level of education in Kgatelopele Local Municipality over the period from 1996 to 2016, where there was a decline in the number and



proportion of persons aged 20 years and above with no schooling. There is an improvement in the number and proportion of persons with higher education, from 714 persons in 1996 to 775 persons in 2016. There is also an increase observed in the number of persons having a matric qualification over the same period.

*Table 51: Type of dwelling occupied by household, 1996-2016*

	Formal dwelling	Informal dwelling	Traditional dwelling	Other	Total
1996	86.2	13.0	0.2	0.6	100.0
2001	87.7	9.3	2.6	0.4	100.0
2011	89.7	9.5	0.5	0.4	100.0
2016	87.9	11.2	0.3	0.6	100.0

Table 51 shows an increase in the proportion of households staying in formal dwellings in Kgatelopele Local Municipality. Households occupying formal dwellings increased by 1.7 % from 86.2% in 1996 to 87.9% in 2016. There is a decrease in the proportion of informal dwellings, from 13.0% in 1996 to 11.2% in 2016. The proportion of traditional dwellings has increased over this period, from 0.2% to 0.3%.

### **3.3 Key Economic Activities – Regulation 46 (c) (ii)**

The economy of the ZF Mgcawu District is mostly driven on the four main sectors: agriculture, mining, tourism, and manufacturing. Mining was one of the contributors to the Northern Cape's strong growth in 2021, looking at the table below.

The Kgatelopele Local Municipality's economy is rather centred on the trade and retail sectors, due to its strong mining and agricultural sectors, leaving the local economy vulnerable for any significant changes in this industry. It is therefore important that the Municipality seek to further diversify its economy into other sectors to counter this vulnerability in the future.

*Table 52: Key Economic Activities of the Mining Community (Regulation 46 (c) (ii))*

Activity	Percentage of Employment
Mining and Quarrying	21.2%
General government services	17.2%
Finance, real estate & business services	13.3%
Transport, storage & communication	12.2%
Trade, catering & accommodation	12.0%
Agriculture, forestry & fishing	7.3%
Personal services	5.4%
Electricity, gas & water	4.1%
Manufacturing	3.6%
Construction	3.6%

Source: South Africa-info.com, 2021

It is evident looking at the above table that mining plays a significant role in the economy of the host area and that the closure of current operations will have a

massive impact. The other operations currently operating within the area are listed below.

*Table 53: Mining Companies operating around the operation*

Names of Mining Company	Commodity	Commencement date	Potential Life of Mine
Kgatelopele Lime	Lime	1954	+30 years
Idwala Industrial Holdings	Lime	1970	+30 years
Jasper Power Company	Solar power	2014	+20 years
Lesedi Power Plant	Solar power	2014	+20 years

### **3.4 Key Social Priority Impacts and Insights – (Regulation 46 (c) (ii))**

According to the Social Impact Assessment conducted by Social Surveys Africa, the four highest priorities identified consistently by the community survey across settlements and resident groups (by race, gender, age group, income level, and mobility status (local, non-local) are unemployment, crime, substance abuse and improvement of health care services.

Social Surveys Africa conducted a community survey from 29 November - 6 December 2021, which recruited and trained eight enumerators from the local communities. The sample covered 152 households and collected basic demographic and economic information about 651 individual household members. The distribution of households across the communities around FDM is provided below.

*Table 54: Sample Distribution by Settlement*

Town / Settlement	No of Households
Tlhakalatlou	60
Kuilsville	39
Danielskuil Town	34
Lime Acres Town	13
Local Farms	4
Finsch Mine	2
<b>Grand Total</b>	<b>152</b>

Key points highlighted by the Social Impact Assessment include:

- The need for future proofing accessing the digital economy
- Social interventions should primarily address the needs of the youth
- Mobility patterns are a crucial insight for social programming
- Community self-organization and participation should be encouraged
- Need for effective, inclusive, and sustainable social impact requires effective and trusting stakeholder engagement
- Social investment in education should be spread evenly around to include vulnerable communities
- There is a particular need to focus on mental health and the general provision of services through the local health facility through collective dialogue
- No opportunities in the formal economy outside of mining



### 3.4.1 Effects of Mine Closure

As per the survey conducted, community residents express an awareness of the benefits the mine currently brings to the community and to their lives personally by noting that most aspects of life would get worse if the mine were no longer present.

When asked what the effect of mine closure have on their quality of life, the following responses were given.

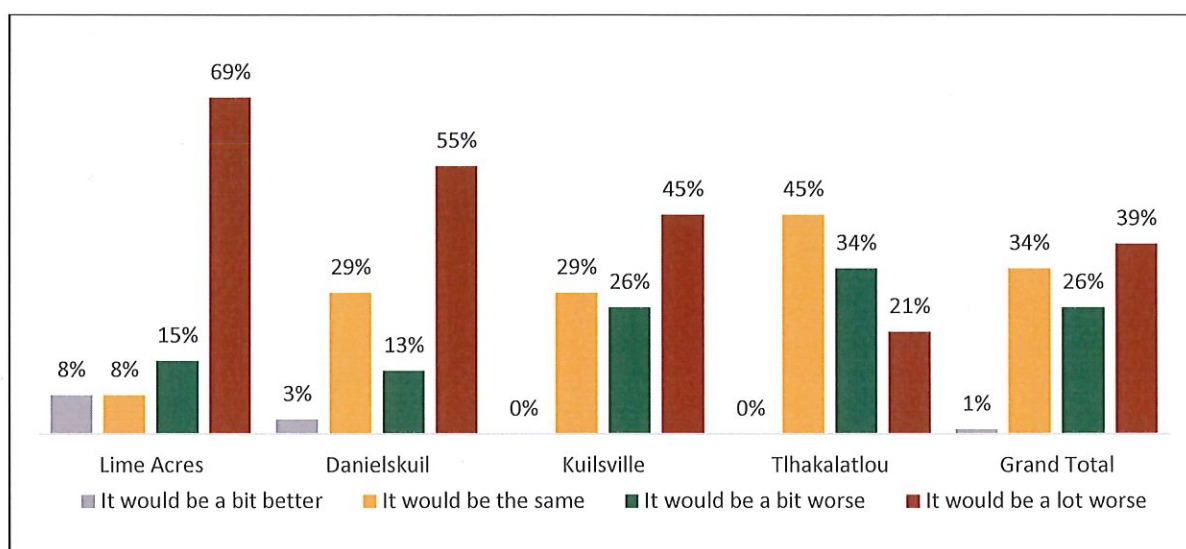


Figure 1.3: Community responses: (SIA Community Survey 2022)

The clearest expression of residents' lack of belief in the viability of their community beyond the life of mine is the high proportion of survey respondents who stated they would leave the area if FDM were no longer present.

Through the community survey, residents of Tlhakalatlou, Kuilsville, Danielskuil, and Lime Acres were asked to prioritise challenges experienced by their community now, i.e. while the mine is still in operation.

In interpreting their responses, we report on the overall results by settlement, as well as priorities expressed by locals (those born in the settlements). Locals are the original inhabitants of the area and so have been most strongly affected by the presence of the mine. They are also more likely than short-term and long-term residents to remain in the area should mine employment be reduced.

### **3.5     *Impact of the Operation on Local and Sending Communities – Regulation 46 (c) (ii)***

Potential impacts of a mining operation cannot be viewed in isolation and that positive impacts relate to effects on the economy, the local skills base, physical infrastructure and social services.

Based on recent stakeholder engagements undertaken for this SLP in the Kgatelopele Local Municipal area, several potential negative impacts that the mining operation could cause (or continue to cause), were identified:

- Continued perception that the mine can provide infrastructure and maintenance services in collaboration with the Municipality;
- Continued perception that the mine can provide direct employment and procurement opportunities;
- Dependence on the mine, which provides spinoffs as indirect economic opportunities in town for shops, guesthouses, and restaurants.
- The perception that the Mine can employ a large number of people could encourage the immigration of people into the area. This could compound the current high incidence of social ills in the area such as crime and substance abuse.
- The quality of road surfaces could continue to deteriorate due to increased traffic, especially heavy vehicles, which will place additional pressure on road surfaces.

This list is by no means exhaustive but represents the most important impacts that currently affect and may continue to affect people in the host community of Kgatelopele.



### 3.6 Record of Stakeholder Engagement

The company has completed a SIA from July 2021 to January 2022 as a deliverable in preparation for its Social and Labour Plan 4 submission.

Social Surveys Africa collected data for this SLP from the following sources:

Table 55: Record of Engagement

Date	Stakeholders	Proof of Engagement
29 November / 6 December 2021	Various stakeholders	SIA report completed by Social Surveys Africa, including household surveys.  <i>A community survey, which covered 152 households collecting data about 651 individual household members.</i>
21 January	Various stakeholders Collaborative Community Forum	Attendance register
8 March 2022	Operational Element holders and NUM	Attendance register
10 March 2022	Wellness Coordinator	Calendar Booking
14 March 2022	Group HRD Manager	Teams meeting
16 March 2022	Procurement Coordinator	Teams meeting
22 March 2022	KP Lime and Idwala Lime	Calendar Booking
31 March 2022	Operational HRD team	Teams meeting
25 May 2022	Kgatelopele Local Municipality	Attendance register
10 & 11 May 2022 24 May 2022	Ward 2, 4 and 6 sessions	Information shared on SIA with members of the 3 wards
08 June 2022	Kgatelopele Local Municipality Council	Information shared on SIA with council
12 April 2023	Ward 5 & 6	Attendance register
18 April 2023	Ward 1 & 6	Attendance register
19 April 2023	Ward 2 & 4	Attendance register
20 April 2023	Multistakeholder Engagement Committee Induction	Attendance Register
20 April 2023	Ward 3	Attendance register

### **3.7. Local Economic Development Project – Regulation 46 (c) (iii)**

FDM takes cognisance of the prioritised socio-economic challenges highlighted in the Social Impact Assessment report and is committed to the improvement, through a consultative process with all relevant stakeholders and affected communities whilst clearly distinguishing between the roles and responsibilities as well as mandate of government vs private sector.

FDM followed an extensive engagement and research process to identify suitable projects for further development and implementation. Projects will be updated and where necessary added or amended to reflect shifting local and operational priorities and to accommodate the findings of feasibility studies undertaken during this period.

FDM recently conducted a public participation process in April 2023. The public participation process aimed to ensure synergy between the local municipality and the mine through a consultative process in identifying the development needs of the community. This process made it possible to identify possible and confirmed community development projects identified through the municipal IDP. The feedback obtained from the process validates the SIA and IDP and guides in terms of developmental needs within the community we operate.

FDM further committed to establishing a Multistakeholder Engagement Forum to form inclusive engagements through co-creation and sustainable solutions.

*Annexure 1: SLP 4 Public Participation POE*

*The below table depicts a list of approved projects for 2023 – 2027.*



### 3.1.7.(a) List of Projects

Table 56: Local Economic Development Project Summary

Category	Project	Estimated Budget
Infrastructure	Solar Supply to Water Infrastructure	R 2 000 000
Infrastructure / Community Development	Upgrade sports and recreation facilities at Kuilsville Hall	R 2 900 000
Infrastructure	Eradication of Conservancy Tanks and Connection to Municipal Sewer Network: Phase 2	R 4 000 000
Economic Development	Development of skills development programme – Collaborative partnership Sandvik	R 180 0000
Total Estimated Budget		R10 700 000

Table 57: Infrastructure Project – Solar Supply to Water Infrastructure

Project Name	Solar Supply to Water Infrastructure			Infrastructure Project		
Background	The existing water infrastructure relies solely on electricity. By generating their energy, water infrastructure becomes less dependent on the grid. This independence is crucial during power outages or emergencies, ensuring continuous water supply to the host community.					
Proposed Intervention	Implement solar-powered systems to the existing bulk water infrastructure for sustainable water supply to the community.					
Geographical Location of Project	District Municipality	Local Municipality	Responsible Entities	Village Name	Project Start Date	Project End Date
Northern Cape	ZF Mgcawu District	Kgatelopele Municipality	(1) FDM (2) KLM	Danielskuil	TBC	TBC
Expected Impact	The project is aligned with KLM's strategic objective 1 with the following expected impact and reach: <ul style="list-style-type: none"><li>• Reduced pressure on the Municipal grid</li><li>• Access water through sustainable energy solutions</li><li>• Improved access to clean water supply</li><li>• Reaches approximately 20 691 people (Census, 2016)</li></ul>					
Sustainability and Exit Strategy: Upon completion, the project shall be handed over to Kgatelopele Municipality for management and maintenance.						
					Budget Estimated	
					R 2 000 000	



Table 58: Infrastructure Project – Sports and Recreational Development Programme

Project Name	Sports and Recreational Programme	Development	Infrastructure Project				
Background	Kgatelopele Municipality identified the need for sports and recreational facilities in the IDP as a priority issue. This was reiterated in our public participation meetings stating that access to the facilities is limited. The number of facilities available does not cater to the population and in some wards (2, 3 and 5) there are no sports facilities.						
Proposed Intervention	Make the Kuilsville precinct secure and enhance the existing recreational facilities thus ensuring that the area is well used by the host community. This will be supported by a vibrant program promoting sports tournaments to keep the facility activated.						
Geographical Location of Project	District Municipality	Local Municipality	Responsible Entities	Village Name	Project Start Date	Project End Date	Budget
Northern Cape	ZF Mgcawu District	Kgatelopele Municipality	(1) FDM (2) KLM	Kuilsville	TBC	TBC	R 2 900 000
Expected Impact	Aligned with KLM's strategic objective 2. The project will be in Kuilsville, but it is expected to service other surrounding communities with the following expected impact: <ul style="list-style-type: none"><li>• Contribution towards social capital by building stronger, healthier, and safer communities.</li><li>• Strengthens social cohesion and fosters a sense of belonging.</li><li>• Helps sustain the environment by protecting open spaces and natural environments.</li><li>• Keep the children active and reduce their participation in destructive behaviour.</li></ul>						
Sustainability and Exit Strategy: The whole precinct is owned by the municipality. Upon completion, the project shall be handed over to Kgatelopele Municipality for management and maintenance.							

Table 59: Economic Development Project – Entrepreneurial Skills Development

Project Name	Skills Development			Economic Development		
Background	Kgatelopele municipality listed skills development and unemployment as a challenge for local economic development in the IDP. This was validated by the Social Impact Assessment and our public participation meetings. A diverse group of entrepreneurs can lead to the creation of a wide range of businesses, diversifying the local economy and making it more resilient to economic fluctuations.					
Proposed Intervention	By investing in entrepreneurial training and skill development, communities can unlock these benefits, leading to a more vibrant local economy, increased employment opportunities, and an improved quality of life for residents.					
Geographical Location of Project	District Municipality	Local Municipality	Responsible Entities	Village Name	Project Start Date	Project End Date
Northern Cape	ZF Mgcawu District	Kgatelopele Municipality	(1) FDM (2) KLM (3) SMMEs	Danielskuil Lime Acres	TBC	TBC
Expected Impact	The project is aligned with KLM's objective 3 with the following expected impact: <ul style="list-style-type: none"><li>• Job creation and poverty alleviation</li><li>• New businesses established</li><li>• Diversification of the local economy and sustainability beyond the mine's operation, self-sustaining ED hub</li><li>• Growth of the SMME sector and local digital economy of Kgatelopele</li><li>• Enhanced community pride.</li></ul>					
Sustainability and Exit Strategy: Poverty Alleviation - entrepreneurship provides opportunities for individuals, especially those from marginalized communities, to escape poverty by creating sustainable livelihoods.						



Table 60: *Infrastructure Project – Eradication of Conservancy Tanks and Connection to Municipal Sewer Network PH2*

Project Name	Sanitation: Sewer Reticulation			Infrastructure		
Background	The project aims to provide 148 Erven connection to the sewer gravitational network Danielskuil, by constructing a network of HDPE sewer pipes to existing sewer pump stations to alleviate current issues of leakage, requiring continuous emptying and maintenance.					
Proposed Intervention	The connection to the gravitational network comprises 160 and 200-mm diameter HDPE sewer pipes. The Manholes will be placed at a maximum distance of 80m apart.					
Geographical Location of Project	District Municipality	Local Municipality	Responsible Entities	Village Name	Project Start Date	Project End Date
Northern Cape	ZF Mgcawu District	Kgatelopele Local Municipality	(1) KLM (WSIG) (2) FDM (co-funding)	Danielskuil	TBC	TBC
Expected Impact	This project aligned with the municipal IDP: <ul style="list-style-type: none"><li>• Eliminate the potential risk of incidents with the prevailing dolomitic conditions</li><li>• Provide a reliable source of sewerage disposal to residents of Danielskuil</li><li>• Reduce maintenance costs on existing infrastructure</li><li>• Improves living conditions of Danielskuil residents</li></ul>					
Sustainability and Exit Strategy: Upon completion, the project shall be handed over to Kgatelopele Municipality for management and maintenance.						
						R 4 000 000

Annexure 2: *KLM LED endorsement letter*

*The table below depicts the financial provisions for the LED projects*

Table 61: LED Financial Provision

Project Name	FY2023	FY2024	FY2025	FY2026	FY2027	Total
LED Projects	2 140 000	2 140 000	2 140 000	2 140 000	2 140 000	10 700 000
<b>Total</b>	2 140 000	2 140 000	2 140 000	2 140 000	2 140 000	10 700 000



## 3.8 HOUSING AND LIVING CONDITIONS PLAN – Regulation 46 (c) (iv)

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### **3.8.1 Background**

The Minister of Mineral Resources and Energy (DMRE) published the Housing and Living Conditions Standard for the Minerals Industry for implementation on 11 December 2019. In terms of the Standard, FDM is required to submit a housing and living conditions plan after consultation with organised labour to the DMRE. After consultation with organized labour, FDM's Housing Plan was submitted to the DMRE on 08 August 2021.

### **3.8.2 The Home Ownership Strategy**

During the Home Ownership Scheme survey, it was noticeable that most employees were indebted, and could not afford decent housing. Through engagements with the Central Negotiating Forum ("CNF"), Management and Organised Labour agreed on the establishment of a Partnership between Petra Diamonds SA operations, AGI Financial Services, Bayport Financial Services, and Ooba Group to assist in driving the housing solution initiative.

With the assistance of the above Partners, the financial rehabilitation process for FDM employees was completed in March 2022.

It was realised that Living Out Allowance (LOA) for A & B bands employees was far below that of CL employees. The MPDRA Act encouraged Mining houses to phase out the LOA over a period, in line with the MPDRA directive, a three (3) years plan was implemented in 2021 through Substantive Agreement to phase out LOA for A & B, introduce a housing subsidy that aimed to equal to that of C Lower employees. Since 2021, LOA has been converted to a Housing Subsidy in accordance with requirements to eliminate the Home Ownership Scheme barrier.

### **3.8.2 (a) HS Phase 1 – Financial Training /Rehabilitation**

Bayport Financial Services, AGI Financial Services, and Ooba Group launched the Housing Solution Programme in March 2022 and July 2022. Hundred and ninety-seven (197) FDM employees registered for financial rehabilitation programme/s, forty (40) employees' loans were consolidated, and nineteen (19) employees were placed under debt review.

### **3.8.2(b) HS Phase 2 – Implementation process**

For the implementation process, HS Phase 2, FDM procured the services of AGI Financial Services, Ooba Group, and NUMPROP. An engagement session with management and Organized Labour is scheduled for FY2023. Thereafter, qualifying employees will be invited to submit their applications.

This rehabilitation programme is intended to improve the credit score of employees, providing them with competitive interest rates and financial literacy that will improve accessibility to home ownership.

### **3.8.2.5 Housing Policy and Benefits**

FDM provides housing and living conditions benefits to its employees. These benefits are designed to address the needs of the employees of FDM and focus on the following areas:

- a) Company accommodation – providing employees with company accommodation as part of their package. When required, the company also leases properties from private individuals for occupation by employees and consists of family and single units.
- b) Housing Subsidy – a subsidy paid to employees for renting accommodation.



### 3.8.3 Current Housing Stock

FDM has the following housing units available for family accommodation.

FDM currently complies with the housing conditions principles as set out in the standard. The mine negotiates employee housing as part of the collective bargaining processes and our housing programs are administered along non-racial and non-ethical lines.

Finsch Diamond Mine will continue to apply its current practices to ensure that it complies with the housing conditions principles as set out in the Housing and Living Conditions Standard.

Table 62: Family accommodation options

FAMILY UNITS		2022	TOTAL
	Management E Band		9
	Upper D		38
	Lower D		52
	Upper C		96
	Lower C		251
	Church Park Town Houses		22
	Parkview Town House		10
	Barnato 2 BR Flats		7
	Tsetsebe Duplex 2 BR Flats CL		49
	Tsetsebe Simplex 2 BR Flats CL		16
	Transit Flats C Band		4
	Upper B Norfin		24
	Lower B Norfin		73
	Finville Family Units		224

Table 63: Single accommodation options

SINGLE UNITS		2022	Total
	Norfin Speed Space Units		60
	Five Mission – A Band		65
	Barnato Batchelors Flats		76
	Rhodes Single		16
	Oppenheimer Single		12
	Caves		11
	Transit Flats		5
	7 Days - Transit		5
	Norfin Single Quarters		18
	Finville Single		198
	<b>TOTAL UNITS</b>		<b>1341</b>

Table 64: Housing and Living Conditions Plan

Area	Planned Action	2021	2022	2023	2024	2025
<b>Accommodation for independent contractors</b>	Consult the change in conditions of contracts with independent contractors to adhere to the Housing and Living Conditions Standard.	Consult	Consult / Implement	Implement	Implement	Review
	Review 'independent contractors' adherence to Housing and Living Conditions Standard			Review and recommend changes	Review and recommend changes	Final Review
<b>Housing demand</b>	Continue with monthly interaction with organised labour on the needs of employees and the quality of housing benefits to employees	Continue with current practices				
<b>Housing options</b>	Petra Assisted Home ownership scheme	Home ownership presentations to inform employees on the benefits and risks of home ownership and the availability of home ownership options in the area.				
	Company housing	Continue to provide the current company owned property as housing for employees to occupy. No future construction or purchasing of company owned housing.				
	Living Out allowances – stop new living out allowances – and replace them with housing subsidies	Negotiate with unions	No new LOA's	No new LOA's	No new LOA's	No new LOA's
	Rental subsidies – needs proof of decent accommodation	Negotiate with unions	Approve new applications	Approve new applications	Approve new applications	Approve new applications
	Housing in place of origin	The company will assist with housing in places of origin by assisting employees with government subsidy applications, bond applications, and training on financial management concerning home ownership.				
<b>Living allowance</b>	Phase out living out allowances over three years with housing where no proof of decent accommodation cannot be provided	Approve new applications	Approve new applications	Phase out LOA and replace it with housing subsidy		



Area	Planned Action	2021	2022	2023	2024	2025
Petra Assisted Home Ownership Scheme	The company provides an Assisted Home Ownership Scheme to employees aimed at making home loan financing more accessible and affordable for employees in partnership with AGI Financial Services and Bayport Financial Services					
Involvement of employees	Financial literacy and training of employees on the housing options and on responsibilities of owning a house.	Developed a detailed training program	Include housing training as part of the annual induction process for employees			
	Involvement of organised labour in decision-making of housing	Continue with the discussions at MNF and CNF meetings where decisions are taken on housing				
	Include organised labour in the negotiation with financial institutions for bonds/loans	Include organised labour in all future discussions/negotiations with financial institutions.				
Maintenance	Housing maintenance policies are updated every 3 years and adherence to these policies is audited on an ad-hoc basis	Complete a planned maintenance program for all houses	Continue with the maintenance of houses as per the company procedures as well as the planned maintenance program.			
Decent Living conditions	The company will continue to ensure decent living conditions for employees concerning affordable, equitable, and sustainable healthcare schemes for the employees.	Continue with the policy that all employees must belong to a medical aid scheme that is agreed upon between management and organised labour at the collective bargaining forum.				

Table 65: Housing and Living Status of Employees as of January 2022

Accommodation Type	Number of Employees	Percentage (%) of total Workforce
Company Accommodation	477	50%
Hostels	245	25%
Single Quarters	80	8%
Own accommodation	159	17%
<b>Grand Total</b>	<b>961</b>	<b>100%</b>



## 3.9 NUTRITION Regulation 46 (c) (v)

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### **3.9.1. Introduction**

FDM has an active Peer Education Programme that educates and engages with the workforce in terms of health and wellness topics. The various HSE Departments through the onsite clinics communicate and distribute messages according to the National Health Calendar. In addition, various health screening campaigns are conducted with the assistance of local health stakeholders.

Health screenings are conducted as part of medical surveillance examinations.

#### **3.9.1.1. Current Status of Memorandum of Agreement with Local Stakeholders**

1. FDM has signed a MoA with the Northern Cape Department of Health on HIV/AIDS, TB, STIs, and NCDs. The Implementing Partner is Danielskuil Clinic in Kgatelopele Local Municipality; and
2. Medication for these employees is delivered at the Mine Occupational Health Clinic.

The important aspect of this partnership is the assurance that we have reliable referral pathways where there is ongoing communication that ensures diagnostics, treatment, care, and support for our employees. Monthly health reports are communicated between the two organizations where confidentiality is always maintained to protect employees.

### **3.9.2. Nutrition of employees**

The canteen is a service that is provided for employees living in the Finville Village accommodation units, although they also serve others.

This facility is outsourced to a service provider who is internally monitored through risk assessments and health & and hygiene inspections by the Finsch Diamond Mine health and Safety, officials who will ensure that hygiene is strictly adhered to.

The canteen is monitored and evaluated by the Department of Health which forms part of the Health Services in Lime Acres, tother with NUM.

A dietician inspects the canteen on an annual basis and makes recommendations regarding changes to the menu.

### 3.3.4. Strategic implementation plan

The following action plan will be used to monitor the progress of wellness programs.

Table 66: Wellness Action Plan

Health Care and Nutrition Strategic Action Plan	Responsible person	Date to be Completed
Review HIV and Aids, Tuberculosis, and Employee Assistance Plan policies annually and implement them on ongoing basis	Wellness Coordinator	Review as per requirements of document control
Implement a Chronic Disease Management plan and review periodically in collaboration with Occupational Health Unit	Wellness Coordinator	Quarterly review
Engage all stakeholders	Wellness Coordinator	Quarterly review

The costs reflected the Table 71 below include the management and implementation of occupational medicine and medical surveillance services, as well as a conservative cost estimation of campaigns that will run over the period.

## 3.10 PROCUREMENT PROGRESSION PLAN

### Regulation 46 (c) (vi)

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#### 3.10.1 Overview

FDM is required to promote economic growth through the development or nurturing of SMMEs and suppliers of mining goods and mining services. FDM's procurement policies must therefore align with the prescribed Mining Charter criteria for local spending.

There is a distinction made between local suppliers, referring to suppliers from the mine footprint area, and suppliers where the product or service has "local content" that refers to provisional or national suppliers that support proudly South Africa.

FDM is committed to the objectives of Petra's Group Broad-Based Black Economic Empowerment Preferential Procurement Policy, which are:

- Ensure competent Local SMMEs are identified and included in Petra's approved supplier database
- Identify business opportunities within Petra's Supply Chain for the benefit of Local SMMEs;
- Link Local SMMEs to identified opportunities.
- Progressively increase the level of Local Procurement; and
- Facilitate and support collaboration between experienced and large suppliers (expert companies) and Local SMMEs.

#### 3.10.2. Strategic plan

Additional preferential procurement support that is provided to further assist local suppliers to benefit from supply chain opportunities are:

- Development of an adjudication model, weighted to beneficiate local suppliers
- Financial assistance with registration fees on the supplier database system
- Preferential payment terms
- Ensure that tender and procurement opportunities and requirements are communicated to qualifying local suppliers
- FDM sets reasonable and fair local procurement targets to show commitment to local procurement.



Supplier Development opportunities are aligned and integrated with operational plans, and opportunities are prioritised and implemented based on the following:

- Sustainability
- Length of contract/supply opportunities
- Skills and experience needed
- Possible joint venture opportunities with experienced suppliers
- Scalability
- Growth/Expansion – other areas, clients, fields

3.10.3. Procurement Progression Plan for HDSA Suppliers

Table 67: Procurement Progression Targets as A Percentage of Procurement Spend

HDSA Procurement Spent	Target	2023					2024	2025	2026	2027
		Plan					Plan	Plan	Plan	Plan
Capital	40%	40%					40.5%	41%	41.5%	42%
Consumable	70%	70%					70.5%	71%	71.5%	72%
Services	50%	50%					50.5%	51%	51.5%	52%

## 3.11 ENTERPRISE AND SUPPLIER DEVELOPMENT PLAN

### 3.11.1. ENTERPRISE AND SUPPLIER DEVELOPMENT PROGRAMME

Finsch Diamond Mine is committed to the establishment and growth of local SMMEs, and the action plan following will ensure we keep on track. The Supply Chain will ensure the identification, procurement, and subsequent management of local suppliers. An Enterprise and Supplier development programme is being implemented aimed at the following:

- Removing barriers to entry and increasing access to mine opportunities for new suppliers.
- Growing the turnover and capacity of existing service providers so they can have the capacity to provide services to various sectors

The Enterprise and Supplier Development Programme has four main features, namely;

- Security of work for participating SMMEs over a mutually agreed period until they reach agreed milestones.
- Technical support to enhance SMME delivery and capacity building customised to the service being provided.
- Business support to ensure statutory compliance, the establishment of business systems, and business development.
- Financial support to facilitate access to bridging finance and growth capital.

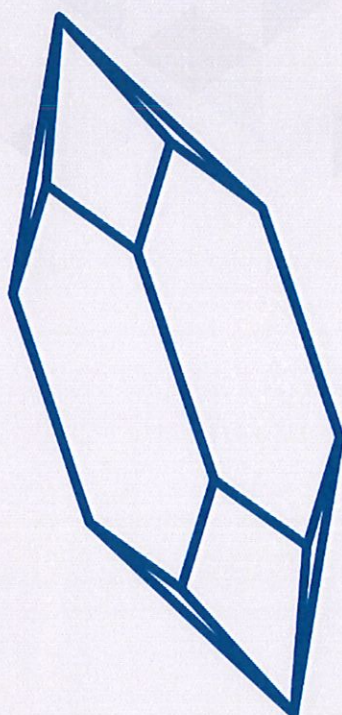
Table 68: ESD Implementation Plan

Enterprise and Supplier Development Action Plan	Responsible Section	Date
Give HDSA supplier preferred status wherever possible in all three (3) levels of procurement –goods and services (increase weighting in tender documents).	Procurement	Ongoing
Identify and record the level of procurement from HDSA companies quarterly as well as geographical sources of procurement.	Procurement / Consulting Company	Ongoing
Additional strategies could involve setting favourable terms of payment for HDSA joint ventures and/or SMMEs.	Procurement / Creditors	Ongoing
Identify certain services and or products, which can be ring-fenced wherever possible.	End Users / Procurement	Ongoing
Identify and measure local qualifying SMME capacity to sustainably serve operations	ED/ Consulting Company	Ongoing
The procurement process involved in recommending the considerations for SMMEs as subcontractors	End Users / Procurement	Ongoing





PetraDiamonds



# PART FOUR

## PART 4

# 4. MANAGEMENT OF DOWNSCALING AND RETRENCHMENT Regulation 46 (d)

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### 4.1 Introduction

This section deals with the management of downsizing and retrenchments. The Mine intends to abide by the guidelines as set out in the Labour Relations Act. In addition to the objectives of the Mine to facilitate a sound business plan further strategies for avoiding job losses and a decline in employment are as follows:

- Ensuring that the business remains viable by keeping the cost structure as low and competitive as possible;
- Ensuring a productive and skilled workforce through training and motivation;
- Making continuing adjustments to production methods to remain competitive;
- Continuously seeking ways of growing and extending the business to ensure enhanced future sustainability;
- Sound labour and succession planning in line with the Mine Work Plan;
- Recruitment Policy and practices that will support the labour plans;
- The continuous monitoring and evaluation of natural attrition (retirements; resignations etc.); and
- Continuous consultation with Trade Union(s) (through the Future Forum) to identify and implement strategies and initiatives to avoid job losses and a decline in employment.
- Contractors will be encouraged to place workers on other sites within their company in the event of downscaling or closure.

FDM recognizes to successfully downscale or close a mine, a trilateral consultation and problem-solving process are required between the mine, relevant government departments, and the local communities surrounding the area where we operate. For communities, closure can cause severe distress due to the threat of economic and social collapse. FDM will take note of the following regeneration focus areas where planning for mine closure is concerned:

- The restoration of the land surface of sufficient quality to support pre-mining land use potential;
- Restoration of ecologically functioned mined land (as above);
- Efficient alternative use of mine infrastructure should be encouraged where economically justified;
- Job creation through education and stimulation of economic activity;
- Skills development of employees and community members.



Further, in the event of downscaling detailed processes will be drawn up in line with the Labour Relations Act 189A, as amended and in conjunction with Section 52 (1) of the MPRDA and Regulation 46 (e). The process should entail the following:

- Communication to relevant authorities through the established Future Forum
- Identifying mechanisms to save jobs and avoid job losses and a decline in employment
- Identifying mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided
- Identifying mechanisms to ameliorate the social and economic impact on individuals
- Identifying regions and economies where retrenchment or closure is certain.

#### **4.2. Establishment of a Future Forum - Regulation 46 (d) (i)**

FDM, in consultation with the workforce, has established a Permanent Consultative Forum (Future Forum). This forum consists of management and employees' representatives and will meet regularly, and at least once a quarter. The Future Forum will aim to discuss issues of mutual interest between employees and management representatives. Minutes of every meeting will be taken and distributed to all representative parties.

The Future Forum will further fulfill the following roles (TOR):

- Promote ongoing discussions between employee representatives and employers about the future of the operation.
- Look ahead to identify problems, challenges, and viable solutions regarding productivity and employment.
- Identify production and employment turnaround strategies.
- Implement strategies agreed upon by both employer and employee representatives.
- Engage on matters of mutual interest between management and the employees.
- Negotiate salary and wage increases as well as any other operational requirement matters.
- Act as the communication channel with respect of the broader SLP undertakings, targets, and achievements.
- Consider interventions that would benefit the community in which the mine operates.
- Negotiate and take measures to avoid large-scale job losses;
- Anticipate the possibility of job losses and implement contingency plans;
- Consult with the Department of Labour



The Future Forum will include the following:

- The Operation's Management Committee – Mine Manager and HR Manager.
- Worker's representative; and
- Contractor representatives, including their worker representatives.

*Table 69: Strategic Action Plan to Establish Future Forum*

<b>Establishment of Future Forum Strategic Action Plan</b>	<b>Responsible Department/ Forum</b>	<b>Date to be completed</b>
In the event of identifying the need to reduce mining operations and the need to retrench, 10% (or more than fifty (50) people) of the workforce, the Future Forum is required to enter consultation with the affected employees and /or relevant Trade Union/s	Mine Management / Future Forum	In the event of Downscaling / Retrenchment / Closure
As planning for the job loss and retrenchments commences, the Future Forum needs to notify. -Department of Employment and Labour; and - DMRE	Mine Management / Future Forum	In the event of Downscaling / Retrenchment / Closure
Government Authorities are to be given notice of timeframes	Mine Management / Future Forum / HR	In the event of Downscaling / Retrenchment / Closure
Progress reports need to be submitted to the Social Plan and the Department of Provincial and Local Government	mine Management / Future Forum /HR	In the event of Downscaling / Retrenchment / Closure

Table 70: Strategic Action Plan to Save Jobs and Avoid Job Losses – Regulation 46 (d) (ii)

Strategic Action Plan to Save Jobs and Avoid Job Losses	Responsible Position/ Department/ Forum	Date to be Completed
	Mine Management / Future Forum	In the event of Downsizing / Retrenchment / Closure
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 a period	Mine Management / Future Forum	In the event of Downsizing / Retrenchment / Closure
Unpaid leave for a specified period	Mine Management / Future Forum	In the event of Downsizing / Retrenchment / Closure
Encourage natural attrition to facilitate the redeployment of employees throughout the operation	Mine Management / Future Forum	In the event of Downsizing / Retrenchment / Closure

Table 71: Strategic Action Plan for Provision of Alternate Solutions – Regulation 46 (d) (iii)

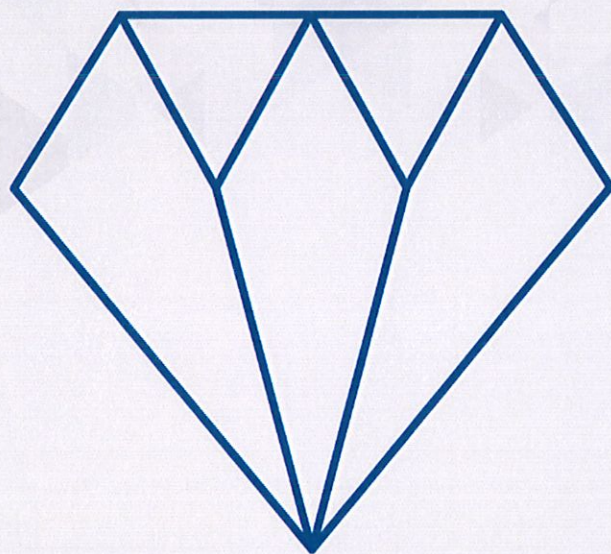
Provision of Alternate Solutions Strategic Action Plan	Responsible Party	Date to be Completed
Establish a retrench database including information regarding existing skills, experience, and expertise. This database will be used to identify potential employment opportunities within or outside of the company	Mine Management /Future Forum	In the event of Downsizing / Retrenchment / Closure
Identify appropriate people from the retrenches pool to be considered for potential SMME opportunities	Mine Management /Future Forum	In the event of Downsizing / Retrenchment / Closure
Multi-skill employees to maximize re-employment opportunities after closure	Mine Management /Future Forum	In the event of Downsizing / Retrenchment / Closure
Implement a Job Advice Centre to counsel retrenches and assist them in locating alternative employment or income-generating opportunities through 1. compiling CVs; 2. interaction with potential employers and other opportunities; 3. training in interview techniques; etc.	Mine Management /Future Forum	In the event of Downsizing / Retrenchment / Closure
Capacity building with employee households in major labor-sending areas to establish a sustainable livelihood network that can absorb retrenches after mine closure or downsizing	Mine Management /Future Forum	In the event of Downsizing / Retrenchment / Closure



*Table 72: Mechanisms to Ameliorate Socio-Economic Impact in Instances where Job losses cannot be avoided – Regulation 46 (d) (iii)*

Mechanisms to Ameliorate Socio-Economic Impact Strategic Action Plan	Responsible Position/	Date to be Completed
	Department/ Forum	
Stimulate job creation for local and provincial areas throughout life of mine (i.e. Procurement and enterprise development)	Mine Management / Future Forum	In the event of Downscaling / Retrenchment / Closure
Portable skills training interventions	Mine Management / Future Forum	In the event of Downscaling / Retrenchment / Closure
Comprehensive self-employment programmes	Mine Management / Future Forum	In the event of Downscaling / Retrenchment / Closure
In conjunction with the DEL facilitate the completion of UIF claim forms at the mine premises	Mine Management / Future Forum	In the event of Downscaling / Retrenchment / Closure
Assistance with registering employees at DEL and employment agencies in the area	Mine Management / Future Forum	In the event of Downscaling / Retrenchment / Closure
Assist retrenches to find alternative employment with other companies through the compilation of a database stating the skills and contact details of all available employees	Mine Management / Future Forum	In the event of Downscaling / Retrenchment / Closure
Distribution of the compiled database to community forums, SMMEs in the area, and other existing mines	Mine Management / Future Forum	In the event of Downscaling / Retrenchment / Closure
Ensure that sufficient financial provisioning is in place for the implementation of all plans relating to the process of downscaling and retrenchment	Mine Management / Future Forum	On-going





# PART FIVE

## PART 5

### FINANCIAL PROVISION – Regulation 46 (e) (i) (ii) & (iii)

#### 5.1 Introduction

In line with the commitments made in SLP4, FDM will provide financially for the following programmes:

- Human Resources Development Programme
- Local Economic Development Programme
- Process to Manage Downsizing and Retrenchments

#### 5.2 Financial provisions

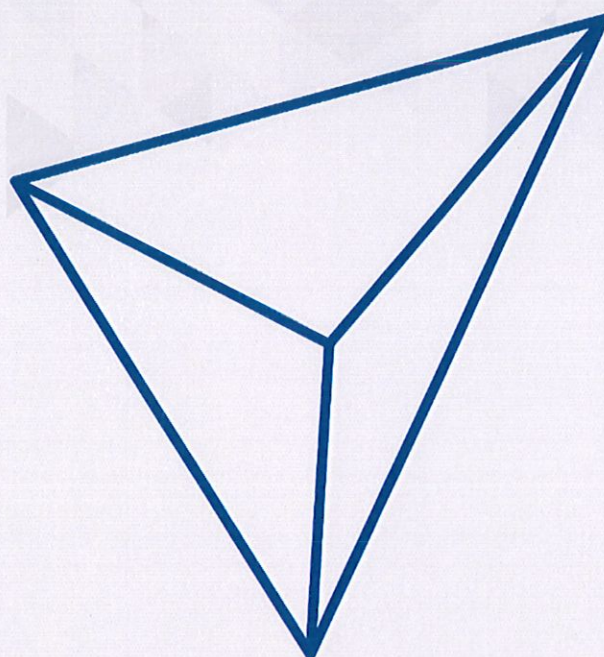
Table 73: Financial summary

Programme	2023	2024	2025	2026	2027	Total Contribution
Human Resource Development	R6 009 093	R5 511 557	R5 502 120	R5 703 517	R8 003 976	R30 730 263
Local Economic Development	R2 140 000	R2 140 000	R2 140 000	R2 140 000	R2 140 000	R10 700 000
Downsizing & Retrenchment						R96 916 912
Grant Total						R138 347 175





PetraDiamonds



# PART SIX



## PART 6

### UNDERTAKING – Regulation 46 (f)

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I, Tribe Bhengu, the undersigned and duly authorised thereto by FDM Pty (Ltd), 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 communities and employees of Finsch Diamond Mine.

Signed at Lime Acres on this 08 November 2023.



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**Tribe Bhengu**  
FDM: General Manager

## **ANNEXURE 1 – SLP 4 PUBLIC PARTICIPATION**

*\*As per the submission of version 4 of SLP4 Application*

**ANNEXURE 2 – KGATELOPELE LOCAL MUNICIPALITY LED  
PROJECTS ENDORSEMENT**





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Navrae:  
Dipotso:  
Enquiries: Adv. W Blunden

Datum:  
Letlha:  
Date: 08 November 2023

Dear Sir/Madam,

**Subject: Endorsement of Amendments to SLP 4 Project List**

Kgatelopele Local Municipality officially supports the amendments made to the list of projects submitted for inclusion in the Social and Labor Plan (SLP) 4 dated 30 June 2023. Following comprehensive internal discussions with the council, our municipality has identified and endorsed two alternative projects to be incorporated into the SLP 4 ( 2022- 2027) of Finsch Diamond Mine. These projects have gathered undivided approval and backing from both the local community and the municipality through the IDP public participation processes.

The endorsed projects are as follows:

**New Proposed Projects:**

1. Solar-Water Infrastructure Project
2. Eradication of Conservancy Tanks Phase 2

**Exclusions:**

1. Procurement of Sewage Removal Truck Project
2. Waste Management/Recycling Project
3. Upgrading of Danielskuil Clinic
4. Hub Upgrade and Addition of ICT Skills



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**Projects to Include in SLP 4 Document:**

1. **Infrastructure:** Solar-Water Infrastructure Project
2. **Infrastructure:** Eradication of Conservancy Tanks Phase 2
3. **Community Development:** Upgrade of Recreational Facility at Kuilsville
4. **Economic Development:** Skills Development Project (Collaboration with Sandvick)

The Kgatelopele Local Municipality wholeheartedly backs these initiatives, recognizing their substantial impact on our community's development and well-being. We firmly believe that these projects will make a positive contribution to the lives of our residents, fostering a sense of unity and pride within our community.

We express our gratitude for Finsch Diamond Mine's dedication to social responsibility and community development.

Should you require any additional information or assistance regarding the implementation of these projects, please feel free to reach out to us.

Thank you for your attention and cooperation.

Sincerely,

Adv. Willie Blunden

Municipal Manager