

SOCIAL AND LABOUR PLAN

CRYSTAL SALT CC

OPERATING WITHIN THE

BLOUBERG LOCAL MUNICIPALITY

REF; LP30/5/1/2/2/127MR

DATE OF SUBMISSION: _____

Republic of South Africa

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TABLE OF CONTENTS	PAGE
Acronyms.....	3
INTRODUCTION	4
SECTION 1: PREAMBLE	7
SECTION 2: HUMAN RESOURCE DEVELOPMENT PROGRAMME	8
2.1 Compliance with Skills Development Legislation.....	9
2.2.1 Skill Development Plan.....	10
2.2.2 Illiteracy level and Abet needs.....	11
2.2.3 Training planned.....	12
2.2.4 Core business training.....	13
2.2.5 Learnerships (Internal).....	14
2.2.6 Learnerships (External).....	15
2.2.7 Artisan Training.....	16
2.2.8 School support and post matric programmes.....	16
2.3 Form R: Hard to fill vacancies.....	16
2.4 Career progression plan.....	17
2.5 Mentorship plan.....	24
Procurement Progression Plan.....	2
2.6 Bursary plan & Internship plan.....	31
2.7 Employment Equity plan.....	35
2.7.3 Annual HDSA progressive targets.....	41
SECTION 3: LOCAL-ECONOMIC DEVELOPMENT PROGRAMME	42
3.1 Social and Economic Background Information.....	42
3.2 Key Economic Activities.....	42
3.3 Impact of the Operation on the Area.....	50
3.4 Provision of needs of the area.....	51.
3.5Project plan format.....	52
3.8 Measures to address housing and living conditions.....	55
SECTION 4: PROCESSES TO MANAGE DOWNSCALING AND RETRENCHMENT	56
4.1 Establishment of Future Forum.....	57
4.2 Mechanisms to Provide Alternative Solutions and Procedures for Creating Job Security where Job Losses cannot be Avoided.....	58
4.3 Management of retrenchment.....	60
4.4 Mechanisms to Ameliorate the Social and Economic Impact on Individuals, Regions and Economies where Retrenchment or Closure of the Operation is certain....	62
SECTION 5: FINANCIAL PROVISION	63
SECTION 6: UNDERTAKING	65

ACRONYMS

ABET	Adult Based Education and Training
DMR	Department of Mineral Resources
EE	Employment Equity
HDSA	Historically Disadvantaged South Africans
HRDP	Human Resource Development Programme
IDP	Integrated Development Plan
LED	Local Economic Development
MPRDA	Mineral and Petroleum Resources Development Act, No 28 of 2002
MQA	Mining Qualifications Authority
SETA	Sector Education and Training Authority
SLP	Social and Labour Plan
SMME	Small Medium and Macro Enterprise
WSP	Workplace Skills Plan

INTRODUCTION

Crystal Salt cc (“The Applicant”) submits this Social and Labour Plan (“SLP”) in terms of the requirements of the Minerals and Petroleum Resources Development Act (“MPRDA”) (Act 28 of 2002). This is done as part of an application for an existing mining right on the farm Zoutpan 459 MS.

The Applicant further pledges to ensure the implementation of the aim for objectives of the Social and Labour Plan which is to promote employment and advancement of the Social and Economic welfare of all South-Africans.

Where the Regional Manager or designated official appointed by the Department refers this plan back to the Applicant with recommendations, the Applicant commits to adhering to the council of the Regional Manager or designated official.

The information will continuously be updated, and progress reports will be submitted to the DMR. In terms of the provisions of the MPRDA, the mineral resources are the common heritage of all the people of South Africa; hence, the honourable Minister must ensure the sustainable development of South Africa's resources whilst promoting economic and social development. The economic and social development is illustrated in the Mining Charter in accordance with Section 100 of the MPRDA. The Mining Charter sets out the framework, targets and timetable for affecting the entry of historically disadvantaged South Africans (“HDSA’s”) into the industry and allows South Africans to benefit from the exploitation of mining and mineral resources.

This Social and Labour Plan is submitted by the Applicant in terms of its legal obligations as per the MPRDA which sets out the programmes to be in place for the life of the Mining Right once granted.

1.1 DEFINITIONS

- “Calendar year”** is defined as the one-year period that begins on July 1st and ends on 30th June;
- “Community”** means a coherent, social group of persons with interest of rights in an area of land which the members have or exercise communally in terms of an agreement, custom or law;
- “Demographics”** means the numerical characteristics of a population (e.g. population size, age, structure, sex/gender, race, etc.)
- “Historically Disadvantaged South Africans” (“HDSA”)** refers to South African citizens, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation which should be representative of the demographics of the country;
- “Labour sending area”** areas from which a majority of mineworkers, both historical and current are or have been sourced;
- “Level of management”** refers to line of demarcation between various managerial positions;

- “Life of Mine”** means the number of years that a particular mine will be operational;
- “Mining Charter”** means the broad-based socio-economic empowerment Charter for the South African Mining and Minerals Industry;
- “Mine Community”** refers to communities where mining takes place and labour sending areas;
- “Social Fund”** refers to a trust fund that provides financing for investments targeted at meeting the needs of poor and vulnerable communities as informed by commitments made by companies in terms of their social and labour plans;
- “Sustainable development”** means the integration of social, economic and environmental factors into planning, implementation and decision-making to ensure that the mineral and petroleum resources development serves present and future generations.

1.2 OBJECTIVES OF THE SOCIAL AND LABOUR PLAN

The elements and objectives of the MPRDA and the Mining Charter must be addressed in the SLP as required by Regulation 46 of the MPRDA. The Applicant subscribes to the objectives of the SLP (Section 41 of the Regulations) to:

- Promote economic growth and mineral and petroleum resources development in the Republic (Section 2 (e) of the (MPRDA);
- Promote employment and advance the social and economic welfare of all South Africans (Section 2 (f) of the MPRDA);
- Ensure that holders of mining or production rights contribute towards the socio-economic development of the areas in which they are operating as well as the areas from which the majority of the workforce is sourced (Section 2 (l) of the MPRDA, and the Charter); and
- To utilize and expand the existing skills base for the empowerment of HDSA and to serve the community.

1.3 SUBMISSION OF THE SOCIAL AND LABOUR PLAN

This Social and Labour Plan must accompany the application of the mining right as is required in terms of the Act. Should the Regional Manager believe that there is a need for amendments on the documents s/he will then send it back for the proposed amendments. The Regional Manager will then direct the applicant as to when the amended Social and Labour Plan should be re-lodged.

1.4 APPLICABILITY OF THE SOCIAL AND LABOUR PLAN

This Social and Labour plan will be valid until such time that a closure certificate has been issued in terms of Section 43 of the Act (Regulation 43)

1.5 AMENDMENT OF THE SOCIAL AND LABOUR PLAN

This Social and Labour Plan may not be amended or varied without the consent of the Minister after the granting of the right

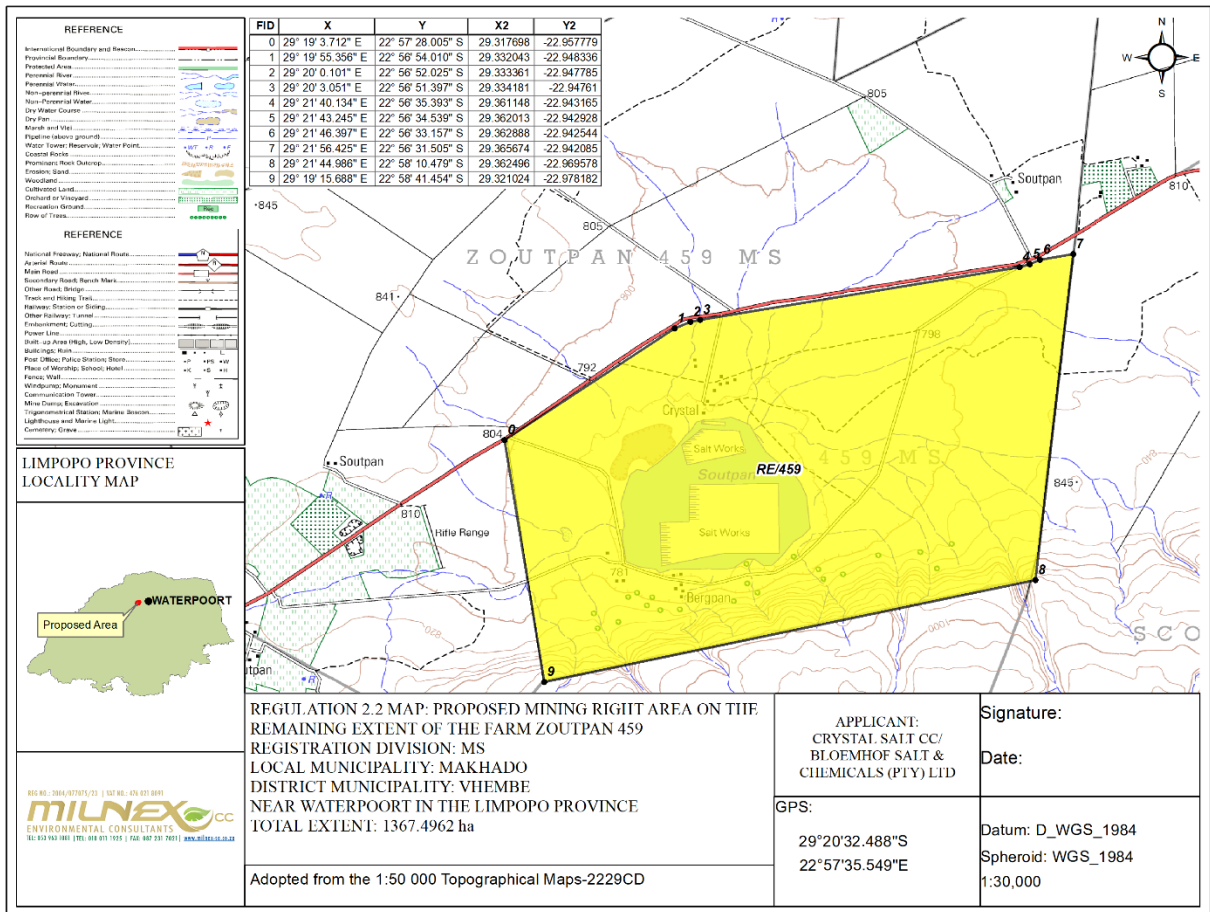
1.6 REPORTING ON THE SOCIAL AND LABOUR PLAN

The Applicant undertake to submit an annual report to the Director General the extend of the compliance with the provision of section 2(d) and (f).

a) BACKGROUND INFORMATION OF AREA IN WHICH OPERATIONS TAKE PLACE

The operation takes place within the Blouberg Local Municipality in the Capricorn district Municipality, in the northern part of Limpopo province, South Africa. Vivo is a small farming town in the Blouberg Municipality. The town lies south of the Brak River, in a gap between the Soutpansberg and the Blouberg Range, some 72 km west of Louis Trichardt.

The name is thought to be derived from Sepedi phefo, "cold wind", though it has been stated that the hills resemble the spelling of VIVO when seen from a certain angle. The towns located closest to Vivo are Alldays and Makhado.



The Applicant's mining operations situated in the Blouberg Local Municipality, Limpopo Province

b) DESCRIPTION OF MINING METHODS USED AT OPERATIONS

Coarse Salt: By Sun Evaporation. There are existing boreholes on the property which were erected a while ago. This is salt/brine water, that is pumped from the boreholes into dam's. These dam's are elevated so that the water freely moves between dam's, once reaching the last dam, it then freely moves into the selected pans where SOLAR EVAPORATION takes place, and forms the salt crystals. This is done repeatedly until the right thickness is achieved. It is then removed and taken to the drying area.

c) BEE STATUS OF THE APPLICANT

The Applicant is BEE compliant as required and as envisaged in Section 2(b) of the MPRDA.

SECTION 1: PREAMBLE

Name of the Company/Applicant	CRYSTAL SALT CC
Name of Mine or Production Operation	CRYSTAL SALT CC
Physical Address	Farm Zoutpan 459 MS
Postal Address	P. O. Box 100, Vivo, 0924
Telephone Number	+27 015 593 0128
Fax Number	+27 015 593 0128
Location of Mine or Production Operation	Farm Zoutpan 459 MS
Commodity	Salt
Life of Mine or Production Operation	Approximately 20 years
Breakdown of Employees per Area	A total of 22 employees all from Senwabarwana, better known as Bochum
Financial Year	1 July to 30 June
Contact person	Japie Van Zyl The Applicant chose this person to be the consultant and contact person in terms of this Social and Labour Plan)
Contact Numbers	Tel: 053 963 2008/018 011 0535 Cell: 082 099 1444 Fax: 053 963 2009 E-mail: japie@japievzylprok.co.za ruth@japievzylprok.co.za
Geographic origin of employees	
(a) Mine Community	(b) Labour sending area
Province: Limpopo	Province: Limpopo
District Municipality: Capricorn	District Municipality: Capricorn
Local Municipality: Blouberg Municipality	Local Municipality: Blouberg Municipality

SECTION 2: HUMAN RESOURCE DEVELOPMENT PROGRAMME

The Applicant undertakes to comply with all the statutory requirements relating to the training and development of its human resources.

The primary objective of the Human Resource Development (“HRD”) Programme is to ensure the availability of mining and production operation specific skills and competencies of the workforce and providing employees with portable skills that will be of use to them outside the life of the mining industry. The following have been identified as priority training areas (in no particular order):

- ABET training;
- Managerial/Supervisory/Leadership Training; and
- Technical Training

The HRD Programme is based on the following: -

- The MPRDA and Regulations;
- The Mining Charter;
- Skills Development Act; and
- Workplace Skills Plan

The following plans form part of the SLP, and the strategies will be developed to address core skills training of HDSA's in all categories, more particularly in management and women in mining:

2.1 COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

The Applicant has to register with SETA's

Name of the SETA	MQA
Registration number with the SETA	L360711255
Confirmation of having appointed a skills development facilitator	Yes, Hendriena Magdalena van Onselen
Confirmation on submitting Annual Training Report	Annually

A skills development facilitator has been appointed to facilitate the skills development process and to act as a contact person between the Mining Qualifications Authority (MQA) and the Applicant. This skills development facilitator is also in charge of the mining operation as the

Mining Manager due to the size and nature of the operation. The skills development facilitator's responsibilities will be as follows:

- Develop the annual workplace skills plan;
- To submit the workplace skills plan to the MQA;
- Implement the annual workplace skills plan;
- To design training quality assurance systems;
- Compile annual training report in relation to the approved workplace skills plan

FORM Q 2.2.1 SKILL DEVELOPMENT PLAN - Regulation 46(b)(i) in conjunction with Regulation 11 (1) g
TABLE: SKILL DEVELOPMENT PLAN

NUMBER AND EDUCATION LEVELS OF EMPLOYEES AT THE OPERATIONS

ANNEXURE 1

[in terms of Regulation 46(b)(i)(aa) of the Social and Labour Plan of the Minerals and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002)]

BAND	NQF LEVEL	OLD SYSTEM	MALE				FEMALE				TOTAL	
			AFRICAN	COLOURED	ASIAN	WHITE	AFRICAN	COLOURED	ASIAN	WHITE	MALE	FEMALE
General Education and Training (GET)	1	Unknown										
		No Schooling	2				3				2	3
		Grade 0/Pre										
		Grade 1/Sub A	1								1	
		Grade 2/Sub B										
		Grade 3/Std 1/ABET 1										
		Grade 4/Std 2/	1								1	
		Grade 5/Std 3/ABET 2	1				1				1	1
		Grade 6/Std 4/										
		Grade 7/Std 5/ABET 3	1				1				1	1
		Grade 8/Std 6/										
Further Education and Training (FET)	2	Grade 9/Std 7/ABET 4										
	2	Grade 10/Std 8/N1	4						1	4	1	
	3	Grade 11/Std 9/N2	3							3		
Higher Education and Training (HET)	4	Grade 12/Std 10/N3							1		1	
	5	Diplomas/Certificates				1				1		
	6	First Degrees/Higher Diplomas							1		1	
	7	Honours/Master's Degrees										
	8	Doctorates										

		TOTAL	13			1	5			3	14	8
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2.2.2 ILLITERACY LEVEL AND ABET NEEDS

Literacy is a key component for all employees in enabling them to have the opportunity to acquire skills and knowledge and, with the current high levels of illiteracy, employees and contractors are afforded the opportunity to partake in ABET training to increase their level of literacy.

LEVEL	NUMBER OF ILLITERACY	OF NEED	CUMULATIVE NEED
NO SCHOOLING	0	0	
ABET 1	1	1	
ABET 2	1	2	
ABET 3	1	3	
ABET 4	1	4	

2.2.3 TRAINING PLANNED

ABET LEVEL	YEAR 1 2022	YEAR 2 2023	YEAR 3 2024	YEAR 4 2025	YEAR 5 2026	TOTAL BUDGET
ABET 1	1					R3 425,00
ABET 2		1				R4 275,00
ABET 3			1			R5 350,00
ABET 4				1	1	R8 255,00
TOTAL NUMBER						
BUDGET	R3 425,00	R4 275,00	R5 350,00	R4 127,50	R4 127,50	R21 305,00

The purpose of the Skills Development plan is as follows:

- To develop the skills of the workforce;
- To increase the level of investment in education and training in the Applicant's operations;
- For the Applicant:

- Use the workplace as an active learning environment;

- Provide employees with an opportunity to acquire new skills;
- Provide opportunities for new entrants into the labour market;
- Provide work experience and.
- Employ those who find it difficult to be employed.
- To encourage the workforce to participate in learning and training programmes.
- To improve the employment of people previously disadvantaged by unfair discrimination and to redress those disadvantages through training and education.
- To ensure the quality of education and training in the workplace.

The Skills Development Plan will outline how The Applicant intend to offer employees opportunities to be functionally literate and numerate, offering learnerships, life skills programmes, portable skills programmes and other training. The Skills Development Plan will also outline how The Applicant intends to participate with processes of skills development legislation, including developing and submitting the workplace skills plan and annual training report. The Applicant undertakes to only contract accredited training facilitators.

The process will involve consultations with representatives of organised labour, Human Resource Development and Training Committee comprising of representatives from Management. The Committee will oversee and monitor the Skills Development Plan. The purpose of this Committee is to do the following: -

- Identify people with potential.
- Give them an opportunity to develop themselves.
- Produce employees with enhanced skills levels.
- Enhance their chances of internal promotion and career prospects.
- Close the skills gap; and
- Identify and place suitable candidates as required by the Mining Charter

Employees will embark upon skills programmes arising out of career progression planning and the mine's mentorship programme. These programmes will be specifically geared at enhancing an employee's internal mobility opportunities.

Relevant skills programmes that may arise out of career progression and mentorship planning will be elaborated upon in the mine's workplace skills plan that will be submitted to the MQA each year.

Training will be structured around the following core skill required.

- * Tractor Operator
- * Bob-Cat Operator
- * Health & Safety

Implementation plan will entail the following:

- Learners are identified as per need per indicated year
- Training providers are identified with the provision that where applicable accreditation credential must be submitted before contracting
- Learners are scheduled to attend facilitation

- Monthly reports are to be submitted to the Mine Manager to indicate progress
- Adjustment are to be made where and when gaps in the implementation plan occurs due to the unavailability of learners or any other unforeseen reason

2.2.5 Learnerships (Internal)

Learnerships (Internal) – a learnership is a structured learning programme that is registered with the Department of Labour in which a learner obtains practical work experience of a specified nature and duration which leads to a qualification registered on the NQF that can be related to an occupation. Internal refers to learners that are employees of Crystal Salt CC.

Type/area of training	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026	Total budget
MANAGEMENT	1	1	1	1	1	
Total Number	1	1	1	1	1	
Budget	R10 000	R10 000	R10 000	R10 000	R10 000	R50 000

Management as a learnership programme:

Would entail that amongst existing employees on supervisory level within the operation to be empowered with managerial skills for personal growth and empowerment.

This learnership is intended for employees on supervisory level with managerial skills by coaching these learners to be able to understand the responsibility of being a manager- Learners will be equipped with skills such as follows;

- Management skills to possess certain attributes or abilities that an executive should possess in order to fulfil specific tasks in an organization. They include the capacity to perform duties in an organisation while avoiding crisis situations and promptly solving problems when they occur.
- Management Learnerships to dedicated, driven individuals looking to acquire skills, values and knowledge required to execute functions in any business environment.
- The purpose of this qualification is to help new or aspiring managers or teams leads to acquire the knowledge, skills, attitudes and values required to execute the functions of planning, organising, leading and controlling in any business environment, while practicing sound business ethics.
- Learners to be equipped with Management skills development through practical experience.
- Skills that will help the learners manager to relate with their fellow co-workers and know how to deal well with their subordinates, which allows for the easy flow of activities in the organization.
- Leadership skills that involve planning, decision making, problem- solving, communication, delegation, time management, human/interpersonal skills, conceptual skills and technical skills

- Management skills that will enable learners to use the skills they are equipped with internal or in local external communities to their enhancement/ self-growth and development.

KINDLY NOTE:

Implementation of the internal learnerships, education levels of the employees will be taken into consideration when selecting for candidates suitable for this programme. Further, should there be no qualifying candidate/ employee for the initiative the learnership will first be availed to external community members.

2.2.6 Learnerships (External)

External refers to learners that are not employees of the Company

Type/area of training	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026	Total budget
Boilermaker	1	1	1	1	1	
Total Number	1	1	1	1	1	
Budget	R10 000	R10 000	R10 000	R10 000	R10 000	R50 000

Learnerships are the vocational training programmes that offer theoretical and practical programmes and the result of the qualification is registered with the National Qualifications Framework (“NQF”). Therefore, primarily workplace learning programmes that are also supported by structured institutional learning, resulting in a qualification.

The Applicant will develop Learnerships according to the Mining Qualifications Authority (“MQA”) specifications. The number and type of Learnerships offered each year will be dictated by the annual skills audit carried out within the company in respect of additional employees, varying business needs, labour turnover, replacement plans, pensioners, etc., which will be based on a five (5) year plan forecast. The Applicant intends to ensure the 70/30 participation by HDSA's, including women, youth and disabled persons, in Learnerships.

Skilled employees will be recruited from local communities. They will be registered for suitable Learnerships for relevant qualifications in the mine. The recruitment will focus on women, youth and disabled persons to address EE targets.

Please note that the Learnerships needs and programmes will be assessed on an annual basis. Three Learnership will be provided to external community members for boilermaker and two internal community members for management. The candidates will be required to finalize the required trade test. The Applicant still needs to conduct an RPL exercise on the employees to be appointed under the Mining Right which RPL exercise will indicate to the Applicant on which educational level the employees are and which of those employees will be identified as suitable candidates for the Applicants Learnership program. It is therefore crucial that the DMR understands that this Learnership plan included in the SLP will be amended once the Mining Right is granted and executed in order to reflect the correct information.

2.2.7 Artisan/Portable Training

Portable skills can be referred to as those skills that relate to industries outside of the mining industry that can be used to improve earning capacity during the life of mine and in the event that downscaling and retrenchments might occur. It also assists the affected employees with alternative forms of employment or sustainable livelihood opportunities.

Field/area of training	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026	Budget
Bricklaying		1(2weeks)				R5 000
Computer Training			1(2weeks)		1(2weeks)	R10 000
Auto Electrician	1(2weeks)			1(2weeks)		R10 000
Total Number	1	1	1	1	1	
Budget	R5 000	R5 000	R5 000	R5 000	R5 000	R25 000

The operation recognizes that mining has a long lifespan and that the demands of the business and competition could require a reduction in human resources in the future. The Company's Human Resources department's strategy is of such a nature that employees are continually exposed to skills and competencies that will enable them to enhance their skill to apply internally or externally to the mining industry, and/or enable them to utilise the skill to be financially self-sustaining in any sector.

Implementation plan will involve the following:

- Learners are identified as per need per indicated year. The applicant will contact the local office of the Department of Labour and request list of possible candidates
- The process as laid down by SETA's will be followed in order to register the learners
- Training providers are identified with the provision that where applicable accreditation credential must be submitted before contracting
- Learners are scheduled to attend facilitation
- Monthly reports are to be submitted to the Mine Manager to indicate progress
- Adjustment are to be made where and when gaps in the implementation plan occurs due to the unavailability of learners or any other unforeseen reason

2.2.8 School support and post matric programmes

Field/area of training	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026	
						Total Budget
	None	None	None	None	None	
Total Number	None	None	None	None	None	
Budget	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00

2.3 Form R: Hard to fill vacancies

Occupational level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top Management		
Senior Management		
Professionally qualified and experienced specialists and mid-management	Engineering Specialist	None of the employees meet the requirement of Engineering Specialist
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents		NO SUCH VACANCIES
Semi-skilled and discretionary decision making		
Unskilled and defined decision making		

2.4 CAREER PROGRESSION PLAN

The Applicant views the empowerment of its workforce as an important ingredient for improved productivity and global competitiveness. The Applicant therefore will develop a Career Progression Plan in line with its skills development strategies. A final career progression plan will only be submitted once this Career Progression Plan as included in this SLP is confirmed and or amended by a RPL exercise to be conducted by the Applicant. Once the Applicant has conducted the RPL

exercise in order to confirm the educational levels of the employees the Applicant will be in a position to develop a Career Progression Plan in line with the other plans submitted with this SLP. This final Career Progression Plan will be submitted within six months from approval of this SLP. This final Career Progression Plan will enable the Applicant to be ready for any future vacancy considering the final Learnership Plan to be submitted as per this plan. These strategies and final plans will ensure that the final Employment Equity Plan to be submitted to the DMR will be “feeded” in order to fill vacancies in the future. This is based on the preliminary form Q annexed to this SLP which Career Progression plans will be finalized and submitted to the DMR within six months of approval of this Social and Labour Plan.

The Applicant will ensure that career plans are clearly defined. The performance management system will be based on the following objectives:

- to align individual efforts with the company’s objectives.
- to serve as an objective basis for recognition and reward.
- to provide feedback and improve performance.
- to identify training and development needs; and
- to serve as a basis for succession planning

The performance management system will identify employees with development potential.

The Applicant will focus on the development of women, youth and disable persons to enable it to meet the employment equity targets. This will be done through various skills programmes, in respective fields of disciplines and experiential training. The Applicant’s recruitment procedure will support the progress of its employees’ careers. The policy is to recruit internally first, then externally. This will be done in order to utilise current/existing skills in the workforce.

Enclosed as **Annexure “2.4”** is the preliminary Career Progression Path. As described above the RPL exercise will be conducted on existing employees in order to confirm their educational levels and to finalize and develop a Career Progression Plan. It gives a preliminary indication of the experience and requirements needed per level before an identify employee can progress up to another level. It is about developing an employee to be ready for the requirements of the industry-specific skills.

DISCIPLINE	YEAR 1-2022	YEAR 2-2023	YEAR 3-2024	YEAR 4-2025	YEAR 5-2026
MINING	<p>General Worker (no previous experience necessary)</p>	<p>Scorion Operator (previous experience necessary)</p>	<p>Tractor Operator (previous experience necessary)</p>	<p>TLB Operator (previous experience necessary)</p>	<p>Supervisor (previous experience necessary)</p>
	<p>Requirements</p> <ol style="list-style-type: none"> 1. Basic knowledge of HR contract and HR policy; 2. Basic knowledge of Mine Health and Safety Act; 3. Undergone an Entrance Medical in terms of Mine Health and Safety Act; 4. Maintain Mine Health and Safety Act and housekeeping procedures; 5. Have a basic knowledge of Salt Mining and the operation of Salt Mining site. 	<p>Requirements</p> <ol style="list-style-type: none"> 1. Have a knowledge of the functions of a Scorion 2. Planning for work activities and prepare work area; 3. Starting and shutting down Scorion; 4. Operating Scorion; 5. Knowledge of applications of a in terms of earth moving activities; 6. Knowledge of safety features and warning devices on Scorion; 7. Knowledge of maximum operating capacities of Scorion ; 8. Knowledge of warnings from Scorion indicators and gauges; 9. Understanding corrective actions 	<p>Requirements</p> <ol style="list-style-type: none"> 1. Have a knowledge of the functions of a Tractor Operator; 2. Planning for work activities and prepare work area; 3. Starting and shutting down Tractor Operator; 4. Operating Tractor Operator ; 5. Knowledge of applications of a Tractor Operator in terms of earth moving activities; 6. Knowledge of safety features and warning devices on the Tractor Operator; 7. Knowledge of maximum operating capacities of Tractor Operator ; 8. Knowledge of warnings from 	<p>Requirements</p> <ol style="list-style-type: none"> 1. Have a knowledge of the functions of a TLB; 2. Planning for work activities and prepare work area; 3. Starting and shutting down TLB; 4. Operating Tractor; 5. Knowledge of applications of a TLB in terms of earth moving activities; 6. Knowledge of safety features and warning devices on the TLB; 7. Knowledge of maximum operating capacities of a TLB 8. Knowledge of warnings from TLB indicators and gauges; 9. Understanding corrective actions in terms of neutralizing warnings received above; 10. Start up and shutdown procedures 	<p>Requirements</p> <ol style="list-style-type: none"> 1. Understand the role of a team leader; 2. Understand the purpose of a team; 3. Understand and contracting with a team to obtain commitment; 4. Knowledge and experience in monitoring the achievement of team objectives; 5. Knowledge and experience in concepts of authority; 6. Responsibility and accountability; 7. Experience in engaging with team members to obtain commitment to achieve organizational standards; 8. Implement, monitor and evaluate

		<p>in terms of neutralizing warnings received above;</p> <p>10. Start up and shutdown procedures in terms of Mine Health and Safety Act.</p>	<p>Tractor Operator indicators and gauges;</p> <p>9. Understanding corrective actions in terms of neutralizing warnings received above;</p> <p>10. Start up and shutdown procedures in terms of Mine Health and Safety Act.</p>	<p>in terms of Mine Health and Safety Act.</p> <p>Requirements</p> <ol style="list-style-type: none"> 1. Understand technique of hauling material; 2. Identification of hazards in work environment; 3. Knowledge and purpose of checklists; 4. Able to use pre-operational vehicle checklist and manufacturers checklists; 5. Knowledge and experience in preparation of the area and material to be hauled; 6. Experience in operators manual and operational requirements. 	<p>performance against team objectives;</p> <p>9. Variances to required outputs are identified and corrective action is taken;</p> <p>10. Ability to solve problems and make decisions;</p> <p>11. Ability to organize and manage themselves as well as team;</p>				
HR/ADMIN	HR Clerk (previous experience necessary)	→	HR Clerk (previous experience necessary)	→	Junior HR Officer (previous experience necessary)	→	Junior HR Officer (previous experience necessary)	→	HR Officer (previous experience necessary)
	<p>Requirements</p> <ol style="list-style-type: none"> 1. Compile and maintain employee records; 2. Compile and maintain Company 		<p>Requirements</p> <ol style="list-style-type: none"> 1. Compile and maintain employee records; 2. Compile and maintain Company 		<p>Requirements</p> <ol style="list-style-type: none"> 1. Liaise with employees and employer; 		<p>Requirements</p> <ol style="list-style-type: none"> 1. Liaise with employees and employer; 2. Prepare and maintain various site registers; 		<p>Requirements</p> <ol style="list-style-type: none"> 1. Liaise with employees and employer;

or Organization records;
3. Assist in daily administrative operations of the Human Resource Department;
4. Interact with employees;
5. Knowledge of Company and Legal Employment policies and documents;
6. Knowledge of office procedures.

or Organization records;
3. Assist in daily administrative operations of the Human Resource Department;
4. Interact with employees;
5. Knowledge of Company and Legal Employment policies and documents;
6. Knowledge of office procedures.

2. Prepare and maintain various site registers;
3. Prepare and communicate leave forms;
4. Handle all quarries related to salaries – wages;
5. Book and coordinate medicals and safety inductions for all employees;
6. Maintain and update of time keeping records;
7. Disciplinary enquiries.

3. Prepare and communicate leave forms;
4. Handle all quarries related to salaries – wages;
5. Book and coordinate medicals and safety inductions for all employees;
6. Maintain and update of time keeping records;
7. Disciplinary enquiries.

2. Manage and maintain various site registers;
3. Manage leave forms and records;
4. Manage all salary related issues;
5. Manage all Health and Safety related issues;
6. Manage disciplinary processes in the workplace;
7. Ensure compliance with Disciplinary Policy
8. Chair Disciplinary Hearings.

2.4.2 Provide comprehensive plan with targets, timeframes and how the plan would be implemented

Current position	Training intervention	Qualification to be achieved	Year 1 2022		Year 2 2023		Year 3 2024		Year 4 2025		Year 5 2026	
			No of identified employees		No of identified employees		No of identified employees		No of identified employees		No of identified employees	
			New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
General worker	BOBCAT/S CORION/A DT competency training	Supervisor	1		1		1		1			
HR clerk	Overall human resource function training	HR Officer	1		1		1	1	1			1

The Applicant established preliminary Career Paths in the following disciplines:

MINING - General Worker.
SCORION & TRACTOR/TLB Operator
Supervisor.

HR/ADMIN - HR clerk.
Junior HR Officer.
HR Officer

The Applicant's recruitment procedure will support the progress of its employee's careers. The Applicant will however recruit internally first before appointing external employees. This will ensure that current or existing skills within the workforce are utilized.

The implementation of the final Career Progression Plan will ensure that the following goals are met:

- Provide a mechanism for ensuring that current and future skills and competencies needs are met by managing the training and development of people and their careers.
- Put structures and formal programmes in place that will help employees clarify available career options.
- Focus on attracting and developing expertise and developing that expertise across the Applicant.
- Link the information obtained during the skills analysis, which identifies the skills gaps in relation to initial and future job assignments, to the process.
- Hold interactive development planning discussions during which employees and managers meet.
- The process will provide an opportunity for line management to establish and communicate the following.
 - Job requirements and responsibilities.
 - Organizational career information.
 - Realistic feedback on career aspirations; and
 - The support process and resources required, including on-the-job experience, training, education and mentoring.
- Ensure that Career Progression Plans are updated on promotion or when milestones in terms of training and development have been reached; and
- Report the progress in the development of Career Progression Plans on an annual basis in the annual SLP report of the Applicant for the DMR.

ACTION PLAN FOR CAREER PROGRESSION

ACTION STEP	TARGET DATE
Identify minimum requirements for each job	Done
Develop Career Progression Plan	Done
Communicate the career paths and career management plan to all employees	Done
Conduct RPL exercise and individual assessments	Done
Implement formal career planning for those candidates identified to have potential through individual career progression plans	Done
Develop fast-tracking plans for those HDSA employees identified as having significant potential to progress to managerial roles	Annually
Monitor and report	Annually

The Applicant will create a pool of identified employees from which internal promotions could take place. This mechanism will further facilitate in motivating employees to improve their literacy and numeracy levels in order to achieve promotions and provide them opportunities to obtain future higher positions when seeking alternative employment.

This talent pool will be identified as follows:

- Confirmation of HDSA status.
- Management potential.
- Willingness and enthusiasm to participate in career progression plan.

2.5 MENTORSHIP PLAN

In order to meet the requirements of Regulation 46 (b) (iii), the Applicant will have to provide the following:

- Mentorship plan for employees.
- Identify areas of development that require mentoring.
- Provide a detailed plan highlighting number of mentors and mentees with target and timeframes and how the plan will be implemented.

- Link with individual development programmes.
- Focus on learners, career progression targets, employment equity targets, interns and bursars; and
- Detailed plan with targets, timeframe and how they will be achieved.

The final Mentorship Plan will include all the information as per previous plans submitted and finalized in this Social and Labour Plan and specifically the Career Progression Plan as described above.

The Applicant recognises the importance of a Mentorship Plan as an integral part of employee and empowerment group development. As it embarks on an active approach to Employment Equity, the need for a strong and successful Mentorship Plan has become very important.

The Applicant will adopt a final Mentorship Plan within six months of approval of this Social and Labour Plan which final Mentorship Plan will be submitted to the DMR.

Each Trainee or Mentee is mentored by a Supervisor who will guide the Mentee in terms of, not only technical skills and knowledge, but also what the Company's culture requires from the Mentee.

As the Applicant acknowledges the importance of Employment Equity and development of its employees, the Company also realises that such changes can be perceived as threatening for some employees. The employees do not necessarily see the demographic necessity of Employment Equity or the development of a skilled workforce. To combat such negative issues, the Applicant will embark on a Development Programme for Management. During this programme, the Managers, who in turn will be the Mentors, are assimilated with the process and advantages of Employment Equity and Skills Development. This will provide Mentors an opportunity to address their fears and issues and ensure that they themselves are mentored into the new culture of South African companies. Once this is achieved, this will make way for a successful Mentorship Plan.

According to the Mining Charter, 40% HDSA involvement is required in management positions and 10% female involvement across the board. In order to comply with these Employment Equity requirements, targeted groups are thus females and black males with Grade 10 or higher qualifications.

Mentors need to be skilled, qualified and empathetic individuals who have the skills necessary to guide, coach and counsel Trainees. They have to be highly articulate and possess the ability to transfer their knowledge to others. They can also be drawn from all levels of the organization, since all Supervisors constantly fulfil a mentorship role.

Attached is the Mentorship Plan which the Applicant will implement once the skills audit and RPL exercise have been finalized. The final Mentorship Plan will be submitted within six months of approval of this SLP.

MENTORSHIP PLAN

MENTORING PROGRAMME	CAREER DELIVERABLES	DURATION	HDSA	NON-HDSA	FEMALE	MALE
			YEAR 1 TARGET		YEAR 1 GENDER	
LEADERSHIP PROGRAMME	MANAGEMENT POSITIONS	3 years				
LEARNER SUPERVISOR	SUPERVISOR	3 years				
WOMEN IN MINING	MANAGEMENT POSITIONS	3 years				
EXPERIENTIAL TRAINING IN MINING	MANAGER	3 years				
HUMAN RESOURCE	HR OFFICER	3 years	1		1	
SAFETY AND ENVIRONMENT	SAFETY AND ENVIRONMENTAL OFFICER	3 years				
			YEAR 2 TARGET		YEAR 2 GENDER	
LEADERSHIP PROGRAMME	MANAGEMENT POSITIONS	3 years				
LEARNER SUPERVISOR	SUPERVISOR	3 years	1			1
WOMEN IN MINING	MANAGEMENT POSITIONS	3 years				
EXPERIENTIAL TRAINING IN MINING	MANAGER	3 years				
HUMAN RESOURCE	HR OFFICER	3 years				
SAFETY AND ENVIRONMENT	SAFETY AND ENVIRONMENTAL OFFICER	3 years				
			YEAR 3 TARGET		YEAR 3 GENDER	
LEADERSHIP PROGRAMME	MANAGEMENT POSITIONS	3 years				
LEARNER SUPERVISOR	SUPERVISOR	3 years	1			1
WOMEN IN MINING	MANAGEMENT POSITIONS	3 years				
EXPERIENTIAL TRAINING IN MINING	MANAGER	3 years				

HUMAN RESOURCE	HR OFFICER	3 years				
SAFETY AND ENVIRONMENT	SAFETY AND ENVIRONMENTAL OFFICER	3 years				
			YEAR 4 TARGET		YEAR 4 GENDER	
LEADERSHIP PROGRAMME	MANAGEMENT POSITIONS	3 years				
LEARNER SUPERVISOR	SUPERVISOR	3 years				
WOMEN IN MINING	MANAGEMENT POSITIONS	3 years				
EXPERIENTIAL TRAINING IN MINING	MANAGER	3 years				
HUMAN RESOURCE	HR OFFICER	3 years				
SAFETY AND ENVIRONMENT	SAFETY AND ENVIRONMENTAL OFFICER	3 years	1		1	
			YEAR 5 TARGET		YEAR 5 GENDER	
LEADERSHIP PROGRAMME	MANAGEMENT POSITIONS	3 years				
LEARNER SUPERVISOR	SUPERVISOR	3 years	1		1	
WOMEN IN MINING	MANAGEMENT POSITIONS	3 years				
EXPERIENTIAL TRAINING IN MINING	MANAGER	3 years				
HUMAN RESOURCE	HR OFFICER	3 years				
SAFETY AND ENVIRONMENT	SAFETY AND ENVIRONMENTAL OFFICER	3 years				

3.9 PROCUREMENT PROGRESSION PLAN REGULATION 46(C)(VII)

INTRODUCTION

Crystal Salt CC Ltd treats HDSA companies as preferred suppliers in that BEE compliant companies receive preferred status in winning contracts, should they be commercially competitive. The company has identified current levels of procurement from HDSA companies in terms of mining goods and services; increasing the amount of procurement spend from HDSA suppliers over the past year. The company has developed a programme to progressively increase the sourcing of goods and services from HDSA companies, with annual targets set for the next five years.

Here below is the Applicant's Procurement Progression Plan, strategies and objectives against the revised mining charter targets, detailed on procurement commitment in which implementation will be as follows;

- Crystal Salt CC commits to increase their spending on mining goods and services with BEE entities, by increasing the number of compliances as per the Mining Charter targets through identification of new BEE suppliers.
- Crystal Salt CC aims to embark on developing local suppliers by providing both the management and technical support, through for example on-going skills transfer and business advice, that these suppliers need to operate more efficiently and profitably.
- Crystal Salt CC commits to assist local suppliers to improve their quality and performance by way of introducing such suppliers to well recognised and established contractors.
- Crystal Salt CC commits to Suppliers identified for procurement be that of preferred status compliance with the Mining Charter.
- In year 1; Crystal Salt CC to procure a minimum of 5-10% of mining goods split accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies.
- Procure a minimum of 40-80% of mining services accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies.

- Crystal Salt CC commits to Revamp Preferential Procurement Strategy and Policy documents.
- Crystal Salt CC will appoint a Preferential Procurement Champion" to focus exclusively on BEE entities.
- Crystal Salt CC commits to train all procurement staff on BEE requirements and change procurement practices to meet targets as prescribed in the Mining Charter.
- Crystal Salt CC aims to have completed the collation of BEE certificates and establish supplier compliance status as to the required targets of the Mining Charter.
- Crystal Salt CC is committed to establishing a sound procurement plan that clearly defines the procurements requirements that is in line with achieving objectives and targets of the current Mining Charter.
- The Procurement Plan will indicate dates for tendering and indicate delivery implementation or completion date by preferred suppliers status, subject to deliverables being of acceptable quality and pricing levels.

- Crystal Salt CC aims to procure a minimum of 15-20% of mining goods split accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies.
- Procure a minimum of 50-80% of mining services accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies.

- Crystal Salt CC commits to Identify alternative suppliers where compliance is not possible.
- The Applicant Conduct face to face meetings and send written communications to suppliers that are not compliant as per Mining Charter targets.
- Crystal Salt CC will aim to match their demand for goods and services with the ability of local businesses to meet the targets as set in the Mining Charter.
- Crystal Salt CC commits to engage in local Supplier Development activities through the development of a Supplier /Business development for example through making of early payments, management support, identifying markets and facilitating different contractors through mentorship plans/programmes.
- Crystal Salt CC commits will provide preferred supplier status to HDSAs and local suppliers by implementing the following measures:
 1. Forming Partnerships with suppliers for local mining goods and services in compliance
 2. Encouraging potential procurement suppliers to form partnerships or joint ventures with HDSA companies, women and youth owned BEE entities where there is no HDSA company tendering to supply the required goods or services.

- In year 3; Crystal Salt CC commits to have procured a minimum of 20-35% of mining goods split accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies and a minimum of 60-80% of mining services accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies.

- Crystal Salt CC aims to implement action plans that are consistent in continuous improvement and systems to be put in place in procuring from preferred status local service providers in the area in terms of the Mining Charter.
- Crystal Salt CC commits to maintain partnerships formed with local suppliers or recipients for the duration of the mining right. Further, encourage existing suppliers to form partnerships with HDSA companies (where no HDSA company tenders to supply goods or services).
- Crystal Salt CC anticipates incorporating the following procurement targets into the mine's Procurement Policy to be formulated;
 1. Procuring minimum 35-50% of mining goods split accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies.
 2. Procuring a minimum of 70-80% of mining services accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies.

- Crystal Salt CC is endeavouring to have obtained the procurement standards in terms of the Mining Charter;

1. Procured a minimum 60-70% of mining goods split accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies.
 2. Procured a minimum of 70-80% of mining services accordingly as per the Mining Charter amongst BEE compliant entities, women and youth controlled owned company and HDSAs controlled and owned companies.
- Crystal Salt CC commits to establish systems to be put in place to ensure continuous improvement and continuous compliance with the Mining Charter targets and objectives, through mentoring and coaching internally and externally to local communities, employees Small SMME's and developing SMME's on the tendering process, project management and human resources to ensure consistent job creation and upliftment of communities as well as suppliers development through allocation of a budget towards research.
 - The submitted procurement plan shall be in accordance with the entities approved budget for the Year. Procurement plans can be revised and updated during the financial year, with regards to new arising projects, which was not initially listed.

Crystal Salt CC commits to continuously assist HDSA companies and SMME's to become preferred suppliers as follows:

- A database potential HDSA suppliers will be compiled and regularly updated. Intensive effort will be made to identify goods or services which could be supplied by BEE suppliers/SMME's;
- HSDA suppliers and SMME's will be assisted with the drafting of tender applications, informed on how to participate in the tendering process, and assisted with the compilation of business plans if necessary;
- Where possible, large contracts will be divided into smaller contracts accompanied by smaller but more regular payments to make contracts more accessible to HDSA companies and SMME's;
- More Partnerships with potential BEE suppliers will be formed;
- Acting as mentors to new or emerging BEE suppliers;
- Continuous improvement on policies and procedures for achieving compliance targets and objectives for preferred status of suppliers;
- Assisting BEE suppliers with the identification of external markets, outside of this current operation, with a view of becoming more self-sufficient and less dependent on Crystal Salt CC.
- Crystal Salt CC commits to continued roll-out of procurement programmes through mentorships, with an emphasis on achieving both the Mining Charter targets and encouraging local entrepreneurial activity and transformation.

The Applicant commits to implementing preferential procurement which will ensure the compliance of BBBEE scoring which sets to promote the ownership of the HDSA group and economic growth for businesses of HDSA groups.

2.6 INTERNSHIP AND BURSARY PLAN

Crystal Salt CC internal and external bursary schemes have, as their main aim, to provide both employees and external people with the opportunity to further their education, thereby either rendering them eligible for further development in line with their career progression route or allowing them to join the graduate scheme.

Attached is an explanation of how the Bursary and Internship Plan for year 1 to year 5 will be implemented.

2.6.1 Bursary to be awarded (Internal)

Internal bursaries are available to all employees. Individuals commit themselves to career development and the Company supports the initiatives. It is important to mention that studies within the educational assistance scheme are conducted on an own-time basis, normally through correspondence learning.

DISCIPLINE	YEAR 1 2022		YEAR 2 2023		YEAR 3 2024		YEAR 4 2025		YEAR 5 2026		BUDGET
	NE	CE	NE	CE	NE	CE	NE	CE	NE	CE	
BUSINESS ADMINISTRATION MANAGEMENT (Diploma) 2 years							1			1	R 40 000
TOTAL							R 20 000.00		R20 000		R 40 000

The educational assistance scheme will continuously be aligned with the requirement of business, depending on the future requirements in terms of representation of HDSAs through the Mining Charter.

The following action steps will enable the operation to achieve the above targets:

- a) To encourage current employees to progress their careers, internal bursaries will be available for qualifying employees;
- b) These will be granted on condition that the course of study is relevant to the employee's current and future roles within the Company;
- c) The identification of candidates will be guided by succession planning and career management processes per discipline;
- d) The final approval of internal bursaries for identified employees and/or employees who apply will be given by their immediate supervisors and heads of department in consultation with the HRD Manager and any other relevant subject matter experts; and
- e) Such studies are to be undertaken through institutions recognised by the Company.

KINDLY NOTE:

Implementation of the internal bursary, education levels of the employees will be taken into consideration when selecting for candidates suitable for this programme. Further, should there be no qualifying candidate/ employee for the initiative the bursary will first be availed to external community members and as last resort the employees children will be considered for the internal bursary should there be no qualifying candidates from external communities.

2.6.2 Bursary to be awarded (external)

DISCIPLINE	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		BUDGET
	2022		2023		2024		2025		2026		
	NE	CE	NE	CE	NE	CE	NE	CE	NE	CE	
HEALTH & ENVIRONMENTAL MANAGEMENT (Degree) 3 Years	1			1		1					R60 000
TOTAL	R20 000		R20 000		R20 000						R60 000

The Scheme, which consists of the Bursary Scheme and the Graduate Development Scheme, is aimed at filling critical skills gaps in core activities in line with critical skills shortages as identified in the hard-to-fill vacancies component (Form R). Accordingly, the Company will direct significant resources towards these schemes in terms of direct financing.

The following action steps will enable the achievement of the above targets:

- a) Bursaries will be advertised both internally as well as through local community recruitment programmes annually;
- b) Commitment to 80% HDSAs being selected for these bursaries; 25% of these HDSA bursaries will be reserved for black women. The highest calibre of young professionals will be attracted to meet staffing and Employment Equity requirements. This area is regarded as one of the mining operation's strategic priorities, particularly in light of the core skills shortages in the South African mining industry;
- c) The bursary scheme will be open to the broader public as well as employees' children and relatives;
- d) The minimum selection requirement for Grade 12 learners will be 60% in Life Orientation and Natural Science;

- e) Candidates who meet the necessary academic requirements but who do not wish to undertake full-time tertiary studies will be offered more practically orientated bursaries in mining, mine ventilation and occupational hygiene. In terms of the external bursary programme, the first phase will be to assess all new bursars in terms of readiness for full-time tertiary study and their suitability for the chosen career. Based on this assessment, they will be either routed into the Exposure Year or be channelled into full-time tertiary study; and
- f) Full-time study at a tertiary institution is integrated with periods of practical training (as part of study programmes or during holiday breaks), and a graduate training phase. This is intended to equip the young professionals with all they will need to translate their previous development into top-class performance in the workplace.

2.6.3 INTERNSHIP (EXTERNAL)

The Internship Programme provides people from the surrounding communities with learning experience in fulfilment of tertiary qualifications and also those that have a tertiary qualification so that they can be eligible to seek substantive employment.

DISCIPLINE	YEAR 1 2022		YEAR 2 2023		YEAR 3 2024		YEAR 4 2025		YEAR 5 2026		BUDGET
	NE	CE	NE	CE	NE	CE	NE	CE	NE	CE	
HEALTH & SAFETY INTERNSHIP (external)	1		1		1		1		1		R 60 000.00
TOTAL	R 12 000.00		R 12 000.00		R 12 000.00		R 12 000.00		R 12 000.00		R 60 000.00

Internship Implementation Plan

All identified interns will be provided with on the job training. They will be assigned with a coach and responsible manager. Logbooks will be kept and maintained in line with the requirements of the qualification.

An RPL exercise will however first be conducted in order to establish what the educational levels of the newly appointed employees are and where they can be accommodated in the plans included in this SLP. The necessary amendments will then be made to this SLP and duly submitted to the DMR. This preliminary plan will however be amended once the RPL exercise have been conducted and finalized.

Two bursaries will be offered over a period of five years. The bursary will be for a two-year diploma in Business Administration management and three-year degree in Health and Environmental Management. The bursaries will be offered to an external and internal community members. Five internships will be offered over a period of five years which internship will be in Health and Safety. The interns will have opportunity to apply as described above after which an internship contract will be concluded with the Company and regular feedback given on the accomplishments of the interns to the tertiary institution where the intern obtains its qualification. The Company will ensure that the tertiary institution will receive the requisite documents and reports for the interns to finalize its internship and obtain his/her qualification at such institution.

2.7 EMPLOYMENT EQUITY PLAN

The purpose of the Applicant's Employment Equity Plan is to:

- Promote the constitutional right of equity and the exercise of true democracy.
- Eliminate unfair discrimination in employment.
- Ensure the implementation of Employment Equity to redress the effects of discrimination.
- Promote economic development and efficiency in the workforce, giving effects to the obligations of the Republic of South Africa.

The Applicant is committed to Employment Equity. Its Employment Equity policy and plans will be finalized within six months of approval of the Social and Labour Plan and submitted accordingly to the DMR. This Employment Equity plans, and policies will be developed in order to eradicate this discriminatory practice where they existed and, through affirmative action, to ensure the number of employees at senior level will in the long run reflect the demographic profile of South Africa. In keeping with the policy of fair and equitable employment, the Applicant is fully committed to adhere to the requirements of the MPRDA and Employment Equity Act. The Employment Equity processes will be driven by an Employment Equity Committee which will ensure that all processes are conducted affectively to healed maximum result as informed by the Employment Equity Act and Mining Charter.

All the Applicant's activities for the next five years will be informed and directed by the final Employment Equity Plan. The Applicant will not establish a future forum but, will have an open-door-policy that provides for the interests of the employees on all occupational levels to be represented. The Applicant take reasonable steps to consult with its employees and attempt to reach agreement on the preparation and implementation of the Employment Equity Plan.

EMPLOYMENT EQUITY PLAN

OCCUPATIONAL LEVELS AS AT YEAR 1	MALE				FEMALE				TOTAL	DISABLED	
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE		MALE	FEMALE
TOP MANAGEMENT (BOARD)				1				1	2		
SENIOR MANAGEMENT (EXCO)											
MIDDLE MANAGEMENT	1							1	2		
JUNIOR MANAGEMENT	1								1		
CORE SKILLS	11				6				17		
TOTAL NUMBER OF PERMANENT EMPLOYEES	13			1	6			2	22		
NON-PERMANENT EMPLOYEES											
TOTAL EMPLOYEES	13			1	6			2	22		

OCCUPATIONAL LEVELS AS AT YEAR 2	MALE				FEMALE				TOTAL	DISABLED	
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE		MALE	FEMALE
TOP MANAGEMENT (BOARD)				1				1	2		
SENIOR MANAGEMENT (EXCO)											
MIDDLE MANAGEMENT	1							1	2		
JUNIOR MANAGEMENT	1								1		
CORE SKILLS	11				6				17		
TOTAL NUMBER OF PERMANENT EMPLOYEES	13			1	6			2	22		
NON-PERMANENT EMPLOYEES											
TOTAL EMPLOYEES	13			1	6			2	22		

OCCUPATIONAL LEVELS AS AT YEAR 3	MALE				FEMALE				TOTAL	DISABLED	
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE		MALE	FEMALE
TOP MANAGEMENT (BOARD)				1				1	2		
SENIOR MANAGEMENT (EXCO)											
MIDDLE MANAGEMENT	1							1	2		
JUNIOR MANAGEMENT	1								1		
CORE SKILLS	11				6				17		
TOTAL NUMBER OF PERMANENT EMPLOYEES	13			1	6			2	22		
NON-PERMANENT EMPLOYEES											
TOTAL EMPLOYEES	13			1	6			2	22		

OCCUPATIONAL LEVELS AS AT YEAR 4	MALE				FEMALE				TOTAL	DISABLED	
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE		MALE	FEMALE
TOP MANAGEMENT (BOARD)				1				1	2		
SENIOR MANAGEMENT (EXCO)											
MIDDLE MANAGEMENT	1							1	2		
JUNIOR MANAGEMENT	1								1		
CORE SKILLS	11				6				17		
TOTAL NUMBER OF PERMANENT EMPLOYEES	13			1	6			2	22		
NON-PERMANENT EMPLOYEES											
TOTAL EMPLOYEES	13			1	6			2	22		

OCCUPATIONAL LEVELS AS AT YEAR 5	MALE				FEMALE				TOTAL	DISABLED	
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE		MALE	FEMALE
TOP MANAGEMENT (BOARD)				1				1	2		
SENIOR MANAGEMENT (EXCO)											
MIDDLE MANAGEMENT	1							1	2		
JUNIOR MANAGEMENT	1								1		
CORE SKILLS	11				6				17		
TOTAL NUMBER OF PERMANENT EMPLOYEES	13			1	6			2	22		
NON-PERMANENT EMPLOYEES											
TOTAL EMPLOYEES	13			1	6			2	22		

2.7.3 HDSA IN MANAGEMENT

Crystal Salt cc aim is to invest in the development of promising individuals within the organization as opposed to merely focusing on the achievement of targets. This said, it is also key to note that rectification of the disparities brought about by past injustices are required in order for South Africa to see a transformation in the progression of HDSA employees.

EE Status		Year 1	Year 2	Year 3	Year 4	Year 5
Top Management (Board)	Target	20%	25%	30%	35%	40%
	Strategy	The Company's profile is on target				
Senior Management	Target	20%	25%	30%	35%	40%
	Strategy	The size of operation restricts progression				
Middle Management	Target	20%	25%	30%	35%	40%
	Strategy	The Company's profile is on target				
Junior Management	Target	20%	25%	30%	35%	40%
	Strategy	The Company's profile is on target				
Core Skills	Target	15%	20%	30%	35%	40%
	Strategy	The Company's profile is on target				

Once the SLP is approved the Applicant may appoint further employees if the mine is profitable and will then subsequently also amend Annexure "1" and duly submit this to the DMR. Applicant undertakes to prioritise its alignment with the Mining Charter. This preliminary plan is also accompanied by a plan on how the Applicant has achieved the ten percent (10%) women participation in mining and forty percent (40%) HDSA participation in management.

Applicant undertakes to prioritise its alignment with the Mining Charter.

SECTION 3: LOCAL ECONOMIC DEVELOPMENT PROGRAMME

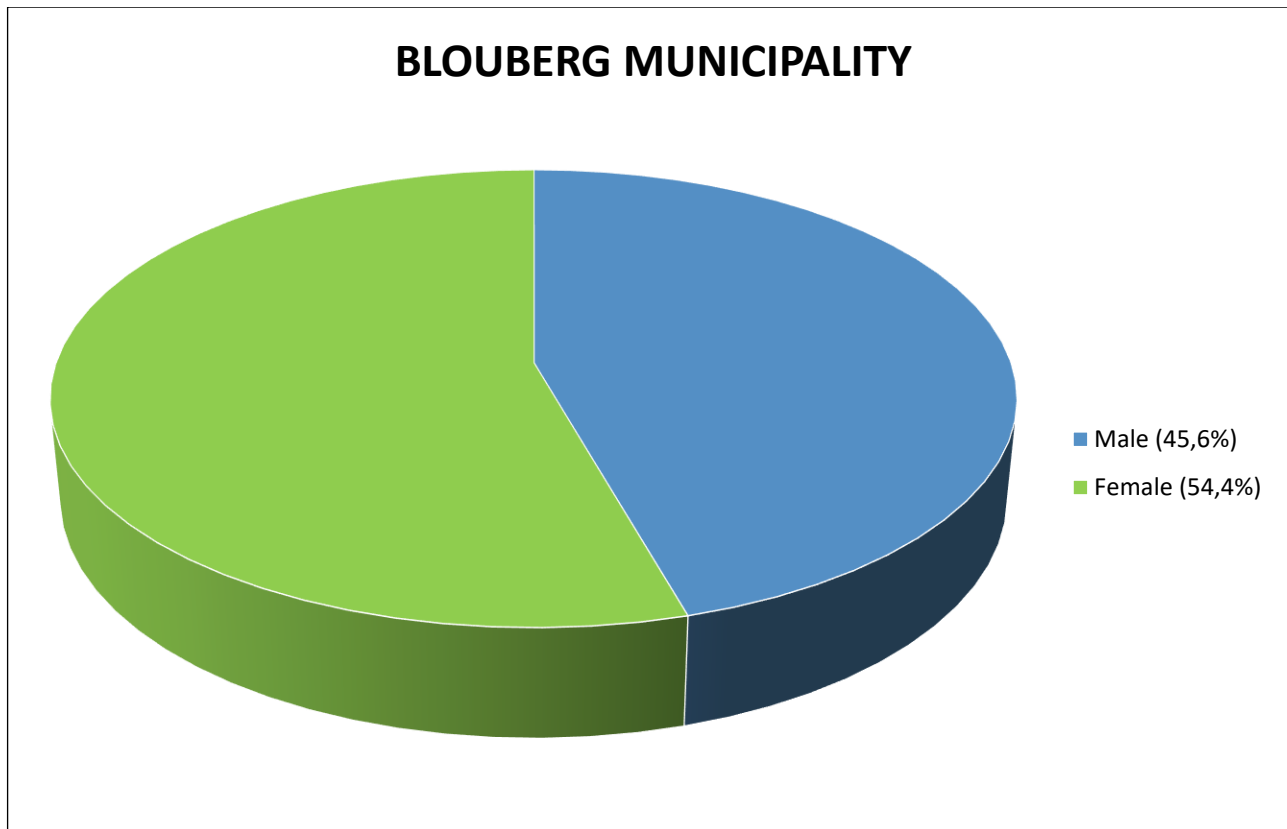
The primary objective of the Local Economic Development (LED) Programme is to ensure poverty eradication and community upliftment in the area within which mining operations take place and in areas from which the majority of the workforce is sourced. The LED Programme includes sustainable projects that the mining operation will initiate, implement and support financially or otherwise.

The mining operation, in accordance with the LED Programme, ensures cooperation with the formulation of the Integrated Development Plans (IDP) of the municipal area within which it operates and with government in the implementation of the IDP's for communities where the operation takes place and in major labour sending areas.

To this effect, the mining operation, through consultations with communities and relevant authorities, and in participating in existing and emerging development structures/forums, provides its LED Programme in line with the IDP of the Blouberg Municipality within which the operation takes place. This includes the following, based upon information provided by Statistics South Africa:

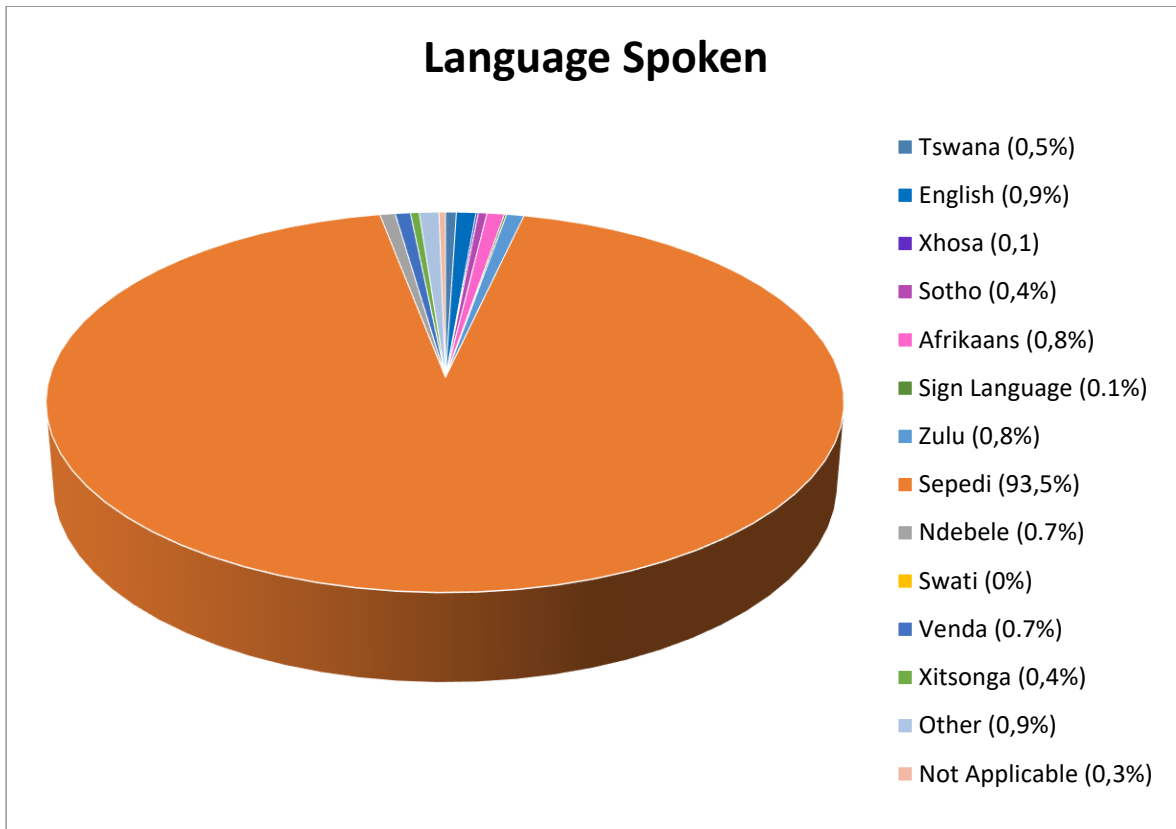
3.1 SOCIAL AND ECONOMIC BACKGROUND INFORMATION

3.1.1 Gender Profile

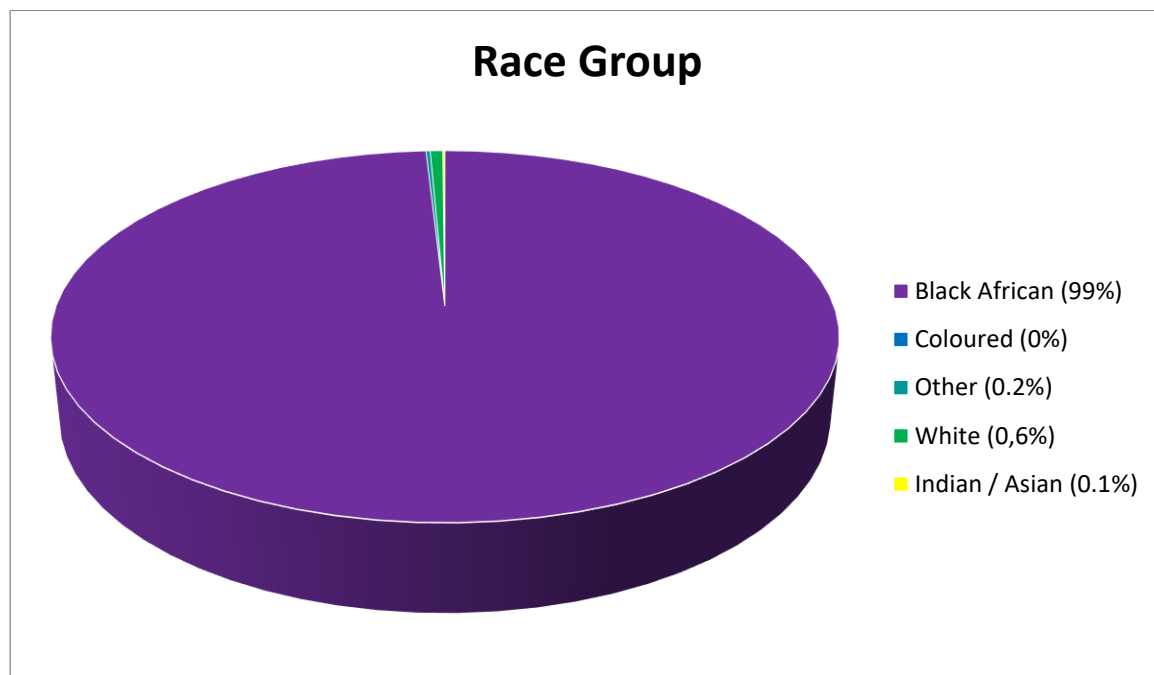


3.1.2 Population profile

3.1.2.1 Language Spoken

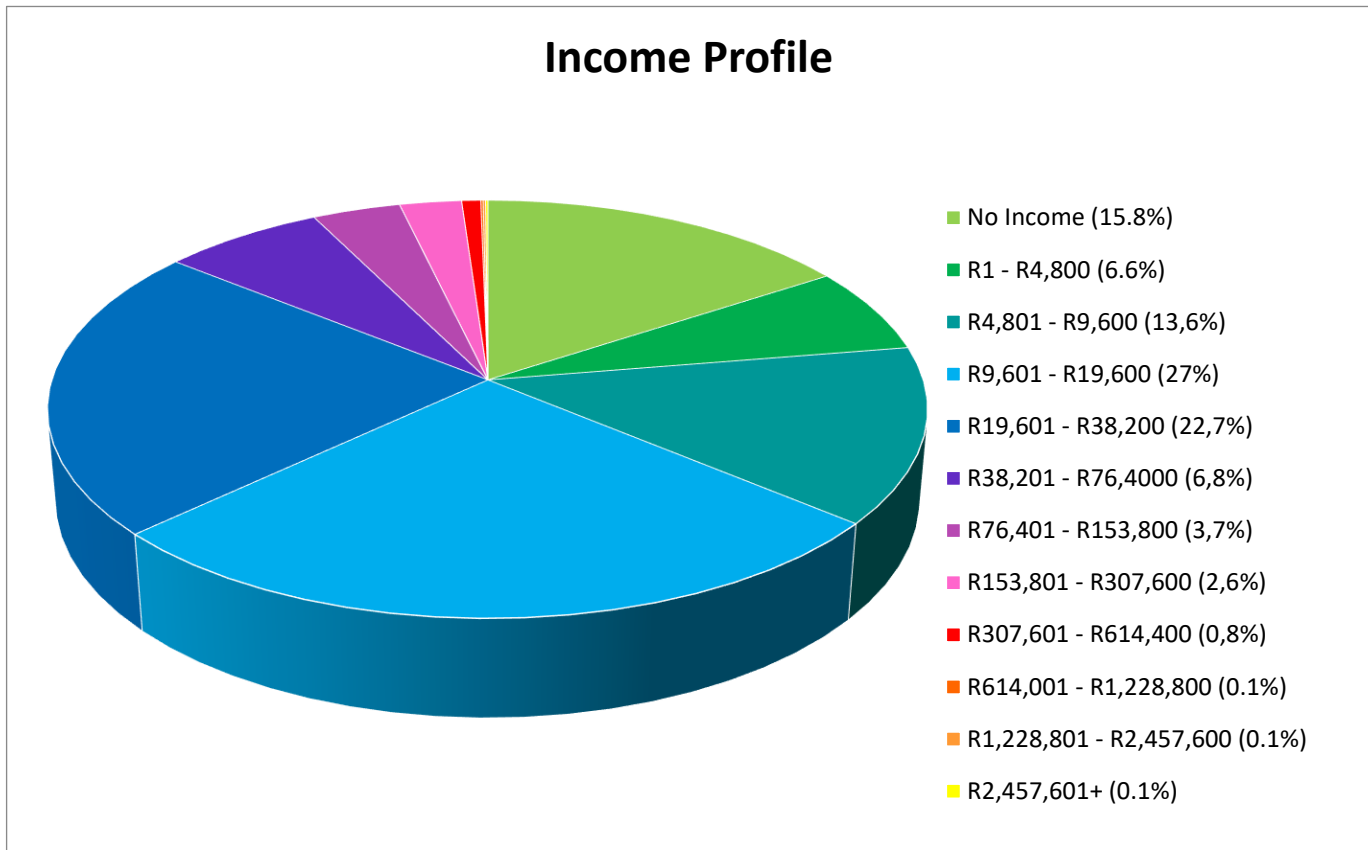


3.1.2.2 Race Group

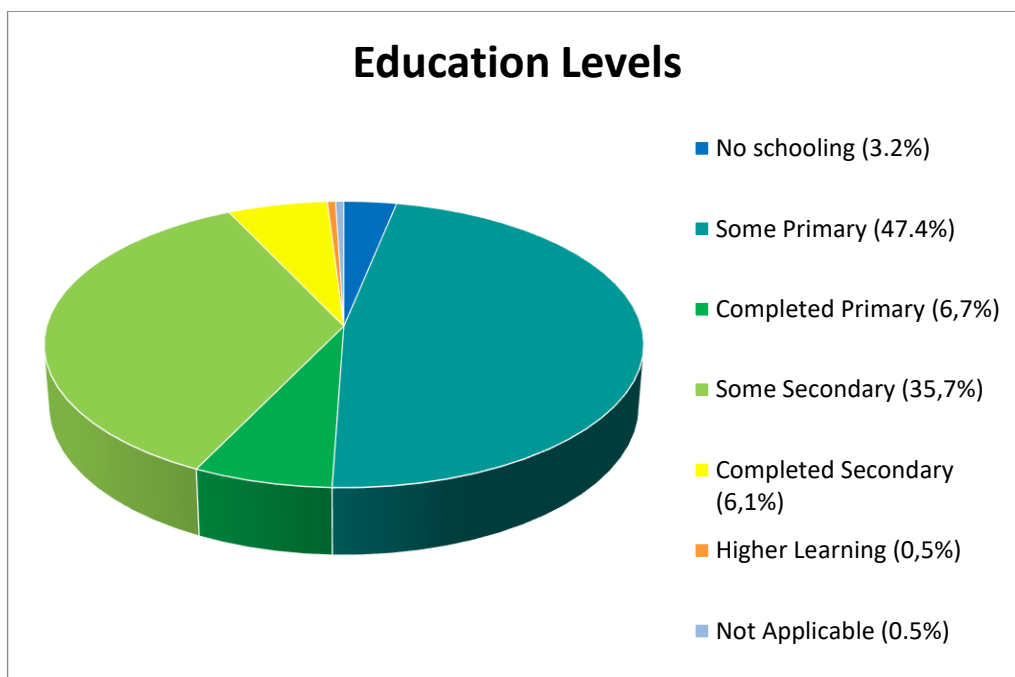


3.1.3 Economic Profile

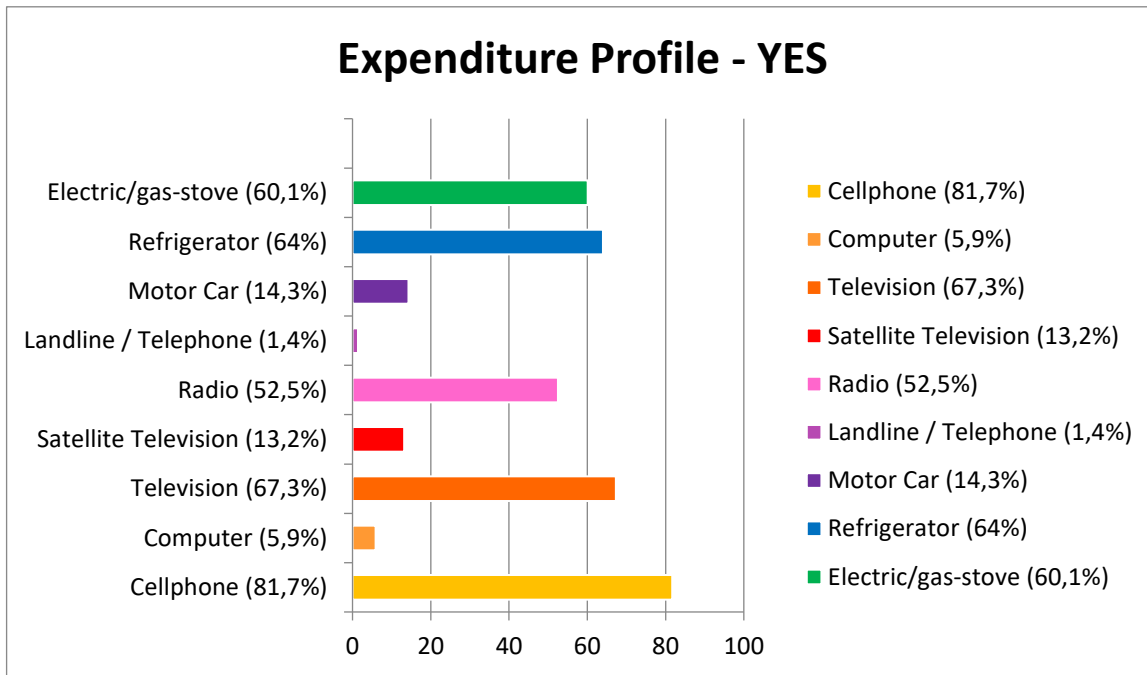
A second shopping centre was recently opened in Senwabarwana in a bid to boost trade in the municipality. Meantime platinum and iron ore mining exploration, methane gas exploration as well as Venetia mine underground projects are some of the mega projects that are aimed at growing the economy and reduce the unemployment rate in Blouberg municipality.



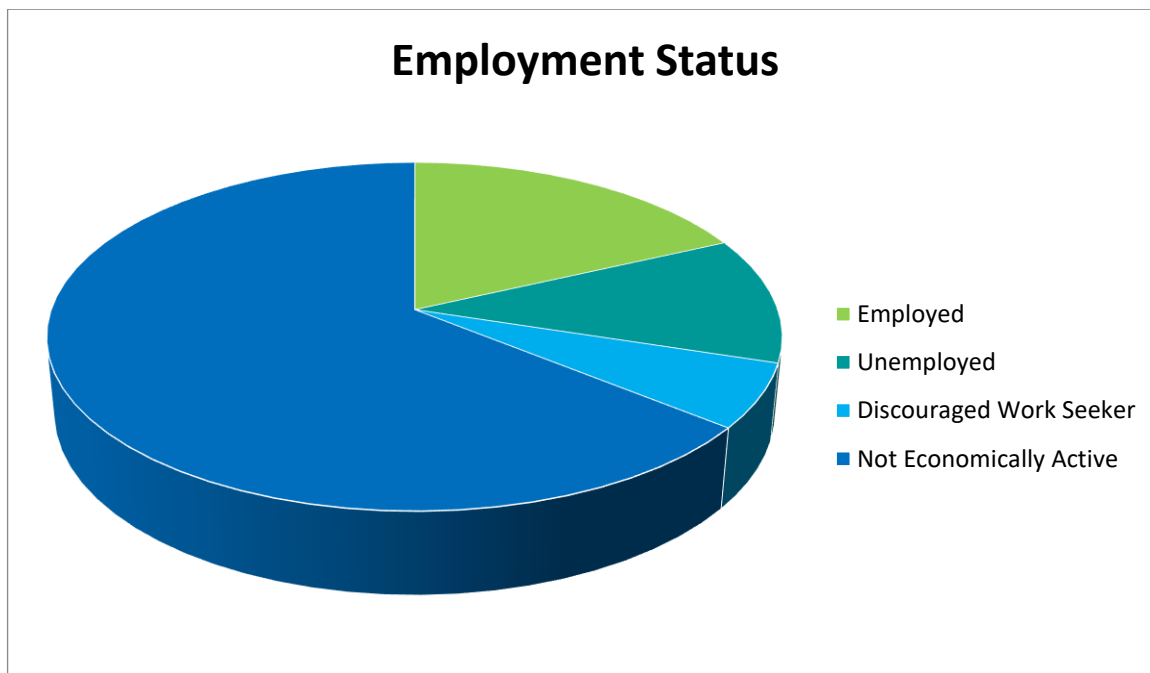
3.1.4 Education levels



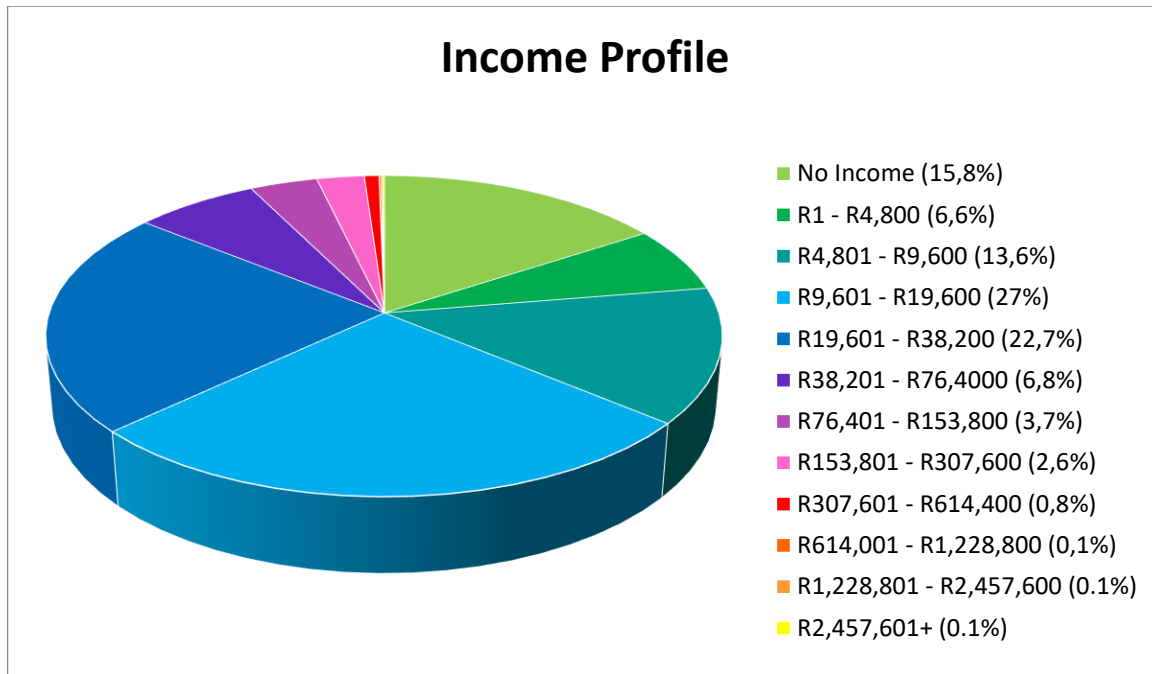
3.1.5 Expenditure Profile



3.1.6 Employment Profile

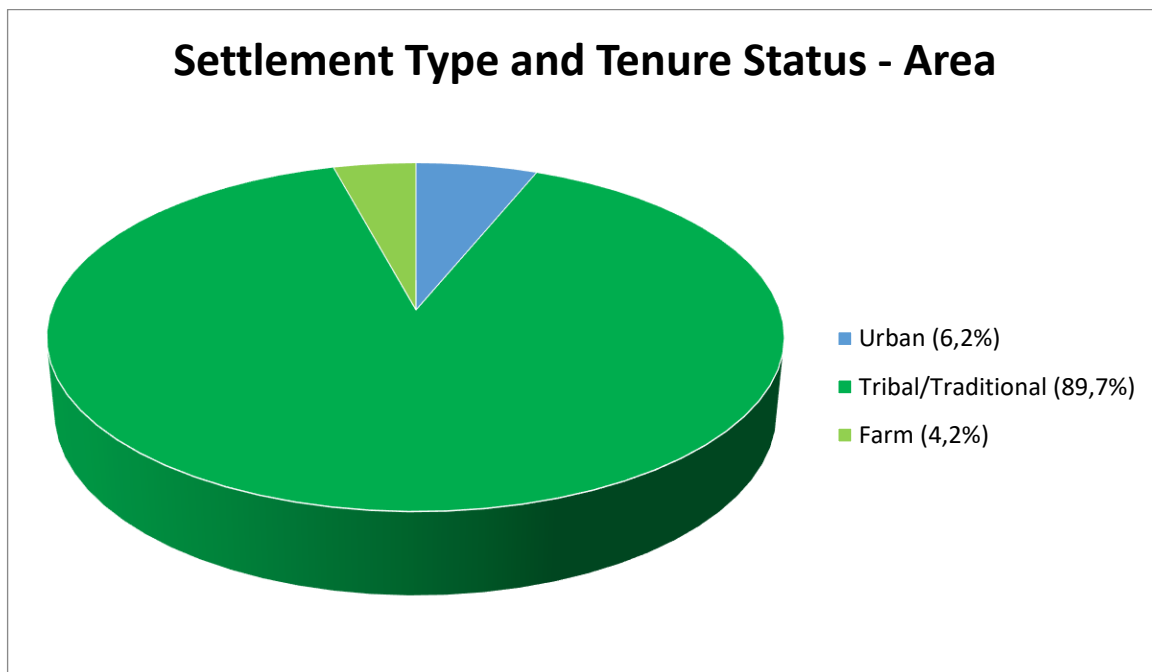


3.1.7 Income Profile

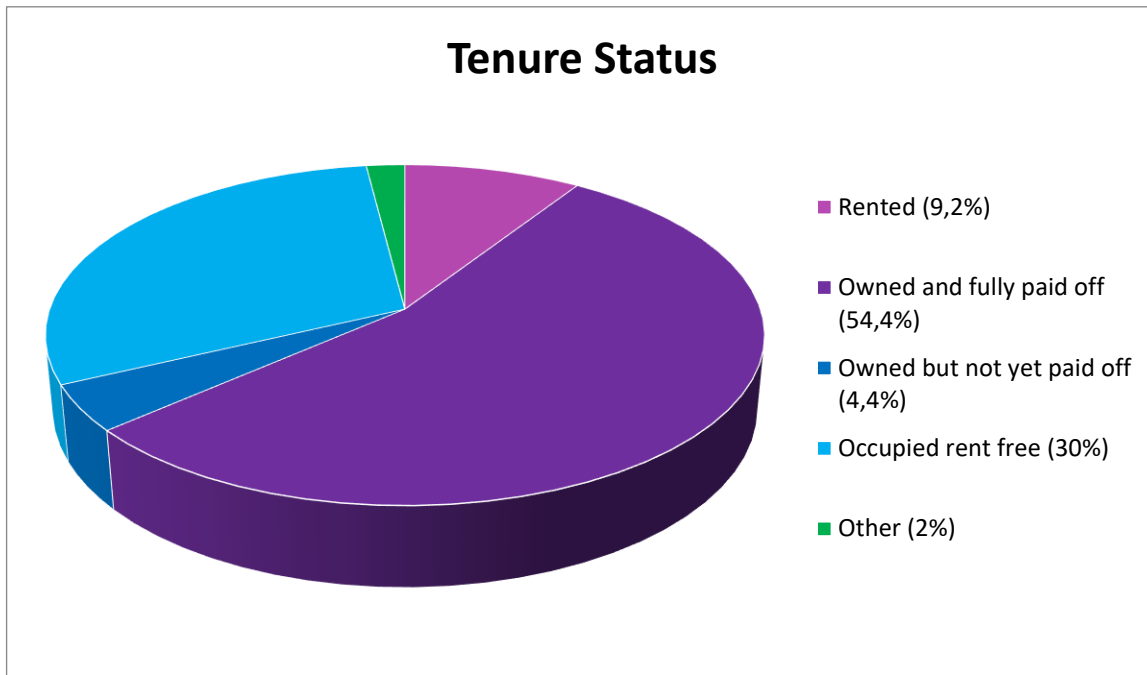


3.1.8 Housing

3.1.8.1 Settlement Type and Tenure Status

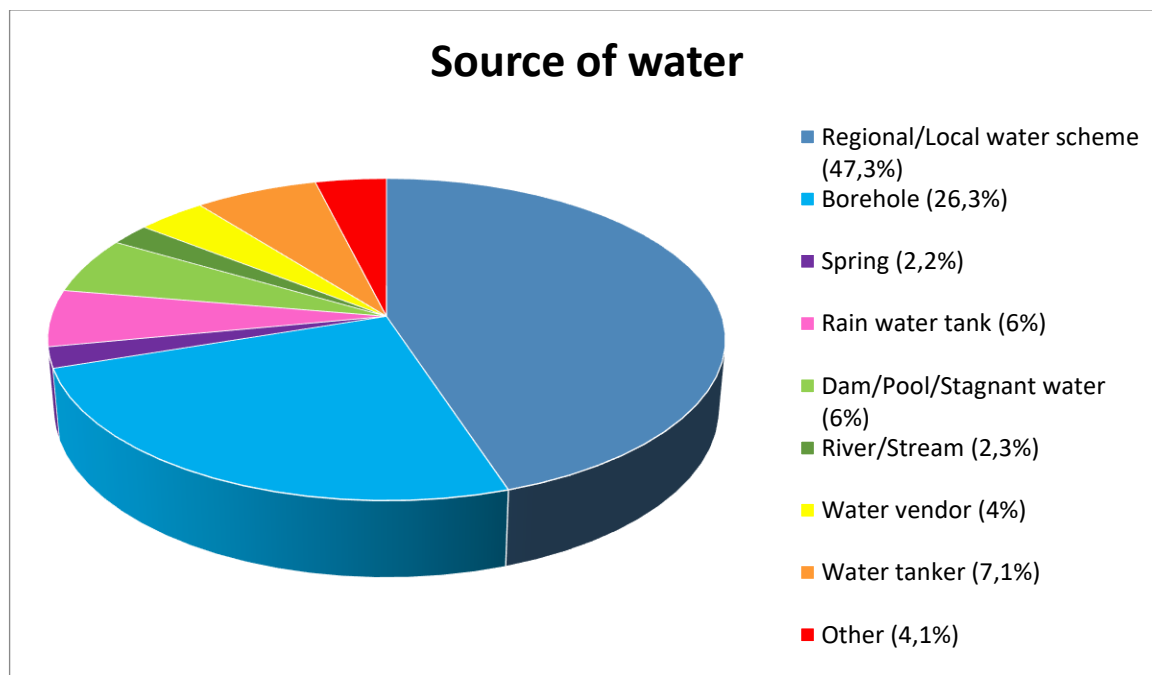


3.1.8.2 Tenure Status

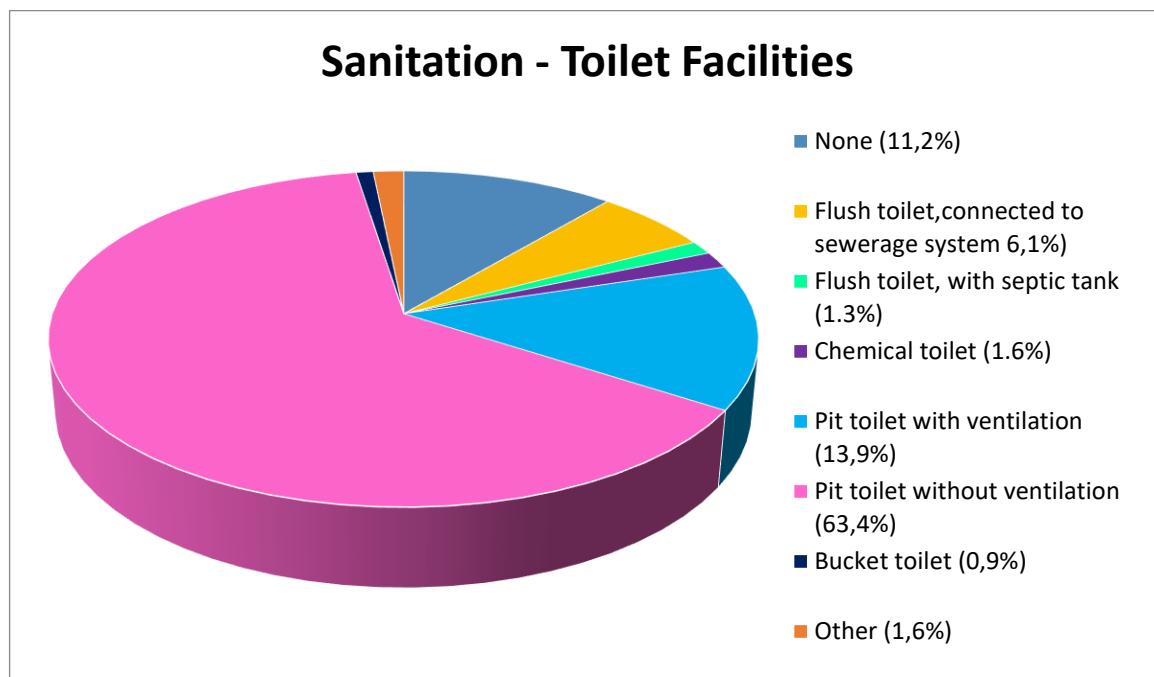


3.1.9 Water, Sanitation and Electricity

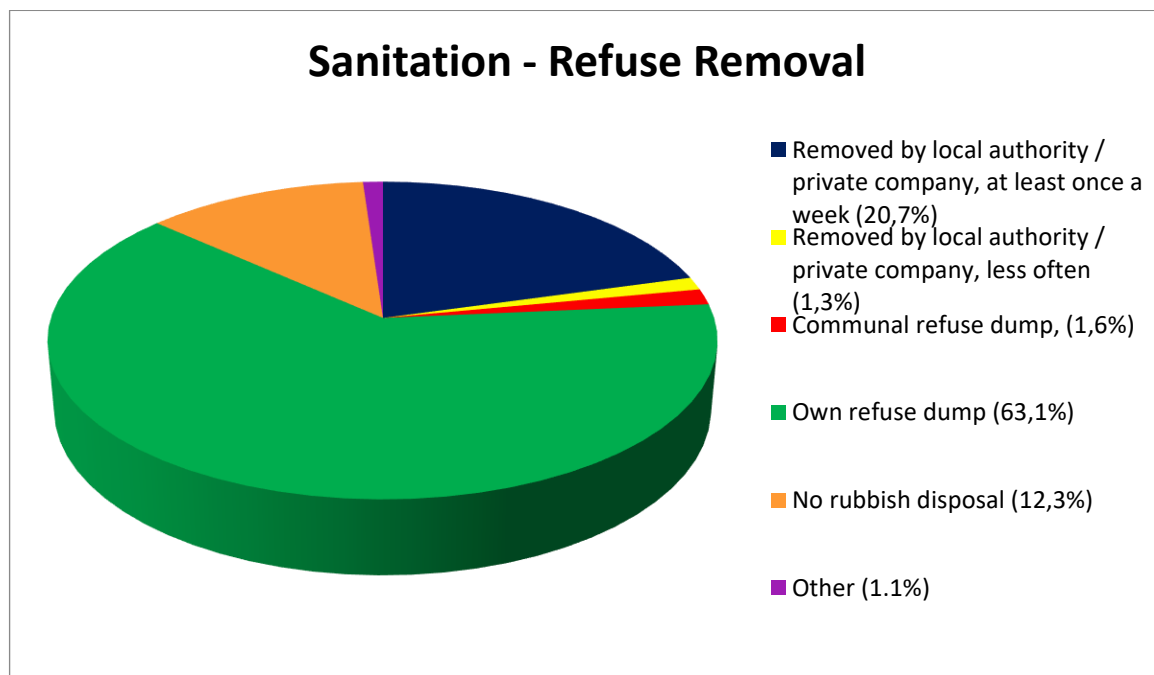
3.1.9.1 Water



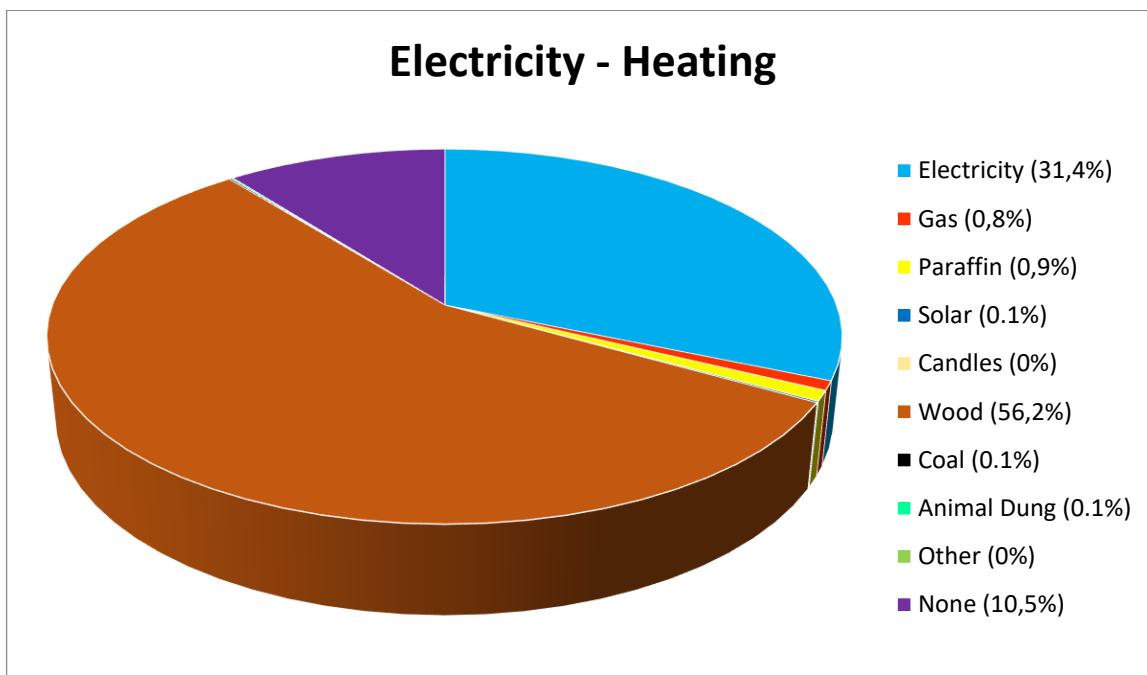
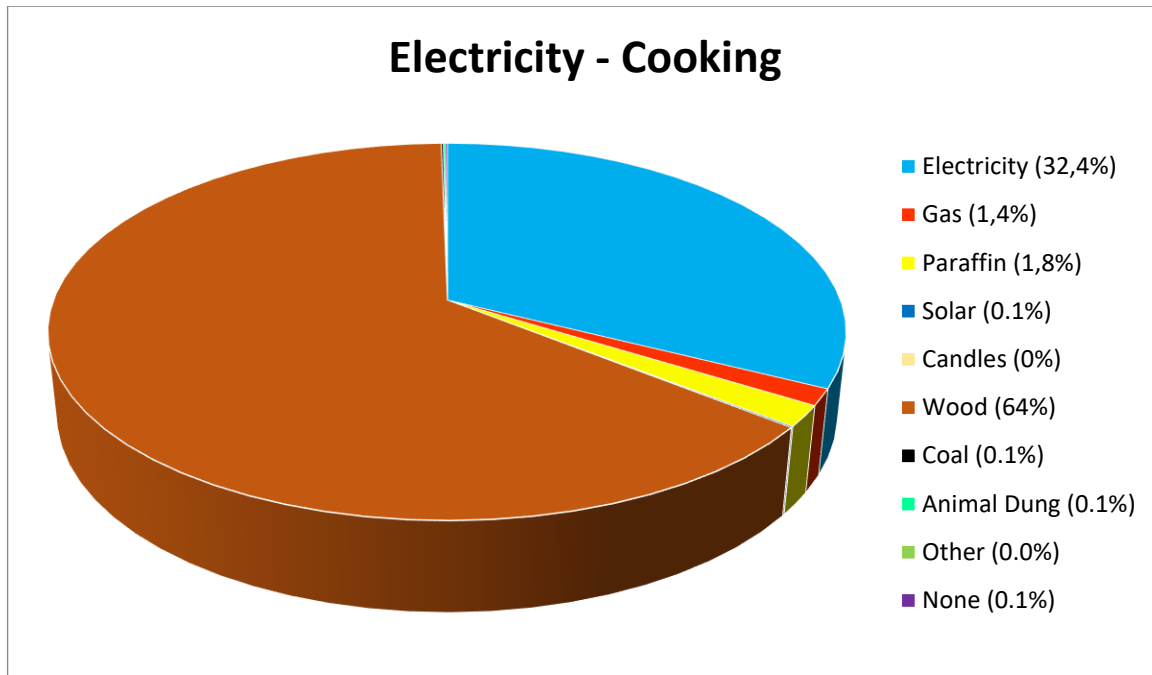
3.1.9.2 Toilet facilities

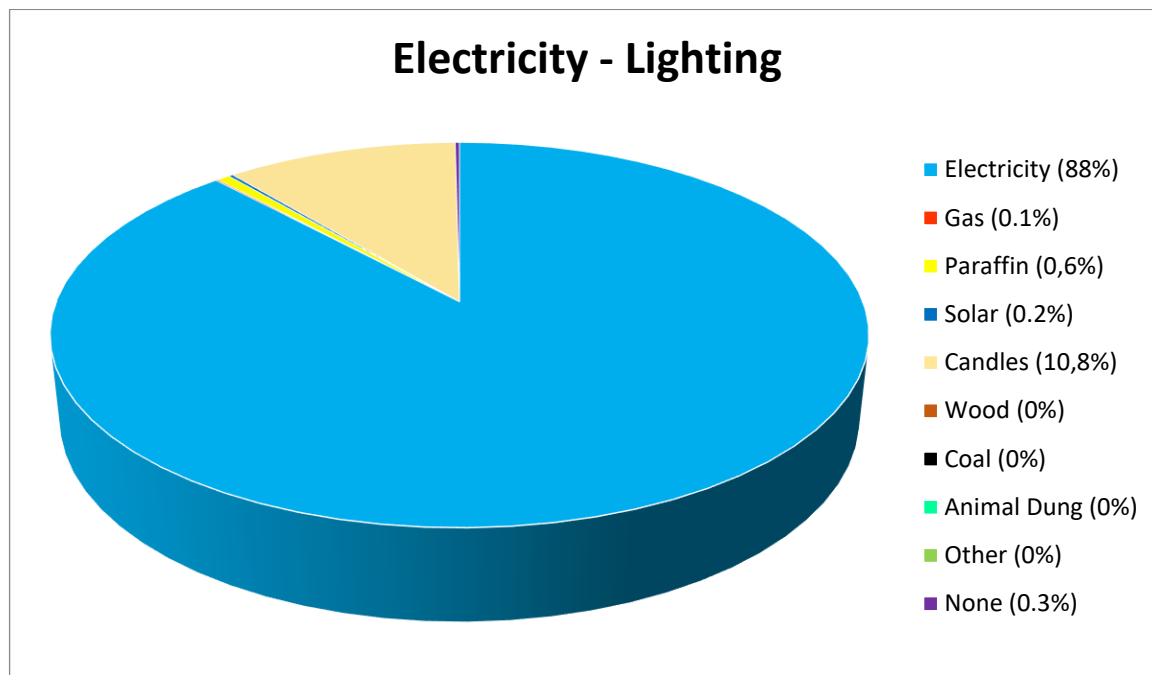


3.1.9.3 Refuse removal



3.1.9.4 Electricity





3.2 KEY ECONOMIC ACTIVITIES

3.2.1 PROVIDE THE KEY ECONOMIC ACTIVITIES OF THE MINING COMMUNITY

Blouberg is home to some of the most spectacular rock climbing in South Africa. It is famous for its big-wall natural climbing, with route lengths up to 350m. The vegetation ranges from subtropical savanna at the base, to alpine near the summit. It takes its name from the Blouberg (blue mountains), a mountain range located to the west of the western end of the Soutpansberg Mountain Range, north-west of the town of Vivo.

Blouberg is a hot area with annual rainfall varying between 380 and 550mm. Most rainfall is experienced during the summer months. Evapotranspiration during the rainy season is very high. The area is prone to frequent drought, which has an adverse effect on the local economy. The only perennial river is the Mogalakwena River, which feeds the Glen Alpine Dam, the only source of pipeline water in the area

ACTIVITY	PERCENTAGE OF EMPLOYMENT
Mining	Approximately 10%
Retail Trade and Wholesale	Approximately 10%
Financial and Business Services	Approximately 10%
Agriculture	Approximately 70%

3.2.2 PROVIDE NAMES OF OTHER MINING COMPANIES THAT OPERATE AROUND AREA OF OPERATION

VENETIA MINE	DIAMONDS IN KIMBERLITE
DMI MINE	DIAMONDS IN KIMBERLITE

HACCRA MINE	IRON; VANADIUM & TITANIUM
PLATINUM GROUP METALS	PLATINUM

3.3 NEGATIVE IMPACT OF THE MINING OPERATION

RELOCATION OF PEOPLE	No		
EXHUMATION OF GRAVES	No		
INFLUX CONTROL	No		
EDUCATION	YES – MINES TO BE MORE INVOLVED WITH UPLIFTMENT OF EDUCATION ON SENDING AREAS		
POVERTY	YES – MORE BUSINESS INVESTORS REQUIRED IN THE MUNICIPALITY		

3.4 Provide needs of the area in order of priority

General	Specific	Type of need	Municipality
Job creation	Job creation	Employment	Blouberg
Poverty Alleviation	Job creation	Employment	Blouberg
SMME Development	Training and funding	Economic	Blouberg
Informal Trading	Training and funding	Economic	Blouberg

3.5 PROJECT PLAN FORMAT

LOCAL ECONOMIC DEVELOPMENT PROGRAMME

PROJECT NAME: Installation of solar street lights and construction of market stalls				CLASSIFICATION OF PROJECT: Infrastructure project			
BACKGROUND	The Applicant after consulting with the consulting with the Blouberg Local Municipality, will intervene financially as per the budget stipulated below on the installation of solar lights and construction of market stalls. The Blouberg Local Municipality will still be the responsible entity for the management of the project.						
Geographical location of project	Capricorn District Municipality	Blouberg Local Municipality		VILLAGE NAME Vivo	PROJECT START DATE: Year 1	PROJECT END DATE: Year 5	
OUTPUT Market stalls constructed Functioning of solar street lights	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR Job creation Establishment of local cooperatives (SMME's)	RESPONSIBILITY ENTITY The Applicant Blouberg Local Municipality	QUARTERLY TIMELINES AND YEAR	QUARTERLY TIMELINES AND YEAR	QUARTERLY TIMELINES AND YEAR	BUDGET R100 000
CLASSIFICATION OF JOBS		NO OF JOBS TO BE CREATE	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	
SHORT TERM		17	4	2	6	5	

LONG TERM					
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COMPLETION DATE AND EXIT STRATEGY
 The project will be handed over to the Blouberg Local Municipality upon completion

Quarterly Measurable Deliverables and action plan

INTERVENTIONS	Quarterly Measurable Deliverables	TIMEFRAME					
		Year 1	Year 2	Year 3	Year 4	Year 5	Budget
Feasibility study & Consultation	3 rd Quarter	√					
Assessment	1 st Quarter		√				
Comparing different quotes	1 st Quarter		√				
Acquiring equipment's	2 nd Quarter		√				
Commencement of the project	From 3 rd Quarter Year 2 to completion		√	√	√		
Maintenance & Monitoring	Year 1-5				√	√	
The exit strategy will occur after completion of the project							
Budget		R20 000	R20 000	R20 000	R20 000	R20 000	R100 000
DELIVERABLES:							

Economic Development

Very high and positive. Will lead to the direct economic growth detectible over the short term and will stay viable over the long term.

Sustainability of the Project

Very high. There is reasonable demand for market stalls and the purpose for which the project will be used for.

Project Objectives

- Job creation,
- poverty alleviation and
- economic development.

3.5.1 SCOPE AND IMPACT OF THE PROJECTS

The projects will be identified from the IDP of the Municipality to ensure the Economic and Social Impact is high.

The Applicant will also ensure that the identified projects are sustainable.

3.8 MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS

3.8.1 CURRENT STATUS OF AVAILABLE DWELLING FOR EMPLOYEES

Hostels		
Own home	X	100%
Rentals		
Other (Specify)		
Worker's houses	X	100%

The Applicant SLP will seek to improve the conditions of health and accommodation of its employees by means of focusing on the following:

a.) Health care

The Applicant undertake to partake in any Government COVID-19 programmes

b.) Accommodation

Staff are provided with accommodation as they are required to be on site during company operational hours. They do have their own homes and travel freely to visit homes and family members, as they are not required to be on site on weekends or during leave periods. All employees are staying on the premises of the employer in staff accommodation.

The Applicant aims to improve the quality of life of all employees in line with the Mining Charter by:

- Assessments with employees on current housing conditions
- Encourage employees to live in existing sustainable areas
- Facilitating application for housing subsidies on behalf of employees
- Assist employees in negotiation with municipality for residential sites
- The Applicant will engage with the Finance Linked Individual Subsidy Programme ("FLISP") in order to also provide the employee which does not qualify for mortgage finance and or the Government's free basic house under their RDP Housing Subsidy Scheme an opportunity to apply for the FLISP subsidy.

3.8.2 Municipality's strategy to address housing

The Municipality's strategy is in place but not related to the mining operations

3.8.3 Preferred requirements for housing and living conditions

The Municipality's strategy is in place but not related to the mining operations

3.8.4 Housing and living conditions plan over a five-year period

Type of accommodation	Year 1 Baseline	Year 2 25%	Year 3 50%	Year 4 75%	Year 5 100%
Home ownership					
Family units					
Single quarters					
Existing Worker's houses	100%	100%	100%	100%	100%

SECTION 4: PROCESSES TO MANAGE DOWNSCALING AND RETRENCHMENT

A fundamental principle behind both its Human Resources Development Programme (guiding the Portable Skills Training, ABET, Learnerships, etc.) and Local Economic Development Programme (informing the sustainable development interventions, housing policies etc) is job creation within the Applicant's SLP. However, at mine-closure, be it inevitable or unexpected, the main outcome is the loss of employment opportunities. Consequently, a key element of the SLP is to develop mechanisms and strategies to prevent job losses or where these cannot be avoided to implement appropriate plans to ameliorate the social and economic impact that downscaling of the operations and/or closure may have on employees, communities and the economy.

The fundamental objectives of the plan for the life of the mine are in line with the ethos of the Department of Labour's Social Plan as well as the Act and include:

- The prevention of job losses as set out below.
- Where job losses are unavoidable, to minimize the extent of the job losses resulting from major restructuring or retrenchment exercises.
- To facilitate, as far as practically possible, access to alternative employment opportunities within the company.
- To facilitate, as far as practically possible, through on-going core business training and the non-mining related portable skills training plan, access to suitable training programmes to enable affected employees to remain economically active either within or outside the company or industry.
- To avoid, mitigate or minimise any possible negative social and economic impacts on employees, communities, local and regional economics and labour-sending areas, should retrenchment or closure be required, through local economic development programmes as outlined in the Plan.

- To ensure the relevant processes for effective closure management are in place timeously prior to the planned closure of the mine; and
- To effectively communicate and consult as well as discuss and develop joint strategies and plans with key stakeholders, through the mechanism of the employee’s representatives, throughout the life of the mine on the issues outlined above.

4.1 ESTABLISHMENT OF A FUTURE FORUM

In terms of Chapter V subsection 80 part 1 of the Labour Relations Act No. 66 of 1995 as amended it is not required for an employer to establish a Workplace Forum if less than 100 employees are employed. The company however has already Future Forum in place in the form of elected employee’s representatives.

Date of establishment	Already in existence.
Number of planned meetings per annum	When the need arises as there is an elected employee’s representatives.

The operation has an existing future forum in place in the form of elected employee’s representatives where employees can raise their concerns with management. The engagements will include but not limited to the following:

- Disclosure of all relevant information to enable the parties to engage in effective consultation and discussion and make decisions.
- Identification and analysis of problems and challenges facing the operations, particularly where these may lead to downscaling and/or closure of the operations.
- Development of strategies and plans to deal with identified problems and challenges.
- Development of strategies and plans to prevent job losses if possible.
- Development of strategies and plans to minimise job losses and mitigate the adverse effects that downscaling, and closure may have on employees, communities and the economy.
- Implementation of agreed strategies and action plans.
- Review of portable skills training programmes and local economic development programmes.
- Communication strategies to ensure that all employees and other stakeholders are regularly updated on decisions, strategies and action plans; and
- Assessment of and reporting on, through The Applicant Annual SLP Reports, the success and progress of all job loss management and retrenchment management programmes planned and implemented during the times of downscaling, closure or for an appropriate post-closure period.

4.2 MECHANISMS TO SAVE JOBS. PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURE FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED

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

In compliance with Section 52 (1) of the Act, the Applicant will identify the need to curtail mining operations following a profit revenue ratio for the relevant operation being less than six percent on average for a continuous period of twelve (12) months or retrenchment of ten percent (10%) or more of the workforce. Under such conditions, Section 189 of the Labour Relations Act will be implemented. The Minerals and Mining Development Board will be notified.

Should the mine be required to commence with a downscaling or closure process:

It is envisaged that any potential downscaling or closure requirement will be identified during the ongoing consultations, discussions and deliberations at the parties' regular meetings.

a) Communication and Planning with the employees

It is envisaged that any potential downscaling or closure requirement will be identified during the ongoing consultations, discussions and deliberations at the parties' regular meetings.

- All strategic plans identified by the parties' will be implemented with a view of avoiding job losses. Plans and strategies will continuously be assessed to ensure that they are relevant to the prevailing conditions at the time that closure or downscaling is envisaged.
- The parties will assess the economic conditions and the number of employees that are likely to be affected by the downscaling or closure.
- The parties will discuss and agree on strategies and action plans that will be implemented to avoid job losses.

b) Potential Strategies and Plans to Avoid Job Losses

Job losses and plans will include, but are not be limited to:

- Voluntary early retirement for employees who qualify in terms of relevant provident funds, etc.
- Voluntary retrenchments.
- Suspension of overtime, job-sharing schemes, short and extended leave.
- Potential transfers to other departments of the Applicant or other operations within the Applicant's group, with the provision of suitable training if required.
- Cease recruitment of new employees until the Applicant's operations have attempted to fill vacant positions from internal sources.
- Where relevant and viable, cease the employment of temporary employees and/or contractors.

- Where closure or downscaling is envisaged, every position that becomes vacant through resignation, retirement, death or dismissal in the period up to the downscaling or closure, will be critically reviewed before the position is filled to allow for natural attrition of employees, thereby avoiding unnecessary job losses and retrenchment;
- There will be ongoing accredited mining related training and non-mining portable skills training programmes to equip employees with alternate skills to remain economically active in the event of retrenchment.
- During the life of the mine, management will continually seek to ensure its sustainability through the constant revision of its business plans and capital project investments in line with the economic environment and market-related dimensions in which it operates. The ongoing business development process will directly assist job security for the workforce at the operations.
- In addition, the Applicant support of sustainable development projects, through its Local Economic Development programmes within the labour source communities, will further assist in both the creation of job opportunities and securing their long-term sustainability.

c) Implementing Section 189 of the Labour Relations Act 1995 (as amended)

The implementation of Section 189 and 189 (A) of the Labour Relations Act, or where there are existing collective agreements between the trade unions and management that override the provisions of the Labour Relations Act, the processes outline in these collective agreements will be followed. The following issues are relevant to the consultation process that will be undertaken with the relevant trade unions/employee representatives:

Ensure compliance with relevant labour legislation and principles of fair retrenchment, incorporating consultation and negotiations with the elected worker representatives at the mine.

- If applicable, compliance with collective agreements between organised labour and the company.
- Disclosure of all relevant information; and
- If applicable, measures to avoid or minimise dismissals as set out in the collective agreement.

d) Notification to Government Authorities

After consultations through the parties' meetings, where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the MPRDA of the need for downscaling/closure. The government authorities will be given notice of the timeframe of the closure and/or downscaling process, ongoing consultation, strategic initiatives and plans as discussed through the parties' meetings. Regular progress reports will subsequently be distributed to the necessary departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government.

4.3 MANAGEMENT OF RETRENCHMENT

In compliance with Section 52(1) of the Act, should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months, or should 10% or more of the workforce have to be retrenched, on identifying the need to scale down or cease mining operations at the Applicant and

where job losses are likely to result from these processes, a comprehensive consultation process will be undertaken at the parties meetings. Section 189 and 189(A) will be complied with to deal with retrenchment details.

a) Consultations

An extensive consultation process will be undertaken through the parties meetings structures where strategic initiatives and plans implemented by the parties are not successful in avoiding job losses. Where job losses cannot be avoided, the parties will discuss and implement strategic plans to examine and implement alternatives solutions and to create job security for affected employees.

The parties will assess the economic and other conditions that could result in job losses and determine a number of employees that are likely to be affected by the downscaling or closure.

The parties will discuss and agree on strategies and action plans that will be implemented to create security for employees likely to be affected by job losses.

Potential alternative solutions and strategies to create job security to be considered by the parties may include, but are not limited to:

Ways to minimise the number of employees who are likely to be affected by the contemplated retrenchment.

Where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period leading up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby minimising job losses and retrenchment.

The Local Economic Development programmes that are to be implemented as part of the SLP are designed to create long term and sustainable businesses and economic activities, which are not reliant on mining activities. These LED initiatives may therefore create employment opportunities for employees who are likely to be retrenched. Employees who are likely to be retrenched will be given first priority for employment opportunities that arise through the LED programmes initiated by the Applicant.

The Applicant will liaise with the Department of Labour, other employers in the operational area and labour sending areas to identify all possible employment opportunities and vacancies. Affected employees will be provided with updated information on a regular basis and will be provided with the necessary assistance to apply for vacant positions.

The Human Resources Development Programme will ensure that employees receive accredited and certified skills and training. Such accredited skills and training may be utilized elsewhere within the mining sector or, alternatively, within different industry sectors or through the pursuit of entrepreneurial ventures (SMME's or BEE's).

b) Implementing Section 189 of the Labour Relations Act, 1995

If discussions within the parties and consultation meetings in terms of Section 189 of the Labour Relations Act indicate that job losses cannot be avoided, the provisions of Section 189 and 189(A) of the Labour Relations Act will be strictly adhered to.

c) Notification to the Board

After consultation through the parties meetings and/or consultations in terms of Section 189 of the Labour Relations Act, and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) of the MPRDA if the profit revenue ratio of the relevant operation is less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce have to be retrenched. Such notifications will be provided as and when required during the life of the mine and some four (4) or five (5) years prior to the end of the life of the mine. The government authorities will be given notice of the timeframe for the closure and/or downscaling process, ongoing consultation, strategic initiatives and plans as discussed through the parties. Regular progress reports will subsequently be distributed to the necessary departments, including the Social Plan and Productivity Advisory Council and the Department of Provincial and Local Government.

d) Communicating Possible Retrenchments

Where all avenues as provided for in relevant legislation to avoid job losses have been exhausted and it is contemplated that retrenchments are likely to take place an extensive communication strategy and plan will be implemented. Communication of issues discussed at the parties meetings, strategic plans and the implementation thereof will form part of the Agenda for regular parties meetings.

Issues to be consulted where possible retrenchments are contemplated will include but not be limited to:

- The reasons for the contemplated retrenchment.
- Strategic plans implemented by parties to avoid and minimise job losses.
- The number of employees likely to be affected by the retrenchments.
- LED programmes and the opportunities available to employees who may be retrenched.
- Alternate employment opportunities available to employees who may be retrenched.
- The timing of the retrenchment and the severance packages that will be paid to employees.
- Assistance that will be provided to employees and their families to deal with the emotional impact of retrenchment.
- Any additional assistance that will be provided to employees.

4.4 MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENTS OR CLOSURE OF THE OPERATION IS CERTAIN

Whilst the Human Resources and Local Economic Development programmes outlined in previous chapters have been developed and planned to be implemented in order to facilitate sustainable social and economic

growth in local communities throughout the life of operation, measures for managing the impact on the local community and labour source communities at times of downscaling and closure will still be required.

This section outlines the mechanisms that will be utilised to mitigate, as far as possible, the social and economic impact of closure and retrenchment on individuals, regions and economies. The detailed planning that will take place in conjunction with the affected stakeholders and the relevant government departments will be required some four (4) or five (5) years prior to mine closure.

a) Socio-Economic Impact Study of Closure

As with any substantial development programme, a socio-economic impact analysis (SEIA) will be carried out by specialist consultants prior to commencing detailed closure planning. The SEIA will commence four (4) or five (5) years prior to closure and be supported by interaction with community structures and the parties.

b) Communication with Stakeholders

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection management is likely among stakeholders, such as local business, who have understandable fears and concerns about closure. Consultation and communication with stakeholder groups from local source communities, relevant government departments and local business forums will also be carried out. These stakeholders may participate on the established sub-committee thereof and facilitate discussions on priorities for local economic development within the closure-planning framework and ensure community interventions are sustainable during closure and post-closure.

c) Strategic Plans for Managing the Social and Economic Impact

As with the Human Resource Development Programme at Mine Waste Solutions, the Local Economic Development Programme will be implemented throughout the life of the operations with a key objective of ensuring any corporate social intervention and LED assistance provided, will be sustainable, and will benefit the target communities long past closure. The same is true for involvement with local service and goods providers through the Procurement Progression Plan. Every effort will be made, during the life of the operations, to facilitate training amongst local entrepreneurs who supply goods or services to ensure they are equipped with the appropriate business management skills to run effective small business which can procure both to other local mining operations but may also diversify their service or product range and potentially procure to other non-mining industries.

Notwithstanding these strategies throughout the life of the operations, the knowledge of closure and the potential loss of business or channels of assistance may come as a shock to local community members and assistance may be required timeously to aid their transition into a non-mining environment and mind-set. Such communication will be affected through the established committee, and other established communication channels as outlined above. It is through these channels that specific needs and/or training requirements will be identified which the Applicant may be of some assistance with during the period of downscaling. Such assistance may include the following:

- Assistance for local entrepreneurs through established networks, government agencies in this regard.
- The facilitation of public-private partnerships geared at meeting specific needs within the community, be they infrastructural, capacity raising or skills development.
- Assist in the growth of capacity within the established community structures, in terms of leadership skills, financial management, project management and communication.

- Consideration of the potential use for obsolete / unused mine infrastructure following the complete downscaling and closure of the mine (training centres, office buildings etc).
- A portable skills training programme designed to ensure that employees can have job security and remain economically active after mine closure.
- Counselling Services for employees and if necessary, their families or the relevant labour source community.
- Assistance with registering as a jobseeker (with the relevant Department of Labour, employment agency or other local mines), job-hunting and job application processes.
- Ensuring all skills and/or experience obtained whilst in the employ of the Applicant have the appropriate accreditation and certification.
- Provide assistance in the employee's claiming of UIF and other state assistance if required.
- Provision of financial planning assistance concerning retrenchment packages, pensions and/or provident funds etc. to ensure the appropriate utilization and/or preservation of finance following retrenchment.

d) Post-Closure Planning

Management strategies for the post-closure period will also be developed with local stakeholders within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability. On-going consultation and advisory roles potentially facilitated through relevant sub-committees will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and on-going management role of local government in this respect will be essential in this post-closure management process.

SECTION 5: FINANCIAL PROVISION

In terms of Section 23(1) (e) "*The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan*". This section intends to outline the manner in which the Applicant aims to provide financially for each component of the Social and Labour Plan during the life of the mine. However, it should be noted that these assumptions are based on current business plans at the Applicant and the associated market and economic conditions surrounding the operations. Where changes in these assumptions are required, they will be reported on in the Annual SLP Report. The Table below summarises the financial provisions for the Applicant's SLP for the next five (5) years in respect of each section of the plan based on the five (5) year business plan. This Social and Labour Plan with its annexure is subject to Board approval and amendments from time to time, pursuant to market fluctuations.

FINANCIAL PROVISION PLAN

PROGRAMME	YEAR 1 2022	YEAR 2 2023	YEAR 3 2024	YEAR 4 2025	YEAR 5 2026	BUDGET
HUMAN RESOURCE DEVELOPMENT	R63 425	R64 275	R65 350	R64 127.50	R64 127.50	R321 305
LOCAL ECONOMIC DEVELOPMENT	R20 000	R20 000	R20 000	R20 000	R20 000	R100 000
MANAGEMENT OF DOWNSCALING/RETRENCHMENTS	R20 000	R20 000	R20 000	R20 000	R20 000	R100 000
TOTAL	R103 425	R104 275	R103 350	R104 127.50	R104 127.50	R521 305

SECTION 6: UNDERTAKING

The person responsible for the Social and Labour Plan, who is responsible to make known the Social and Labour Plan to the employees and who must be contacted for follow-ups, requests, reports, queries, enquiries, discussions, etc. at time of such needs must make the following undertaking on behalf of the Mine or Production Operation. The Chief Executive Officer, Managing Director or any other person so appointed must approve the Social and Labour Plan.

I, _____, the undersigned, am duly authorized thereto undertake to adhere to the information, requirements, commitments and conditions as set out in the Social and Labour Plan.

Signed at _____ on this _____ day of _____ 20__

CRYSTAL SALT CC

APPROVED

Signed at _____ on this _____ day of _____ 20__

SIGNATURE

DESIGNATION

DESIGNATION