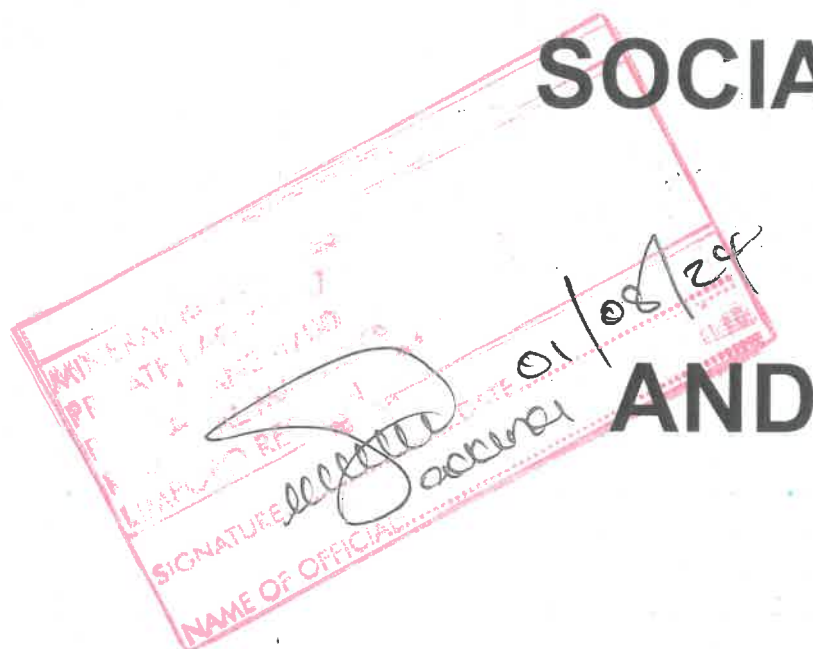
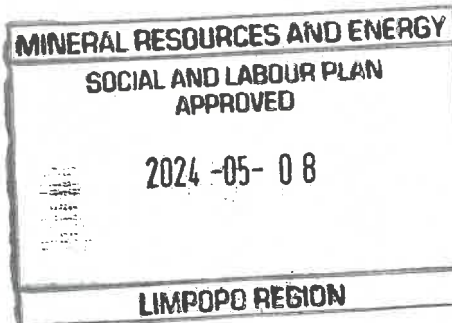


FOSKOR



SOCIAL

AND

LABOUR PLAN

SLP 2019 - 2023

EXECUTIVE SUMMARY

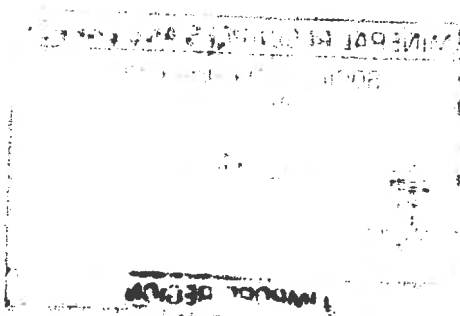
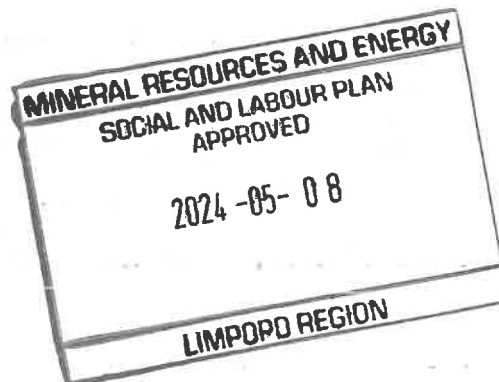
The purpose and intent of this document is to present the third cycle Social & Labour Plan (SLP) for Foskor (Pty) Limited Phalaborwa. Foskor acknowledges that the Social and Labour Plan is one of the conditions for holding mineral rights and will always ensure that it complies and live up to the commitments in this document. Foskor has ensured that all the requirements of the Department of Minerals Resources as stated in the guidelines for the SLP have been incorporated into this document.

Foskor (Pty) Ltd reports to a wide range of stakeholders and business partners including shareholders, employees, community members and many other interested parties in the immediate area of its operations. The 2017 Annual Financial Statements were published in July 2018 and will subsequently be made available on the Foskor website www.foskor.co.za.

Foskor (Pty) Ltd has consistently supported the intention behind the spirit of the Mining Charter and we will always ensure that this plan is implemented in such a way that it represents our true intentions of transformation.

Foskor (Pty) Limited is situated in Phalaborwa in the Ba-Phalaborwa Local Municipality (BLM) in the Mopani District Municipality (MDM) of the Limpopo Province (LP) and is an open cast mine that produces phosphate rock. The primary business is the beneficiation of phosphate rock concentrate to produce phosphoric acid and phosphate-based fertilizers, which are sold to the international and domestic markets.

The role of Foskor in the local development context is of such a nature that the company's activities contribute towards the developmental environment. Therefore, as part of the Social & Labour Plan, it is anticipated that some of the existing initiatives will be re-aligned with the developmental needs of the surrounding communities to ensure maximized impact of current Corporate Social Investment (CSI) and specifically Local Economic Development (LED).



The re-alignment of the various elements in this document is of such nature that these are directly linked to the DMR guidelines through the application of appropriate terminology as informed by the relevant regulations. The guideline includes:

- Human resource development programme
 - Employment equity
 - Skills development
 - Career progression
 - Succession and mentorship programme
 - Bursary scheme and study assistance
- Contribution in the following initiatives:
 - Local Economic Development (LED)
 - Poverty alleviation and infrastructure development
 - Community development

It has been further ensured that the various developmental activities of Foskor are aligned with those of the relevant municipality's Integrated Development Plans (IDPs) and Local Economic Development (LED) strategy of Ba-Phalaborwa Local Municipality. A detailed "Implementation Framework", linking Foskor's activities with the current initiatives has been developed. The comprehensive implementation framework incorporates project details such as:

- **Component:** The specific development programme (DMR Guidelines) that Foskor is addressing
- **Project:** The name of the project
- **Description:** Key features of each project
- **Main Implementation Activities:** The implementation activities that Foskor should undertake
- **Key Performance Indicators (KPI) and comments:** Indicates the main activities associated with the execution/implementation of the project(s)
- **Timeframes:** Indicates the period for the project implementation
- **Budget:** Provides an indication of the budgetary requirements.

Foskor acknowledges the fact that financial resources to ensure implementation of the various elements of the S&LP is important. The financial commitment of the company towards the implementation/support of the outlined S&LP activities during the duration of the Mining Right is illustrated in chapter 5.

Foskor will make significant financial resource available to ensure that the various S&LP projects are successfully implemented. The final section of the document presents the commitment Foskor undertakes towards the implementation of the S&LP as delineated in the report.

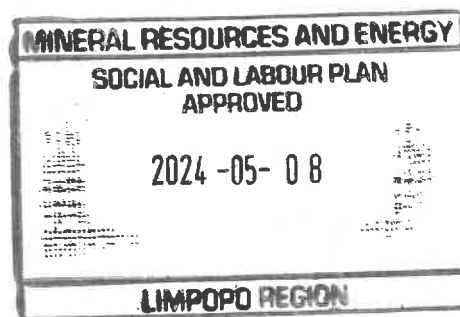


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CHAPTER 1: PREAMBLE

The mining industry in South Africa has a broad footprint and has conventionally been regarded as a key contributor to the economy of the country. However, in recent years, the spectrum of external and internal pressures has led to a decrease in some of the sub-sectoral outputs. Furthermore, it is stressed that the minerals mined are non-renewable. In the light of the growing pressures faced by the mining industry as a whole, and the changing development context in South Africa, the transformation of the sector is important. As part of governments' strategy to implement various mechanisms to ensure that national priorities are addressed, a spectrum of legislative requirements has been enacted. Therefore, the Department of Mineral Resources (DMR) has embarked on a process through which the sectoral transformation can be fast-tracked through the implementation of stipulations in the mining charter.

The Mining Charter aims to achieve the following objectives:

- Promotion of equitable access to the nation's mineral resources to all people of South Africa.
- Expansion of meaningful and substantive opportunities for all Historically Disadvantaged South Africans (HDSAs) to enter the mining industry and to benefit from the nation's mineral resources.
- Utilisation of the existing skills base for the empowerment of HDSAs.
- Expansion of the skills base of HDSAs in order to serve the community.
- Promotion of employment and advancement of the social and economic welfare of mining communities and the major labour-sending areas.
- Promotion of beneficiation of South Africa's mineral commodities.

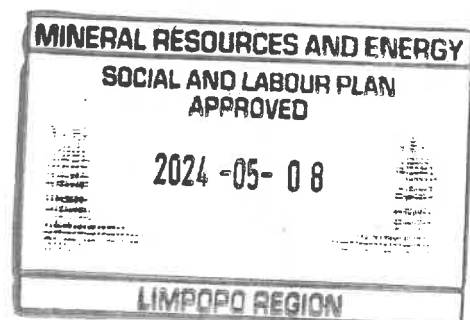
Foskor has consistently supported the objectives and vision of the Mining Charter. In its Social and Labour Plans, it gives an account of its compliance with the undertakings made in the Mining Charter.

The Minerals & Petroleum Resources Development Act, Act 28 of 2002 (MPRDA) requires that when a mining company lodges an application for the conversion of old mining rights or application for new mining rights, the mining house must submit a **Social and Labour Plan (S&LP)** that indicates how they are going to economically and socially assist the communities in the vicinity of the mine's operational area. The Social and Labour Plan (S&LP) is contained in Part II of the Regulations under the MPRDA. Through the S&LP, a range of aims and objectives set out in the MPRDA and Mining Charter are to be achieved, including:

- **Broad Based Black Economic Empowerment (BBBEE)**
- **Skills development**
- **Small, Micro and Medium Enterprises (SMMEs) and Community Development**
- **Rural Development popularly referred to as Local Economic Development (LED)**
- **Employment creation**
- **Management of downscaling and regeneration of local economies**

As part of the conversion process, the DMR has formulated specific guidelines relating to the S&LP. In essence, the S&LP is regarded as the internally generated action plan for transformation of the industry on an individual mine basis. Therefore the information contained in this document is presented as part of Foskor's vision of creating a legacy in the area of Ba-Phalaborwa as the holder of the mining rights.

It is exciting for Foskor to mention that this document was prepared by its employees and no consultants were engaged in the preparation of this important submission.



1.1 AIMS AND OBJECTIVES OF THIS SLP

The aim of this document is to align with the requirements of the DMR in terms of the S&LP components. Consequently, specific and focused research was conducted to identify the necessary issues and formulate specific interventions in:

- Drafting clear and implementable strategies
- Identifying local projects that will translate into a development of the "latent potential" of the host municipality area as pronounced in the Integrated Development Plan (IDP) of Ba-Phalaborwa Municipality.
- Illustrating the projects that are more than just "cosmetic or generic" in nature and trying to ensure that we fully comply with the guidelines set by the DMR.

A central aspect that is emphasised is the need to ensure that the designed interventions align and integrate with district as well as the local Integrated Development Plans (IDP). The detailed project objectives include:

- To undertake the required research in the area to establish baseline information that will inform the socio-economic benchmark profiles.
- To identify the possible areas where synergies can be developed between the actions of the mine, critical stakeholders and the local government structures.
- To ensure that Foskor's efforts and expenditure in social investment are effectively co-ordinated and managed to the best advantage of the relevant stakeholders.
- To ensure that the objectives of the Mining Charter relating to the human resource development aspects are achieved.
- To provide clear areas where the requirements of the DMR are addressed and also an indication of the various mitigation strategies required as per DMR guidelines.
- To provide suitable implementation guidelines that can be utilised to incorporate the development programmes into the S&LP.

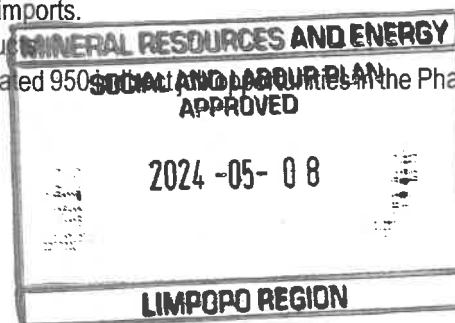
1.2 PREAMBLE OF FOSKOR MINING DIVISION

In order to ensure that the activities and efforts of the mining company contribute towards the local developmental activities while addressing the overall priorities, the specific location of the mine is outlined. Foskor mining division is situated within the Ba-Phalaborwa Local Municipality (BLM) in the Mopani District in the Limpopo Province (LP). The company operates an Open Cast mine that produces phosphate rock which is a primary ingredient for producing phosphoric acid. The company has developed from a single phosphate mining operation 68 years ago to become one of the world's largest, most dynamic phosphate and phosphoric acid producer. The primary business is the beneficiation of phosphate rock concentrate for the production of phosphoric acid and phosphate-based fertilizers, which are sold into the international and domestic markets. The secondary business activities include:

- The beneficiation of magnetite.

More than 80% of the phosphate rock concentrate produced at the mine is transported to the Company's Acid Division situated in Richards Bay for the production of phosphoric acid. The balance of the phosphate rock is sold in local markets and exported mainly to India, Japan and the Far East. The intermediate and final products are also for the domestic and international markets and provide the following advantages:

- Make South Africa self-sufficient from phosphate imports.
- Earn foreign currency from the export of the product.
- Create ±1,240 direct job opportunities, with associated 950 indirect jobs in the Phalaborwa region.



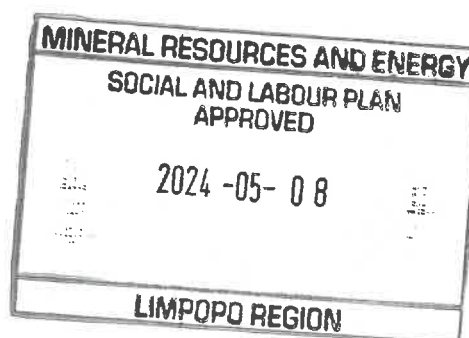
Additional background information regarding the company is provided in Table 1.1.

TABLE 1.1: COMPANY DETAILS	
COMPANY NAME	Foskor (Pty) Limited
NAME OF THE MINE	Foskor (Pty) Limited
PHYSICAL ADDRESS	27 Selati Road, Phalaborwa, 1389
POSTAL ADDRESS	P O Box 1 Phalaborwa, 1390
TELEPHONE NUMBER	(015) 789 2174
FAX NUMBER	(015) 789 2974
CONTACT PERSON	Vhontsia Ramashia
LOCATION OF MINE	Phalaborwa
COMMODITY	Phosphate Rock
LIFE OF THE MINE (Reserves)	+65 years
FINANCIAL YEAR	1 April to 31 March
Source: Information provided by Foskor	

Foskor draws its workforce mainly from the Ba-Phalaborwa Municipal area and other surrounding areas. Table 1.2 provides an indication of the specific areas from where Foskor employees originates.

TABLE 1.2: LABOUR SENDING AREAS			
AREA	NUMBER	AREA	NUMBER
Ba-Phalaborwa area	736	Polokwane	18
Tzaneen	92	Witbank	9
Bushbuckridge	105	Bochum	7
Trichardsdal	58	Eastern Cape	5
Giyani	26	Venda	8
Modjadji	9	North West	4
Sekhukhune	28		
KZN	8		
Gauteng	29		
TOTAL	1 142		
Source: Information provided by Foskor			

It is clear from Table 1.2 above that the majority of employees are sourced from within the jurisdiction of the Ba-Phalaborwa municipality. Therefore, the activities and efforts that Foskor will adopt in addressing the overall priorities will be directed towards the developmental needs of the Ba-Phalaborwa area. From a Social and Labour Plan perspective, the supporting activities that Foskor will undertake towards the economic development of the host municipality area are strategically outlined in the document. The interventions that are undertaken and planned by Foskor will be clearly highlighted and unpacked in the various parts of the document.



CHAPTER 2: HUMAN RESOURCE DEVELOPMENT PROGRAMME

This chapter is aimed at providing an indication of the status quo of the operations from a human resource perspective. The main demographic features of Foskor are presented in Chapter 1 as part of the orientation. The status quo review in this chapter incorporates the various elements (relating to the human resources) required by the Department of Minerals & Resources (DMR). The first section of the chapter introduces the current salient features of the human resources. The current situation is utilized as a point of departure from where the internal development strategies can be designed and implemented. In the context of the Social and Labour Plan (S&LP), human resource is defined as those workers who are employed directly by the company. The workforce profiles reviewed in the chapter incorporates various elements required by the DMR and has specific bearing on human resource issues, including:

2.1 Compliance with Skills Development Legislation**2.2 Skills Development Plan****2.3 Educational profile****2.4 Employment equity profile****2.5 Hard-to-fill vacancies****2.6 Mentorship/Succession management****2.7 Bursary and study assistance/Learnership****2.8 Contractor Training**

The above-mentioned elements are discussed in the chapter.

2.1 COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

Name of Sector education and training authority (SETA)	Mining Qualification Authority (MQA) 7 Anerley Rd, Parktown, Johannesburg, 2193 Phone: 011 547 2600
Registration number with SETA	L920711290
Skills development facilitator (appointment letter attached)	Mr Khutso Shylock Thibela Phone: 015 789 2821 Cell phone: 079 210 5254 Email: shylockt@foskor.co.za
Proof of submission of workplace skills plan and date of submission	See attached letter from the SETA (MQA)

2.2 SKILLS DEVELOPMENT PLAN

This section is aimed at presenting and discussing the educational profile of Foskor Phalaborwa. Currently the company has a total of 1 142 labour force. As at May 2018, 80% of the workforce constituted males while female workers accounted for 20%. It was identified that Historically Disadvantaged South Africans (HDSA) dominate the workforce of the company, accounting for 89%. A comparative indication of the education profile of Foskor staff is presented in Table 2.1. The table indicates the educational profile of the employees according to selected categories. The information presents a general overview of the scope and complexity of the workplace skills development intervention required in the organization.

With reference to Table 2.1, it has been determined that approximately 11% (152 employees) of Foskor workforce is functionally illiterate and innumerate i.e. has educational qualification levels below AET level 4. The illiterate segment of the labour force is

mainly HDSA's employees who are approaching retirement. Therefore, this indicates that Foskor considers the attainment of AET level 4 as its "**primary focus area**". Furthermore, it is noticeable that approximately 84% of Foskor employees have AET 4 level and higher. Of this segment, about 71% fall in the educational category of employees that have obtained further education training (FET) qualifications. It has been determined that 13% of the workforce have completed higher education and training (HET) qualifications.

Human Resource Development (HRD) is seen as a critical component of achieving the mine's employment and gender equity targets. In response to the current business challenges on scarcity of competent employees, taking into account the Employment Equity targets (As detailed in the EE plan) for the organisation, Foskor will take appropriate action to address this issue. Foskor is committed to ensuring that its workers are given the opportunity of acquiring skills and competencies to achieve both individual and organizational goals in the context of the mine's operations. The development of future HDSA's is a key strategic focus area in this regard.

Foskor Human Resource Development strategy takes cognizance of the growing shortage of critical skills in the mining industry in South Africa. The development of future HDSA's leadership is a key strategic focus area. Human Resource Development (HRD) is seen as a critical component of achieving the mine's employment equity and gender equity targets. Consequently, the mining's HRD programmes are being continuously aligned with the Workplace Skills Plan (WSP) and integrated with the long-term business plan. Foskor is committed to ensuring that its workers are given the opportunity of acquiring skills and competencies to achieve both individual and organizational goals in the context of the mine's operational objectives. The purpose of the Skills Development Programme is to address the current skills and competency gaps at the operation and also provide for the training needs of the entire staff compliment with a focus on

- HDSA's,
- Enabling the fast-tracking of individuals within the talent pool, and
- Career pathing and mentoring programmes as required in achieving the business objectives.

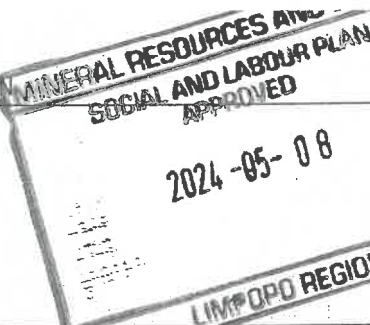
In line with the Workplace Skills Plan, Foskor has identified the following strategic skills development priorities reflected in Table 2.2 which provides an indication of the number of individuals that will be afforded the opportunity to participate in the AET or FLC and Training and Development programmes each year. The implementation of the FLC programme has already started and Foskor aims to create an enabling environment and encourages AET enrolment by:

- Providing premises within the company for AET/FLC classes;
- Offering AET/FLC candidates one hour each day during their normal working hours to attend classes; and
- An incentive of R500.00 is paid to each candidate after completion of specific AET level

Foskor considers the hours utilized for attending AET/FLC classes as part of their work and therefore this situation does not affect candidates' salaries. Foskor will continue to offer AET/FLC classes to all functionally illiterate employees so as to achieve satisfactory levels of functional literacy.

2.2.1 AET

Discipline	2019			2020			2021			2022			2023			Total
	Qty		Amount	Qty		Amount	Qty		Amount	Qty		Amount	Qty		Amount	
	N	R		N	R		N	R		N	R		N	R		
AET	32	0	R67 204	0	30	R55 503	0	28	R51 802	0	28	R51 802	0	22	R40 702	R267 013
TOTAL	32	0	R67 204	0	30	R55 503	0	28	R51 802	0	28	R51 802	0	22	R40 702	R267 013
GRAND TOTAL	Qty: 140 Amount: R267 013															



2.2.2 Learnerships

2.2.2.1 Apprenticeship

INTERNAL APPRENTICESHIP

Discipline	2019			2020			2021			2022			2023		
	Qty			Qty			Qty			Qty			Qty		
	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount
Apprenticeship fitting	4	0	453668	2	4	279510	1	2	108180	2	1	157854	4	2	612474
Electrical	3		340251	1	3	186340	2	1	108180	0	2	105236	0	0	0
Diesel	0			1	0	46585	2	1	108180	1	2	157854	0	1	102079
Boilermaking	1		113417	2	1	139755	0	2	72120	2	0	105236	2	2	408316
TOTAL	8	0	907336	6	8	652190	5	6	396660	5	5	526180	6	5	1122869
GRAND TOTAL	Qty: 54 Amount: R3 605 235														

EXTERNAL APPRENTICESHIP

Discipline	2019			2020			2021			2022			2023		
	Qty			Qty			Qty			Qty			Qty		
	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount
Apprenticeship fitting	21	0	2381757	12	21	1624920	19	12	1217959	7	19	2033584	15	24	2592915
Electrical	17	0	1928089	15	17	1575680	18	15	1296537	5	18	1815700	7	12	1263215
Diesel	15	0	1701255	18	15	1624920	8	18	1021514	3	8	798908	4	8	797820
Boilermaking	11	0	1247587	8	11	935560	7	8	589335	4	7	798908	1	5	398910
TOTAL	64	0	7258688	53	64	5761080	52	53	4125345	19	52	5447100	27	49	5052860
GRAND TOTAL	Qty: 433 Amount: R27 645 073														

NB N = New intake and R = the same learner repeating or progressing into the next level.

2.2.2.2 Mineral Processing (External)

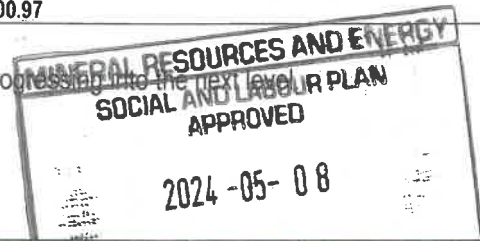
Discipline	2019			2020			2021			2022			2023		
	Qty			Qty			Qty			Qty			Qty		
	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount
Mineral Processing	24	89	9,320,880	50	96	1,704,324	33	85	6,909,640	66	108	4,935,095	120	66	4,546,607
TOTAL	24	89	R9,320,880	50	96	R11,704,324	33	85	R6,909,640	66	108	R4,935,095	120	66	R4,546,607
GRAND TOTAL	Qty: 737 Amount: R37 416 546														

NB N = New learner and R = the same learner repeating or progressing into the next level.

2.2.2.3 Mining Equipment (External)

Discipline	2019			2020			2021			2022			2023		
	Qty			Qty			Qty			Qty			Qty		
	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount
Mining	14	0	R1,154,799.00	7	3	R5,611,662	1	1	R58,556.27	11	1	R822,515.90	20	1	R757,767.80
TOTAL	14	0	R1,154,799.00	7	3	R5,611,662	1	1	R58,556.27	11	1	R822,515.90	20	1	R757,767.80
GRAND TOTAL	Qty: 59 Amount: R8 405 300.97														

NB N = New learner and R = the same learner repeating or progressing into the next level.



2.2.3 Portable skills (External)

Discipline	2019			2020			2021			2022			2023		
	Qty			Qty			Qty			Qty			Qty		
	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount
Portable Skills Training	12	0	R27,358												
TOTAL	12	0	R27,358	0	0	R0.00	0	0	R0.00	0	0	R0.00	0	0	R0.00
GRAND TOTAL	Qty: 12 Amount: R27 358														

NB N = New learner and R = the same learner repeating or progressing into the next level.

2.2.4 Core Business Training (Internal)

NB N = New learner and R = the same learner repeating or progressing into the next level.

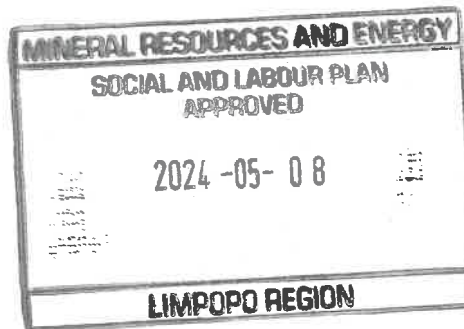
Discipline	2019			2020			2021			2022			2023		
	Qty			Qty			Qty			Qty			Qty		
	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount	N	R	Amount
Core Business Training	36		R13,017,1	22		R14,795,0	27		R13,687,9	19		R15,568,7	26		R16,879,5
	1	0	60	4	0	23	5	0	57	6	0	93	7	0	21
TOTAL	36		R13,017,1	22		R14,795,0	27		R13,687,9	19		R15,568,7	26		R16,879,5
	1	0	60	4	0	23	5	0	57	6	0	93	7	0	21
GRAND TOTAL	Qty: 1 323 Amount: R73 948 454														

NB N = New learner and R = the same learner repeating or progressing into the next level.

2.2.5 Internships

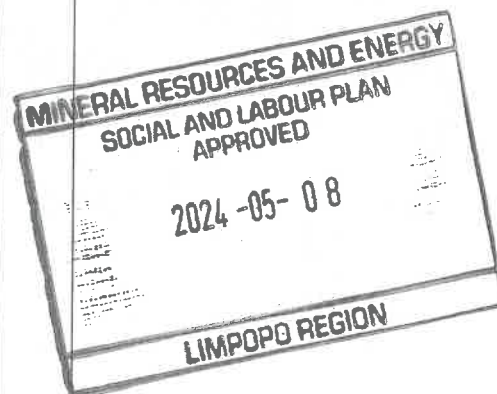
2.2.5.1 Internal

Discipline	2019			2020			2021			2022			2023		
	Qty		Amount	Qty		Amount	Qty		Amount	Qty		Amount	Qty		Amount
	N	R		N	R		N	R		N	R		N	R	
Mining Engineer	2	0	R648,000	0	2	R648,000	0	1	R324,000	0	1	R324,000	0	1	R324,000
Mechanical Engineer	2	0	R648,000	0	2	R648,000	0	2	R324,000	0	1	R324,000	0	1	R324,000
Electrical Engineer	0	0	R0	0	0	R0	0	0	R324,000	1	0	R324,000	0	1	R324,000
Chemical Engineer	0	0	R0	0	0	R0	0	0	R648,000	2	0	R648,000	0	2	R648,000
Civil Engineering	1	0	R324,000	0	1	R324,000	0	1	R0	0	0	R0	0	0	R0
Metallurgy	3	0	R972,000	0	1	R324,000	0	1	R324,000	0	1	R324,000	0	0	R0
Finance	0	0	R0	0	0	R0	2	0	R648,000	0	2	R648,000	0	2	R648,000
Environmental Management	0	0	R0	0	0	R0	0	0	R324,000	0	1	R324,000	0	1	R324,000
Total	8	0	R2,592,000	0	6	R1,944,000	2	5	R2,592,000	3	6	R2,916,000	0	8	R2,592,000
GRAND TOTAL	Qty: 38 Amount: R12 636 000														



2.2.5.2 External

Discipline	2019			2020			2021			2022			2023		
	Qty	Amount		Qty	Amount		Qty	Amount		Qty	Amount		Qty	Amount	
Electrical	1	R84,000	0	1	R84,000	0	1	R84,000	0	1	R84,000	0	0		
Human Resources	0	R0	1	0	R84,000	0	0	R84,000	0	1	R84,000	1	1	R180 000,00	
Metallurgy	0	R0	1	0	R84,000	0	0	R0	0	0	R0	0	1	R96 000,00	
Chemistry	0	R0	1	0	R84,000	0	0	R0	0	0	R0	0	1	R96 000,00	
Occupational Hygiene	1	R84,000	0	1	R84,000	0	0	R84,000	0	1	R84,000	0	1	R96 000,00	
Mining Engineering	1	R84,000	1	1	R84,000	1	1	R84,000	1	0	R84,000	1	2	R192 000,00	
Mining Survey	0	R0	0	0	R0	0	0	R0	0	0	R0	0	0	R0,00	
Safety	0	R0	0	0	R0	0	0	R0	0	0	R0	0	0	R0,00	
Total	3	R252,000	3	3	R504,000	3	1	R336,000	1	3	R336,000	1	6	R660 000,00	
GRAND TOTAL	Qty: 24 Amount: R2 088 000														



NB N = New learner and R = the same learner repeating or progressing into the next level.

The annual target of employees that are afforded the opportunity to participate in the AET/FLC system is influenced by the capacity of the premises that Foskor offered for this purpose. The intervention relating to the HRD activities of Foskor will be directly informed by the skills requirements as delineated earlier. Moreover, specific emphasis will be placed on the development of target beneficiaries throughout the business. This implies that the HDSA candidates will be specifically and pro-actively targeted in the training activities. The various instruments that will be employed as part of the Skills Development Programme are:

- Adult Education and Training (AET)
- Skills Training and Development

The strategies to be followed are subsequently discussed to highlight the salient features of each instrument. Based on the identified skills priorities, the number of individuals that will be sent on suitable courses are presented in Table 2.3.

TABLE 2.1.3: FUTURE TRAINING (2019-2023)											
Occupation Levels	People to be trained during current financial year	NUMBER OF BENEFICIARIES PER POPULATION GROUP									
		AFRICAN		COLOURED		ASIAN		WHITE		TOTAL	
		M	F	M	F	M	F	M	F	M	F
Top Management	Current employees (at this level)	4	3	0	0	0	0	1	0	5	3
	Current employees (earmarked for development at this level)	1	1	0	0	0	0	0	0	1	1
Senior Management	Current employees (at this level)	6	1	1	0	0	0	3	1	10	2
	Current employees (earmarked for development at this level)	1	1	1	1	0	0	1	1	3	3
Prof & Mid Management	Current employees (at this level)	29	10	0	0	0	0	66	15	95	25
	Current employees (earmarked for development at this level)	26	7	1	0	1	0	16	3	44	10
Skilled	Current employees (at this level)	200	44	2	2	0	0	66	15	268	61
	Current employees (earmarked for development at this level)	53	10	0	1	0	0	15	8	68	19
	External recruits (including 3-18(2) learners at this level & above)										
Summary	Current employees (at this level)	338	59	0	0	0	0	17	4	355	63

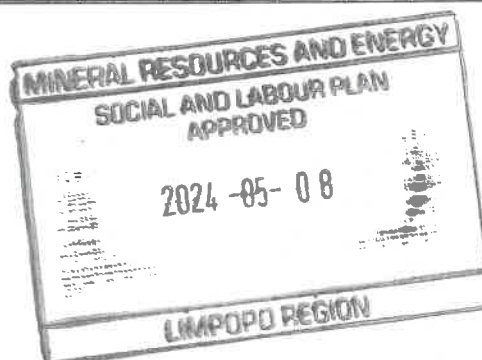


TABLE 2.1.3: FUTURE TRAINING (2019-2023)

	Current employees (earmarked for development at this level)	170	31	0	0	0	0	8	2	178	33
	External recruits (including 18(2) learners at this level & above)										
Unskilled	Current employees (at this level)	247	68	0	0	0	0	2	0	249	68
	Current employees (earmarked for development at this level)	201	27	0	0	0	0	0	0	201	27
	External recruits (including 18(2) learners at this level & above)										
	TOTAL current employees (At this level)	824	185	3	2	0	0	155	35	1015	222
	TOTAL current employees (Earmarked for development)	452	77	2	2	0	1	40	14	495	93

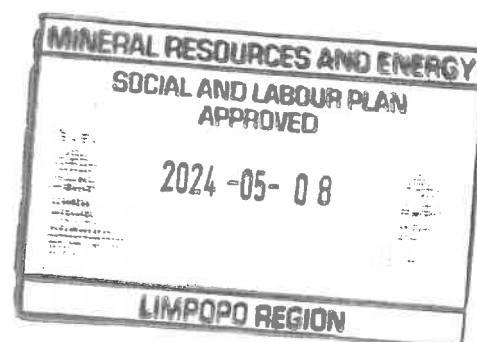
Source: Foskor WSP 2018/19

The specific strategies to be followed as part of the skills development programme are discussed hereunder. The skills training and development as an instrument for skills development programme is subsequently discussed.

Foskor recognizes the importance of providing its employees with the opportunity and means to develop their skills and performance to optimum levels. The company further believes that this development will encourage personal growth and contribute to better productivity and provide skills training for self and re-employment beyond the mining industry. The activities delineated in the section form the "**secondary focus**" activities that will be undertaken for the human resource development programme of Foskor. To this end Foskor commits itself to:

- Encouraging employees to develop their skills and achieve higher levels of education,
- Providing skills development and educational opportunities to employees,
- Ensuring that employees with potential are developed to achieve the succession planning criteria, and
- Providing study assistance to all employees.

From the SLP perspective, for the operation to adequately address the human resource development component, with specific reference to the skills development, it is required to comply with the Skills Development Act. As such Foskor will implement learnership and skills programmes in cooperation with accredited tertiary institutions and the Mining Qualification Authority (MQA). This will allow candidates to gain the necessary functional skills on their chosen mining related discipline.



2 EDUCATIONAL PROFILE 2018

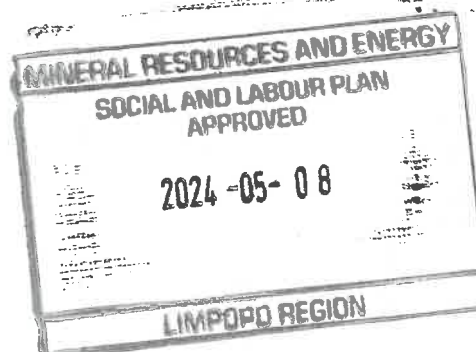
The section outlines specific activities that the mine will undertake to address educational qualification needs through AET-system. The below table reflects that 6.7% of the workforce is regarded as functionally illiterate (qualifications lower than AET 4). As indicated earlier, the "primary focus" activities to be undertaken by the mine for the Human Resource Development programme is to address the AET level 4 needs of employees. The AET-system affords every employee the opportunity to become functionally literate and numerate.

(Workforce qualifications lower than AET was at 16% from the previous period/submission and has now improved to 6.7% due to initiatives taken to address the problem of workforce illiteracy)

The following table provides a brief educational profile:

Table 2.2.1

TATBLE 2.2.1:														
Educational level			AFRICAN		COLOURED		INDIAN		WHITE		TOTAL			
BAN	D	NQF	Classification	M	F	M	F	M	F	M	F	M	F	%
General Education and Training	Below NQF1	No schooling												0.0%
		Pre-AET/Grade 1-3	2	0	0	0	0	0	0	0	0	2	0	
		AET 1/Std 2, Grade 4	8	0	0	0	0	0	0	0	0	8	0	
	Below	AET 2/ Std 3/4, Grade 5/6	26	0	0	0	0	0	0	0	0	26	0	
		AET 3/Std 5/6, Grade 7/8	58	0	0	0	0	0	0	0	0	58	0	
		AET 4/Std 7, Grade 9	20	0	0	0	0	0	0	0	0	20	0	
FET	2	Std 8/Grade 10, NATED 1/NCV Level 1	39	1	0	0	0	0	5	0	44	1		
	3	Std 9/Grade 11, NATED 2/NCV Level2	13	6	0	0	0	0	2	0	15	6		
	4	Std 10/Grade 12, NATED 3/NCV Level 3	526	151	0	1	0	0	64	16	590	168		
HET	5	National/Higher Certificate	6	0	0	0	0	0	1	0	7	0		
	6	Higher Certificate/Diploma/Advanced Certificate/NATED 4-6	51	22	2	0	1	0	17	2	71	24		
	7	Advanced Diploma/B-Tech Degree/Bachelor's Degree (360 credits)	34	9	0	0	0	0	13	2	47	11		
	8	National Diploma/B-Tech degree/Bachelor's degree(480credits)	7	5	1	1	1	0	5	0	14	6		
	9	Master's degree	3	0	0	0	0	0	0	0	3	0		



TATBLE 2.2.1:

Educational level			AFRICAN		COLOURED		INDIAN		WHITE		TOTAL			
BAN	NOF	Classification	M	F	M	F	M	F	M	F	M	F	%	#
TOTAL			793	194	3	2	2	0	107	20	905	216		

Source: Information supplied by Foskor

2.3 EMPLOYMENT EQUITY PLAN

Employment Equity is an essential element of Foskor's Human Resources Strategy, which aims to attract, develop and retain talent. Particular effort is directed at identifying HDSA's with talent and providing accelerated training and development initiatives to assist their progression. As such, the company employs the definitions of employment equity as outlined in the Mining Charter. The Mining Charter requires the achievement of the following targets:

- 50% HDSA participation in management levels
- 20% women participation in mining activities

The company is committed to the imperative of providing fair opportunity to all employees and believes that:

- Where properly and sensitively managed, cultural diversity is a competitive advantage; and
- Employment Equity policies must be put into effect while ensuring that the level of Human Resources Development maintains the company's competitive edge.

Foskor's Employment Equity Policy is an integral part of the company's commitment to building an effective and representative workforce whilst ensuring equality for all employees. The challenge for Foskor is to strike a good and generally acceptable balance between employing people with the obvious skills required to run the business, while investing in unlocking the potential of those people who have been historically disadvantaged. The current employment equity profile of Foskor is presented in Table 2.3.1.

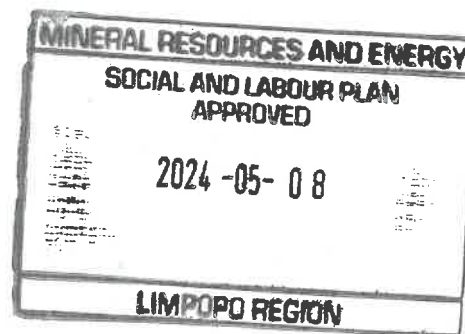


Table 2.3.1

3. EMPLOYMENT EQUITY REPORT FOR 31 MARCH

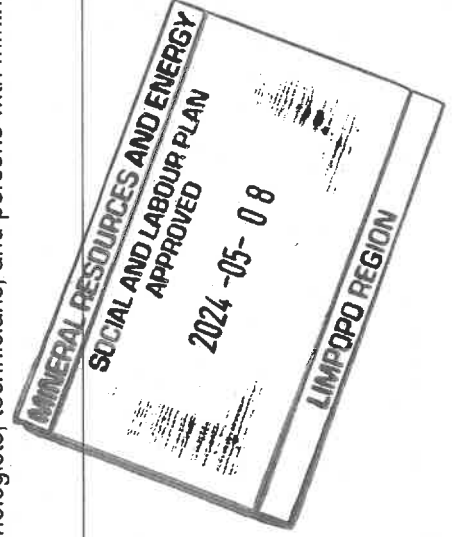
31-Mar

2018

3.1 Number of employees (NOTE: Place an employee in the category that best resembles his/her job. Do not double count)

Category	African		Coloured		Indian		White		Subtotals (A)	White totals (B)	
	Male	Female	Male	Female	Male	Female	Male	Female		Male	
Top management	4	3	0	0	1	0	0	0	8	1	9
Senior management	7	1	1	0	1	0	1	1	11	3	14
Middle Management	30	10	0	0	1	0	3	3	44	25	69
Junior Management	202	43	2	2	1	0	18	18	268	71	339
Core & Critical Skills (1)	166	17	4	0	1	0	3	3	191	77	268
Total of the above	409	74	7	2	5	0	25	25	522	177	699

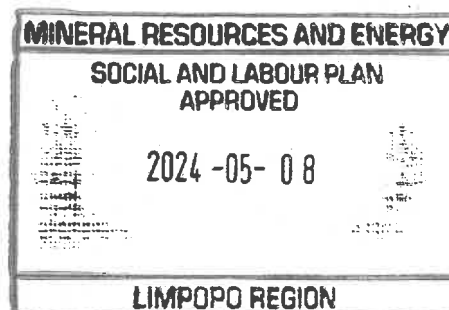
(1) These are skills necessary and inextricably linked to day-to-day operations OR skills that enhance the performance of an operation and are in scarce supply. This could include artisans, engineers including rock engineers, professionals (i.e. recognized by a professional body), specialists (e.g. surveyor, safety, geologist, metallurgist, winding engine driver, environmental, etc.), technologists, technicians, and persons with mining specific qualifications or licenses.



3.2 Percentage HDSAs at different levels

	Subtotals as in table above (A)	Grand totals as in table above (B)	A as percentage of B	TARGET					Points (office use only)	
				2018	2019	2020	2021	2022	Maximum	Awarded (2)
Top management	8	9	88.89	88.89%	88.89%	88.89%	88.89%	88.89%	3	
Senior management	11	14	78.57	78.57%	78.57%	78.57%	78.57%	78.57%	4	
Middle Management	44	69	63.77	63.77%	63.77%	65.22%	65.22%	65.22%	3	
Junior Management	268	339	79.06	79.06%	79.06%	79.06%	80.82%	81.12%	1	
Core and Critical Skills	191	268	71.27	71.27	72.00	73.00	74.00	75.00	5	
TOTAL	522	699	381.553						16	0

2) Note: One point will be deducted for every full 0.5% below target



It is noticeable from Table 2.11 that the individuals employed by Foskor are predominantly male (80% of the labour force). The targeting and aggressive implementation of measures to include women in the overall mining value chain is important. The specific targets set by Foskor for the participation of women in mining is directly informed by the targets set by the Mining Charter. **Therefore this document outlines and explains Foskor's current plans and future strategies to comply with this requirement.**

In line with the Employment Equity Act, Foskor has adopted a formal Employment Equity Policy. The policy recognises the importance of changing the company's demographic profile, in line with the demographics of the area in which it operates, to create a diverse and skilled workforce. Foskor is committed to the socio-economic empowerment of people who were previously disadvantaged and believes that Employment Equity is critical to economic growth and wealth creation in South Africa. In accordance with Government's policy, Foskor will take specific measures to apply social fairness in its employment practices. It will recruit and develop employees from historically disadvantaged groups who can play a significant role in the mine's future success. Particular attention will therefore be paid to the employment of persons from socially, economically and educationally disadvantaged families. Furthermore, appropriate steps will be taken to ensure that all employees and job applicants are advised of the company's policy of non-discrimination and active elimination of discrimination. However, no employees of the company will have their employment terminated solely to further the company's Employment Equity plan. Foskor has developed two main strategies to ensure that the proposed 2018 Employment Equity target is realistic and achievable. The two strategic thrusts elements that will be applied include:

- Ensuring that the employees are developed to their full potential, and
- Recruiting from external sources in a manner that would ensure that the Employment Equity targets are achieved.

The implementation of the above will result in the achievement of at least 50% representative of HDSA's in management and 20% women participation in mining activities across Foskor's operations by 2019. The targets outlined in the Mining Charter as well as the Minerals and Petroleum Resources Development Act (MPRDA) and the associated regulations, directly inform the specific targets set by Foskor. Table 2.12a and 2.12b present the status quo as well as the Employment Equity targets. It is evident that the company will achieve the 50% HDSA participation in management and the 20% women participation in mining by 2022.

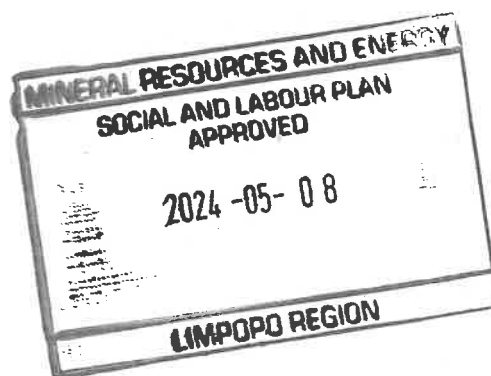


TABLE 2.12a: FOSKOR'S EMPLOYMENT EQUITY TARGETS AND HDSEA PARTICIPATION IN MANAGEMENT

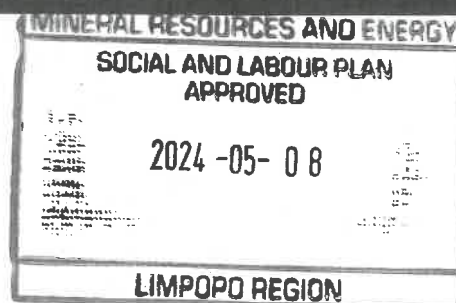
Levels	2019			2020			2021			2022			2023		
	HDSEA		White Male	HDSEA		White Male	HDSEA		White Male	HDSEA		White Male	HDSEA		White Male
	M	F		M	F		M	F		M	F		M	F	
Top management	4	3	1	4	3	1	4	3	1	4	3	1	4	3	1
Senior management	7	1	3	6	2	3	6	2	3	7	2	3	7	2	3
Mid-management	30	10	25	30	10	25	30	11	24	29	12	24	27	14	24
Junior management	202	43	71	202	43	71	202	43	71	202	48	65	185	61	64
Total in management	243	57	100			100			99			93			92
HDSEA Participation Management	71%			72%			73%			74%			75%		
Semi-skilled	332	63	16	329	66	16	319	76	16	302	83	16	264	113	19
Unskilled	246	61	3	235	68	5	226	70	9	209	74	14	167	116	14
TOTAL	821	181	119	806	192	121	787	205	124	753	222	123	654	309	125

Source: Foskor Employment Equity Information

TABLE 2.12b EMPLOYMENT EQUITY PLAN (FEMALE PARTICIPATION)

OCCUPATIONAL LEVEL	Current	FORECASTS				
		2019	2020	2021	2022	2023
Top Management	3	3	3	3	3	3
Senior Management	3	1	2	2	2	2
Middle Management	14	10	10	11	12	14
Junior Management	58	43	43	43	48	61
Semi-Skilled	63	63	66	76	83	113
Unskilled	69	61	68	70	74	116
TOTAL	210	181	192	205	222	309
Women Participation in Mining	18%	18%	19%	20%	21%	22%

Source: Foskor Employment Equity information



A major challenge for the company is to attract Historically Disadvantaged South Africans (HDSA's) to Phalaborwa and to retain them as a result of the isolated location. Foskor has designed strategic measures to fast-track transformation of the company. The 5 measures are discussed in the following paragraphs with the aim of highlighting the specific activities to be undertaken by Foskor.

2.4 HARD TO FILL POSITIONS

As part of the human resource profile, the company has identified critical skills required for sustainable growth, development and equity of the business. As such the "hard-to-fill vacancies" have been identified in the current organizational framework and they are categorised according to skill levels. Table 2.4.1 offers the details relating to these vacancies.

TABLE 2.4.1 HARD-TO-FILL VACANCIES

SKILL	OCCUPATIONAL LEVEL	NQF LEVEL	REQUIRED NUMBER	REQUIREMENTS
Mine Plant Engineer	MML		1	Degree Mining and Blasting certificate
Mining Engineer		7	1	Degree Mining BSC Geology
Strata Controller Officer		6	1	Diploma Mining BSC Geology
Senior Mechanical Engineer	MML		1	Degree Mechanical and GCC
Official Mine Surveyor	6	6/7	1	Degree or Diploma Surveyor

Source: Information supplied by Foskor

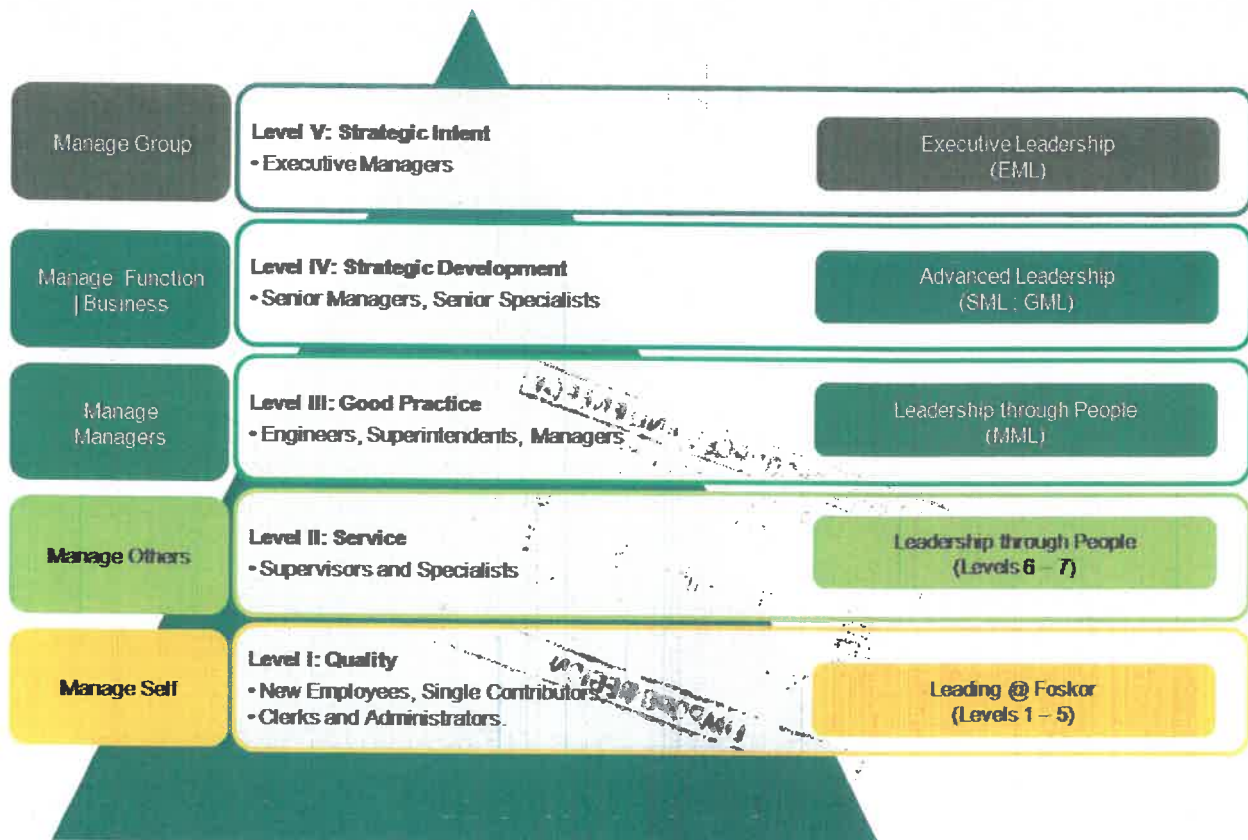
Foskor Human Resource Development strategy takes cognizance of the growing shortage of critical skills in the company. The company is actively involved in continuous capacity building and skills development programmes of the entire staff complement. The activities being undertaken by Foskor to fill these vacancies are directly informed by the relevant policies and guidelines relating to the human resources processes and procedures. The scope and depth of the interventions have an internal as well as an external emphasis.

2.5 CAREER PATHING PLAN AND SUCCESSION PLANNING

Career pathing at Foskor involves possible transition from one level to another within a specific discipline and charts a course for career development within the organisation. The process involves identifying opportunities to excel and highlight the requirements to be promoted in the company. Foskor utilises career paths to create short-term and long-term career plans for individuals to prepare for transitional changes or career crises that might occur in the future. The paths are also used during selection and recruitment, training and development, and talent management. The process involves determining both the role potential and capacity requirements to enable delivery against key performance areas. The career progression paths are identified through the

application of succession management process. This process will improve employee engagement and benefit both individual employees and the organization.

Foskor is a Level 5 Organization (meaning that their most senior role – CEO – requires Level 5 functioning). Their roles therefore tie up with the Levels of Work in the following way:

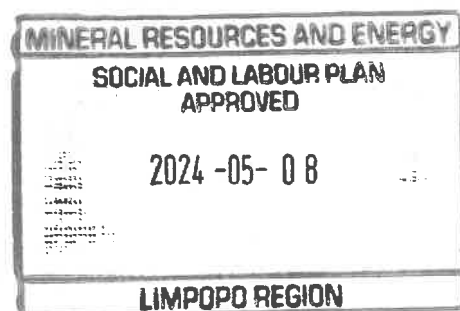


SUCCESSION MANAGEMENT

Succession Management is the process of identifying & coaching high-potential employees, evaluating and enhancing their skills, abilities and preparing them for advancement into positions which are key to the success of Foskor's business operations and objectives. The succession plan incorporates various activities through which the multi-skilled and competent candidates are continuously available in the operation. The succession process will guide the mine and the employees on a desirable path for career progression and the expected timeframes necessary for achieving the various job levels after the qualification criteria are met.

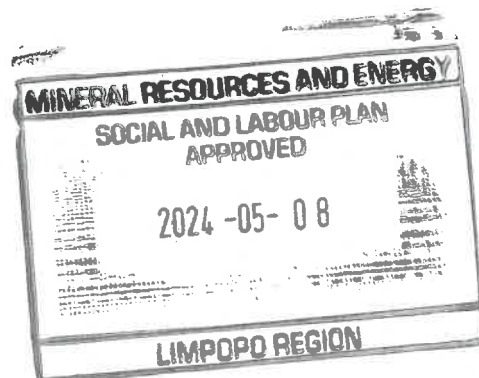
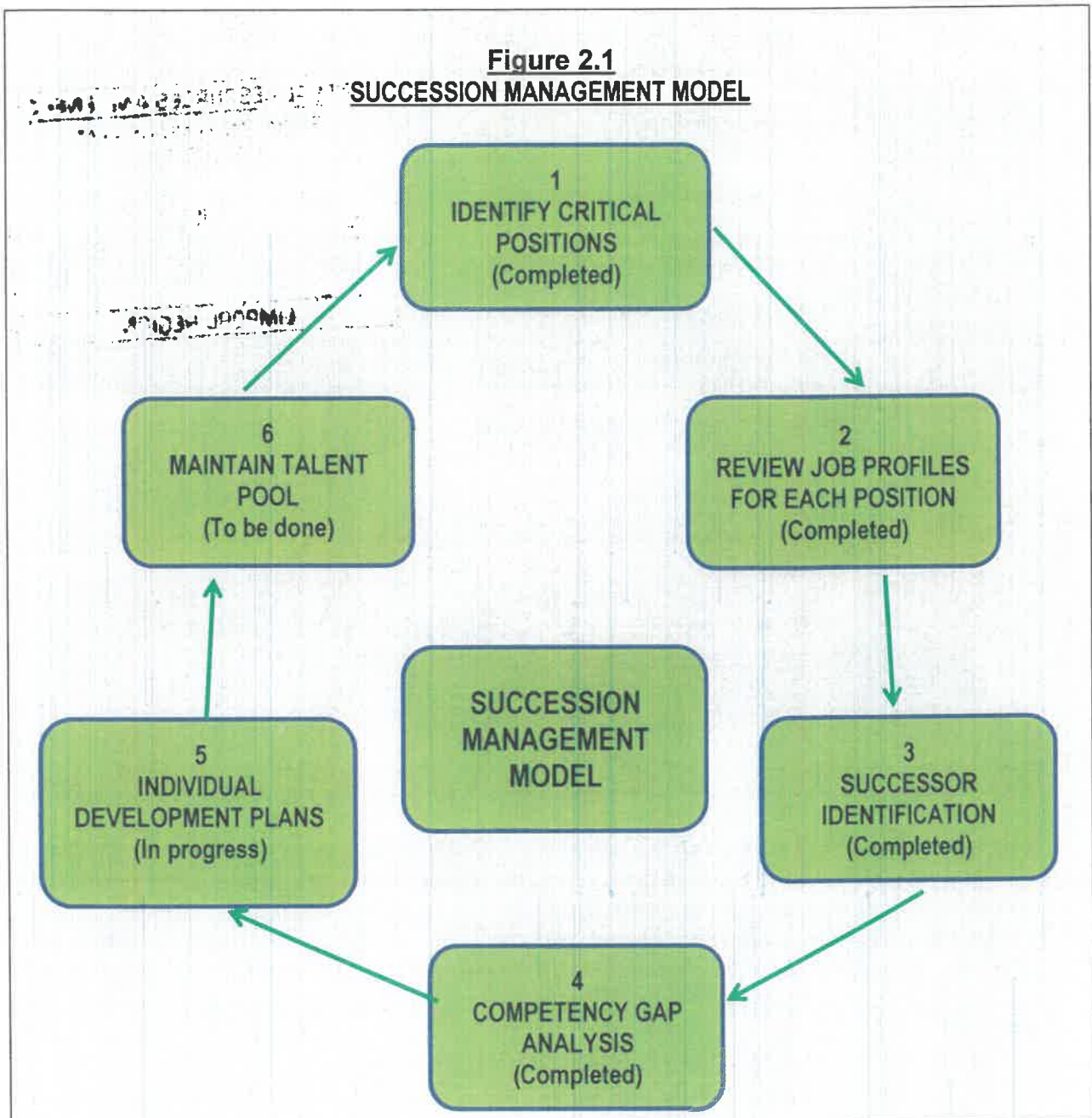
It is important for Foskor to have Succession plan for the following reasons:

- To avoid extended and costly vacancies in key positions and ensure stability of the business operations.
- To provide meaningful developmental opportunities for the organization and the employees.
- To enable the movement of high potential employees into key positions with as little interruption as possible which helps strengthen organizational longevity.



The succession planning process was reviewed and repositioned. The process was made to be more transparent by involving the Union, Management and Employment Committee in the planning and input was received from all stakeholders.

Figure 2.1 highlights the succession management model.



2.3.1 Foskor's succession management model

Identify Key Positions

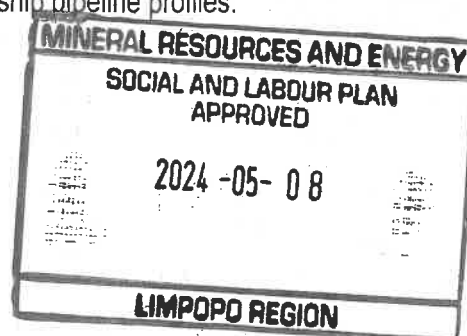
Succession Management identifies necessary competencies within key positions that have a significant impact in Foskor. Management from both divisions identified and profiled the critical and core roles across Foskor to reflect the future strategy with regard to desired leadership pipeline profiles.

Criteria for key positions include:

- Positions that require specialized job skills or expertise.
- High-level leadership positions.

This was done by looking at the following:

- Identify critical positions
- Evaluate criticality of positions
- Criticality: The impact a position has on the strategic imperatives of Foskor. These imperatives consist of business results, internal and external customers, and the characteristics of the position in terms of time-to-fill, skills required, and adaptability towards changing circumstances.



Job Profiles for each Key Position

Foskor's core competencies are identified. For each job or job role, critical competencies and technical skills are identified and prioritized. The information that should be gathered includes the knowledge, skills, abilities, and attributes that the current employee in a position possesses that allow for the competent and efficient performance of the functions.

Successor Identification

The critical and core positions available for succession planning were advertised and interested employees applied to be included into the succession pool for specific positions followed by management nominations on positions that were not applied for. All employees that met the minimum requirements assessed using online talent management evaluation s and psychometric assessments. Career discussions were held with each candidate

Determine Size and Depth of Successor Pools

- Identify successors for each position in the group, over 4-time horizons (Immediate Successor, Planned Successor to be ready within 1-3 years and over 3-year period)

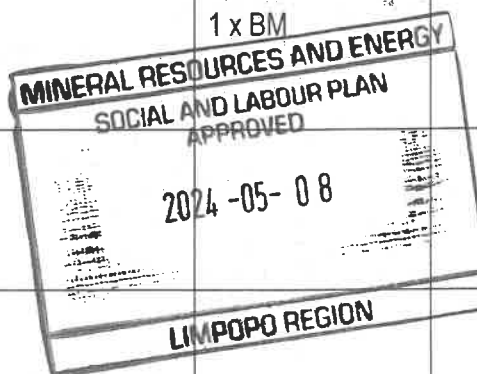
Successor Time Horizons

- **Immediate Successor:** Someone that is ready immediately to move into the role.
- **Planned Successor (ready within 2 years):** Someone who does not quite hold all the skills necessary to fill the role. It is envisaged that the person would be ready within 2 years. A development plan needs to be in place for this person.

- **Planned Successor (3+ years):** Someone who needs 3 or more years' experience and development before they will be ready to fill the role. May be in another part of the business. A development plan needs to be in place for this person.

The following demonstrates the succession plan document:

	ROLE	OCC LEVEL	CURRENT INCUMBENT	IMMEDIATE SUCCESSOR (Successor ready immediately)	PLANNED SUCCESSOR * 1 – 3	PLANNED SUCCESSOR * 3+ Years
1	Snr. Manager Technical Services	SML	Dumisani Mkondwane (BM)		1 x WM 1 x BM	
2	Snr. Manager Ext 8 & Tailings	SML	Pieter Jacobs (WM)			
3	Snr. Manager Mining Operations	SML	Victor Mashego (BM)			
4	Snr Manager Crushers	SML	Abrie Schoeman (WM)		1 x BM	1 x BM
5	Snr. Manager Production	SML	Annecke Breytenbach (WF)		1 x BM 1 x WM	
6	Snr. Manager SHE	SML	Bulelwa Mpofu (BF)			
7	Snr. Manager: Environment Quality	SML	Adolf Delport (CM)			
8	Engineer Crushers	MML	Thabo Motsage (BM)		1 x BF 1 x WF	
9	Engineer Mine Equipment (Mechanical GCC)	MML	Vacant		1 x BM	
10	Chief Geologist	MML	Hennie Coetzee (WM)		2 x BF	
11	Snr. Mining Engineer	MML	Pradeep Kumar Singh (IM)		1 x WM	



FOSKOR SOCIAL & LABOUR PLAN

	ROLE	OCC LEVEL	CURRENT INCUMBENT	IMMEDIATE SUCCESSOR (Successor ready immediately)	PLANNED SUCCESSOR * 1 – 3	PLANNED SUCCESSOR * 3+ Years
12	Chief Rock Engineer	MML	Nkosi Nene (BM)			
13	Chief Surveyor	MML	Neil Richardson (WM)		1 x BF 1 x WF	1 x BF
14	Snr. Superintendent Mining	MML	Mervyn Dampier (WM)	<div><div>MINERAL RESOURCES AND ENERGY SOCIAL AND LABOUR PLAN APPROVED 2024-05-08</div><div>LIMPOPO REGION</div></div>		
15	Engineer Ext 8	MML	Vacant			
16	Snr. Mechanical Engineer Ext 8, Tailings, D&D (GCC)	MML	Godfrey Seopa (BM)			
17	Superintendent Ext 8	MML	Simphiwe Mongoege (BM)			1 x -BM
18	Engineer Milling	MML	Gerhard Gouws (WM)			1 x BM
19	Snr Engineer Production (GCC)	MML	Shadrack Baloyi (BM)		1 x WM	
20	Superintendent Flotation	MML	Riaan V Aardt (WM)		1 x WM 1 x BF	
21	Superintendent Metallurgical Services	MML	Louw Botha (WM)		1 x BF	1 x BF
22	Snr. Engineer Asset Care (GCC)	MML	Vacant			

	ROLE	OCC LEVEL	CURRENT INCUMBENT	IMMEDIATE SUCCESSOR (Successor ready immediately)	PLANNED SUCCESSOR * 1 – 3	PLANNED SUCCESSOR * 3+ Years
23	Snr. Project Engineer	MML	Gerhard Steenkamp (WM)			1 x BF
24	Engineer Instrumentation	MML	Kobus van den Berg (WM)		1 x WM	
25	Occupational Hygienist	MML	Sinethemba Wopula (BF)		1 x BF	
26	Specialist Radiation (RPO) & Waste Management	MML	Enivest Madji (BM)		1 x BF	1 x BF
27	Superintendent Milling	MML	Thabang Pilane (BM)		1 x BM	
28	Group IR Specialist	SML	Frans Mokhondo (BM)			
29	Specialist Remuneration	SML	Alex Liversage (WM)			1 x BM 2 x BF
30	Superintendent Drilling & Blasting	MML	Sanny Sehoana (BM)			
31	Engineer Electrical (Crushers)	MML	Yanga Pani (BM)			1 x BM
32	Superintendent D&D	MML	Louis Breytenbach (WM)		1 x BM	
33	Engineer D&D	MML	Pierre Lombard (WM)		1 x BM	
34	Engineer Flotation	MML	Joseph Mathebula (BM)			



	ROLE	OCC LEVEL	CURRENT INCUMBENT	IMMEDIATE SUCCESSOR (Successor ready immediately)	PLANNED SUCCESSOR * 1 – 3	PLANNED SUCCESSOR * 3+ Years
35	Superintendent Filters	MML	Enoch Padi (BM)			1 x BF
36	Procurement Manager	SML	Stanley Mochaki (BM)			
37	Condition Monitoring Specialist	MML	Vacant		1 x BM	
38	Superintendent Crushers	MML	Seakgane Kekana (BF)			
39	System Analyst	MML	Wentzel Coetzer (WM)			
40	Divisional HR Manager	SML	Philisile Thusi (BF)			

Successor Development Plan

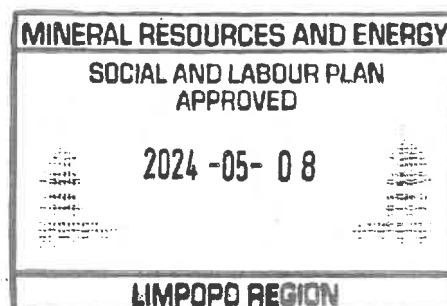
In order to assess the degree of readiness and developmental needs, an employee's/protégé's current management passage on the Foskor Development Pathway is identified. The intention is to create a reliable and readily available talent pool that will support the company Human Resources strategy.

Competency Gap Analysis

Creating a competency framework is an effective method to assess, maintain, and monitor the knowledge, skills, and attributes of people in Foskor. The framework allows Foskor to measure current competency levels to make sure the staff members have the necessary expertise to add value to the business.

Competencies are the integrated knowledge, skills, judgment, and attributes that people need to perform a job effectively. In order to guide protégés throughout their training stages and the process of helping them achieve their objectives, competency gaps are identified in respect of each protégé through the kind of behaviours, values required to help them achieve their objectives. In order to identify the competency gap of the protégé, it is necessary to determine the following:

- The types of competencies required to perform the job well.
- Using the job profile of competencies determine current employee competencies for the key positions
- Analyzing the difference between current employee competencies and future needs
- Industry competency standard for each of the position in Foskor
- Document findings for development opportunities



Creating an Environment that is conducive to Learning

1. Learning Through Experience

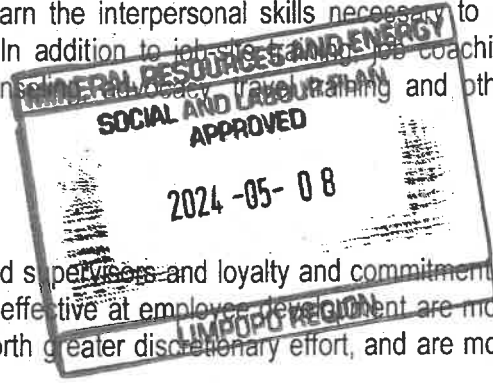
This assist employees in meeting their development goals by providing them with work experiences that provide learning opportunities within and outside of their jobs. Among these are on-the-job experiences.

2. On-The-Job Coaching

On the job coaching uses structured intervention techniques to help the employee learn to perform job tasks to the employer's specifications and to learn the interpersonal skills necessary to be accepted in a specific position in the organization. In addition to job coaching, job coaching includes related assessment, job development, counselling, advocacy, training and other services needed to maintain the employment

3. Establishing healthy employee relationships

This fosters respect and trust between employees and supervisors and loyalty and commitment of employees. Employees with managers who are very effective at employee development are more likely to stay with and be committed to Foskor, put forth greater discretionary effort, and are more adaptable and dependable.



Individual Development Plans

A plan is designed for each protégé – developmental plans should be available for candidates and then incorporated into their performance management plans. Plans also provide development opportunities to employees. This can be accomplished through job assignments, training, or job rotation, and it is one of the best ways for employees in Foskor to gain additional knowledge and skills

Maintain Talent Pool

Creating and maintaining current skills inventories allows Foskor to develop succession plans based on current employee skills set. It also allows Foskor to identify key employees for future openings critical to Foskor's leadership and business success.

A skills inventory is a compilation of the skills, education and experiences of current employees. Skills inventories should be reviewed on an on-going basis and Foskor must take steps to ensure protégé's keep their own skills inventory current and updated.

- Continually monitor skills and needs to determine any gaps and develop plans to meet deficiencies.
- Keep an inventory of current and future needs and maintain the information for individual and group development.

Focusing succession management activities solely on the organizational level may result in the allocation of scarce resources to the development of skills or positions that are easily available in the labour market. Management must instead prioritize the critical positions that are difficult to fill.

2.6 BURSARY AND STUDY ASSISTANCE/LEARNERSHIP

Foskor Group has a Tertiary Bursary programme. Foskor Human Capital Department administers the Bursary Scheme. The programme is aimed at benefiting the following parties:

- Employees of Foskor,
- Non-employees, and
- The employees' dependants.
- Two bursaries dedicated for girl children as administered by the DMR.

Preference is given to candidates who meet the company's qualification criteria as stipulated in the bursary or employees' study assistance policies. The Bursary Committee ensures that the stipulated and accepted procedure for the administration of bursaries is adhered to. The committee guides the programme and its implementation to be in line with the Skills Development Plan. Table 2.6.1 indicates the bursary assistance awarded to non-employees who may or may not become employees later and the employees who are employed by the organization who are studying in their own time, including in-service bursars. The focus is currently based on the company's needs as well as addressing Employment Equity requirements and studies that are in line with the company objectives.

Tables 2.7 (a) and 2.7 (b) indicate the allocation of bursaries from 2019 to 2023.

2.6.1 Employee Bursaries

Discipline	2019			2020			2021			2022			2023		
	Qty		Amount	Qty		Amount	Qty		Amount	Qty		Amount	Qty		Amount
	N	R		N	R		N	R		N	R		N	R	
Mechanical Engineering	2	0	R14,000	0	2	R16,000	0	2	R18,000	0	2	R18,000	0	2	R20,000
Chemical Engineering	2	0	R14,000	0	2	R16,000	1	2	R27,000	0	3	R27,000	0	3	R30,000
Mining Engineering	1	0	R7,000	0	1	R8,000	0	1	R9,000	0	2	R18,000	0	1	R10,000
Civil Engineering	0	0	R0	2	0	R16,000	0	2	R18,000	0	2	R18,000	0	2	R20,000
Human Resource	11	0	R77,000	0	11	R88,000	0	11	R99,000	0	11	R99,000	1	11	R120,000
Accounting/ Finance	5	0	R35,000	1	5	R48,000	1	6	R63,000	0	7	R63,000	0	7	R70,000
Electrical engineering	5	0	R35,000	0	5	R40,000	0	5	R36,000	0	4	R36,000	0	4	R40,000
Administration	2	0	R14,000	0	2	R16,000	0	3	R27,000	0	1	R9,000	0	1	R10,000
Purchasing	1	0	R7,000	0	1	R8,000	0	1	R9,000	0	1	R9,000	0	1	R10,000
Logistics	0	0	R0	0	0	R0	0	0	R0	0	0	R0	0	0	R0
SHEQ	4	0	R28,000	1	4	R40,000	0	5	R45,000	1	5	R54,000	0	6	R60,000
IT	3	0	R21,000	0	3	R24,000	0	2	R18,000	0	2	R18,000	0	2	R20,000

FOSKOR SOCIAL & LABOUR PLAN

Law	1	0	R7,000	0	1	R8,000	0	1	R9,000	0	1	R9,000	0	2	R20,000
Operations Management	7	0	R49,000	1	7	R64,000	1	7	R72,000	0	8	R72,000	0	8	R80,000
Metallurgy	0	0	R0	2	0	R16,000	0	2	R18,000	0	2	R18,000	0	2	R20,000
Other	6	0	R42,000	0	6	R48,000	0	6	R54,000	0	6	R54,000	0	6	R60,000
TOTAL	50	0	R350,000	7	50	R456,000	3	56	R522,000	1	57	R522,000	1	58	R590,000

NB: Employees take a little longer to complete their studies as compared to non-employees as such this plan is meant to accommodate that.

2.6.2 Non-Employees Bursaries

TABLE 2.7 (b): BURSARIES/STUDY ASSISTANCE TO BE ALLOCATED IN 2019 TO 2023

Discipline	2019			2020			2021			2022			2023		
	Qty		Amount	Qty		Amount	Qty		Amount	Qty		Amount	Qty		Amount
	N	R		N	R		N	R		N	R		N	R	
Mechanical Engineering	1	0	R80,000	0	1	R80,000	2	1	R540,000	0	2	R160,000	0	2	R160,000
Chemical Engineering	2	0	R160,000	0	2	R160,000	2	2	R720,000	0	2	R160,000	0	2	R160,000
Mining Engineering	0	0	R0	0	0	R0	2	0	R160,000	0	2	R160,000	0	2	R160,000
Civil Engineering	0	0	R0	0	0	R0	1	0	R80,000	0	1	R80,000	0	1	R80,000
Geology	1	0	R80,000	0	1	R80,000	0	1	R80,000	0	1	R80,000	0	1	R80,000
Human Resource	1	0	R80,000	0	1	R80,000	1	1	R160,000	0	1	R80,000	0	1	R80,000
Accounting/ Finance	2	0	R160,000	0	2	R160,000	2	2	R720,000	0	2	R160,000	2	2	R720,000
Electrical Engineering	2	0	R160,000	0	2	R160,000	2	2	R720,000	0	2	R160,000	0	2	R160,000
Environmental Management	1	0	R80,000	0	1	R80,000	1	1	R160,000	0	1	R80,000	0	1	R80,000
Instrumentation	0	0		0	0	R0	2	0	R160,000	0	2	R160,000	0	2	R160,000
Safety	0	0		0	0	R0	1	0	R80,000	0	1	R80,000	0	1	R80,000
Total	10	0	R800,000	0	10	R800,000	16	10	R3,580,000	0	17	R1,360,000	2	7	R1,920,000

NB: Non-employees' bursaries can start at either 1st, 2nd or 3rd year level of study - hence they are sometimes covered for less than four years.



With reference to Table 2.7 it is apparent that a total of 50 and 13 students benefited from the bursary programme during the 2017/18 financial year. The process of awarding bursaries puts emphasis on:

- Ensuring all employees benefit meaningfully from the available training
- Addressing the skills needs of the business operations
- Align directly with the overall skills development initiatives
- Contributing meaningfully towards the achievement of employment equity in the operation

In addition to the above, the study assistance will promote the company's mission in the area of community development and ensure that all bursary holders benefit and progress to the advantage of the company, community and economy as a whole.

Foskor's Tertiary Bursary programme is aimed at financial assistance of the needy and qualifying internal and external candidates. Foskor will continue with the implementation of this programme on an on-going basis. The policy guidelines are utilised to ensure that the bursary scheme implemented aligns directly with the Foskor Tertiary Bursary Scheme policy. The plan will be reviewed annually to determine progress and whether further assistance is required.

DISCIPLINE	TIMEFRAME									
	2019		2020		2021		2022		2023	
	M	F	M	F	M	F	M	F	M	F
Mechanical Engineer	1	0	1	0	1	2	1	1	1	1
Chemical Engineering	0	2	0	2	0	3	0	2	0	2
Mining Engineering	0	0	0	0	1	1	1	1	1	1
Geology	0	1	0	1	1	1	1	0	1	0
Human Resources	0	0	0	0	0	1	0	1	0	1
Finance	0	2	0	2	0	3	0	1	0	1
Electrical Engineer	0	1	0	1	1	2	1	1	1	1
Environmental Management	0	1	0	1	0	2	0	1	0	1
Instrumentation	0	0	0	0	1	1	1	1	1	1
Safety	0	0	0	0	0	1	0	1	0	1
TOTAL	1	7	1	7	5	17	5	10	5	10

In support of skills development Foskor is implementing a learnership programme in cooperation with tertiary institutions, MQA and the Department of Labour on an on-going basis. This allows candidates to gain the necessary functional skills on their chosen mining related disciplines. The learnership relates to the provision of opportunity for the bursars and candidates to gain practical work experience. However additional learnerships opportunities will be provided where necessary. Table 2.9 outlines the strategic framework that will be undertaken to ensure that learnerships are introduced and provided in the operation.

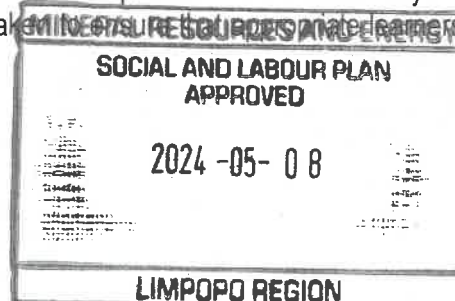


TABLE 2.9: LEARNERSHIP PROCESS					
STEP	ACTIVITY	TIMEFRAME (quarterly)			
		1 ST	2 ND	3 RD	4 TH
1. Update internal information	Update levy contributions	Done			
	Enter into an employment contract (employer & worker)	Done			
2. Appoint SDF	Completed the appointment process.				✓
	Skills development priorities have already been identified	Done			
	Workplace Skills Plan has been prepared by Skills Development Committee of Foskor	Done			
3. Select a learnership	Contact MQA for the information on registered learnerships and select learnerships	Done			
	The submission of the Workplace Skills Plan (WSP) to the relevant SETA has already been undertaken	Done			
4. Choose a provider	Select training provider to design the curriculum and learning programme of the learnership. The training provider must be accredited by a SETA	Done			
5. Enter into learnership agreement	Select learners from workers for a learnership programme	Done			
	Enter into a learnership agreement	Done			
	Discuss training conditions (employer, training provider, learners)	Done			
	Register an agreement with the SETA. If it is registered, the employer will be able to claim tax break from South African Revenue Service (SARS).	Done			
6. Start the learnership	Initiate implementation	Ongoing			
7. Apply for a grant	Submit the Annual Training Report (ATR) against the approved WSP. By means of this report the SETA can establish whether training was done or in the process of being done. ATR will also allow the SETA to compensate the employer for money spent when implementing the WSP	Ongoing			
	Apply for a WSP grant. Contact SETA to find out how to apply	Annually			

The implementation of the learnership programme is directly linked to the skills development plan of the company and is informed by the future identified skills development needs of the business. The training and learnerships is undertaken in a manner that ensures that overall skills development objectives (as presented in WSP) are achieved. Additionally, the learnerships are undertaken with due cognisance of the employment equity targets and guidelines. The following section outlines the strategies being planned / implemented in relation to the career pathing.

Table 2.10A presents the apprenticeship plan and 2.10B presents the internship plan of Foskor. The plan will be reviewed annually to determine progress and whether further assistance is required. It should be noted that the internships provided is EDP and GIT positions.

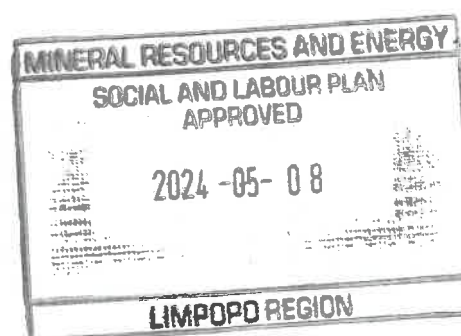


TABLE 2.10A: APPRENTICESHIP PLAN

	TIMEFRAME				
	2019	2020	2021	2022	2023
(External Candidates) 18.1	165	170	175	180	185
(Internal Candidates) 18.2	11	15	20	25	30

TABLE 2.10: INTERNSHIP/ GIT PLAN

DISCIPLINE	TIMEFRAME				
	2019	2020	2021	2022	2023
Mining Engineer	2	2	1	1	1
Mechanical Engineer	2	2	2	1	1
Electrical Engineer	0	0	0	1	1
Chemical Engineer	0	0	0	2	2
Civil Engineering	1	1	1	0	0
Metallurgy	3	1	1	1	0
Finance	0	0	2	2	2
Environmental Management	0	0	0	1	1
TOTAL	8	6	7	6	6

2.7 CONTRACTOR TRAINING

Foskor recognizes the importance of providing its contractors with the opportunity and means to develop their skills. Therefore, the company is committed to develop and maintain sound relationships with its contractors based on trust, mutual respect and active involvement in its Skills Development initiatives. Contractors are relatively small and they are sourced from the local communities and Foskor is committed to continuously provide support through training and development to upcoming enterprises.

The following information has been gathered from the contractors on site and an analysis was done on the workforce to determine the type of training that the employees requires.

To achieve this core business objective, Foskor will:

Ensure that identified contractors will receive Education and Skills Development Training in the following fields with our focus on providing Portable Skills to contractors for sustained growth. Table 2.4 offers a summary of the Training Courses.

**TABLE 2.7.1: SUMMARY OF TRAINING COURSES**

COURSES	TRAINING PROVIDER	ACCREDITATION OF PROVIDERS
AET Bricklaying Carpentry Food Preparation	The Palabora Foundation	The Palabora Foundation is a registered learning provider, accredited by the Mining Qualifications Authority (MQA) which is the Sector Education and Training Authority

Sewing Welding Basic First Aid Occupational Health		(SETA) in the Mining Industry. Qualifications acquired at Palabora Foundation are registered with the South African Qualifications Authority (SAQA) as national qualifications.
Basic Bookkeeping Business Management Financial Management Project Management Marketing Costing and Pricing	Foskor (E-Learning) Top Performers for Africa	Foskor provides an E-learning facility where learners can register for and study the courses online. Top Performers for Africa is a registered learning provider accredited by the Mining Qualifications Authority (MQA) which is the SETA in the mining industry and the Education Training & Development (ETDP) Seta.

The training and skills programmes that have been identified are aimed at providing skills to enable these contractors to seek work in the formal sector or even start their own businesses to earn a living.

Consultation remains key in deciding which training programmes should be embarked upon in order to ensure that the principles of mutual respect, active partnership and long-term commitment exist between the company and its contractors,

The Contractor Training Identification Process followed was based on a consultative approach including the following:

- Baseline Needs Analysis Study
- Consultation Meetings with Contractors as per Contractor Needs
- Questionnaires to both Owners and Employees

The Contractor profile is characterized by the low educational levels. Foskor commits itself to re-dress this identified training areas by affording contractors the opportunity to be functionally literate in terms of literacy and numeracy through providing AET training.

Various portable skills training will be provided in the following areas:

- Carpentry
- Brick Laying and Tiling
- Food Preparation and Cooking
- Sewing



Through offering Financial Management, the following expected learning outcomes

- Understand the cash flow cycle
- Prepare a budget
- Prepare a cash flow projection
- Understand the importance of credit and stock control
- Appreciate that insurance cover is appropriate for business
- Appreciate the retention of money for business growth

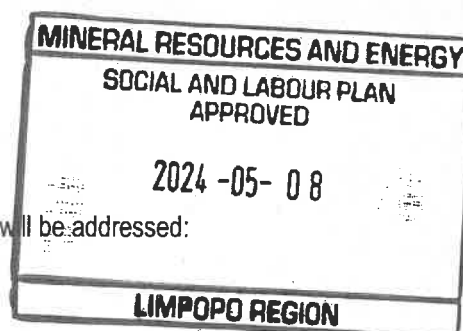
Through offering Practical Costing and Pricing, the following expected learning outcomes will be addressed:

- Profit Determination
- Profit Mark-Up

- Cost Structure
- Break-even Analysis
- Marginal Costing

Through offering Basic Bookkeeping, the following expected learning outcomes will be addressed:

- Appreciate the vital importance of maintaining adequate financial records
- Realise how to separate business and personal affairs
- Draw up a personal budget
- Prepare an analysis cashbook
- Reconcile bank statement to cashbook
- Develop a proper filling system



Through offering Marketing, the following expected learning outcomes will be addressed:

- Customer Needs analysis
- Marketing research
- Understanding your competition
- Developing a swot analysis
- Developing your marketing strategy

Through offering Project Management, the following expected learning outcomes will be addressed:

- Identify, understand and explain the major issues facing project management and project managers in the modern world and the organisation's responses to them.
- Apply these responses in practical revision.
- Transfer related theoretical knowledge to the workplace.

Foskor's commitment towards Skills Development is clearly shown in the processes and facilities already in place to address these needs:

- A Training Coordinator has been appointed to oversee, co-ordinate and implement Human Resource Development and organizing of the company and contractor training needs. This process will be facilitated in conjunction with Foskor's already appointed Human Resource Development Practitioners.
- Sourcing of Accredited Training Providers to ensure optimal Education and Training.
- Sourcing of suitable facilities for Skills Development.

2.7 CONCLUSION

The content of the previous paragraphs states the current situation at Foskor. The discussion provides a clear indication of specific areas where the strategic interventions towards the development of human resource will be directed. Foskor has adopted a pro-active approach towards achieving the Mining Charter targets. As part of the overall Social & Labour Plan, it is envisaged that improvements to the existing situation will be re-packaged to ensure that the DMR requirements with regard to Human Resource Developmental plans are adequately addressed.

CHAPTER 3: LOCAL ECONOMIC DEVELOPMENT

3.1 PURPOSE

Foskor as part of its effective stakeholder engagement has managed to ensure that local critical stakeholders' expectations as per the Integrated Development Plan of 2018/19 are met to a greater extent in line with priorities as guided by the IDP.

We adopt and implement the Local Economic Development projects as a way to mitigate for the impact of the triple challenges of Poverty, Inequality and Unemployment which can only be fought through infrastructure development, quality services as per identified projects in the next five years. We need to give our economy the necessary boost to reignite our local economy to restore the dignity of the people in our hot communities.

Implementing Local Economic Development projects for us is not a compliance matter but a way of conducting our business.

Foskor has committed and will continue to engage in an open and transparent way with all its stakeholders in the area of its operations.

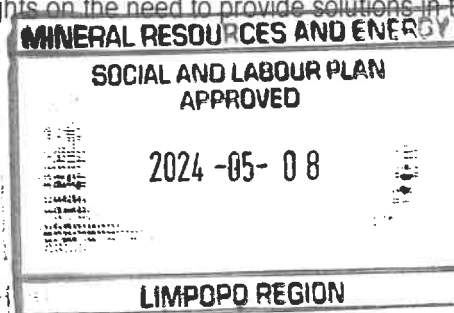
Continuous communication with Ba-Phalaborwa municipality remains a priority and as Foskor we fairly understand the needs of the municipality as we form an integral part of the formulation of the Integrated Development Plan of the municipality. We acknowledge the role that is played by our traditional leaders and we also consult with them on Corporate Social Responsibility projects that we handle in their respective areas.

The Ba-Phalaborwa municipality has crafted a situational relevant LED strategy that is aligned to the prescripts of the National Development Plan and other Provincial, District and Local Municipal Plans to achieve the long-term National Vision of creating sustainable job opportunities, empower by creating an enabling environment for local businesses and improve the livelihood of the local communities.

The LED Strategy represents the refined municipal vision to provide improved services and enhance tourism development and reflects on the planned actions in responding to the current challenges as the situation dictates. The LED strategy influences the way LED projects for the local mines are decided on to create local infrastructure and support enterprise development.

The Ba-Phalaborwa municipality LED Strategy therefore highlights on the need to provide solutions in the following areas of service delivery:

- Refurbishment of electricity infrastructure;
- Provision of clean water
- Rehabilitation and maintenance of roads; and
- Construction of roads and storm water drains.
- Creation of job opportunities to increase employment.
- Empowerment of SMME's



The provision of basic services such as usable roads, sustainable electricity, clean water, adequate waste management are critical areas of priority for the municipality as part of promoting the local economic and tourism development, hence the projects that Foskor was advised to adopt.

A brief assessment of the current socio-economic situation in Ba-Phalaborwa Municipality will be provided, followed by a very brief summary of Foskop's understanding of local economic development. LED interventions that have been selected in conjunction with Ba-Phalaborwa Municipality will then be discussed, with specific reference to Foskop's commitment towards these interventions. Finally, a description of Foskop's social responsibility projects will be provided and their relationship with Local Economic Development will be discussed.

JOB CREATION, PROMOTION AND SMME'S SUPPORT

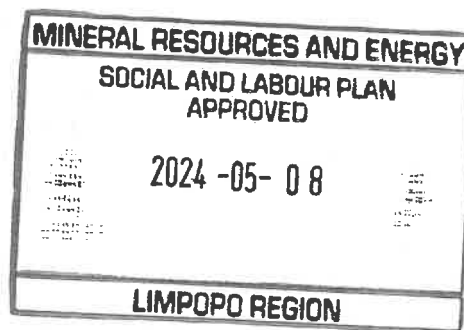
Foskop will endeavour to favourably contribute to Ba-Phalaborwa municipality's EPWP programmes and ensure that local people are employed and, in the process, acquire skills that can be used in starting their own businesses or seeking alternative employment at the end of the projects. Foskop will continue to encourage Entrepreneur Development by ring fencing the implementation of LED projects by local entrepreneurs where possible. It must however be noted that due care will be exercised in appointing these service providers and Foskop will not provide any start-up capital for the entrepreneurs, but we will be prepared to go into cessionary payments for third parties.

Local entrepreneurs will be offered opportunities to provide goods and services needed by Foskop through the use of BBBEE preferential procurement policy as well as encouraging the buying of goods and services locally where possible. Recognition of credible local emerging contractors will continue to be a priority in consultation with the supplier development section in Foskop.

GENERAL

Foskop will continue to observe the following:

- Effectively manage partnership relations with stakeholders on economic development in the area of Ba-Phalaborwa.
- Continue to be part of all development initiatives in the municipal area.
- Be an active participant in the IDP formulation and approval process.
- Be part and play a leadership role with the project implementation steering committee.
- Informal trade policies and management.



3.2 THE SOCIO-ECONOMIC SITUATION

3.2.1 Demographics

Ba-Phalaborwa Municipality represents an excellent model of population densification, with 94% of the municipal population staying in or around the Phalaborwa urban complex. The remaining 6% comprises the populations of the Gravelotte and Selwane areas. The 94% resides within 15km from Phalaborwa town. Namakgale and Lulekani, together, account for 49% of the population within the Complex; whereas Phalaborwa town accounts for 20% and the remainder (31%) is made up of rural population.

According to the South African Statistics Census 2011, the Ba-Phalaborwa Municipality has increased its population from **131 089 to 150 637**. It must also be noted that the Community Survey 2016 concluded that the population stands at **168 937**. This information will be used as an elementary settlement analysis, which serves as a useful framework to assess the preconditions for LED:

Reference was made based on the Stats SA Census 2011, reason being the next census is in 2021. The stats on population was done through Community Survey 2016.

Comparison between the Stats SA Census 2001 and the Stats SA Census 2011

Census 2001		Census 2011		2016
Population	Households	Population	Households	Population
131 098	33 529	150 637	41 115	168 937

Source: Stats SA Community Survey 2016

1. Demographic Information Stats SA Census 2011

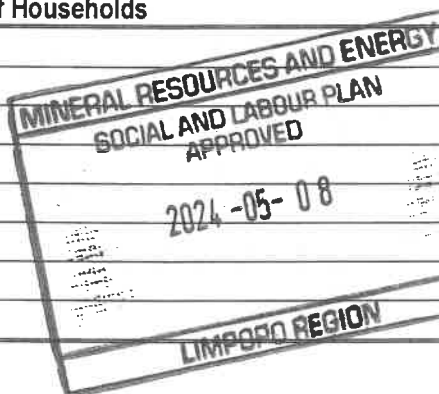
Ward No.	Number of Households	Population	Ward Location
1	4 019	12 635	Haniville, Namakgale Showground
2	1 847	6 608	Makhushane
3	1 722	6 437	BenFarm A & B
4	2 041	7 019	Namakgale (Megabus)
5	1 844	6 272	Namakgale (Zamani P School)
6	2 087	6 515	Namakgale (Townhall)
7	1 634	6 002	Namakgale (Score)
8	2 055	7 874	Mashishimale (Lebeko H School)
9	1 816	7 002	Mashishimale (Makhushane and part of Maseke)
10	2 130	7 830	Maseke (Tribal) & Mashishimale (Tribal) & Consmurch Mine (JCI)
11	1 628	5 700	Phalaborwa (Post Office)
12	2 399	8 276	Phalaborwa (Rooiskool) & KNP
13	2 163	8 769	Kurhula, Pondo & Mlambo
14	823	3 173	Lulekani B &
15	2 397	8 975	Lulekani RDP, B1 Ext, Biko & Mahale
16	2 449	13 052	Matikoxikaya & Humulani
17	3 896	16 174	Majeje C & Matikoxikaya (Baranuka)
18	4 077	12 326	Selwane, Prieska, Nondweni & Gravelotte
Total	41 115	150 637	

2. Access to water

Service	Total Number of Households
Piped water (tap) water inside dwelling/institution	15 252
Inside yard	18 721
Community stand less than 200m	3 495
Community stand between 200m and 500m	1 129
Community stand between 500m and a kilometre	640
Community stand greater than a kilometre	653
No access to piped water	1 226

3. Sanitation facilities

Sanitation facilities	Number of Households
None	4 698
Flush toilet (connected to sewerage systems)	16 638
Flush toilet (septic tank)	860
Chemical toilet	424
Pit toilet with ventilation (VIP)	6 718
Pit toilet without ventilation	10 833
Bucket toilet	80
Other	864

**4. Sources of water**

Water sources	Number of Households
Regional/local water scheme (operated by the municipality or other water services provider)	36 680
Borehole	1 933
Spring	14
Rain water tank	265
Dam/pool/stagnant water	425
River/stream	390
Water vendor	291
Water tanker	372
Other	745

5. Energy or fuel for lighting

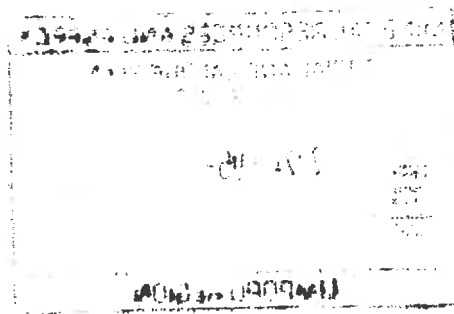
Energy or fuel source	Number of Households
Electricity	37 345 (91.00%)
Gas	27 (00.06%)
Paraffin	153 (00.40%)
Candles	3 380 (08.20%)
Solar	84 (00.20%)
Other	0
None	0

6. Energy or fuel for cooking by population Households

Energy source for cooking	Number of Households
Electricity	27 802 (68.00%)
Gas	628 (01.50%)
Paraffin	647 (01.60%)
Wood	11 870 (29.00%)
Coal	14 (00.03%)
Animal dung	8 (00.02%)
Solar	61 (00.15%)
Other	15 (00.04%)
None	70 (01.80%)

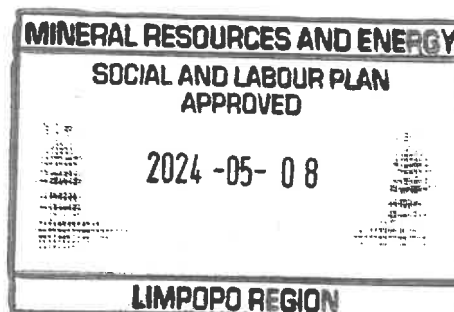
7. Landline telephone

Access to landline telephone	Number of Households with access
Yes	2 849 (07.00%)
No	38 266 (93.00%)



8. Educational level

Grade	Total Number
Grade 1/Sub A	4 580 (03.04%)
Grade 2/Sub B	4 506 (02.10%)
Grade 3/Std 1	5 015 (03.33%)
Grade 4/Std 2	5 109 (03.40%)
Grade 5/Std 3	5 326 (03.53%)
Grade 6/Std 4	5 424 (03.60%)
Grade 7/Std 5	6 332 (04.20%)
Grade 8/Std 6	9 589 (06.40%)
Grade 9/Std 7	8 877 (05.90%)
Grade 10/Std 8	10 872 (07.20%)
Grade 11/Std 9	10 298 (06.90%)
Grade 12/Std 10	20 399 (13.50%)
NTC 1/N1/NIC/V level 2	1 031 (00.70%)
NTC 2/N2/NIC/V Level 3	919 (00.60%)
NTC 3/N3/NIC/V level 4	982 (00.70%)
N4	637 (00.40%)
N5	479 (00.30%)
N6	852 (00.60%)
Certificate with less than Grade 12/Std 10	4 262 (00.20%)
Diploma with less than Grade 12/Std 10	213 (00.10%)
Certificate with Grade 12/Std 10	1 703 (01.10%)
Diploma with Grade 12/Std 10	1 912 (01.30%)
Higher Diploma	1 407 (00.90%)
Post Higher Diploma Masters: Doctoral	213 (00.10%)
Bachelors Degree	994 (00.70%)
Bachelors Degree & Post Graduate Diploma	309 (00.21%)
Honours Degree	509 (00.30%)
Higher degree Masters/Phd	236 (00.20%)
Other	242 (00.20%)
No schooling	13 340 (08.90%)



9. Dwelling types

Dwelling type	Number of households
House or brick/concrete block structure on a separate stand or yard or on a farm	37 690
Traditional dwelling hut/structure	1 149
Flat or apartment in a block of flats	457
Cluster house in complex	35
Townhouses	60
Semi-detached house	20
House/flat/room in backyard	449
Informal dwelling (shack, in backyard)	148
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	924
Caravan/tent	34
Other	84

10. Population Distribution

Age group	Number
0-4	19 433
5 -9	15 384
10 – 14	14 748
15 – 19	14 674
20 – 24	16 127
25 – 29	14 195
30 – 34	11 407
35 – 39	10 039
40 – 44	8 282
45 – 49	6 890
50 – 54	5 542
55 – 59	4 667
60 – 64	3 280
65 – 69	2 163
70 – 74	1 608
75 – 79	972
80 – 84	647
85 +	439



Source: Stats SA 2011 Census

SNAP SHOT OF BA-PHALABORWA LOCAL MUNICIPALITY**Demographic Information Community Survey 2016**

Population	168 937
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Age Structure

Population Under 15	31.4%
Population 15 To 64	65.2%
Population Over 65	3.4%

Dependency Ratio

Per 100 (15-64)	53.3%
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Sex Ratio

Males per 100 females	95.2%
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Population Growth

Per annum	2.61%
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Labour market

Unemployment Rate (official)	37.5%
Youth Unemployment Rate (official) 15-34	50.20%

Education (aged 20 +)

No Schooling	12.9%
Matric	30.6%
Higher Education	9.2%

Household dynamics

Households	49 100
Average Household Size	3.4
Female Headed Households	38.9%
Formal Dwellings	96.7%
Housing Owned	77.0%

Household services

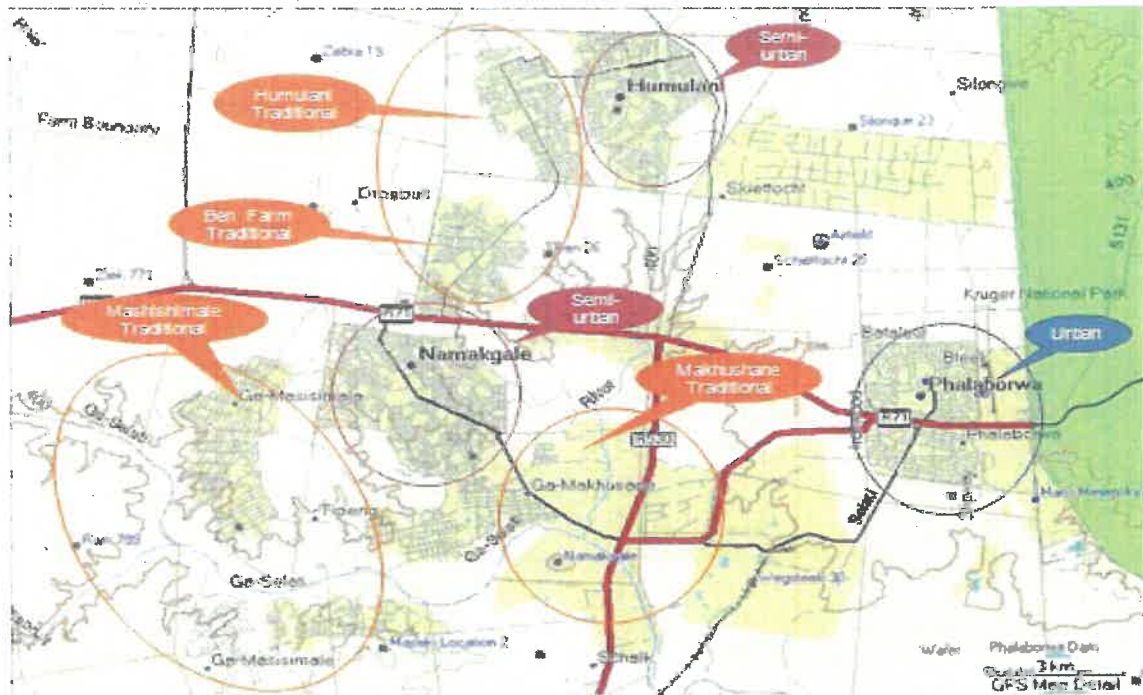
Flush Toilet Connected To Sewerage	36.8%
Weekly Refuse Removal	42.2%
Piped Water Inside Dwelling	30.6%
Electricity For Lighting	98.1%



Source: Projections by StatsSA Census 2011

The hard urban core of Phalaborwa town accommodates 9,28% of the population in the urban complex, the semi-urban nodes of Namakgale and Lulekani accommodate 29,26% of the population and the remaining 28,54% live in traditional settlements in the periphery. This reflects the dominant position of Namakgale and Lulekani in terms of where the residents of the municipality are located and is illustrated in figure one below.

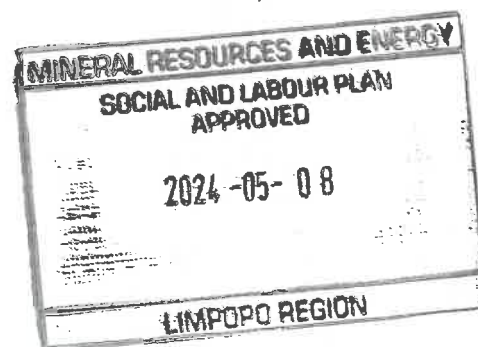
Figure One: Population Distribution in Ba-Phalaborwa Urban-Peri Urban Complex



Adults (20 years and older) with no schooling (14.60%) reflect a meaningful pattern across the different settlement types that are described in table 1. In Phalaborwa town, for example, the 2011 census indicates that only 1.5% of adults had no schooling. In the absence of a more detailed skills assessment, this indicator may serve as a proxy for the readiness for LED from a skills availability point of view. In Namakgale the percentage of adults with no education rises to 9.1%. Lulekani is likely to be similar. However, in the traditional settlements around Namakgale and Lulekani, the percentage of adults with no schooling is at an average of 14, 6% in predominantly rural areas of Makhushane, Maseke, Selwana, Majeje and Mashishimale.

This analysis indicates that the largest concentration of people is in Namakgale and Lulekani, which is a good indication of where the need for intervention is located and where the most people will benefit from appropriate LED interventions. However, the level of economic dependency is highest in the traditional settlements adjacent to Namakgale and Lulekani.

Figure two below contains a map of Ba-Phalaborwa Municipality, which clearly reflects the concentration of people and economic activity in the south-east. The rest of the municipality is largely dominated by agricultural and nature conservation activities, with the relatively small exception of the Consolidated Murchison antimony mine outside Gravelotte in the western part of the municipality. Land claims are also reflected on this map.



3.3.2 Economic Production

Mining Sector

Ba-Phalaborwa has the highest concentration of minerals in the Mopani District hence mining is the largest economic sector in the Municipality and is also the largest employer. The Municipality's mining sector contributes 92.5% to the District's mining sector GDP. This contribution translates to 59.6% of the total district GDP. Mining gives Ba-Phalaborwa a competitive edge over other municipalities in the District. Unfortunately, copper mining (which constitutes the backbone of the mining sector in the municipal area) is destined to stop around 2032. The most mined resources in the Municipal area are copper and phosphate in the Phalaborwa area, with gold and antimony in the Murchison Greenstone Belt.

Agriculture

A wide variety of agricultural products are currently grown in the area. Fruit and vegetables are mostly destined for fresh consumption by the local and export markets. Farmers and private companies are responsible for some value addition. Value addition includes: manufacture of fruit juices, drying of fruit and vegetables, manufacture of atchaar.

Manufacturing

Manufacturing focuses on beneficiation of and value addition to products from the primary sector of the economy, namely mining and agriculture. It is, therefore, classified as the secondary sector of the economy. The manufacturing activities in the Municipality are mainly focused on the mining sector. There is, however, a potential for the processing and packaging of agricultural related products such as Cattle, poultry, vegetables, eggs, etc.

The Municipality employs 14.4% of the total district labour force that is in the manufacturing industry and hence contributes only 0.5% to the overall District GDP. Manufacturing does not give the Municipality a competitive advantage over the other sister municipalities in the District. It then implies that the production of mining raw materials is not equally complemented with local beneficiation and value chain addition. In order to grow the manufacturing industry, the Municipality needs to strengthen support services, such as transport network, electricity and technology. It is also important to unblock land claims disputes to free land for development.

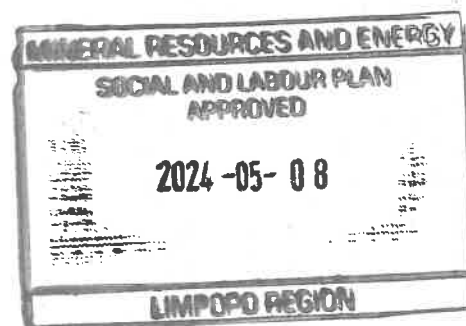
Tourism

The projected decline of the mining industry forces the Municipality to venture into other economic sectors. The geographic position of Ba-Phalaborwa and the abundance of wildlife in the Kruger National Park present an opportunity for diversification into tourism. Tourism is the economic sector with the most potential for development in the Municipality as a result of the Municipality's ideal location and climate.

The Mopani Local Economic Development Strategy indicates the following with regard to Tourism in Ba-Phalaborwa:

- The Municipality has high business tourism flows – especially linked to commerce, industry and the mines.
- Leisure traffic stops briefly in and around the town usually en-route to and from the Kruger National Park (KNP).
- There is a limited amount of traffic that stays outside the Park to make day visits into the Park.
- Similarly, very few KNP visitors spend a night in Phalaborwa before or after their visits to the Park.
- Stay-over leisure traffic is growing as far as the golf estate is concerned.

Tourism industry operators believe that the opportunity to travel to the Mozambican coast via Ba-Phalaborwa represents a significant tourism advantage. Archeological sites and the history of the arrival of the Malatji clan are also believed to hold tourism potential. The area has a particularly pleasant winter climate. The fact that the local labour force comprises a high proportion of single persons reflects a need for leisure facilities that are not sufficiently available.



Trade

Currently, the trade situation in the Ba-Phalaborwa municipal area is segmented between the formal and the Informal sectors. There are currently 189 registered formal businesses in Phalaborwa town; whereas data on businesses in the two townships and the rural areas is still to be collated. The existent gap between the first and the second economies is evident from the operations of the businesses in both the formal and the informal sectors.

Formal businesses in rural nodes, such as Makhushane, Maseke, Mashishimale, Majeje and Selwane are not well established. The businesses mainly serve as bread distributors with basic products not well stocked to the benefit of their customers.

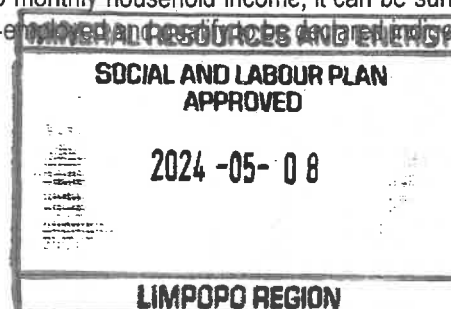
Source: Ba-Phalaborwa LM: IDP 2010 - 2015.

3.2.3 Employment

The per person income distribution in the municipal area indicates that about 83.3% of the municipal population earn a monthly income of R1 600 or less. If these figures are to translate to monthly household income, it can be surmised that the majority of household heads are either unemployed or under-employed and resources are limited.

Employment Status:

• Employed	19 913	59%
• Unemployed	3 842	11%
• Not economically active	7 282	22%
• Not applicable	2 755	8%
• Total	33 792	100%



The 2007 CS indicates a decrease in the percentage of people without an income from 69.6% in 2001 to 43.2%. Although the decrease is welcome, the figures are still unacceptably high, and the situation warrants intervention.

3.2.4 Income Distribution 2011

As a signatory to the Millennium Development Goals, South Africa is committed to:

1. Eradicate extreme hunger and poverty
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

Indeed, South Africa's poverty reduction commitment was articulated well before the international millennium targets were set and was at the centre of the Reconstruction and Development Programme commitment to "meeting basic needs" that informed the democratic government's policy framework from 1994.

According to stats SA (2016), almost 23% of all households in Phalaborwa Municipality had no income at all in 2001 and 49.3% of households were living in poverty.¹ By comparison, only 15.5% of households had no income in 1996 and less than 35% of households lived on less than R 6 000 per year. The income categories in the census of 1996 and 2001 are not strictly comparable, but the impression is given that conditions may have worsened for the bottom three income categories during this period.

Table 5: Income Distribution in Phalaborwa, 2011

Category	Number	%
None	7684	22.9
R1 – 4800	3690	11.0
R4801 – 9600	5147	15.4
R9601 – 19,200	5313	15.8
R19,201 – 38,400	5157	15.4
R38,401 – 76,800	3170	9.5
R76,801 – 153,600	1938	5.8
R153,601 – 307,200	995	3.0
R307,201 – 614,400	282	0.8
R614,401 – 1,228,800	69	0.2
R1,228,801 – 2,457,600	64	0.2
Over R2,457,600	20	0.1
Total	33,529	100

Source: SSA, Census 2001 and 1996

3.2.1 UNDERSTANDING LED

Definitions of LED

"The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation." (World Bank)

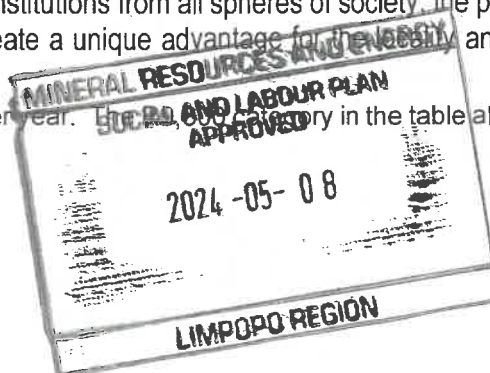
LED aims to induce economic development and growth in a locality with the objective of creating jobs and improving the quality of life for everyone by realizing a locality's full comparative advantage.

LED is the result of joint planning by a municipality, its community and business sectors. This means that all economic forces in the local situation have to be brought on board to identify resources, understand needs and work out plans to find the best ways of making the local economy fully functional, investor friendly and competitively productive.

LED recognizes that people, business and government at local level are best able to restructure economic situations that will stimulate growth required to create jobs and to reduce poverty and/or its impact.

"LED is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its

¹ The current poverty datum line is approximately R12,000 per year. The poverty datum line in the table above for 2001, is the closest equivalent for that year.



firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms." (GIZ)

"LED is a participatory process which encourages social dialogue and public-private partnerships in a defined geographical area. LED enables local stakeholders to jointly design and implement a development strategy which fully exploits local resources and capacities and makes best use of the area's comparative advantages." (ILO)

"LED is a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. It is a tool to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized. LED encourages the public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges. The LED process seeks to empower local participants in order to effectively utilize business enterprise, labour, capital and other local resources to achieve local priorities (e.g. promote quality jobs, reduce poverty, stabilize the local economy generate municipal taxes to provide better services)." (UN-Habitat).

3.4 PROPOSED LED INTERVENTIONS

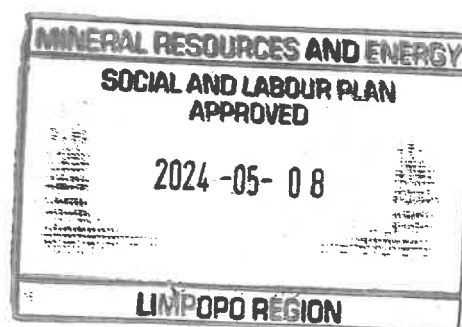
Ba-Phalaborwa Municipality together with Foskor have agreed on three projects as per the 2018/2019 Integrated Development Plan. The following are the four projects that will be implemented in the next five years:

- Construction of Makatikele Primary School in Buelang Village;
- Sponsor of Backhoe loader & truck for Ba-Phalaborwa Municipality;
- Installation of high mast lights in Ba-Phalaborwa; and
- Rehabilitation of streets in Ba-Phalaborwa.

Specific commitments from Foskor with regards to these Local Economic Development interventions are discussed below. There are also a number of other areas where Foskor assists the local government by virtue of the equipment and skills that are available within the company.

SUMMARY OF PROPOSED PROJECTS

Project	Budget
Makatikele School Building	R7 800 000,00
Backhoe loader & truck	R4 618 650,20
High mast lights	R5 000 000,00
Rehabilitation of streets	R22 575 000,00
Total	R39 993 650,20



DETAILS OF THE PROJECTS

3.4.1. Project 1: Building, extensions from initial plan and completion of Makatikele School

The school was planned for construction during Cycle 2 of the SLP. An amount of R5m was budgeted for the construction of the school and this amount was included in the SLP. However, by the end of the 2018 financial year, more than R8 Million had already been spent on the school. The actual construction of the school, which comprised four blocks and an administration building was completed, but the toilets remained incomplete due to special technological requirements. By then there were concerns from the community for the school to be completed so that children could start attending closer to their homes. The Department of Education also got involved and started visiting the school, and await confirmation of the project completion.

Meanwhile, Foskor embarked upon completion of the toilets. However, it became apparent during construction and during visits by the Department of Education officials that additional work, which was not part of the original plan, had to be undertaken for the school to be ready for occupation. The additional work includes but is not limited to components that are illustrated in the table below:

DETAILS	AMOUNT
Building material	R1 700 000.00
Labour	R1 500 000.00
School furniture	R1 300 000.00
Nutrition building (kitchen)	R2 200 000.00
Covered and paved walkway	R700 000.00
Borehole as back-up water supply	R300 000.00
Connection to public water supply	R100 000.00
Total	R7 800 000.00



PROJECT MAKATIKELE SCHOOL

The name of the project: Building, extensions from initial plan and completion of Makatikele School		Classification of project: Infrastructure						
<p>Boelang Village is a new settlement that is situated at the outskirts of both Makhushane and Maseke villages in the Ba-Phalaborwa Municipality. The village is growing rapidly. Young children from the village currently attend school at the nearby Makhushane village. However, difficulties arise during rainy seasons as they have to cross the adjacent Sellati River, which gave rise for the need for building a primary school.</p> <p>The school was planned for construction during Cycle 2 of the SLP. An amount of R5m was budgeted for the construction of the school and this amount was included in the SLP. However, by the end of the 2018 financial year, more than R8 million had already been spent on the school. The actual construction of the school, which comprised four blocks and an administration building was completed, but the toilets remained incomplete due to special technological requirements. By then there were concerns from the community for the school to be completed so that children could start attending closer to their homes. The Department of Education also got involved and started visiting the school and await confirmation of the project completion. Meanwhile, Foskor embarked upon completion of the toilets. However, it became apparent during construction and during visits by the Department of Education officials that additional work, which was not part of the original plan, had to be undertaken for the school to be ready for occupation. Some additional work includes the construction of a Nutrition Block (Kitchen) and a covered walkway.</p>								
Geographical location of project		Mopani District Municipality	Ba-Phalaborwa Local Municipality	Boelang Village	Project Start Date:		Project End date:	
Output		Key Area	Performance	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly timelines and year	Quarterly timelines and year	Budget
Detailed School Design		Construction and landscaping design		Completion of design	Foskor Project Team			
Sign off of design and final scope		Buy-in from the Department of Basic Education (DoE) and Ba-Phalaborwa Municipality (BPM)		Signed off design documentation	Foskor Project team; DoE; BPM; and	31 Oct 2022		

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			Community Structures.						
Construction Phase	Physical construction of the school	Completed facility as per the agreed scope and design.	Foskor Project Team	1 Nov 2022 to 31 Jan 2023	1 Feb 2023 to 30 Apr 2023				R7,800,000
Exit Strategy/ Handover	Handover of completed school to DoE	Successful handover function and acceptance of the school by the community.	Foskor Project team; DoE; BPM; and Community Structures.			1 May 2023 to 31 Jul 2023			R100,000
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total			Comments
Short Term		6		6		12			These are mainly sub-contractor workers
Medium Term			3	8	1	12			These are the main contractor workers.
Long Term									These are mainly the educators and school support staff
Completion date and exit strategy NB: Beneficiaries should be outlined.									



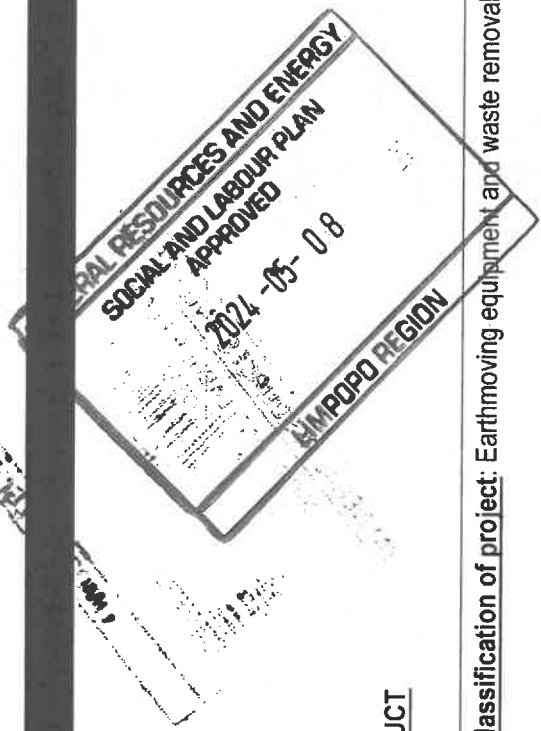
3.4.2. Project 2: Purchase of Backhoe Loader and Waste Compactor Truck

1 x Model 426F2 Backhoe Loader	R1 739 950.00
1 x CWE 330 Compactor Truck	R2 878 700.20
Total	R4 618 650.20

(The cost of Compactor truck includes a set of Bin Lifters @ R190 750.00)

PROJECT PLAN: PURCHASE OF BACKHOE LOADER AND WASTE COMPACTOR TRUCK

Project Name	PURCHASE OF BACKHOE LOADER AND WASTE COMPACTOR TRUCK			Classification of project: Earthmoving equipment and waste removal truck
Background	The municipality is presently unable to fulfil its obligation towards waste removal at all its locations due to limited capacity. This is occasioned by insufficient waste removal vehicles. The envisaged purchase of the backhoe loader and compactor waste removal truck is thus aimed at alleviating the situation, thereby improving hygienic and living conditions of the communities. The increase in capacity will see the municipality reaching out more areas in terms of refuse collection.			
Geographical location of project	Mopani District Municipality	Ba-Phalaborwa Municipality	Community: Phalaborwa, Lulekani, Namakgale, Makhushane, Maseke, Mashishimale, Majeje and Selwana	Project Start Date: August 2023 Project End date: 31 December 2023



FOSKOR SOCIAL & LABOUR PLAN

Output	Key Area	Performance	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget
	<ul style="list-style-type: none"> Internal Procurement Process External Procurement Process 		Completion of procurement process	Foskor	1 July 2023	30 Sep 2023		
			Delivery of the equipment	Foskor	1 Oct 2023	31 Dec 2023		R4 618 650.20
Classification of Jobs	No of jobs to be created		Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments
Short Term								
Medium Term								
Long Term			1	1	0	0	2	
Completion date and exit strategy. Provided the DMRE approves the SLP by 30 June 2023, the project should be completed by no later than 31 December 2023. The Municipality is averse with operation of the equipment as similar equipment is already in operation. However, if necessary, Foskor will ensure that operators of both equipment are fully trained to ensure sustainability of the project before handing it over to the Municipality. The project is aimed at benefiting all the communities of Phalaborwa Municipality, which include Phalaborwa town, Lulekani, Namakgale, Makhushane, Maseke, Mashishimale, Majeje and Selwana communities in terms of waste management, thereby improving health conditions of these communities.								



3.4.3. Project 3: High Mast Streetlights

WARD	SECTION/VILLAGE	ESTIMATED COST
1	Bobby ground	R500 000.00
2	Tipeng next to maMasiya	R500 000.00
3	From Mokoena to R71	R500 000.00
5	Namakgale D Section	R500 000.00
6	Refentse School	R500 000.00
9	Maune Mapikiri	R500 000.00
10	Makgwareng Mabiliusong	R500 000.00
13	Kurhula A	R500 000.00
14	Bus-stop next to police station	R500 000.00
18	Prieska	R500 000.00
Total		R5 000 000.00



PROJECT PLAN: HIGH MAST STREET LIGHTS

Project Name	The name of the project: INSTALLATION OF HIGH MAST STREETLIGHTS	Classification of project: Infrastructure
Background	With the levels of crime on the rise across the country, the communities of Ba-Phalaborwa are not spared from the adverse impact of this social ill. While most crimes occur during daytime hours, violent crimes such as rape, murder, and aggravated assault mostly happen at night. During the consultative meetings for the Integrated Development Plan (IDP) of the Ba-Phalaborwa Municipality, various segments of the communities identified the need to have High Mast Lights installed. Foskop decided to adopt the project from the IDP with the main objective of playing a role in the fight against crime. A budget of R5 million was set aside for this project.	The specific areas identified to benefit from this project include the following:
Geographical location of project	<div data-bbox="869 1386 1436 1760">Mopani District Municipality</div> <div data-bbox="869 1052 1436 1386">Ba-Phalaborwa Local Municipality</div>	<div data-bbox="869 913 1436 1052">Bobby ground; Tipeng next to maMasiya; From Mokoena to R71; Namakgale D Section; Refentse School; Maune Mapikiri; Makgwareng Mabilusong; Kurhula A; Bus-stop next to Police Station; and</div> <div data-bbox="869 512 1436 913">Project Start Date: 1 Aug 2023</div> <div data-bbox="869 26 1436 512">Project End date: 31 Dec 2024</div>



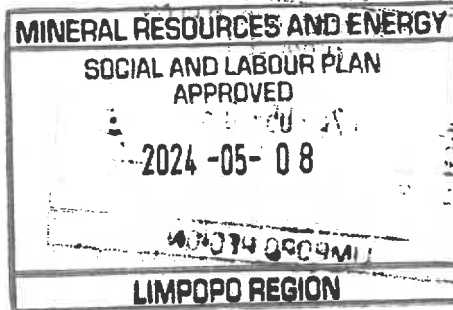
FOSKOR SOCIAL & LABOUR PLAN

		Prieska.							
Output	Key Area	Performance	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly timelines and year	Quarterly timelines and year	Quarterly timelines and year	Budget	
Scope of Work	Draft scope of work		Finalisation of scope of work	Foskor Project Team	31 Aug 2023				
Procurement processes and identification of contractor	Appointment of successful contractor		Award to successful contractor	Foskor Project team.	1 Sep to 30 Nov 2023				
Installation Phase	Physical installation of the High Mast Lights.		Fully functional High Mast Lights.	Foskor Project Team	1 Dec 2023 to 28 Feb 2024			R5,000,000	
Exit Strategy/ Handover	Handover of functional High Mast Lights.		Successful handover of functional High Mast Lights.	Foskor Project team; BPM; and Community Structures.	28 Feb 2024				
Classification of jobs	No of jobs to be created		Male Adults	Female Adults	Male Youth	Female Youth	Total	Comments	
Short Term		2		2	3	3	10	These are minimum projected numbers - could be more	
Medium Term									
Long Term									
Completion date and exit strategy:									
This is a once-off project, which upon completion, will be handed over to beneficiaries, namely the municipality and Ba-Phalaborwa communities as illustrated above. Subject to approval of the SLP, it is expected that the project will be completed and handed over to the beneficiaries by 28 February 2024.									

REHABILITATION OF STREETS				
PHALABORWA TOWN	LENGTH OF STR	EST. COST/K M	ESTIMATED COST	NATURE OF REHABILITATION
TULBACH	2,2	1,5m/km	R3 300 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
LARK	0,3	1,5m/km	R450 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
KING FISHER	0,3	1,5m/km	R450 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
HANS SPIROW	0,4	1,5m/km	R600 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
ESSENHOUT	1,2	1,5m/km	R1 800 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
Sub Totals	4,4		R6 600 000,00	

	LENGTH OF STREET	EST. COST/K M	ESTIMATED COST	NATURE OF REHABILITATION
1 III EKANI				

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JOE SLOVO	1,4	1,5m/km	R2 100 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
PARK STREET	1,2	1,5m/km	R1 800 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
BRIDGEWAY	0,6	1,5m/km	R900 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
Sub Totals	3,2		R4 800 000,00	
NAMAKGALE	LENGTH OF STR	EST. COST/K M	ESTIMATED COST	NATURE OF REHABILITATION
CHIAMELO CRESCENT	2	1,5m/km	R3 000 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
STADIUM STREET	0,5	1,5m/km	R750 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
RADIO STATION (IMPALA)	1,3	1,5m/km	R1 950 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
ROCK STREET	0,6	1,5m/km	R900 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
ASIBASABI STREET	0,4	1,5m/km	R600 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
THULANI STREET	0,9	1,5m/km	R1 350 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.

SOLLY MAGOTSWA/PHOSP HATE STREET	1,75	1,5m/km	R2 625 000,00	Milling of 150mm base layer, stabilization the base, surfacing to 30mm asphalt, road markings and road furnitures.
Sub Totals	7,45		R11 175 000,00	

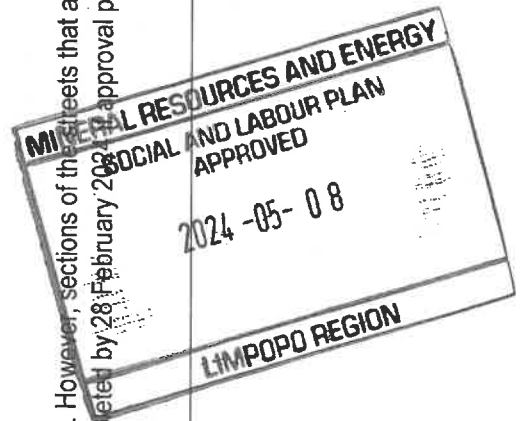
R22 575 000.00

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Introduction of Contractor	Meetings introduce the contractor to traditional authorities.	Attendance Register from the meetings.	Foskor Project team; BPM; and Community Structures.	By 31 Oct 2023		
Rehabilitation Phase	Physical rehabilitation of streets.	Rehabilitated streets.	Foskor Project Team		1 Nov 2023 to 28 Feb 2024	R22,575,000
Exit Strategy/ Handover	Handover of rehabilitated streets to the municipality.	Successful handover of rehabilitated streets	Foskor Project team; BPM; and Community Structures.		28 Feb 2024	
Classification of jobs	No of jobs to be created	Male Adults	Female Adults	Male Youth	Female Youth	Total
Short Term	20	5	5	5	5	20
Medium Term						
Long Term						
<p>Completion date and exit strategy.</p> <p>The project will only be handed over to the beneficiaries upon completion. However, sections of the streets that are completed will be utilised immediately Therefore, the ultimate handover will be merely symbolic. The project could be completed by 28 February 2024. Approval processes are finalised by the end of June 2023.</p>						



3.4.5 Entrepreneurial Development from Foskor's Procurement

1. BEE SPEND – FOR THE YEAR ENDED – 31 MARCH 2018

1.1 Total Spend figures

Total Spend	R 3,619,657,667.43
Discretionary Spend	R 2,166,110,662.33
Total BEE Spend	R 1,652,182,925.86
Total BEE Spend as % of discretionary	76%
BBBEE Spend % /Total spend	93%

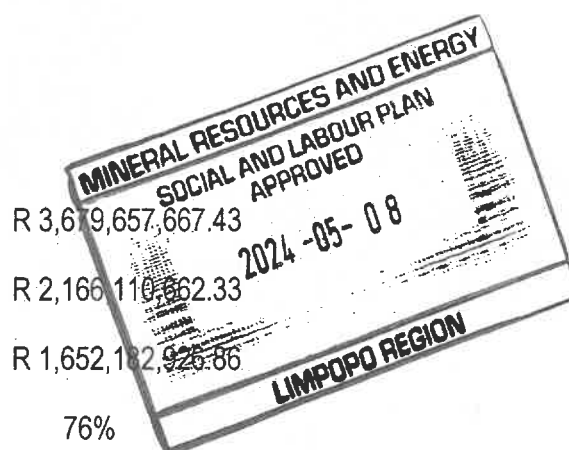


Table 9: Foskor Targets to Support BEE Suppliers (internal target)

Financial year ending	2018/19	2019/20	2020/21	2021/22	2022/23
Targets	76%	76%	76%	78%	80%

1.2 Spend % versus Mining Charter targets

DESCRIPTION	TARGETS 2017-18	ACTUAL 2017-18
Procurement of capital goods	40%	81%
Procurement of consumables	70%	83%
Procurement of services	50%	63%

1.3 Mining Charter targets

F/Y Ended	2019	2020	2021	2022	2023
Mining Goods	70%	70%	70%	70%	70%
50% +1 HDP owned & controlled	21%	21%	21%	21%	21%
50% + 1 women / youth owned	5%	5%	5%	5%	5%
BBBEE compliant with minimum 25% + 1 HDP ownership at Level 4	44%	44%	44%	44%	44%
Services	80%	80%	80%	80%	80%
50% +1 HDP owned & controlled	50%	50%	50%	50%	50%
50% + 1 women owned	15%	15%	15%	15%	15%
50% + 1 youth owned	5%	15%	15%	15%	15%
BBBEE compliant with minimum 25% + 1 HDP ownership at Level 4	10%	10%	10%	10%	10%

1.4 Commentary and initiatives to improve on BEE spend

Foskor like most mining companies is continuing to operate under very tight cash flow constraints in the current financial year. Measures are taken to invite 100% black owned companies to compete for tenders that are available and if possible, contracts will be broken down and shared amongst a few contractors to participate in the available procurement opportunities. Big companies are encouraged to subcontract the SMMEs for work on their contracts in the interest of skills transfer and capacity building. Procurement department is encouraged to set aside certain opportunities and stipulate this when advertising. The small businesses are also used to carry out CSI and LED projects to increase the spend on 100% black owned companies.

We intend to follow the guidelines of the new mining charter to improve the spend on the designated categories which will enable us to comply with the stipulated requirements.

The company is awarding contracts for a minimum of three years with the possibility of extending up to five years depending on the performance of the service providers. Short-term projects are also another way of encouraging participation from local businesses.

2. MULTI NATIONAL COMPANIES INVOLVEMENT

Spend with multinational companies is at R 110,717,346 for the quarter to March 2018, with 23% spent on Stefanutti Stocks Mining Services and 21% on Sasol Chemicals. Foskor is constantly engaging with them to make contributions toward local economic/social development of communities via Foskor's SCI projects. Stefanutti has signed a contract with a local 100% black owned company to subcontract on the Laud and Haul contract and they have employed from local communities. They have also donated two graders which will be used by this community company to generate some work and mineral resources and energy opportunities and business skills transfer.

3. SUPPLIER DEVELOPMENT AND OTHER INITIATIVES

3.1 SMME and BEE financing

Foskor has retained its partnership/collaboration with LEDA (Limpopo Development Agency) to assist with financing for SMME's who may lack funds to achieve certain projects and supply of goods. In terms of the agreed way forward LEDA will offer relaxed financing terms for our suppliers against the provision of payment cession by Foskor. LEDA will also ensure that our SMMEs are given priority when it comes to credit rating.

Foskor has also planned to pay the SMMEs earlier to alleviate the cash flow problems. We are now working on interventions to help SMMEs who are interested or already doing business with Foskor to gain exposure on how to operate on the mines. The SMMEs will also be monitored by the company nominated clerk of works to help them with their projects.

3.2 Other initiatives currently under way

The following local SMMEs, which are black-owned or controlled and black woman-owned businesses, have been awarded work this quarter in Foskor:

Company	Black O/ship	B Woman O/ship	Services / Supplies	Contract Value/ Term
Contracts				
Klevan Engineering	100%	100%	Minor Works: Mechanical	R 4,965,209 3-year contract
Rothan Chauke Engineering	100%	0%	Minor Works: Mechanical	R 4,965,209 3-year contract
MushianaR Audiology Services	100%	100%	Hearing Conservation Program	R 2,476,620.00 3-year contract

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TKKM Trading	100%	100%	Service & maintenance of auto air conditioners	R 1,014,300 3 yr. contract
Gino's Transport	100%	0%	Transport for hot seat change over employees	R 1,200,000 1-year contract
CR7 Mechanical	100%	0%	Mechanical Maintenance Support at Tailings	R 1,613,018 3-year contract
Simango Business Services	100%	100%	Minor works – Electrical	R1 200 000 3 years
Morula Electrical	100%	0%	Minor works – Electrical	R1 200 000 3 years
MJM Electrical	100%	100%	Minor works – Electrical	R1 200 000 3 years
Gajseng CC	100%	0%	Onsite fencing (excluding electric fencing)	R 1 200 000
Rothan Chauke Engineering	100%	0%	Onsite fencing (including electric fencing)	R 1 200 000 3 years
Just The Phee	100%	100%	Handling of milling media	R 2 499 696 3 years
Mathebeleku Trading	100%	100%	Garden Services – Namakgale	R 1 291 263 3 years
Glowing Sunset	100%	100%	Cleaning of single quarters – Namakgale	R 913 531 3 years
Petmery Engineering Technologies	100%	0%	General crusher maintenance	R 2 000 000 2 years
Maltom Trading	100%	0%	Minor Works: - Civils & Road Works	R4 000 000 2 years
Nandzu Trade & General Projects	100%	100%	Washroom hygiene services	R 1 130 661 3 years
Noyongo Developers	100%	0%	Supply Fasteners - VMI	R 887 745 1 year
Tharolesa Trading cc	100%	0%	Pothole Repair Project	R 1,634,933 1 year
Gakwi Spares	100%	0%	Garden services (Phalaborwa)	R 1 831 512 3 years
Entangeni Foundation	100%	100%	Management of media centre (FCC)	R72 000 1 year
TKKM Trading	100%	100%	Repair & Maintenance of air conditioners Mining	R 4 451 372 3 years
Mopani Flying Squad	100%	0%	Security Services – Corporate Affairs	R 4 748 040 3 years
Malepa Holdings	100%	0%	Radiation protection specialist services	R 1,519,497 3 years
Wasteserv Environmental Solutions	100%	0%	Collection, transport & disposal of hazardous waste	R 440 480
Projects				



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Khutane Projects	100%	0%	Pipes: 400NB x 9.14 For tailings pipeline to TTPS	R 1,986,945.00
CR7 Mechanical (Pty) Ltd	100%	0%	PSR: Structural Steel Repairs – Milling	R 730 000
CR7 Mechanical (Pty) Ltd	100%	0%	D-Bank Steel Work	R 195,938.87
CR7 Mechanical (Pty) Ltd	100%	0%	Conveyor 59 Structural Replacement	R 3,201,538.50
MJM Maint & Install t/a MJM Electrical	100%	100%	6.6KV panels replacement at TTPS substation	R 8,398,169.10
MJM Maint & Install t/a MJM Electrical	100%	100%	Installation of four Liquid at Secondary Crushers	R 114,262.00
Asisebenzeni Maintenance	100%	50%	400 MM X 9.14 STEEL PIPE Rubberline 8mm wall thick 6mm	R 2,981,212.36
Simango Business	100%	100%	HDPE & Rubber lined pipes and fittings	R 10,143,503.53
Montsheng Magase Construction	100%	0%	Welding at Decant Tower	R 650,405.00
Power Factor Engineering Services	100%	100%	Supply, install & commission the microprocessor-based relays	R 1,057,277.32
MJM Maint & Install t/a MJM Electrical	100%	100%	TTPS 22KV OHL RING CLOSURE CONSTRUCTION OF OHL	R 661,694.00
Rothan Chauke Engineering (Pty)	100%	0%	Shelves in Filling Container	R 112,749.44
Simango Business	100%	100%	Fatty Acid Tank and sulphonic acid tank for Ext 8	R 666,128.30
Velsmo Trading and Projects	100%	0%	Filter guards	R 190,180.00
Mamokonette Electrical Service	100%	0%	Silt Pond pump station 400V DB Electrical upgrade.	R 184,537.80
Rothan Chauke Engineering (Pty)	100%	0%	Filling Container Shelves	R 112,749.44
MJM Maint & Install t/a MJM EI	100%	100%	Supply & install access control at main gate & mining change	R 116,786.20
Velsmo Trading and Projects	100%	0%	Filter 21&22 manifold fabrication & installation	R 144,400.00
Montsheng Magase Construction	100%	0%	D-bank Concrete Repairs	R 886 929
Petmery Engineering Technologies	100%	0%	Plant Structure Steel repairs – Mining	R 775 125
Rothan Chauke Engineering (Pty)	100%	0%	Plant Structure Steel repairs – Ext 8, Tailings, D & D	R 790 798
Simango Business Services t/a	100%	100%	Plant Structure Steel repairs – Production	R 773 217
Nice Deal General Trading (Pty)	100%	0%	Service Loesche Mill Hydraulics	R 1 253 672
Khukhameni General Trading (Pt)	100%	0%	Fencing of the New School – Makatikele	R 149 008
Harry Teach Ingenuity Engineer	100%	0%	Labour for shut down	R 960 655
Caedie Technologies (Pty) Ltd	100%	0%	Refurbish dump body of truck	R 424 970
MJM Maint & Install t/a MJM EI	100%	100%	Electrical supply	R 1 604 700
Chungu Mining Supplies	100%	100%	Supply of consumables	R 411 947
Nice Deal General Trading (Pty)	100%	0%	Supply of tyres and repairs	R 1 547 031

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Montsheng Construction	Magase	100%	0%	PSR Concrete Structures – Ext 8, Tailings, D & D	R 1,113,879
Mlapane Civil and Building Con		100%	0%	PSR Concrete structure repairs – Mining	R 903,900
Montsheng Construction	Magase	100%	0%	Plant Structure Refurbishment D-bank Concrete Repair	R 886,929
Power Factor Engineering Servi		100%	100%	Wegsteek substation 11kV & 132kV breaker replacement	R 1,394,500.00
Simango Business		100%	100%	Rebuild Reclaimer	R 2,195,349
Mathicks Construction		100%	0%	Tailings Ablution Facility / Construction of Tailings Dam	R 223,300

We continuously work closely with the newly established local business chambers/forums representing BEE companies and the communities, and we hope through constructive engagement and their critique of our policies and processes we will continue to achieve great milestones.

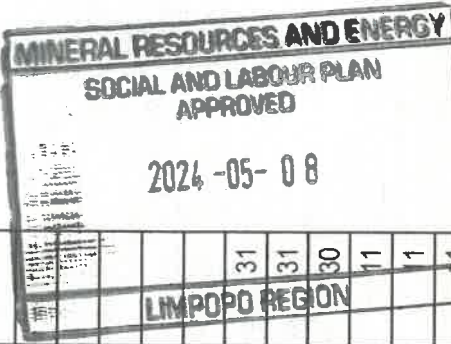
Foskor will continue supporting local 100% black owned (BO) and black women owned (BWO) SMME's, particularly through the CSI and LED projects. We are also encouraging these SMMEs to start looking at providing services and goods of technical nature and scarce skills which will fast track the skills transfer. The system of using set-asides tenders to reach more of the targeted enterprises will always be and improved as reflected by the above awards of work to those groupings.

Foskor continuously interacts with the local community business forums and traditional authorities to highlight the business opportunities for previously disadvantaged black communities. Initiatives will be taken to:

- Break down the stock contracts to ensure participation of local 100% BEEs.
- Take some tenders off online procurement system
- Offer training on use of the online Taranawa system
- Liaise with Community Liaison Officers about business information to be sent out to surrounding black communities
- available procurement opportunities are advertised in local newspapers and sent out through CLOs to be distributed amongst local communities



BEE Spent for the period April 2017 – March 2018							
Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	1000 KM Promotions (Pty) Ltd	39 492		39 492			
Gauteng	209 Lati Trading and Projects cc	1 165 609		1 165 609		100	100
Gauteng	21st Century Pay Solutions Group	49 939		49 939		51	17
Limpopo	A - Z Conveyor CC	1 514 389		1 376 892	1 376 497		
Limpopo	A - Z Conveyor CC	397 961		6 623	391 337		
Gauteng	A H Pillman & Son (Pty) Ltd	818 159		818 159			
Kwazulu Natal	A&M Logistics	312 259		312 259			
Kwazulu Natal	A&M Logistics	32 962		32 962			
Kwazulu Natal	A&M Logistics	205 625		205 625			
Gauteng	ABB South Africa (Pty) Ltd	1 151 485		1 096 261	55 224	58	31
Gauteng	ABB South Africa (Pty) Ltd	2 057 479	970 695	1 022 146	64 638	58	31
Gauteng	Aberdare Cables (Pty) Ltd	381 672	381 672			55	30
Limpopo	Actom (Pty) Ltd Electrical Products	5 128		5 128		33	11
Gauteng	Actom MV Switchgear a division of Actom	376 661	251 372		125 289	33	11
Gauteng	Actom MV Switchgear a division of Actom	7 132 735	4 106 223	405 325	2 621 186	33	11
Gauteng	Adroitly	8 609			8 609	100	100
Gauteng	Advanced Worx 112 t/a Adroit Tech.	638 511			638 511		
Gauteng	Advtech Resourcing (Pty) Ltd	120 198		107 249	12 948		
Western Cape	African Consulting Surveyors	197 034		197 034		26	22
Gauteng	African Rail & Traction Services	2 469 619		135 774	2 333 845		
Gauteng	African Rail & Traction Services	656 298			656 298	75	14
Western Cape	Afriline Civils (Pty) Ltd	370 092		4 184	365 908	44	15
Western Cape	Afriline Civils (Pty) Ltd	656 557		423 225	233 332	30	30
Limpopo	Afrox Beperk	1 527 178		1 527 178		65	13
North-West	Agreenco Environmental cc	11 548 331	11 548 331			30	
Gauteng	Agri Lasa	11 105			11 105		

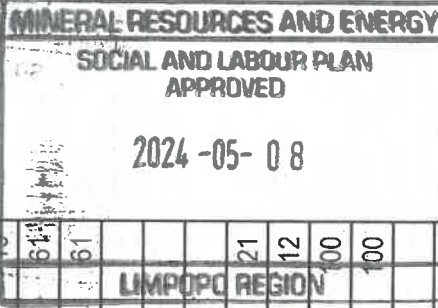


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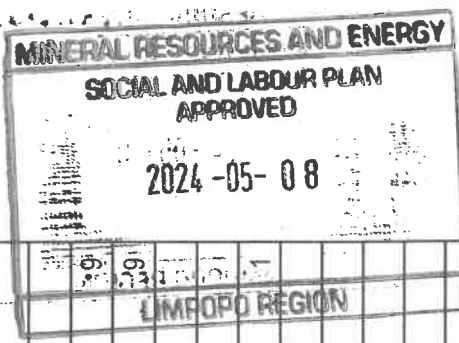
Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Air Compressor & Mining Services	65 647		65 647			
Limpopo	Air Compressor & Mining Services	53 787		47 198	6 589		
Limpopo	Air Compressor & Mining Services	4 380		4 380			
Gauteng	Air Products South Africa (Pty)	199 858		127 751	72 107	7	1
Gauteng	Air Products South Africa (Pty)	824 187		366 796	457 392	7	1
Limpopo	Alarms And General	27 075			27 075		
Limpopo	Alco Mining & Industrial Supplies	458 874		458 874		100	
Limpopo	Alco Mining & Industrial Supplies	1 383 938	161 192	1 222 746		100	
Gauteng	Alco-Safe Pty (Ltd)	30 362		26 725	3 637		
Gauteng	Alco-Safe Pty (Ltd)	2 890		2 890			
Northern Cape	Alectrix (Pty) Ltd	22 572		22 572		26	2
Kwazulu Natal	Alfred H Knight Ukwanda (Pty) Ltd	410 039		410 039		26	26
Kwazulu Natal	Alfred H Knight Ukwanda (Pty) Ltd	401 570		401 570		26	26
Gauteng	All in one crane repairs (Pty) Ltd	3 633 451	2 356 329	184 172	1 092 950	51	23
Limpopo	Alpha Arts and Print (Pty) Ltd	101 150		101 150		100	60
Limpopo	Alpha Arts and Print (Pty) Ltd	63 065		63 065		100	55
Kwazulu Natal	ALS Inspection South Africa (Pty) Ltd	659 644		659 644			
Gauteng	Alternative Living & Technical Solutions	20 620	20 620			30	30
Gauteng	Alusani Skills & Training Network	10 601		10 601			
Limpopo	Alvar Trading Enterprise cc	378 114			378 114	100	100
Limpopo	Alvar Trading Enterprise cc	611 731		11 390	600 341	100	100
Gauteng	Amahawe Logistics Solutions	300 000			300 000	100	
Limpopo	Ammax Enterprises (Pty) Ltd	19 800		19 800		100	
Gauteng	Andritz Deltor (Pty) Ltd	6 257 636	6 223 131	34 506			
Gauteng	Andritz Deltor (Pty) Ltd	475 870		14 592	461 278		
Mpumalanga	Anglo Platinum Development Centre	35 660		35 660			
Kwazulu Natal	ARB Electrical Wholesalers (Pty) Ltd	8 302		8 302		26	10

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Kwazulu Natal	ARB Electrical Wholesalers (Pty) Ltd	264 061	36 269	227 792		26	10
Gauteng	ArcelorMittal South Africa Limited	36 632 060		36 632 060		26	13
International	Argus Media Limited	494 201		494 201			
Limpopo	ASAH CC T/A Beyond 2000	3 920			3 920		
Limpopo	Asisebenzeni Maintenance Services & Supp	1 957 520			1 957 520	100	50
Limpopo	Asisebenzeni Maintenance Services & Supp	80 382			80 382	100	50
Gauteng	Atlas Copco Construction & Mining	533 460		533 460			
Gauteng	Autoelectron C.C.	111 109		3 043	108 066		
Gauteng	Aveng Manufacturing Automation & Control	27 612			27 612	68	19
Gauteng	Aveng Manufacturing Automation & Control	45 827		18 695	27 132	68	19
Gauteng	Bafokeng Hydraulics Phalaborwa	244 972		60 976	183 996	72	61
Gauteng	Bafokeng Hydraulics Phalaborwa	723 558			723 558	72	61
Gauteng	Baldmin Engineering Works	551 760	551 760				
Limpopo	Balogale Developers	373 476		373 476		100	
Limpopo	Ba-Phalaborwa Municipality	9 230 924		9 230 924			
Mpumalanga	Barloworld South Africa (Pty) Ltd	1 025 533		1 010 174	15 359	54	21
Mpumalanga	Barloworld South Africa (Pty) Ltd	157 795 020	156 237 761	1 215 151	342 108	36	12
Gauteng	Basadzi Personnel cc	14 433			14 433	100	100
Gauteng	Basadzi Personnel cc	105 429			105 429	100	100
Limpopo	Bdp Oils Cc	7 068		7 068			
Limpopo	Bdp Oils Cc	44 493		38 703	5 790		
Limpopo	Bearing Boss	113 629		103 255	10 374		
Limpopo	Bearing Inspections (SA) (Pty) Ltd	244 920		16 089	228 831		
Limpopo	Bearing Inspections (SA) (Pty) Ltd	5 159			5 159		
Limpopo	Bearing Man Group (Pty) Ltd	8 674 808		4 394 174	4 280 634	31	13
Gauteng	Bearings International	425 960		425 960		27	15
Gauteng	Beka (Pty) Ltd	23 406		23 406			

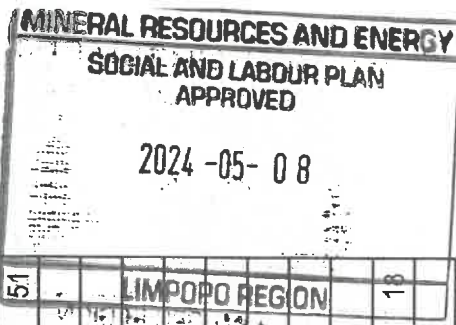


Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Bell Equipment Co (Pty) Ltd	547 227		338 259	208 968	30	30
International	Bentley Systems International Limited	117 355			117 355		
Limpopo	Bidvest Services (Pty) Ltd	77 022		77 022		62	26
Mpumalanga	Bilnor Engineering (Pty) Ltd	1 345 739	16 403	10 579	1 318 756	52	
Mpumalanga	Bilnor Engineering (Pty) Ltd	550 954			550 954	100	
International	BlueCielo ECM Solutions BV	166 497			166 497		
Gauteng	Bobcat Equipment S.A. (Pty) Ltd	71 270		71 270		13	7
Limpopo	Bolivia Lodge Polokwane cc	26 950		26 950			
Gauteng	Bolt Corporation (Pty) Ltd	438 419		438 419			
Gauteng	Bolffast (Pty) Ltd t/a Howson Ramsden	279 626	73 046	206 581		25	4
Limpopo	Bowa TNJ (Pty) Ltd	178 859		178 859		100	
Limpopo	Bowa TNJ (Pty) Ltd	98 341		98 341		100	
Gauteng	Brelko Conveyor Products (Pty) Ltd	391 877		391 877		80	
Gauteng	Bridgestone SA Commercial (Pty) Ltd	5 762 016		5 762 016		20	
Gauteng	Bridgestone SA Commercial (Pty) Ltd	35 247 474		35 247 474		20	
Gauteng	Brittech (Pty) Ltd	363 488		363 488			
Gauteng	Brittech (Pty) Ltd	1 546 722	198 107	1 348 615			
Limpopo	Bronze Back (Pty) Ltd	2 959 337	715 571	243 790	1 999 976	26	
Limpopo	Bronze Back Mining Suppliers	1 772 429	6 157	1 027 398	738 874		
Gauteng	BSSC Radiators (Pty) Ltd	195 852		195 852		27	
Limpopo	Buffalo's Pub & Grill	83 509		83 190	320		
Limpopo	C Mills Rail Cc	1 927 782		2 138	1 925 644	51	
Limpopo	C Mills Rail Cc	966 401			966 401	51	
Mpumalanga	Caedie Technologies (Pty) Ltd	1 151 064	17 498		1 133 566	100	
Mpumalanga	Caedie Technologies (Pty) Ltd	754 748	21 577		733 171	100	
Limpopo	Camispot (Pty) Ltd	83 470		21 520	61 950	100	
Limpopo	Camispot (Pty) Ltd	182 271			182 271	100	



FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Campbell and Martin Trading cc	52 969		52 969			
Limpopo	Campbell and Martin Trading cc	172 952		172 952			
Gauteng	Carl And Mell Trading (Pty) Ltd	125 736	1 573	124 163		100	
Gauteng	Castle Ultra Trading T/a Nkhona Traders	7 000	7 000			51	51
Gauteng	CC Imelmann (Pty) Ltd	3 374		3 374			
Gauteng	CC Imelmann (Pty) Ltd	150 495		150 495			
Gauteng	CCMA	18 896		3 067	15 829		
International	Cenchem International LLC	14 091 708		14 091 708			
Kwazulu Natal	Centa Fire Protection Equipment	558 282			558 282		
Kwazulu Natal	Centa Fire Protection Equipment	731 642	10 688	9 493	711 461		
Gauteng	Chapmar Industries CC	23 342		23 342			
Gauteng	Chematrix (Pty) Ltd	16 473			16 473		
Gauteng	Chemical Initiatives (PTY) Ltd	33 763 955			33 763 955	62	18
Limpopo	Chief Licencing Officer	438 634		438 634			
Limpopo	CHM Vuwani Computer Solutions	639 811	27 462	419 096	193 253	25	
Limpopo	CHM Vuwani Computer Solutions	826 468	301 096	511 722	13 650	25	
Limpopo	CHM Vuwani Computer Solutions	1 304 675	49 113	929 933	325 629	25	
Limpopo	Chungu Mining Supplies	1 284 740	175 653	1 109 087		100	100
Limpopo	Chungu Mining Supplies	485 570	4 041	481 529		100	100
Gauteng	CJ Compressor Engineering cc	1 965		1 965			
Gauteng	Clinix Health Group Ltd	5 658 735		5 658 735		86	21
Limpopo	Coetzee & Van Der Merwe	17 210		17 210			
Gauteng	Cognadev	13 646		13 646			
Mpumalanga	Collieries Enviromental	71 821		11 710	60 111		
Gauteng	Compensation Commissioner	4 022 401		4 022 401			
Gauteng	Compensation Commissioner for Occupation	1 068 287		1 068 287			
Gauteng	Contitech South Africa (Pty) Ltd	4 188 934		3 654 927	534 007	25	5



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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Corrosion Engineering Services cc	10 214			10 214		
Limpopo	CPF Medical	5 500		5 500			
Limpopo	CR7 Mechanical (Pty) Ltd	136 244	801 879	665 635		100	
Limpopo	CR7 Mechanical (Pty) Ltd	3 842 626	2 936 045	76 020	982 601	100	
Gauteng	Crane Load-Tech	6 296 156	2 057 407	51 172	177 577		
Gauteng	Crane Load-Tech	3 562		3 562			
Gauteng	Cranes Direct	18 463		18 463		20	
Limpopo	Cranetech	038 345	21 884	842 384	174 077	26	
Gauteng	CRS Technologies (Pty) Ltd	448 782	15 092	1 18 819	414 871		
Gauteng	CRS Technologies (Pty) Ltd	104 583			104 583		
Gauteng	Crusher Bronze (Pty) Ltd	959 166		959 166			
Gauteng	Crusher Bronze (Pty) Ltd	1 287 782		1 287 782			
Limpopo	CU Guest House	90 475		90 475			
Limpopo	Cudo Point (Pty) Ltd	1 899 226	179 717	268 314	1 451 195	30	
Gauteng	Cummins Diesel Sales & Services	4 306 609		4 306 609			
Gauteng	Cummins Diesel Sales & Services	5 067 890		4 992 454	75 437		
Gauteng	Custom Crane Safety (Pty) Ltd	22 522			22 522	51	51
Gauteng	Custom Crane Safety (Pty) Ltd	66 385			63 162	51	51
Limpopo	D F Electronic Enterprises	317 077		3 223	65 043		
Limpopo	D F Electronic Enterprises	135 745		252 034	46 992		
Gauteng	D M Kisch Inc	1 938		88 753			
Limpopo	Daan & Zena's Guesthouse cc	29 389		1 938			
Mpumalanga	Danie Verster & Associates t/a D&H Assoc	111 976	111 976	29 389			
Mpumalanga	Danie Verster & Associates t/a D&H Assoc	184 812	184 812				
Gauteng	Dassault Systems South Africa (Pty) Ltd	425 005			425 005		
Gauteng	Datamine Africa (Pty) LTD	127 451			127 451		
Gauteng	David Brown Industries	1 034 336		1 006 312	28 024	25	9

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Dekra Certification	550 640			550 640		
Gauteng	Dekra Norisko Industrial South Africa (P	35 055			35 055		
Gauteng	Demag Cranes & Components	113 482		113 482			
Mpumalanga	Department of Water Affairs	31 195		31 195			
Gauteng	Devden (Pty) Ltd	1 991 834		1 991 834		22	16
Kwazulu Natal	Dickinson Marketing cc	259 170	262	258 908		100	
Limpopo	Dirk Schnettler t/a D&H Industrial Suppl	304 671	113 930	187 310	3 431		
Limpopo	Dirk Schnettler t/a D&H Industrial Suppl	448 132	948	424 994	22 191		
Gauteng	Discovery Health	8 193 864		8 193 864		21	9
Limpopo	Doriset (Pty) Ltd T/A Buildit Namakgale	130 842		130 842		26	
Limpopo	Dr A S Ahmed	12 000		12 000			
Gauteng	Dr Du Buisson & Vennote	7 744		7 744			
Limpopo	Dr Michelle King	3 220		3 220			
Limpopo	Dr O T Jannasch	8 890		8 890			
Limpopo	Dr SM Thompson	1 850		850			
Gauteng	Drager South Africa (Pty) Ltd	19 448		19 448		31	9
Gauteng	Drytech International (Pty) Ltd	414 903		414 903			
Gauteng	Drytech International (Pty) Ltd	212 408		212 408			
Gauteng	Dunlop Belting Products (Pty) Ltd	129 886		129 886			
Gauteng	Dunlop Industrial Africa (Pty) Ltd	24 597 484		24 597 484		74	56
Gauteng	Dunlop Industrial Africa (Pty) Ltd	853 957		853 957		74	56
Limpopo	Dupleix Liquid Meters Ltd	533 268		533 268	94 445	29	7
Limpopo	Dupleix Liquid Meters Ltd	258 070		258 070		43	20
Mpumalanga	Eastvaal Castings & Machining	1 879 016		1 879 016			
Gauteng	Eaton Electric (South Africa) (Pty) Ltd	187 397		134 485	52 912	25	11
Gauteng	Edart Slurry Valve Company (Pty) Ltd	455 172		246 716	208 456		
Mpumalanga	Electro Systems	47 406			47 406		

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Electronic Communications Network (Pty)	455 685		455 685		46	35
Gauteng	Electronic Communications Network (Pty)	630 144		630 144		46	35
Mpumalanga	Electrotron cc	52 359		52 359		51	
Mpumalanga	Electrotron cc	738 100		397 789	340 311	51	
Gauteng	Elen Electrical Enclosures	34 304	34 231	74			
Gauteng	Elim Clinic	128 860		128 860			
Limpopo	Elma Lategan Arbeidsterapeut	30 744		30 744			
Limpopo	Emerald Hydraulics & Mining Su	702 024			702 024		
Limpopo	Emerald Hydraulics & Mining Su	19 229		19 229	752 901		
Limpopo	Emerald Hydraulics & Mining Su	143 505		6 178	143 505		
Gauteng	Endress and Hauser (Pty) Ltd	14 368	14 368	1 312 990		25	13
Gauteng	Engineering Council of South Africa	27 666		27 666			
Limpopo	Entangeni Foundation	72 000			72 000		
Gauteng	Envirocon Instrumentation CC	8 544		8 544			
Gauteng	Envirocon Instrumentation CC	42 733		42 733			
Gauteng	Envirocon Instrumentation CC	20 787		20 787			
Gauteng	Environmental Drilling and Remediation	2 652 862		2 652 862			
Gauteng	Epiroc South Africa (Pty) Ltd	522 090	522 090			25	40
Mpumalanga	Epoch Hydraulic Engineering	448 595		448 595			
Mpumalanga	Epoch Hydraulic Engineering	1 565 563		1 444 666	120 897		
Gauteng	Era Power Technologies	35 631			35 631		
Gauteng	Esco SA Wearparts (Pty) Ltd	1 585 581		1 585 581		26	10
Gauteng	Esco SA Wearparts (Pty) Ltd	136 035		136 035		25	10
Limpopo	Eskom	339 582 520			339 582 520		
Limpopo	Eskom (Phalaborwa)	1 223 432		1 223 432			
Gauteng	Europcar South Africa	1 184		1 184			
Mpumalanga	Excellect 209 t/a Mining Industrial Solu	339 999		182 193	157 807		

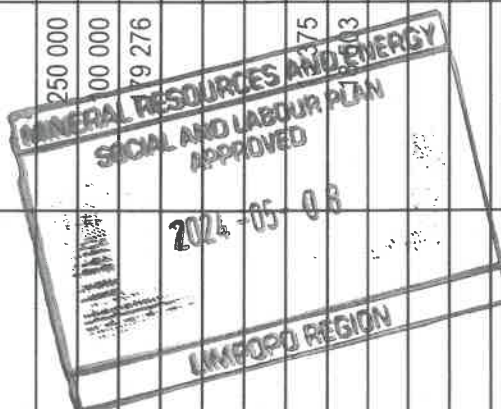
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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Mpumalanga	Excellect 209 t/a Mining Industrial Solu	1 155 843		1 155 843			
Gauteng	Ezee-Dex Industrial Procurement Services	52 499			52 499		
Limpopo	Fabaton Engineering & Construction	101 507		101 507		100	100
Limpopo	Fabaton Engineering & Construction	107 761		107 761		100	100
Gauteng	Farasonn Auto Electrical cc	136 600		136 600			
International	Fertecon Informa	66 347		66 347			
Gauteng	Fertilizer Industry Employers Ass	40 500		40 500			
Gauteng	Festo (Pty) Ltd	256 270	80 351	175 918			
Gauteng	Festo (Pty) Ltd	79 658		79 658			
Limpopo	Fibricon CC	8 100 829	35 771	36 804	8 028 255	26	
Gauteng	Fifth Dimension Computer Technologies	23 558		2 867	20 691		
Western Cape	Fire Check (Pty) Ltd	135 635			135 635	100	100
Gauteng	Fire Protection Association	1 026		1 026			
Limpopo	First Technology (Pty) Ltd	8 595		8 595		25	
Gauteng	FlowCentric Technologies (Pty) Ltd	446 128	151 146		294 982		
Gauteng	FLSmith South Africa (Pty) Ltd	325 307		325 307		25	10
Gauteng	FLSmith South Africa (Pty) Ltd	233 924		2 333 924		25	10
Limpopo	Forms Media Independent	70 801	10 633	70 801		30	30
Limpopo	Forms Media Independent	294 961		294 961		30	30
Limpopo	Foskor Athletics Club	65 512		65 512			
Limpopo	Foskor Pension Fund	484 326		484 326			
Limpopo	Foto Kine CC	3 670		3 670			
Limpopo	Foto Kine CC	46 148		46 148			
Limpopo	Francks Engineering	62 859		62 859			
Limpopo	Francks Engineering	172 522		172 522			
Free State	Free State Transformers (Pty) Ltd	405 544		405 544			
Gauteng	Freyon Mining Services (Pty) Ltd	53 080			53 080	51	25

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Fuch's Lubricants SA (Pty) Ltd	633 929		633 929		25	10
Limpopo	Fulela Trade & Invest t/a Coastal Hire	4 239	2 334		1 905		
Limpopo	Fulela Trade & Invest t/a Coastal Hire	41 579	9 552	7 952	24 075		
Limpopo	Fulela Trade & Invest t/a Coastal Hire	9 433	4 668		4 765		
Gauteng	G&E Industries cc	1 807 194	48 184	1 759 010		100	50
Gauteng	G&E Industries cc	102 255		102 255		100	50
Gauteng	G4S Secure Solutions (SA) (Pty) Ltd	217 794		67 217	150 577	26	4
Limpopo	GAJSENG	7 934			7 934	100	
Limpopo	Gakwi Spares	147 742			147 742	100	
Limpopo	Gakwi Spares	407 877	108 544		299 334	100	
Limpopo	Gasba's General Construction	87 567			87 567	100	
North-West	GCS Mining Services Rustenburg	3 590 585	951 941		2 638 644	100	40
Limpopo	Gears Technologies	1 061 529	101 425	85 418	874 686	51	
Limpopo	Gears Technologies	4 756 777	29 692	2 092 789	2 634 296	51	
Gauteng	Generator Logic Holdings (Pty) Ltd	11 468			11 468		
Limpopo	Gino's Transport	250 000		250 000			
Limpopo	Gino's Transport	100 000		00 000		100	90
Gauteng	GKD Buismet (Pty) Ltd	179 276		179 276			
Gauteng	Global Prospectus Training (Pty) Ltd	25 078			25 078	100	
Limpopo	Glowing Sunset Trading 199 cc	221 752			221 752	100	100
Limpopo	Glowing Sunset Trading 199 cc	1 299 713			1 299 713	100	100
Limpopo	GMP Mining (Pty) Ltd	13 375				100	
Limpopo	Golden Touch Chemicals	18 503				100	
Gauteng	Golder Associates Africa (Pty) Ltd	545 456			545 456	31	13
Gauteng	Golder Associates Africa (Pty) Ltd	66 427			66 427	30	27
Gauteng	Golder Associates Africa (Pty) Ltd	21 498			21 498	34	29
Gauteng	Graficomp Services cc	21 022			21 022	10	



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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Graficomp Services cc	19 238			19 238	10	
Limpopo	Great North Transport (Pty) Ltd	28 012		10 206	17 806		
Kwazulu Natal	Grindrod Terminals (Richards Bay)	5 346 478		5 346 478		81	28
Kwazulu Natal	Grindrod Terminals (Richards Bay)	30 599 563		30 599 563		81	28
Gauteng	GSC Mining Service	2 559 075			2 559 075	100	
Limpopo	Hammermatics (Pty) Ltd	9 820		9 820			
Limpopo	Hammermatics (Pty) Ltd	187 273		187 273			
Gauteng	Hanna Instruments	4 721		4 721			
Gauteng	Harcliff Mining Services CC	793 651		793 651		26	
Gauteng	Harcliff Mining Services CC	46 723		46 723		26	
Gauteng	Harcliff Mining Services CC	150 301		150 301		26	
Gauteng	Hardomid SA (Pty) Ltd	4 925		4 925		51	
Limpopo	Harrop Fencing	1 978 072	1 643 589	1 890	332 593		
Limpopo	Harrop Fencing	503 123	12 392	1 418	489 314		
Limpopo	Harry Teach Ingenuity Engineering (Pty)	926 007	77 059		848 948	100	
Gauteng	Hay Group South Africa (Pty) Ltd	19 483		19 483			
Limpopo	Hebron Cards Print cc	20 476		20 476		100	
Limpopo	Hebron Cards Print cc	5 040		5 040		100	
Limpopo	Heko Power Service and Market	621 905		74 914	546 991	51	
Limpopo	Heko Power Service and Market	1 967 945	2 243	585 423	1 380 280	51	
Limpopo	Heqlen Build t/a Baldwin's Metal Land	6 156		6 156			
Limpopo	Heqlen Build t/a Baldwin's Metal Land	133 801		133 801			
Limpopo	Heqlen Hardware CC	1 529 117	502	329 350	1 199 264		
Gauteng	High Power Equipment Africa (Pty) Ltd	51 991		51 991		31	13
Gauteng	High Power Equipment Africa (Pty) Ltd	39 139		39 139		31	13
Western Cape	High Voltage Strategies and Solutions	55 974			55 974		
Limpopo	Hitachi Construction Machinery	321 553		321 553		26	

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Hi-Tech Fire	2 390 279		231 535	2 158 744		
Limpopo	Hlamulani Trading cc	35 705		35 705		100	100
Northern Cape	Hoeane Consulting	197 500		197 500		100	100
Limpopo	Homu's Environmental cc	83 532			83 532	100	70
Limpopo	Homu's Environmental cc	1 082 400		6 954	1 075 446	100	70
Gauteng	Hosch-Forder Technic SA (Pty)	656 936		656 936			
Gauteng	Hosch-Forder Technic SA (Pty)	94 574		94 574			
Gauteng	HV Test (Pty) Ltd	47 880			47 880	25	25
Limpopo	Hydroscand (Pty) Ltd	661 126	214 766	446 360			
Limpopo	Hydroscand (Pty) Ltd	775	775				
Limpopo	I G C Agencies (Pty) Ltd	66 709		60 876	5 833		
Limpopo	I G C Agencies (Pty) Ltd	5 327		14 985	342		
Gauteng	Icasa	3 773		3 773			
Gauteng	IDC	12 556 235		12 556 235			
Gauteng	IDC	205 994		205 994			
Gauteng	IDC (Foskor BEE SPV 1	192 882		192 882			
Gauteng	IFM Electronic (Pty) Ltd	55 137	55 137	20 033			
Gauteng	IFM Electronic (Pty) Ltd	116 768		116 768			
Limpopo	Ikdille Civils cc	534 901	534 901				
Limpopo	Ikdille Civils cc	892 612	852 001		40 611		
Mpumalanga	Imperial Toyota Nelspruit	41 021		41 021		22	7
Gauteng	Improchem (Pty) Ltd	598 500			598 500	56	17
Gauteng	IMS Engineering (Pty) Ltd	11 122 331		11 026 502	95 829		
Gauteng	IMS Engineering (Pty) Ltd	7 123 568		7 123 568			
Limpopo	In House	20 132		20 132			
Gauteng	Incedon a Division of DPI Plastics (Pty	4 374 603		28 049	4 346 554	38	8
Gauteng	Independent Examinations Board	14 875		14 875			

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Industrial Automation & Control	22 799		22 799		100	
Mpumalanga	Industrial Fluid Solutions	8 144		8 144			
Kwazulu Natal	Industrial Oleochemical div. of AECI Ltd	12 873 068		12 873 068		62	19
Kwazulu Natal	Industrial Oleochemical div. of AECI Ltd	124 095 391		124 095 391		62	19
Limpopo	Inmins Trading t/a Conway Johnson Phalab	5 401 023		5 401 023		25	2
Gauteng	Institute for People Management	14 032		14 032			
Gauteng	Instrotech (Pty) Ltd	52 309	31 259	21 050			
Limpopo	Integrated Mobility Solutions cc	149 438	149 438			40	
Gauteng	Intelligence Transfer Centre cc	51 294		51 294			
Gauteng	Interactive Tutor (Pty) Ltd	174 276		174 276		33	16
Gauteng	Intergrators of Systems Technology	230 592		230 592		20	3
Mpumalanga	Intokozo Training Projects (Pty) Ltd	9 120		9 120		100	
Gauteng	Izimpiwa Conveyor Products (Pty) Ltd	957 812		948 075	9 737	100	
Limpopo	J P Crane Hire	775 378			775 378		
Gauteng	Jachem (Pty) Ltd	59 165		59 165		100	35
Gauteng	Jachris Hose & Couplings (Pty) Ltd	24 182		24 182			
Gauteng	Jachris Hose & Couplings (Pty) Ltd	52 667		52 667			
Limpopo	Jakhoso Enterprise cc	28 798		28 798		100	
Gauteng	James Howden Holdings Ltd	45 144			45 144	15	5
Kwazulu Natal	James North (Natal) (Pty) Ltd	1 976 265		130 374	1 845 891	51	37
Kwazulu Natal	James North (Natal) (Pty) Ltd	3 503 792		17 901	3 485 891	51	9
Kwazulu Natal	James Walker SA (Pty) Ltd	1 488		1 488		3	
Gauteng	JB Switchgear Solutions (Pty) Ltd	3 182 885	3 182 885			26	
Gauteng	JB Switchgear Solutions (Pty) Ltd	970 935	970 935			32	
Gauteng	JDC Wear Applications (Pty) Ltd	10 004		10 004			
Gauteng	JDC Wear Applications (Pty) Ltd	2 257		2 257			
Gauteng	Jeffrey Crushers and Feeders (Pty) Ltd	85 424		85 424			

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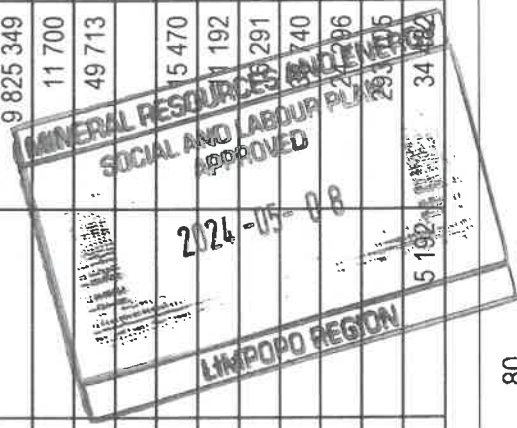
Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	JJ & S Environmental Process Analysis cc	230 499		230 499			
Kwazulu Natal	JMC Sales and Services	7 951 740	8 014 200	-62 460		100	
Gauteng	John Bernath	35 237		35 237			
Gauteng	John Crane (Pty) Ltd	331 214		331 214			
Gauteng	John Crane (Pty) Ltd	305 447		305 447			
Limpopo	John J V/D Westhuizen	2 400		2 400			
Western Cape	John Thompson a div of Actom (Pty) Ltd	1 684		1 684	53 010	33	11
Western Cape	John Thompson a div of Actom (Pty) Ltd	555 315		555 315		33	11
Limpopo	Johndre Plant	428 636		428 636		26	
Limpopo	Johndre Plant	8 837		8 837		26	
Limpopo	Johndre Plant	77 126		77 126		51	
Gauteng	Jonti Tenders (Pty) Ltd	95 124		95 124		53	
Limpopo	Julian Thom Outfitters & Sport	7 452		7 452			
Limpopo	Julian Thom Outfitters & Sport	45 892	39 301	6 344	246		
Limpopo	Julian Thom Outfitters & Sport	9 802		9 802			
Limpopo	Juscar Trading Enterprise	36 635		36 635		100	
Limpopo	Just The Phee Construction Enterprise cc	1 092 767		40 459	1 052 308	100	100
Limpopo	Just The Phee Construction Enterprise cc	5 248 467		51 072	5 197 395	100	100
Limpopo	Kahisano Skills Development & Training S	231 597		101 227	130 370	100	
Gauteng	Kaltire Mining Tyres South Africa	980 970		980 970		25	1
Limpopo	Kaone Projects	2 076 505	1 458 492	478 174	139 839		
Limpopo	Khensani SHEQ Management Services cc	335 901		335 901		100	100
Limpopo	Khensani SHEQ Management Services cc	1 151 766		1 151 766		100	100
Limpopo	Kholo Drilling cc	72 074 477	15 167 190		56 907 287	33	
Limpopo	Khomanani Maintenance	2 237 987			2 237 987	30	
Limpopo	Khomanani Maintenance	207 963			207 963	30	

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Khukhameni General Trading (Pty) Ltd	169 870			169 870	100	
Limpopo	Khutane Projects	21 994			21 994	100	
Gauteng	Kimru IT Logix (Pty) Ltd	26 707			26 707	51	17
Limpopo	Klevan Mining	1 243 376		1 156 038	87 337	100	100
Limpopo	Klevan Mining	12 546 600	98 022	6 811 084	5 637 494	100	100
Gauteng	Knight Piesold	2 801 655	2 801 655			28	4
Limpopo	Komatsu Southern Africa	195 288 619	121 748 965	16 775 071	56 764 583	25	10
Limpopo	Koshline Multi Trading	316 932			316 932	100	
Limpopo	Kruger Park Spar	321 411		321 411			
Gauteng	Kwatani (Pty) Ltd	1 247 631		1 247 631		30	10
Gauteng	Kwatani (Pty) Ltd	56 999		56 999		30	10
Limpopo	L A Crushers	49 274 941	28 538 600	-1 082 241	21 818 581	86	41
Limpopo	L A Crushers	113 166 942	54 056 651	-2 523 915	61 634 206	86	41
Limpopo	L H Marthinusen Phalaborwa	1 196 791		1 196 791		33	11
Limpopo	L H Marthinusen Phalaborwa	8 767 510	251 606	8 168 307	347 596	33	11
Gauteng	Labstix Diagnostics (Pty) Ltd	29 686			29 686		
Limpopo	Laerskool Phalaborwa	8 000		8 000			
Limpopo	Laerskool Phalaborwa Noord	5 000		5 000			
Gauteng	Lancet Laboratories	28 272		28 272			
Gauteng	Lead HV (Pty) Ltd	70 450			70 450		
Gauteng	Led Corporation (Pty) Ltd	171 033		171 033			
Gauteng	Led Corporation (Pty) Ltd	45 000		45 000			
Limpopo	Ledwaba AS	289 016		289 016			
Limpopo	Leeseb (Pty) Ltd	700		700		100	100
Limpopo	Leon Thom Pharmacy	84 595		84 595			
Limpopo	Lepelle Northern Water	30 476 605		30 465 260	11 345		
Limpopo	Letaba Biertuin & Restaurant cc	4 800		4 800			

FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Letaba Mining Supplies cc	27 180		19 200	7 980	30	25
Limpopo	Letaba Wireless Internet	32 653		32 653			
Gauteng	Levego cc	862 666			862 666		
Gauteng	Lexis Nexis	28 570		28 570		32	10
Gauteng	Lexis Nexis	86 845		86 845		17	4
Limpopo	LG Modipa Trading	289 151			289 151	100	
Limpopo	LG Modipa Trading	115 500			115 500	100	
Gauteng	Libra Measuring Instruments	16 302		16 302			
Gauteng	Libra Measuring Instruments	43 152		31 304	11 848		
Gauteng	Liebherr Africa	686 403		673 237	13 166	26	10
Gauteng	Liebherr Africa	7 258 246		1 541 766	5 716 479	26	10
Gauteng	Liebherr Africa	3 479 337		3 069 099	410 238		
Gauteng	Linvar (Pty) Ltd	951		951			
Gauteng	Liquid Automation Systems (Pty) Ltd	934 721	549 003	101 112	284 606		
Limpopo	Lithotech Sales (Pty)	34 403		34 403		60	23
Gauteng	Loadcell Manufacturing & Services	21 741	21 741				
Gauteng	Loesche South Africa (Pty) Ltd	13 051 779		9 825 349	3 226 430		
Limpopo	Lood's Slaghuis	11 700		11 700			
Mpumalanga	Lowveld Cranes Cc	49 713		49 713			
Limpopo	Lowveld Mining & Industrial Sup	305 876			305 876	51	
Limpopo	Lowveld Mining & Industrial Sup	1 854 757		15 470	1 839 287	51	
Gauteng	LR Group (Pty) Ltd	288 324		11 192	277 132	51	17
Gauteng	LSL Consulting (Pty) Ltd	1 186 931		291	1 170 641	26	14
Limpopo	Lumedia (Pty) Ltd t/a Letaba Herald	47 600		740	8 860	17	6
Limpopo	M & E Supplies Limpopo (Pty) Ltd	24 296		2 296			
Limpopo	M & E Supplies Limpopo (Pty) Ltd	293 105		293 105			
Limpopo	M & E Supplies Limpopo (Pty) Ltd	39 673		34 182			

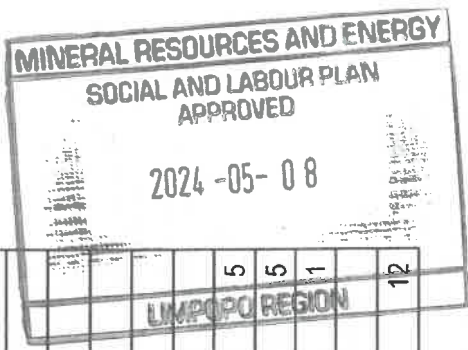


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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	M & M Initiatives cc	46 985		46 985			
Limpopo	M Nel t/a SMB Plant Hire	23 689			23 689	58	
Limpopo	M Nel t/a SMB Plant Hire	461 820	444 925		16 895	58	
Gauteng	Maccauvlei Training And Conference	286 073		233 422	52 651	45	45
Gauteng	Macsteel Trading (Pty) Ltd	5 785 450		5 785 450		25	6
Limpopo	Mafanato Lerato Enterprise (Pty) Ltd	252 216			252 216	100	100
Limpopo	Mafanato Lerato Enterprise (Pty) Ltd	3 227 962			3 227 962	100	100
Gauteng	Mafika Engineering cc	967 910		805 403	162 507	26	
Gauteng	Mafika Engineering cc	4 011 424		3 997 060	14 364	26	
Limpopo	Mailagofenywa Construction (Pty) Ltd	56 149		32 561	23 588	100	100
Limpopo	Mailagofenywa Construction (Pty) Ltd	147 604		147 604		100	100
Limpopo	Maiteddy (Pty) Ltd	870			870	100	
Limpopo	Maiteddy (Pty) Ltd	9 832			9 832	100	
Limpopo	Makhoma Lulekani Meat Market (Pty) Ltd	13 928		13 928			
Gauteng	Makona Hardware & Industrial (Pty) Ltd	14 316		14 316		31	13
Gauteng	Makona Hardware & Industrial (Pty) Ltd	598 378		598 378		31	13
Gauteng	Makona Hardware & Industrial (Pty) Ltd	72 128		72 128		51	39
Limpopo	Malekgele Projects (Pty) Ltd	11 400		7 200	4 200	100	50
Mpumalanga	Malepa Holdings (Pty) Ltd	206 568			206 568	100	
Mpumalanga	Malepa Holdings (Pty) Ltd	516 694			516 694	100	
Limpopo	Maitom Trading & Construction	572 884	32 247	-4 599	545 236	100	
Limpopo	Maitom Trading & Construction	1 988 213	189 319	-10 914	1 809 808	100	
Gauteng	Malvern Panalytical (Pty) Ltd	231 128		34 211	196 917		
Limpopo	Mamosewa Suppliers	13 022	4 250	8 772		100	
Gauteng	Managed Integrity Evaluation (Pty) Ltd	9 606		9 606		47	9
Gauteng	Managed Integrity Evaluation (Pty) Ltd	10 304		10 304		47	9
Limpopo	Mangena Welding & Design	10 648			10 648	100	

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LIMPOPO REGION

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Mangena Welding & Design	19 192			19 192	100	
Limpopo	Maphuranyane Trading Paint General	57 215		10 177	47 038	100	50
Gauteng	Marco Mining Supplies T/A Marco Financia	11 662			11 662		
Limpopo	Marshall Developments	8 037 020	8 037 020				
Gauteng	Marthinusen And Coutts	32 566		32 566		33	11
Gauteng	Masana Petroleum Solution (Lubricants)	508 940		30 830	478 110	58	25
Gauteng	Masana Petroleum Solution (Lubricants)	10 512 623		1 029 959	9 482 664	58	25
Gauteng	Masana Petroleum Solutions	14 198 745			14 198 745	58	25
Gauteng	Masana Petroleum Solutions	177 230 365			177 230 365	58	25
Limpopo	Mashaole-Ntloo Construction and Projects	196 911		196 911			
Limpopo	Mashaole-Ntloo Construction and Projects	192 119		192 119		100	100
Gauteng	Mastech (Pty) Ltd	26 927			26 927		
Limpopo	Mathebeleku Trading cc	756 659		21 204	735 455	100	100
Limpopo	Mathicks Construction	186 357	30 210	-1 830	157 977	100	
Limpopo	Mathicks Construction	864 075	403 094	-6 099	467 080	100	
Limpopo	Matsereng Trading Enterprises	31 479		31 479		100	
Limpopo	Mazolos General Construction & Projects	55 459			55 459	100	
Limpopo	Mazolos General Construction & Projects	185 372			185 372	100	
Mpumalanga	Mbombela High Voltage	168 008			168 008		
Gauteng	MCB Engineering & Investment T/A Engvest	948 708	948 708				
Gauteng	Mecosa (Pty) Ltd	39 639		39 639			
Gauteng	Merck (Pty) Ltd	269 627		230 135	39 492	15	5
Gauteng	Merck (Pty) Ltd	352 710		347 448	5 262	15	5
Gauteng	Merck (Pty) Ltd	4 770		2 165	2 605	9	1
Limpopo	Mercurius Motors	65 966			65 966		
Gauteng	Mersen South Africa (Pty) Ltd	555 322		555 322		26	12



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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Metrohm S.A. (Pty) Ltd	24 731		24 731		27	10
Gauteng	Metso South Africa Sales (Pty) Ltd	3 640 220		3 437 177	203 043	25	13
Gauteng	Metso South Africa Sales (Pty) Ltd	2 715 673	1 210 395	1 505 278		25	13
Gauteng	Metso South Africa Sales (Pty) Ltd	821 319		821 319		25	13
Western Cape	Mettis Interactive Services (Pty) Ltd	1 442		1 442			
Limpopo	Mica Mining Warehouse	3 138 175		1 254 686	1 883 489	26	26
Limpopo	Mica Mining Warehouse	1 894 736		820 983	1 073 753	51	51
Mpumalanga	Micron Lab Services	95 893		40 159	55 735		
Mpumalanga	Micron Lab Services	41 690		8 670	33 020		
Gauteng	Mine & Quarry Supplies (Pty) Ltd	7 781		7 781		30	11
Gauteng	Mine & Quarry Supplies (Pty) Ltd	18 155		18 155		30	11
Gauteng	Mine & Quarry Supplies (Pty) Ltd	15 561		15 561		30	11
Gauteng	Mine Health & Safety Council	365 630		365 630			
Gauteng	MIS Engineering (Pty) Ltd t/a Mitak	2 265 893		2 265 893		25	13
Gauteng	MIS Engineering (Pty) Ltd t/a Mitak	2 153 658		2 153 658		25	13
Gauteng	Mixtec Cc	128 679		128 679			
Limpopo	MJ Pause t/a Elite	42 063	4 446	16 392	21 225		
Limpopo	MJM Maint & Install t/a MJM Electrical	3 929 492	2 908 532	891 903	129 057	100	100
Limpopo	MJM Maint & Install t/a MJM Electrical	18 111 025	8 491 952	5 757 883	3 861 190	100	100
Limpopo	Mapane Civil and Building Construction	277 284	205 810		71 474	100	
Limpopo	Mapane Civil and Building Construction	992 150	722 784		269 366	100	
Limpopo	Mmamohlape General Trading cc	1 096 891		1 081 391	15 500	100	100
Gauteng	Model Maker Systems Cc	3 452		1 202	2 250		
Gauteng	Modular Mining Systems Africa	5 298 398	5 298 398				
Limpopo	Modupi Mining Supplies (Pty) Ltd	7 387		7 387		100	
Limpopo	Moloi Mosea Investments (Pty) Ltd	13 943			13 943	100	50

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Mommsen Ndt Services	71 802			71 802		
Limpopo	Mommsen Ndt Services	119 581			119 581		
Gauteng	Monitoring & Control Laborator	532 532		161 134	371 397		
Limpopo	Montsheng Magase Construction	2 302 911	2 076 428		226 483	100	
Limpopo	Mopani College Sir Val Duncan Campus	2 300		2 300			
Limpopo	Mopani Flying Squad and Alarm Response	297 976			297 976	100	
Limpopo	Mopani Flying Squad and Alarm Response	1 006 009			1 006 009	100	
Limpopo	Morlyn Fans & Eng Supplies	7 050		7 050			
Limpopo	Morlyn Fans & Eng Supplies	5 057		5 057			
Limpopo	Morlyn Fans & Eng Supplies	13 580		13 580			
Gauteng	Morris Material Handling Crane	284 829			284 829		
Limpopo	Morula Plumbing and Electrical Supply	1 115 716	22 590 88		1 093 126	100	
Limpopo	Morula Plumbing and Electrical Supply	428 423	40 835		387 588	100	
International	MPDC	58 161 620		58 161 620			
Limpopo	Mpoe & Son Trading (Pty) Ltd	30 700			30 700	100	
Limpopo	Mpoe & Son Trading (Pty) Ltd	68 400		1 200	67 200	100	
Limpopo	Mpoe & Son Trading (Pty) Ltd	14 400		1 200	13 200	100	
Gauteng	Mpower Bearings (Pty) Ltd	623 732		623 732		51	27
Gauteng	Mshandukani Holdings (Pty) Ltd	404 039	404 039			100	
Limpopo	Multi Optima Engineering Consultants	171 255	22 065	134 971	14 219		
Limpopo	Multi Optima Engineering Consultants	211 398	103 328		108 070		
Gauteng	Multotec Manufacturing (Pty) Ltd	154 854		154 854		26	12
Gauteng	Multotec Manufacturing (Pty) Ltd	5 984 400		4 569 579	1 414 821	26	12
Limpopo	Mundlovu Trading Cc	1 985 866		225 624	1 760 242	51	
Limpopo	Mundlovu Trading Cc	9 137 518	81 139	2 284 834	6 771 546	51	
Gauteng	MushianaR Audiology Services	58 044		58 044			
Gauteng	Nalco Africa Pty Ltd	327 954		327 954			

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Nalco Africa Pty Ltd	653 865		653 865			
Limpopo	Nandzu Trade and General Projects	410 967		370 370	40 596	100	100
Limpopo	Nandzu Trade and General Projects	114 152		32 959	81 193	100	100
Limpopo	Nandzu Trade and General Projects	120 671		120 671		100	100
Limpopo	Nashua Limpopo	2 695		2 695			
Gauteng	National Chains cc					52	
Gauteng	National Nuclear Regulator	450 202		450 202			
Gauteng	National Occupational Safety Ass.	7 550			7 550		
Kwazulu Natal	National Ports Authority	8 301 911		8 301 911			
Limpopo	Ndzalama Group	1 306		1 306		100	100
Gauteng	Necsa Aekorporasie van SA	97 939		297	97 642		
Mpumalanga	New Evolution Engineering & Projects	494 681	1 800		492 881	100	
Mpumalanga	New Evolution Engineering & Projects	567 613	94 968		472 645	100	
Mpumalanga	New Evolution Engineering & Projects	369 716	4 900		364 816	100	
Limpopo	Nice Deal General Trading (Pty) Ltd	11 402 402		8 634 005	2 768 397	100	
Limpopo	Nkosi Tent Hire	50 345			50 345	100	
Limpopo	Nkosi Tent Hire	624 529			624 529	100	
Limpopo	Nkuleko Construction and Projects	426 542			426 542	100	100
Limpopo	Nkuleko Construction and Projects	62 356			62 356	100	100
Limpopo	Nokufa Multi Suppliers cc	1 085 839		101 381	1 187 220		
Gauteng	Nordbak	673 020		201 811	471 209		
Gauteng	Nordbak	436 471		75 465	361 006		
Kwazulu Natal	North Coast Minolta t/a Konica Minolta	1 014 562		1 014 562			
Kwazulu Natal	North Coast Minolta t/a Konica Minolta	57 949		57 949			
Limpopo	Northlite Electrical Limpopo	2 483 724	95 958	2 387 766		51	25

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LIMPOPO REGION

FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Noyongo Developers	730 191		-3 718	733 909	100	50
Limpopo	Noyongo Developers	1 382		-249	1 630	100	50
Limpopo	Nthabeleng Audio Supplier (Pty) Ltd	11 500		2 500	9 000	100	
Limpopo	Ntt Toyota Phalaborwa	1 099 773	581 502	377 448	140 823		
Limpopo	Oasis Water Phalaborwa Bk	91 130		1 596	89 534		
Limpopo	Olebogeng Mologadi Catering	25 650			25 650		
Limpopo	Olifants River Safaris	83 387		81 458	1 929		
Gauteng	O-Line Support Systems (Pty)	10 109	1 424	8 685			
Gauteng	Omega Digital Technologies (Pty) Ltd	406 730	406 730			26	10
Kwazulu Natal	Omniflex (Pty) Ltd	53 472	18 595	34 877			
Gauteng	Onsite Services	996 335		111 734	884 601		
Gauteng	OnSite Services Gauteng (Pty) Ltd	777 024		759 924	17 100	51	51
Gauteng	Optron (Pty) Ltd	458 307	381 695	76 613		25	12
Gauteng	Osborn Engineering Products Sa	1 967 405		1 957 356	10 049		
Gauteng	Otis Elevator Company Limited	79 630		9 969	69 661		
Gauteng	Otis Elevator Company Limited	167 588		56 949	110 590		
Gauteng	Otis Elevator Company Limited	6 085			6 085		
Gauteng	Oxygen For Life SA (Pty) Ltd	590 253		295 127	295 127	9	
Gauteng	Oxygen For Life SA (Pty) Ltd	865 026			865 026	9	
Limpopo	P M E Supplies	61 245		61 245			
Limpopo	Paint Centre	213 968			213 968	51	
Limpopo	Paint Centre	530 139		2 850	527 289	51	
Limpopo	Paint Pot Phalaborwa	8 695			8 695		
Limpopo	Paint Pot Phalaborwa	2 953			2 953		
Limpopo	Pal Mach Engineering Limpopo (Pty) Ltd	113 316		113 316			
Limpopo	Pala Steel Projects (Pty) Ltd	640 302		623 430	16 872	51	

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LIMPOPO REGION

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Palabora Glass & Trailer	11 460			11 460		
Limpopo	Palabora Glass & Trailer	2 901			2 901		
Limpopo	Palabora Glass & Trailer	32 341			32 341		
Limpopo	Palabora Number Plates & Signs	85 068		85 068		51	
Limpopo	Palabora Number Plates & Signs	255 272	19 296	231 013	4 963	51	
Limpopo	Palabora Scaffolding	8 793 341	558 193		8 235 148	51	17
Limpopo	Palfos Body Corporate	362 196		362 196			
Gauteng	Parc Radon Gas Monitoring (Pty) Ltd	6 037			6 037	26	
Gauteng	Parc Radon Gas Monitoring (Pty) Ltd	6 037			6 037	26	
Limpopo	PCB Engineering cc	63 448		63 448		51	
Limpopo	PCB Engineering cc	36 678		27 741	8 936	51	
Gauteng	Pendula Trainers (Pty)Ltd t/a B&A Inland	136 001			136 001		
Gauteng	Pepperl - Fuchs (Pty) Ltd	53 365		53 365			
Gauteng	Pepperl - Fuchs (Pty) Ltd	27 922	21 977	5 945			
Gauteng	Pete van der Merwe	25 295		25 295			
Limpopo	Petmery Engineering Technologies (Pty) L	1 766 033		-123 786	1 889 819	100	
Limpopo	Petmery Engineering Technologies (Pty) L	2 076 864	883 614	22 295	1 170 955	100	
Limpopo	Phalaborwa Auto Electronics	1 492 166		1 471 680	20 485		
Limpopo	Phalaborwa Auto Spares	2 532 187	142 027	2 273 025	117 135	28	9
Limpopo	Phalaborwa Fibreforce cc	382 472	40 681	222 625	119 166	20	20
Limpopo	Phalaborwa Fire & General Sales & Servic	5 800		5 800			
Limpopo	Phalaborwa Jewelers (Pty) Ltd	89 602		89 602			
Limpopo	Phalaborwa Printers	74 451		74 451		51	
Limpopo	Phalaborwa Recycling	902 305			902 305		
Limpopo	Phalaborwa Recycling	289 257			289 257	51	25
Limpopo	Phalukgale Pharmacy	246 425		246 425			

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Kwazulu Natal	Phosfert Marine	4 873 368		4 873 368		27	1
Gauteng	Picto-Busby (Pty) Ltd	505 964	11 404	494 560		30	30
Limpopo	Pienaar Bros. North	118 094		26 417	91 677	25	
Limpopo	Pienaar Bros. North	797 042		121 651	675 391	25	
Limpopo	Pienaar Bros. North	114 357		35 022	79 335	25	
Gauteng	PMI Africa	82 718		43 320	39 398		
Limpopo	Poolpride	30 468			30 468		
Limpopo	Poolpride	107 160			107 160		
Gauteng	Power Factor Engineering Services (Pty)	161 082	48 222		112 860	100	100
Gauteng	Power Factor Engineering Services (Pty)	977 353	165 151		812 202	100	100
Mpumalanga	Premier Mapping Cc	99 180			99 180		
Gauteng	Pressure Vessel Testers cc	203 922			203 922		
Limpopo	Prestige Paneelkloppers	239 286			239 286		
Limpopo	Prestige Paneelkloppers	85 458			85 458		
Limpopo	Prestige Paneelkloppers	292 225	156 400		135 754		
Gauteng	Prisma Training Solutions (Pty) Ltd	129 299		129 299		25	7
Limpopo	Pro Conveyor Splicing Cc	2 405 056		2 190 166			
Limpopo	Pro Conveyor Splicing Cc	219 472		35 568	183 904		
Mpumalanga	Process Automation (Pty) Ltd	163 522		163 522		30	30
Mpumalanga	Process Automation (Pty) Ltd	847 367	251 649	450 048	145 669	30	30
Gauteng	Process Vacuum (Pty) Ltd	646 727		634 757	11 970		
Gauteng	Process Vacuum (Pty) Ltd	961 639		363 812	597 827	51	31
Limpopo	Professional Career Consultants	699 111		662 745	36 366	51	51
Gauteng	Prokon Software Consultants	10 804			10 804		
Limpopo	Protea Chemicals Inland	43 991		43 991			
Gauteng	Psytech SA (Pty) Ltd	104 144		104 144			

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Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Pumpquip	1 310 312		1 013 293	297 020	30	
Limpopo	Pumpquip	49 592		49 592		30	
Limpopo	Quality Plant Hire JV Expectra 388cc	470 321		200 027	270 294	75	75
Limpopo	Quality Plant Hire JV Expectra 388cc	574 464	574 464			75	75
Gauteng	Radiation And Env. Control Tra	41 268		41 268			
Gauteng	Ragon Industries Cc	453 610	56 684	396 925			
Gauteng	Railway Safety Regulator	110 818		50 375	60 503		
Limpopo	Ramasedi Catering CC	101 210		80 057	21 153	100	100
Limpopo	Reeme Mining And Industrial	6 679 410		2 733 631	3 945 809	50	
Limpopo	Reinette vd Berg Psychological Services	4 950		4 950			
Gauteng	Rema Tip Top South Africa (Pty) Ltd	907 150		389 024	518 126	26	26
Limpopo	Renago Business Consulting	141 530		141 530			
Gauteng	Renold Crofts (Pty) Ltd	193 391		193 391		22	10
Gauteng	Rio Carb (Pty) Ltd	47 646		47 646		26	26
Gauteng	Rio Carb (Pty) Ltd	142 084		142 084		26	26
Limpopo	Rivhombé Construction & Projects	38 762		38 762		100	100
Kwazulu Natal	RM Tyres Primary Co-operative Limited	73 587			73 587		
Kwazulu Natal	RM Tyres Primary Co-operative Limited	1 596 221		1 256 004	340 217	80	10
Limpopo	Rock and Earthmoving Equipment	1 909 489		1 902 991	6 498	51	
Limpopo	Rock and Earthmoving Equipment	3 678 217		3 678 217		51	
Free State	Rock breaking demolitions cc	140 498	140 498				
Limpopo	Rootsval Engineering Services	93 702	41 502		52 200	100	
Limpopo	Rootsval Engineering Services	634 782	18 900	20 000	595 882	100	
Gauteng	Rope Construction Co (Pty) Ltd	53 878		53 878			
Limpopo	Rothan Chauke Engineering (Pty) Ltd	487 442	487 442			100	

FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Rothan Chauke Engineering (Pty) Ltd	3 951 618	1 193 456	-1 000 000	3 758 162	100	
Gauteng	RS Components	111 590		111 590			
Gauteng	RS Components	7 965		7 965			
Limpopo	RSA Removals	73 030		73 030		49	
Gauteng	Rula Bulk Materials Handling	1 596 184		1 515 381	1 080 804	10	2
Gauteng	RWW Engineering (Pty) Ltd	559 904		505 018	54 886	26	8
Gauteng	RWW Engineering (Pty) Ltd	256 392		247 713	171 678	26	8
Gauteng	S A Tube and Honing	269 308		263 533	5 775		
Mpumalanga	S E Foundry Services (Pty) Ltd	296 511		296 511			
Mpumalanga	S E Foundry Services (Pty) Ltd	483 948		483 948			
Gauteng	S R K Consulting Engineers	164 781			164 781	13	3
Limpopo	S S Nthoke Upholstery	9 177	2 964	2 964		100	
Limpopo	S S Nthoke Upholstery	101 823		97 274	4 549	100	
Gauteng	SA Buro vir Standaard	38 880			38 880		
Gauteng	SA Buro vir Standaard	321 282		35 263	286 019		
Limpopo	SA Compressor Care	1 112 703	556 263	515 784	398 592		
Gauteng	Safic (Pty) Ltd	34 491		28 643	5 848		
Gauteng	Safic (Pty) Ltd	192 054		180 776	11 278		
Gauteng	Safic (Pty) Ltd	153 249		145 396	7 853	19	5
Gauteng	SAIMM (S A Institute of Min & Met)	27 897		27 897			
Gauteng	SAIOH	574		241	333		
Limpopo	Samreu Security Services Cc	1 994 569			1 994 569	100	
Limpopo	Samreu Security Services Cc	9 206 773		5 617	9 201 156	100	
Gauteng	SAMRO	2 173		2 173			
Gauteng	SASFIN Commercial Solutions	6 969		6 969			
Gauteng	Sasol Chemicals, a div of Sasol SA	93 137 878	18 812 319	63 055	74 262 504	26	10
Gauteng	Scaw South Africa (Pty) Ltd	5 950 961		5 950 961		56	20

FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Schneider Electric South Africa (Pty) Lt	35 285		35 285		25	6
Gauteng	Schneider Electric South Africa (Pty) Lt	144 954		89 134	55 820	25	6
Limpopo	Schozoloza Mine Maintenance	346 739			346 739		
Gauteng	Screenex Manufacturing (Pty) Ltd	477 410		477 410			
Gauteng	Seal Systems Cc	4 487 908		4 487 908			
Gauteng	Seal Systems Cc	43 607		43 607			
Gauteng	Seal Systems Cc	1 159 620		1 159 620		51	
Limpopo	Sefapane Guest Lodge	59 224		59 224			
Gauteng	Sefar Filter Pure (Pty) Ltd	336 300		336 300			
Gauteng	Sefar Filter Pure (Pty) Ltd	129 960		129 960			
Gauteng	Seifsa	11 518			11 518		
Gauteng	Sematra (Pty) Ltd	6 426		6 426		100	95
Gauteng	Sew-Eurodrive (Pty) Ltd	1 913 253	1 055 907	857 255		26	3
Gauteng	Sew-Eurodrive (Pty) Ltd	302 939	0 8	302 939		26	3
Limpopo	Shando Printing Enterprise	34 008		33 410	598	100	
Limpopo	Shando Printing Enterprise	320 194		240 680	279 515	100	
Gauteng	Shaw Almex Africa (Pty) Ltd	72 504		72 504			
Gauteng	Siemens (Pty) Ltd	148 907			148 907	30	15
Gauteng	Sigma Compressor Services	104 709		104 740	54 969		
Gauteng	Sigma Compressor Services	75 258		149 659	25 599		
Mpumalanga	Silica Quartz (Pty) Ltd	172 215		172 215		48	7
Limpopo	Simango Business Services t/a Postnet So	800 381	800 381			100	100
Limpopo	Simango Business Services t/a Postnet So	10 228 420	10 118 648	10 358 240	468 011	100	100
Gauteng	Simba HR Consulting	60 000		60 000		100	100
Gauteng	Sisonke Rubber Liners (Pty) Ltd	56 998		56 998		51	
Gauteng	Sisonke Rubber Liners (Pty) Ltd	4 049 934	3 958 837	91 096		51	
Gauteng	SKC Safety Health & Environment SA	3 950		3 950			

FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	SKU Training and Assessment	260 499		260 499			
Limpopo	Slurry Pump Services (Pty) Ltd	1 254 910		1 254 910			
Limpopo	Slurry Pump Services (Pty) Ltd	870 138		870 138			
Gauteng	SMM Instruments (Pty) Ltd	32 883		32 883			
Limpopo	Sokisi Transport	6 500		6 500		100	
Limpopo	Sokisi Transport	12 400			12 400	100	
Gauteng	South African Board for People Practices	6 383					
Gauteng	South African Reward Association	29 815					
Gauteng	South African Reward Association	24 900					
Limpopo	Southern Sky Hotel & Leisure (Pty) Ltd	1 800					
Limpopo	Span Bolt & Tool CC	4 847					
Limpopo	Specsavers Phalaborwa	6 849					
Gauteng	Spiro Survey Services	25 098					
Limpopo	Springbok Super Cleaners	34 378			34 378	100	
Limpopo	Springbok Super Cleaners	412 996			412 996	100	
Gauteng	SRSQS Quantity Surveyors (Pty) Ltd	925 154	481 643		443 511	100	
Gauteng	SRSQS Quantity Surveyors (Pty) Ltd	193 463	230 663	-37 200		100	
Gauteng	Stat Tiakeni Medical (Pty) Ltd	6 076		6 076		35	18
Gauteng	Static Power	58 235			58 235	33	11
Gauteng	Static Power	317 513		317 513		33	11
Gauteng	Steel Chain Manufacturers of S	52 073		52 073			
Gauteng	Steel Chain Manufacturers of S	54 173		54 173			
Gauteng	Stefanutti Stocks Civils (Pty) Ltd	10 884 469	10 884 469			15	2
Gauteng	Stefanutti Stocks Civils (Pty) Ltd	26 940 191	26 940 191			15	2
Gauteng	Stefanutti Stocks Mining Services	30 842 612	11 671		30 830 941	15	2
Gauteng	Stefanutti Stocks Mining Services	67 740 922	278 608	24 526	67 437 787	15	2
Gauteng	Stefanutti Stocks Mining Services	8 778 892			8 778 892	29	6

FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Stefanutti Stocks Road and Earthworks	3 738 055	3 738 055			15	2
Gauteng	Stefanutti Stocks Road and Earthworks	32 750 091	32 750 091			15	2
Gauteng	Stock Stories no 7 cc	23 041		23 041		26	
Limpopo	Sullwald Projects (Pty) Ltd	205 263		205 263		26	
Limpopo	Sullwald Projects (Pty) Ltd	203 155		203 155		51	
Limpopo	Support Services Office National	108 729	9 095	99 634			
Gauteng	Surtees Railway Supplies (Pty)	16 436		16 436			
Gauteng	Surtees Railway Supplies (Pty)	15 508		15 508			
Kwazulu Natal	T & T Marine (Pty) Ltd	105 239			105 239		
Limpopo	Tahuti Trading 121 cc	1 796		1 796		26	
Limpopo	Tahuti Trading 121 cc	2 728		2 728		26	
International	Tara Nawa Computer Software Solutions cc	362 441			362 441		
Gauteng	TCS Rud (Pty) Ltd	130 294		32 402	77 892	7	
Gauteng	Tech-on Tech-off	206 256			206 256		
Gauteng	Tech-on Tech-off	204 565		2 621	201 944		
Gauteng	Tega Industries South Africa (Pty) Ltd	572 784		135 984	136 800		
Limpopo	Telkom Sa Bpk Phalaborwa	871 332		871 332		11	6
Gauteng	Temperature Controls (Pty) Ltd	5 480		5 480			
Gauteng	Temperature Controls (Pty) Ltd	23 453		23 453			
Limpopo	Test Lek Security	1 667		1 667			
Limpopo	Test Lek Security	678		678			
Limpopo	Test Lek Security	2 026		2 026			
Limpopo	Tharama Trading Enterprise	221 707		221 707		100	
Limpopo	Tharama Trading Enterprise	223 551		223 551		100	
Limpopo	Tharolesa Trading cc	128 304			128 304	100	70
Limpopo	Tharolesa Trading cc	399 912			399 912	100	70

FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	The Big 7 Office	13 680		13 680			
Limpopo	The Bus Stop	52 255		52 255			
Gauteng	The Combustion Group (Pty) Ltd	54 037		4 061	49 976		
Gauteng	The Courier Junxion	217 787		217 527	261	52	
Limpopo	The Palabora Foundation	940 000		940 000			
Mpumalanga	The U Joint & CV Joint Centre	19 842		19 842		51	
Mpumalanga	The U Joint & CV Joint Centre	22 985		22 985		51	
Gauteng	Thembelihle Equipment (Pty) Ltd	771 390		771 390		58	30
Gauteng	Thermo Electron (Pty) Ltd	155 781		155 781			
Gauteng	Thermo Fisher Scientific (Jhb) (Pty) Ltd	99 911		64 166	35 745		
Gauteng	Thermo Radiators (Pty) Ltd	106 676		106 676		26	4
Limpopo	TKKM Trading Enterprise (Pty) Ltd	3 071 202		1 235	3 069 967	100	100
Mpumalanga	TM Mantsha Engineering (Pty) Ltd	435 803	435 803			100	100
Limpopo	TMH Mining & Hydraulics	247 157		247 157		100	
Limpopo	TMH Mining & Hydraulics	100 165		100 165		100	
Limpopo	TND Trading Enterprise (Pty) Ltd	988 299		76 035	812 263	100	85
Gauteng	Tomco Electrical & Mechanical Engineerin	170 840		170 840		26	26
Gauteng	Toolquip & Allied	10 123		10 123		25	3
Limpopo	TracknTrain PLB	80 913		80 913			
Gauteng	Training Force (Pty) Ltd	281 666		354	92 312	51	34
Gauteng	Transcor Truck Hire (Pty) Ltd	217 170			217 170	26	10
Gauteng	Transfreight International	13 794		13 794			
Limpopo	Transnet Freight Rail	212 322 572			212 322 572		
Limpopo	Transnet Freight Rail	831 334 733			831 334 733		
Kwazulu Natal	Transnet Port Terminals – DBT	24 204 583		24 204 583			

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LIMPOPO REGION
MINERAL RESOURCES AND ENERGY
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APPROVED

FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Kwazulu Natal	Transnet Port Terminals – DBT	49 045 516		49 045 516			
Limpopo	Trentyre (Pty) Ltd	1 353 587		635 348	718 239	30	1
Gauteng	Trojan Fans (Pty) Ltd	129 960		129 960			
Gauteng	TRRC Nutrition (Pty) Ltd	102 486		102 486			
Gauteng	TRRC Nutrition (Pty) Ltd	151 734		151 734			
Gauteng	Tru-Track Rollers (Pty) Ltd	35 544		35 544			
Gauteng	Tru-Track Rollers (Pty) Ltd	1 160 010		1 160 010			
Gauteng	Trysome Auto Electrical	671 704	455 269	54 370	152 065	30	3
Limpopo	Tswelopele Cleaners	317 548		11 972	305 577	100	100
Limpopo	Tswelopele Cleaners	1 187 203		4 810	1 182 392	100	100
Limpopo	Tswelopele Cleaners	601 971		905	601 066	100	100
Limpopo	TT Crane and Plant Hire	1 619 150	6 977	7 593	1 604 580	30	
Limpopo	TT Crane and Plant Hire	902 238			902 238	30	
Limpopo	TT Crane and Plant Hire	2 145 690			2 145 690	51	
Gauteng	Tunnel Engineering (Pty) Ltd	134 621		134 621		100	
Limpopo	Tyremart Phalaborwa	4 860		4 860			
Limpopo	Tyremart Phalaborwa	178 992		165 056	13 936		
Limpopo	Tyremart Phalaborwa	20 575		17 230	3 345		
Limpopo	Tzaneen Medi-Clinic	109 646		109 646			
Gauteng	Ubuntu Water Quality cc	20 372		20 372			
Gauteng	ULS Mineral Resource Project (Pty) Ltd	307 258	307 258				
Gauteng	Ultimate Flotation Cc	44 055		44 055			
Gauteng	Ultimate Flotation Cc	2 753 418		2 753 418			
Gauteng	Ultragear cc	1 042 108		1 042 108			
Gauteng	Ultragear cc	613 538		613 538			
Gauteng	United Spectrometer Technologies cc	540 998	537 989	3 010			

MINERAL RESOURCES AND ENERGY
SOCIAL AND LABOUR PLAN
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FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Gauteng	Universiteit van Pretoria	54 815		54 815			
Gauteng	University of South Africa	160 795		160 795			
Gauteng	University of the Witwatersrand	86 000		86 000			
Gauteng	Urethane Moulded Products (Pty) Ltd	4 612		4 612		26	
Limpopo	Urethane Protecast CC	271 603		1 262 016	9 587		
Limpopo	Urethane Protecast CC	97 384		197 384			
Western Cape	USB	37 896		189 696	248 200		
Gauteng	Valard Bearings (Pty) Ltd	633 984		633 984			
Gauteng	Valve Services & Repairs	151 217		151 217			
Gauteng	Van Schaik Bookstore	760		1 760		52	13
Limpopo	Vandlovu Mining & Industrial Supplies	92 726		37 647	56 079	51	
Limpopo	Vandlovu Mining & Industrial Supplies	1 390 533		163 096	1 227 438	51	
Gauteng	VEGA Controls SA (Pty) Ltd	11 275		11 275		26	11
Gauteng	VEGA Controls SA (Pty) Ltd	801 051	142 944	658 107		26	11
Limpopo	Vejujsha General Trading cc	10 944		10 944		100	
Limpopo	Vejujsha General Trading cc	5 089		5 089		100	
Limpopo	Velsmo Trading and Projects T/A VelsmoSA	1 755 145	16 523		1 738 622	100	
Limpopo	Velsmo Trading and Projects T/A VelsmoSA	1 832 951			1 832 951	100	
Limpopo	Velsmo Trading and Projects T/A VelsmoSA	744 812			744 812	100	
Free State	Ver-Bolt (Pty) Ltd	92 370		92 370			
Limpopo	Vexovax (Pty) Ltd	6 225 066			6 225 066	100	
Gauteng	VI Instruments (Division of Rutherford)	76 510		76 510			
Kwazulu Natal	Vodacom (Pty) Ltd	882 161		882 161		18	9
Kwazulu Natal	Vodacom (Pty) Ltd	659 282		659 282		19	9
Limpopo	Vohlabu Trading	40 128		4 928	35 200		

FOSKOR SOCIAL & LABOUR PLAN

Location	Alpha Name	Payment Amount	Capital Amount	Consumables Amount	Services Amount	Black Owned	Black Woman Owned
Limpopo	Voltex Phalaborwa	468 479		468 479		63	25
Limpopo	Voltex Phalaborwa	9 497 124	3 225 203	6 271 067	855	63	25
Limpopo	Volthan	16 306		16 306			
Limpopo	Vuthlare Stationers CC	101 434		44 224	57 210	50	
Limpopo	Vuthlare Stationers CC	942 283		175 572	766 710	50	
Limpopo	Waltons (Pty) Ltd	236 849	21 002	215 847		53	25
Limpopo	Wamatha Logistics (Pty) Ltd	870 040		3 763	866 277	29	16
Gauteng	Wancor cc	403 468		403 468		51	51
Gauteng	Wancor cc	36 006		36 006		30	
Gauteng	Wasa (Pty) Ltd	1 012 675		1 012 675		26	5
Gauteng	Wasa (Pty) Ltd	3 242 016		3 242 016		26	5
Mpumalanga	WasteServ Environmental Solutions (Pty)	737 662			737 662	75	
Limpopo	Weir Minerals Africa (Pty) Ltd	2 013 797		2 013 797			
Limpopo	Weir Minerals Africa (Pty) Ltd	18 087 340		17 756 215	331 125		
Gauteng	Wescoal Trading (Pty) Ltd	33 477 733		33 477 733		32	
Gauteng	Westingcorp Power Industries	1 368 672	1 055 471		313 201	36	10
Kwazulu Natal	White and Cele T/A ACDC Express Richards	114 593		114 593		50	50
Gauteng	Wika Instruments (Pty) Ltd	14 685		14 685			
Limpopo	Willie van der Walt cc T/A Agent	11 497		11 497			
Gauteng	Worldwide Mining Solutions (Pty) Ltd	6 580 080		6 580 080			
Gauteng	WSP Environmental (Pty) Ltd	777 635		4 264	773 371	26	9
Gauteng	Yellow Technical Services cc	741 620	268 985	423 172	49 464	25	
Gauteng	Yellow Technical Services cc	481 655	14 440	281 713	185 502	25	
Gauteng	Zest Weg Electric (Pty) Ltd	2 377 735	2 377 735			51	31
	Grand Total	3 679 657 667	595 064 931	860 640 902	2 223 951 834		

3.5 SOCIAL RESPONSIBILITY

In addition to Foskor's commitment to Local Economic Development, Foskor acknowledges its Corporate Social Investment responsibility to the local community. The following specific projects have been supported in the past and Foskor will continue to do in future.

It must be noted that we also have a budget for ad-hoc donations which are handled as and when we receive applications for donations and these are normally small-scale donations.

3.5.1 Ba-Phalaborwa Protec

Foskor invests in the youth of the Ba-Phalaborwa area. The company has joined forces with another local mine Palabora Mining Company (Sasol Nitro was part of the founding members) to establish the Phalaborwa PROTEC branch in 1998. The primary focus of the programme is to improve educational performance at high school level. Interventions are aimed at creating a pool of high capability school leavers who have the potential to pursue scientific, technical and accountancy careers at tertiary institutions. Quality education is essential for employment, economic prosperity, improved quality of life; and personal fulfilment and growth. Approximately 60 students are selected annually to attend the programme, which runs in cycles of three years. The total number of students on the programme at any point in time is therefore 180. The total financial contribution from the two sponsors is almost R1m per annum, which is used for the remuneration of lecturers, equipment and books. Foskor's contribution to this sponsorship amounts to R540,000 per annum.

3.5.2 Hotel School

The Mopani FET College operates the Moshate Hotel School in Ba-Phalaborwa, where a range of certificate and diploma courses are taught on food preparation and culinary arts. The duration of these courses vary from five to nine months. This school forms a core element of the municipal tourism development strategy. Moshate can accommodate 20 students at a time. Foskor has made rent-free premises available for the school. The rental value of this facility is estimated at R120,000 per year.

3.5.3 Maroela Home

Maroela is a shelter for abused women and children that was established during 1999 and is being managed by the South African Women's federation. Foskor has made a rent-free property available for this facility, of which the opportunity cost is valued R96,000 per year excluding the maintenance and municipal services of R 104 000 equalling a total of R 200 000. The number of residents varies over time, but the maximum capacity is 14 people.

3.5.4 Housing

Foskor has proactively worked with key representatives in an attempt to arrive at solutions that will ensure that all employees have access to acceptable accommodation. During the past 25 years, Foskor has transferred the majority of the housing units to the employees. The Foskor Board of Directors approved the sale of the Foskor Phalaborwa properties to the employees. As part of Foskor's endeavors to ensure that the staff has suitable accommodation, the company has engaged with relevant employee structures associated with these activities. As a result the Group Housing Committee was established with the purpose of assisting employees in obtaining proper accommodation, including:

- The applications for obtaining bonds
- Providing housing allowance to qualifying employees (i.e. R3,500 per month)
- Selling Foskor Phalaborwa and Namakgale houses and flats to the employees at substantial discounts
- Providing company accommodation to employees.

Additionally, Foskor provides accommodation facilities to the employees who are not from Ba-Phalaborwa area and not living with their families. These dwelling units are located in Namakgale and Phalaborwa and occupants have access to basic social amenities in excess of RDP standards. Table 8 indicates the occupancy levels of the units:

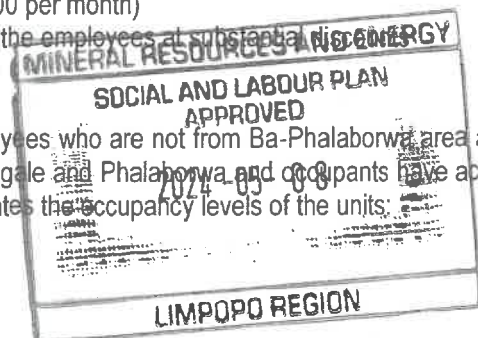


Table 8: Foskor Housing at Namakgale

Dwelling units	Total Number of Rooms	Occupied by Single Employees	Residents	Vacant
Big / Double rooms occupied by 1 person	180	52	52	128
Double rooms occupied by 2 persons / sharing	0	0	0	0
Single rooms occupied by 1 person	60	15	15	45
TOTAL	240	67	67	173

Source: Information provided by Foskor

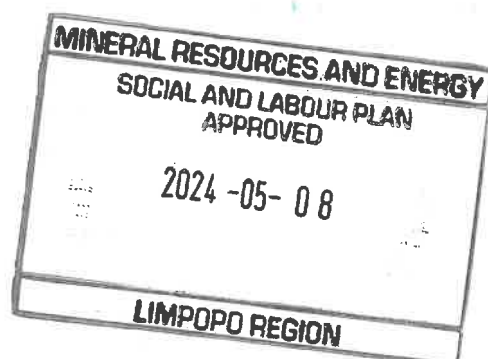
A survey was conducted during 2006 to investigate and establish employee preferences with regard to housing and living conditions, especially in Namakgale single quarters. The study was aimed at converting the 240 single quarter rooms to 60 family units. It was, however, determined that for various reasons, the occupants preferred to stay in single quarters rather than in family units. In 2017 Foskor converted three blocks into family units in order to accommodate employees who would like to stay with their families. Foskor is looking into adding more family units in the next 5 years, depending on the demand. There is a potential to provide approximately 30 family units from the 60 units.

3.5.5 Other Social Responsibility Commitments

Foskor responds to a range of ad hoc social responsibility requests that amount to more than R2 000,000 per year and that include *inter alia*:

- HIV/AIDS counselling and support
- Grader services for the municipality, traditional authorities, local schools and etc.
- Maintenance of local mining museum
- Sponsorships for 5 local Traditional Authorities
- Local schools
- Media Centre in Namakgale assisting 72 school with reproduction of learning material
- Learner support centre
- The Foskor Community Centre
- The Foskor 21 half marathon

Management and staff also make time available for various community commitments during working hours. The cost to the company for management/employee time/involvement is estimated at R 1 200,000 PA.



3.6 CONCLUSION ON LED

Mining is by far the primary economic activity in Ba-Phalaborwa Municipality (64% of municipal GGP) and these points to the need for urgent economic diversification.

Foskor employs 60% of all workers in the local mining sector and 12% of all workers in the entire municipal area. Only 28% of the labour force is recruited from outside the municipal area, mostly from Tzaneen and Bushbuckridge.

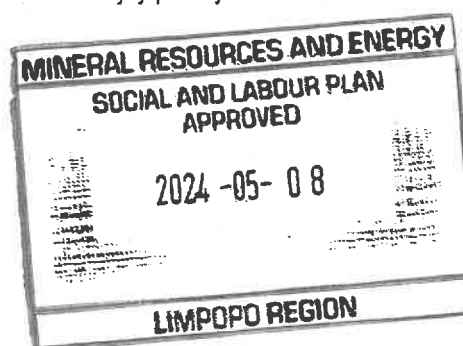
Employees are assisted to obtain adequate housing by way of housing allowances, facilitating access to bonds, transfer of company housing and the management of single quarters.

A procurement progression plan is in place to improve procurement from HDSA entrepreneurs to be in line with the BBEE and the Mining Charter targets.

First level estimates are that 43 new jobs will be created from LED interventions that are supported by Foskor during the implementation of the LED projects over a period of 5 years ending in 2023. The accurate job creation figures will be produced by the business plans that are being recommended. These business plan projections can be used for monitoring and evaluation purposes.

Foskor is committed to the long-term sustainability of the local economy and will make all means available that are at its disposal in support of this commitment.

Foskor will thoroughly consult with Ba-Phalaborwa Municipality in identification of direct and indirect beneficiaries of these Local Economic Development projects where women and the local youth will enjoy priority as beneficiaries.



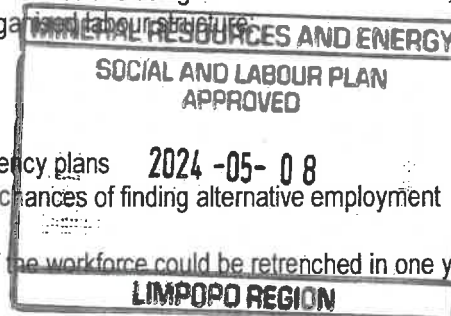
CHAPTER 4: PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENTS

4.1 ESTABLISHMENT OF FUTURE FORUM

The establishment of a Future Forum is required under Regulation 46 (d) (i) of the regulations of the Minerals and Petroleum Resource Development Act (MPRDA). It is important to note that the Future Forum does not replace the existing channels of communication in the mine through which labour relations issues are discussed. Currently Foskor has an organised labour structure comprised of the management representatives and National Union of Mineworkers (NUM) representatives. The Company and the majority trade union, NUM have entered into an agreement with a view to regulating and consulting on the management of downscaling. The agreement appears as annexure on Page 107.

The existing organised labour structure will be utilised as the "Future Forum" by the Foskor management team. However the forum is a site-specific labour-management body that will amongst others, also focus on the implementation and monitoring of the S&LP. In addition to the existing discussions being enacted at this structure, the following additional purposely-induced topics will be included in the organised labour structure:

- Negotiate and take measures to avoid job losses
- Ameliorate the social and economic impact of job losses
- Anticipate the possibility of job losses and implement contingency plans
- Give timeous warning to affected individuals to improve their chances of finding alternative employment
- Discuss industry trends and challenges on an ongoing basis
- Notify the Department of Labour of plans if more than 10% of the workforce could be retrenched in one year



The overall effectiveness of the Future Forum will arise from timeous analysis of problems because this will make it possible to explore and implement appropriate solutions in a structured manner. In addition, the Future Forum will be the liaison between the Department of Labour (DoL), operation Management and all other affected parties. Of note is that the DoL will establish a Social Plan Technical Support Facility (SPTSF) to support and guide the Future Forum with technical assistance in the analysis of problems facing the operation.

It is emphasised that the S&LP and the associated Future Forum should not be confused with the Social Plan as advocated by the Department of Labour. This Social Plan is unpacked in Envelope 4.1.

ENVELOPE 4.1: DEPARTMENT OF LABOURS' SOCIAL PLAN

The Department of Labour has established the Social Plan to provide specific assistance in the event of large-scale retrenchments. As part of this assistance, the Department of Labour will establish a Social Plan Technical Support Facility (SPTSF) to provide technical assistance in the analysis of problems facing the operation. The services of the SPTSF will be available to the operation, worker representatives and affected communities at times of major, large-scale retrenchment. The services of the SPTSF will be available to the operation, worker representatives and affected communities at times of major retrenchment. The Future Forum will also be responsible for co-ordinating or requesting the services offered by the DoL should Foskor need to retrench more than 10% of its workforce. The services offered by the DoL include:

- Setting up Retrenchment Response Teams competent in employment services, human resources development and the Unemployment Insurance Fund (UIF)
- Forming a committee to determine the type and standard of services to be provided to the retrenched, the financial resources that are needed to cover these additional services and the extent of the resource allocation from each partner

In addition, the Future Forum will consult with the DoL over further services, on the basis of specific agreements between the departments, representatives of management and workers at the mine. Funding of the services will have to be jointly agreed by the parties. The further services will include:

- a) Group and individual counselling to assist workers to deal with the emotional impact of retrenchment and to adjust to new conditions
- b) Skills assessment and recognition of prior learning to aid new employment through gaining formal and appropriate qualifications
- c) Assessment of a worker's potential and the development of a career plan to help the worker identify options and assist in choices that need to be made between additional skills training, Small, Micro and Medium Enterprises (SMME's) opportunities and training or finding new employment
- d) Training and retraining workers in line with the Skills Development Strategy to facilitate the channelling of retrenched workers into new jobs
- e) Offering a placement service

This Future Forum will comprise management, workers representatives and recognized trade union representatives. It is evident that the Future Forum has a critically role to play in the process of implementing this S&LP as such consultation with the employees pertaining to the establishment of the Future Forum have been underway. The Future Forum will constitute representative of management and labour. A constitution for the Future Forum has been developed and it will serve before the mentioned representatives for adoption.

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that Foskor management and worker representatives and/or recognized trade union representatives can meet on a regular basis to discuss workplace issues. The intention is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the company that have potential to lead to large-scale retrenchment in the future.

The following section outlines the mechanisms that have been developed to avoid job losses.

4.2 MECHANISMS TO PROTECT EMPLOYMENT LEVELS

One of the requirements of the Future Forum is to have structures in place to facilitate the consultation processes so that the management, workers representatives and recognized trade union representatives can meet on a regular basis to discuss workplace issues. The intention is to provide a formal vehicle where all affected parties can consult and discuss challenges and possible solutions to problems facing the company that may have the potential to lead to retrenchment in the future.

In line with the requirements of Regulations 46 (d) (ii) of the regulations of the MPRDA, the mine have to develop turnaround or redeployment strategies to attempt to reduce job losses and decline in employment. Therefore Foskor developed strategies that will enable management to introduce appropriate measures in an attempt to prevent job loss in the event of circumstances threatening guaranteed employment.

The most direct and appropriate intervention is for the company to assist employees who could be retrenched in securing alternative employment. Foskor has put a number of mechanisms in place to mitigate the impact of job losses in the event of a downscaling or closure of the mine. Should it become necessary to enter into a process of employment downscaling, the following processes will be embarked upon:

- a) Consultations in terms of Section 52 (1) of the MPRDA
- b) The implementation of Section 189 of the Labour Relations Act, Act 66 of 1995
- c) Notifying the Minerals and Mining Development Board in terms of Section 52 (1) (a) of the MPRDA
- d) Notifying both the Minister of Minerals and Energy and the Minister of Labour
- e) Compliance with the Minister of Minerals and Energy's directive and the informing of the Minister about the corrective measures that have been taken
- f) The verification of reports from the company with regard to the economic impact on the operation which might lead to retrenchments or mine closure
- g) Ensuring that all other options to avoid job losses have been considered and that turn-around strategies have been implemented. The company will thereafter submit a report on the implementation of the turn-around strategies to the Minister of Minerals and Energy

However in cases where job losses cannot be avoided, the alternative solutions for creating job security that Foskor will initiate are presented in the following subsection.

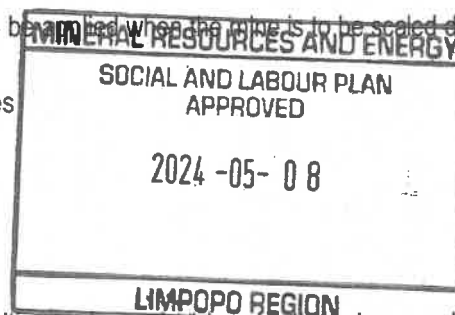
4.3 ALTERNATIVE SOLUTIONS WHERE JOB LOSSES ARE UNAVOIDABLE

In accordance with the requirements of Regulations 46 (d) (ii) of the regulations of the MPRDA, Foskor has developed the alternative solutions to be applied when the operation is to be scaled down (with the possible effect of job losses) or when mining is to cease, these processes will be followed:

- a) Consultations in terms of Section 52 (1) of the MPRDA
- b) The implementation of Section 189 of the Labour Relations Act, 1995
- c) Notifying the Minerals and Mining Development Board in terms of Section 52 (1) (a) of the MPRDA
- d) Implementation of an effective communication strategy, including:
 - i. Informing employees of possible retrenchments
 - ii. Informing other affected parties (sending areas, municipalities, etc.) of the possible retrenchments at the operation
 - iii. Informing outside parties (media, etc.) of the possible retrenchments at the operation

From the Foskor's perspective, the alternative solutions to be applied when the mine is to be scaled down include:

1. Management of retrenchments and redundancies
2. Measures to avoid retrenchments and redundancies
3. Procedure for retrenchment and redundancy
4. Identification of employees to be retrenched
5. Compensation to retrenched employees
6. Assistance to retrenched employees



The above-mentioned features and the associated activities to be undertaken by the mine are discussed in the subsequent section.

4.3.1 MANAGEMENT OF RETRENCHMENTS AND REDUNDANCIES

The management of the company will endeavor to avoid retrenchment wherever possible, through effective planning. Where there is no other alternative, retrenchments will be carried out as fairly as possible and in compliance with Section 189 and 196 of the Labour Relations Act of 1995. The mine retrenchment policy will apply to all employees other than casual and temporary employees.

4.3.2 MECHANISM TO SAVE JOBS AND DECLINE IN EMPLOYMENT

The following measures, as well as any other alternatives suggested by employees or their representatives, will be considered as strategies to maintain effective manning levels:

- a) Management may consider allowing certain employees to volunteer for retrenchment
- b) Temporary and casual employees services will normally be terminated before permanent employees, where commercial, economic and other relevant factors reasonably justify such a course of action
- c) Similarly, the use of sub-contractors will be reduced as far as it is reasonably possible
- d) Overtime will be eliminated or reduced
- e) Recruitment of new employees will be suspended
- f) Extended periods of unpaid leave may be arranged by agreement between employees and management
- g) The organizational structure of the company will be examined on a continuing basis, to utilize all manpower as effectively and efficiently as possible
- h) Employees will be re-trained where possible
- i) Short-time working will be implemented where possible
- j) Employees over the normal retirement age will be retired by the company
- k) Early retirement for employees between the ages of 55 and 60 will be considered and may be implemented by mutual agreement between the employee and management

- l) Human resource plans may be revised to prevent short-term retrenchments
In the unlikely event of retrenchments Foskor will follow the following procedure.

4.3.3 PROCEDURE FOR RETRENCHMENTS AND REDUNDANCIES

Once all other possibilities have been fully considered and the appropriate plans implemented, the following principles will form the basis of the retrenchment procedure:

When contemplating retrenchments, the organization must issue letters to all employees in the affected unit, advising them of the pending retrenchment and the date when consultations will commence. Decisions concerning retrenchment cannot be made prior to the consultative process taking place.

- a) Foskor company will give employees sufficient or reasonable notice of possible retrenchment and the date when consultations will commence
- b) Management will conduct properly prior the consultation with employees
- c) Management will apply reasonable selection criteria
- d) Individual employees will then be advised of retrenchment
- e) Assistance to retrenched employees will be provided in accordance with the provisions of the mine's policy and procedure
- f) Employees will be given written notice of not less than 21 days regarding intended retrenchment (this period can either be worked or paid out to employees, depending on individual circumstance and operational requirements)
- g) Management will provide employees to be retrenched with information related to the procedure and reasons for retrenchment

Furthermore the methods to identify the employees to be retrenched are outlined in the subsequent section.

4.3.4 IDENTIFICATION OF EMPLOYEES TO BE RETRENCHED

Employees who are to be retrenched will be identified by applying fair principles, having due regard for commercial and economic factors and the operational requirements and profitability of the operation. Although dependent upon the particular circumstances of each case, the following principles must be taken into account in identifying employees to be retrenched:

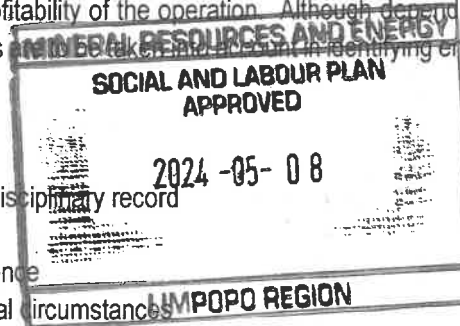
- a) Operational requirements
- b) An employee's work record, general performance and disciplinary record
- c) An employee's productivity and capacity
- d) An employee's qualifications, skills, training and experience
- e) An employee's physical fitness, health, age and personal circumstances
- f) An employee's length of service. As a result of the company's circumstances the 'last in, first out' or LIFO principle will not be the sole criterion and the abovementioned factors will have an equal value in terms of considering the termination of an employee's services on the basis of retrenchment

The envisaged manners through which the company will compensate the retrenched employees are outlined in the following section.

4.3.5 COMPENSATION TO RETRENCHED EMPLOYEES

The compensation of the retrenchees will be undertaken with due cognisance of the various legislative pieces. The specific guidelines that will be followed include:

- a) The workers that unreasonably refuse an offer of alternative employment will not be entitled to a compensation package
- b) Retrenched employees may receive compensation in accordance with mine's policy on payment of severance benefits



- c) Compensation will be paid in accordance with the relevant legislations such as Basic Conditions of Employment Act, Act 75 of 1997 as amended.

An additional assistance to be provided to retrenched employees is outlined in the next section.

4.3.6 ASSISTANCE TO RETRENCHED WORKERS

Foskor Phalaborwa will assist retrenched employees in the following manner:

- a) Assistance with Unemployment Insurance Fund (UIF) claims and other administrative problems
- b) Assistance, wherever possible, with finding alternative employment
- c) The provision of a Record of Service, which will include details of the appointment at the time of retrenchment/redundancy, length of service, salary and reason for termination
- d) Any other practical assistance which is possible, having due regard for the resources of the company
- e) Time off from duty to seek alternative employment
- f) Possibility of leaving the company before the final termination date, with full pay and with the necessary documentation
- g) Preference will be given, where possible, to retrenched employees when the company is in a position to recruit staff within a reasonable period, normally within 6 months of retrenchment

The mechanisms to ameliorate the social and economic impact on individuals and economies where retrenchments or closure of the mine is certain are discussed in the subsequent section.

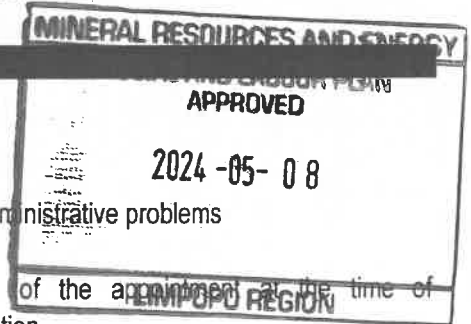
4.4 MECHANISMS TO AMELIORATE SOCIO ECONOMIC IMPACTS

As required by the Regulations 46 (d) (iv) of the regulations of the MPRDA, this section considers the impacts of downsizing and closure on the mine community. Under the current economic conditions the life of the mine is seventy (70) years. Foskor's approach to mine closure acknowledges that planning for closure and downsizing takes place throughout the life cycle of the mine, from exploration through to post-closure rehabilitation. The mine intends to use its best endeavours in order that the livelihoods of its employees, local residents and families are sustained despite the closure of the mine. The mine will pursue initiatives to ameliorate the social and economic impact on individuals, regions and economies. These initiatives will focus on:

- a) Assessment and counselling services for affected individuals
- b) Comprehensive self-employment training programmes, which will be linked to the economic sectors that have been identified by the host municipality as growth sectors and re-employment programmes
- c) Support the Local Economic Development (LED) initiatives

The following mechanism will be put in place to ensure ameliorate socio-economic impact on employees, regions and economies where an unfortunate event of job losses occurs, Foskor (Pty) Limited will fall back on the human resource development programme, by conducting the following exercises:

- Through the company's communication strategy the following communication process will take place:
 - Inform employees of possible retrenchments
 - Inform other affected parties (sending areas, municipalities, etc.) of the possible retrenchments at the operation
 - Inform outside parties (such as the media) of the possible retrenchments at the mine.
- Review the IDP and LED plans of the host and labour sending municipality areas to identify projects that can be implemented to minimise the impact of job losses
- Conduct a training needs assessment to determine additional needs for portable skills that are compatible to the needs of the sectors identified as growth sectors by the district and local municipalities in the host and labour sending economies



- Link and match the findings of the needs analysis to the host labour sending municipalities IDP development priorities
- Facilitate the provision of appropriate skills by utilising the development agencies and other organisations active in the host and labour sending municipality areas
- Investigate alternative use of existing mine infrastructure for other economic activities
- R550 000 will be made available for training in alternative skills training before any retrenchment can take place and it is based on an estimate of about 200 employees.

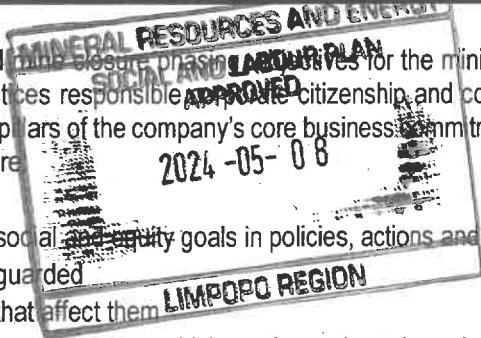
Furthermore the projects identified in this S&LP seek to address economic diversification in the local municipality area. The mine will also develop a closure plan that considers the optimum use of mine land and infrastructure during the operational phase as well as the closure phase. The plan will be a focus area of the mine's LED strategy to diversify the economy and will take into account the potential social benefits of utilizing existing land and infrastructure.

It is believed that the most appropriate manner through which LED activities are facilitated, from the Foskor Phalaborwa perspective, is to participate and align their LED support activities with the LED mandate of the various local government authorities in the local area.

The following section provides an indication of the mine closure plan that has been developed.

4.5 MINE CLOSURE PLAN

The aim of this section is provide a synoptic overview of the planned mine closure phase and activities for the mining area as well as the concurrent and closure rehabilitation plans. Foskor practices responsible corporate citizenship and committed to the sustainable development. Sustainable development is one of the pillars of the company's core business commitments. The guiding principles on which this mine closure plan has been drafted are

- 
- a) Integrating long and short term economic, environmental, social and equity goals in policies, actions and activities
 - b) Ensuring that environmental assets are appropriately safeguarded
 - c) Involving communities in decisions and actions on issues that affect them
 - d) Ensuring that the closure of the mining operation incorporates a process which continues throughout the remaining life of the operation and is implemented within internationally recognized frameworks and standards of sustainable development
 - e) Assessing and quantifying all contingent risks to elements of the environment that must be proactively managed which includes the gathering of relevant information throughout the remaining life of the mining operations
 - f) Safeguarding the safety and health of humans and animals from hazards resulting from mining operations
 - g) Minimizing environmental damage or residual impacts to such an extent that it is acceptable to all involved, interested and affected persons
 - h) Ensuring that the land is rehabilitated to, as far as is practicable, its natural state or within the agreed concepts of the closure plan
 - i) Ensuring that the environmental management plan contains both the information and design to ensure that the residual impact and their contingent costs during and at the end of the mine's life are kept to the minimum
 - j) Giving cognisance to the need that optimal exploitation and utilization of mineral resources are not adversely affected

In addition to these principles, the safety and health of the community will be ensured through provision of the necessary access controls, which will be applied to all areas posing a threat to humans and animals:

- Environmental damage and residual impacts will be minimized and measures will be taken to ensure that these are acceptable to affected parties
- The internal stakeholders will be managed through the Future Forum to be established by Foskor Company. Issues concerning future controls will be instituted and potential impacts on affected parties will be discussed at these forum meetings
- Foskor believes that the mine community is a very important component of its activities and should be integral to all decision-making relating to human resource development, LED, and environmental remediation. It is the

mine's commitment to involve the community in the various domains including women, youth, the disabled, etc. in all the activities pertaining to the mine

- The **mine's retrenched individuals** will receive **preferential treatment during all the rehabilitation activities to perform and undertake the work**

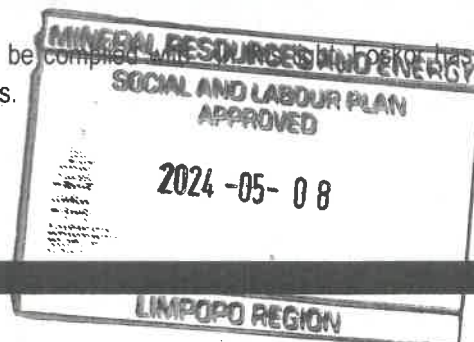
Before the various components of the closure plan are presented, a summary of the various legal components influencing mine closure is offered.

4.5.1 MINE CLOSURE PLAN – LEGAL CONTEXT

The mine closure plan is subject to a range of legislation outside of the MPRDA. Care has been taken in the closure plan to ensure that the plan not only subscribes to the spirit and intent of the MPRDA and the Mining Charter, but also consistent with other applicable statutory requirements. Table 6.10 provides an indication of the various relevant pieces of legislation.

TABLE 6.11: LEGISLATIVE PIECES	
TITLE	NUMBER
The Minerals and Petroleum Resources Development Act	28 of 2002
The Atmospheric Pollution Act	45 of 1965
The National Water Act	36 of 1998
The National Environmental Management Act	107 of 1998
The Advertising on Roads and Ribbon Development Act	21 of 1940
The Conservation of Agricultural Resources Act	43 of 1983
Constitution of Republic of South Africa Act	200 of 1993
The Environmental Conservation Act	73 of 1989
Agricultural Pests Act	36 of 1983
The Fencing Act	31 of 1963
The Fertilisers, Farm, Agricultural Remedies & Stock Remedies Act	36 of 1947
The Hazardous Substances Act	15 of 1973
The Health Act	63 of 1977
The Land Survey Act	9 of 1927
The National Monuments Act	28 of 1969
The Occupational Health and Safety Act	85 of 1993
The Physical Planning Act	125 of 1991
The Mine Health & Safety Act	29 of 1996

It is evident that broad range of legislative pieces has to be complied with. Foskor has packaged the various components of the mine closure in the subsequent sections.



4.5.2 MINE CLOSURE PLAN – OBJECTIVES

In the light of the nature of the mine closure, the objectives have been formulated to reflect specific aims of the closure plan. The objective of the mine closure process is to arrive at a situation where the mine can either walk away without liabilities or to minimise the liabilities and hand it over to an institution for maintenance with a financial provision for the institution to do the maintenance thereof. In the light of the nature of the mine closure, the objectives have been formulated to reflect specific aims of the closure plan.

An indication of the required financial provision for final closure is presented in the following section.

4.5.3 FINANCIAL PROVISION

The Foskor Rehabilitation Trust was established with trust funds allocated for future rehabilitation especially after closure of mining and other operations in Foskor, Phalaborwa Division. The closure phasing as described in the Environmental Management Plan Report (EMPR) has been provided for in the closure cost calculations. A central part of the closure plan is the financial provisions that have to be made in line with government guidelines. The various components of the closure plan are contained in the approved EMPR. For the short-term financial provision, approximately R2,2 billion is spent annually on the following environmental management activities:

- Reclaiming and stacking of surface soil.
- Covering and stabilising of tailings heaps.
- Water management activities.

Should Foskor cease its operational activities for some unforeseen reasons within a very short time, it is required by the legislation that Foskor has to give a guarantee for premature mine closure. This provision will be phased in at R50 million for 2019, R100 million for 2020 and the amount of about R230 million for 2021. This will be provided by either having a bank guarantee or by an insurance guarantee.

Furthermore, the long-term financing is also planned for. The lifetime of the mine is estimated at 65 years and the total rehabilitation cost at approximately R2,2 billion (without allowance for inflation). To provide for the necessary funds an amount of R500 000 will be invested annually in a trust fund. The Board approved the fund in 1994 and Trustees were appointed. This will make Foskor independent of internal financing, as the return from this fund will be sufficient. However if Foskor's strategic plan is accepted as a pessimistic view, all activities will be stopped in 30 years' time. The estimated total cost over 30 years will be approximately R1 billion, which according to the short term plan will be on time and the trust fund will be sufficient to finance any outstanding rehabilitation and clean-up.

The following section outlines the planned use of the mining area.

4.5.4 PLANNED END USE

The process of formulating and implementing the plans for the rehabilitation of areas that may be negatively affected by large-scale retrenchments need to be undertaken. The main goal is to use the available soil resource to re-establish the terrain as closely as practically possible to its original potential. Prior to mining the area was wilderness, with archaeological sites and subsistence farming activities. Since the commencement of mining activities in 1951, the topsoil layer in the vicinity of the mining area is of poor quality and therefore **there is no formal soil use guide**. Therefore the areas shall be rehabilitated with **natural vegetation**. With reference to the specific methods that will be applied during the rehabilitation, the following key activities will apply:

a) **Infrastructure:** The following is under consideration for the treatment of the surface infrastructure after closure:

- All steel structures are to be dismantled and where necessary, decontaminated and moved to a scrap recycler
- The equipment within the buildings will be sold where possible as a useful component otherwise disposed of as scrap
- Useful infrastructure like offices will be let; otherwise equipment and steel structures will be mortgaged
- All concrete or brick buildings shall be demolished to 1m below final ground level and the material, if not contaminated with naturally occurring radionuclides (NORM) to above public clearance levels, disposed of on a domestic waste disposal site. NORM contaminated building rubble will be reduced to pebble-size and spread on the tailing dams if it does not exceed 1000 Bq/g. Building rubble exceeding 1000 Bq/g is treated as medium or high level waste and shall be disposed of at an appropriate and approved repository, such as Vaalputs
- Hazardous materials, such as asbestos, shall be removed from buildings and disposed of as hazardous waste to an appropriate Hazardous Waste Disposal Site
- Other materials, such as plasterboard or pre-fabricated walling, will be disposed of as domestic waste
- The areas where buildings were situated will also be remediated as part of the closure measures, water management structures to prevent erosion shall be applied and the areas shall be rehabilitated with **natural vegetation**

b) **Open Pit:** The suggested remediation for the mine include the following:

- The highwall sides of the pit to the North, East and West of the pit will not be shaped but will be left as they are
- A 2m high reinforced concrete wall will be constructed around the highwall for safety purposes
- The southern side will be shaped to 1:7 slope up to the lowest point in the pit
- It will be shaped and planted with natural plant species
- The necessary water management structures will be constructed on the 1:7 slope to prevent erosion. This includes introducing agents like vetiver grass on the contours to stabilise the soil
- Water management structures, such as cut-off berms, will be constructed around the pit in order to prevent uncontaminated stormwater from entering the pit where necessary
- Groundwater seepage into the pit will be allowed to remain as it represents the natural background groundwater of the region
- All haul roads and other flat areas will be ripped 500mm deep and planted with species prevalent to the region

c) **Rock Dumps:** The remediation of the rock dumps situated north of the mine will consist of the following after closure:

- Rehabilitate all contours with slopes of 1:7
- Vegetation will be allowed to resettle naturally. The large rock dump south of Phalaborwa Mining Company's open pit is a good example of the success of natural revegetation (it was achieved without covering with topsoil or other actions.)
- Water drains freely to passive treatment systems from these dumps and no ponds will occur on top
- The rock dump that acts as lookout point (often called F9) will remain a dominant feature of the landscape. It is envisaged that it will remain a lookout point even after closure of the mine. Remedial action is therefore fashioned around it.
- The access road to the top will be properly constructed and the area above upgraded before handing over to the local authorities
- Topsoil and vegetation is not envisaged, as it is not a sustainable solution on the steep side slopes of the dump. The **natural vegetation** of the dump has demonstrated to be suitable for the region.

d) **Tailing Dams:** Generic remediation will consist of the following after closure:

- The only facilities that have to be removed are the irrigation pump, pipelines and spraying vehicles and the remaining areas of the dam shall be covered with topsoil to a depth of approximately 250mm.
- Resettle vegetation with indigenous species prevalent in the region which will be propagated and bought from community nurseries that will be established by Foskor (Pty) Limited in partnership with Department of Water and Forestry (DWARF) and Wits University. It is envisaged that this will also assist with dust control
- The stability of the dams will be re-evaluated not more than 5 years prior to closure to assist with deciding on the most appropriate post-closure options for the site
- The top of the dam will be covered by topsoil and grassed with natural grasses prevalent to the area
- The benches themselves will be scarified and grassed, although the prevailing grasses should have stabilised as the dam progresses
- Measures to prevent erosion will be introduced
- If necessary additional trees will be planted

e) **Rehabilitation of ramps, roads and terminals:** Although not specific standards are set for the final remediation of ramps, roads and terminals, the following is stated:

- Some of the roads will remain to allow maintenance workers access to areas such as the Selati Tailing Dam
- Dirt roads not used as primary access roads will be ploughed to allow quicker settlement of indigenous prevalent grass species, for thatch grass which could be used as an income stream for the community
- Ramps will be left to allow for possible animal migration, although also ploughed
- The tarred access road from Phalaborwa will remain since it serves as only the access to the Lepelle Northern Water plant and various other private endeavours along the Olifants River
- After removal of the structures along the route the areas immediately adjacent to the road will be ploughed to encourage plant growth. Again species that could provide a potential income stream for communities and

retrenched employees will be planted through an initiative that would in the initial stages involve establishment of community nurseries which will propagate and sell the plants to the mine would be opted for.

- f) **Responsibilities outside the mine area:** The office complex within Phalaborwa town, as well as the Clubs, Single Quarters and Flats, are considered as fixed assets and will not be part of the mine closure. An impact assessment study will be undertaken to determine the highest yielding investment in relation to the use of the facility to foster local economic growth and the findings of the study will be used to inform the decision that will be taken and implemented in partnership with the local municipality.

This program will take ± 5 years from start to cleaning up. All time schedules will be revised annually to monitor progress and feasibility. The concluding remarks of the chapter are discussed in the next section.

4.6 CONCLUDING STATEMENTS

Foskor has developed pro-active measures to ensure that the operational requirements are achieved and fast-tracked. In other words, the various targets associated with building competent human resource is directly linked to the broader strategic intent and developmental targets of the company. A significant range of activities is being planned for human resource development aspects of transformation and includes specific focus on all the provisions of the MPRDA and Mining Charter. Based on the comprehensive nature of the human resource development activities (planned and implemented) as well as the overall requirements of the DMR, Foskor believes it will meet and exceed the minimum requirements.

With regard to the mitigation strategies, the company has developed strategies and plans aligning with the requirements of the DMR as outlined in the S&LP guidelines. The overall aim of these activities is to prevent job losses and a decline in employment where possible and if retrenchments are unavoidable, to manage retrenchments and reduce its effects on individuals and local economies. It was established that the most appropriate manner to address decline in employment is through proper planning prior to downsizing or closure of the mine. It is emphasised that Foskor will strive to prevent job losses as far as possible.

However if that is not possible, job losses will be kept to a minimum. The employer, labour parties, and the Future Forum will openly debate workplace issues that concern their future. Early warning systems will be developed to enable the Future Forum and interested and affected parties to identify problems early and to formulate appropriate solutions. Where there is no other alternative and retrenchments seems to be the only solution, retrenchments will be carried out as fairly as possible and in compliance with relevant legislations.

Having addressed the internal environment in the chapter, the external environment and the interventions that will be implemented by Foskor to contribute towards building a sustainable local economy are presented in the subsequent chapter.

CHAPTER 5: FINANCIAL PROVISION

The indication of the financial provisions made available by Foskor for the implementation/support of the various S&LP components are presented in following table. As such Foskor commits itself to the following financial allocation during the period of its mining right.



5.1 Human Resources Development Financial Provision

	2019	2020	2021	2022	2023	TOTAL
ABET	67,204	55,503	51,802	51,802	40,702	267,013
PORTABLE SKILLS	27,358	0,00	0,00	0,00	0,00	27,358
ALL LEARNERSHIPS	18,641,688	23,729,314	11,886,923	11,440,448	11,480,182	77,072,154,97
INTERNSHIP (INTERNAL & EXTERNAL)	2,844,000	2,448,000	2,928,000	3,252,000	3,252,000	14,724,000
CORE BUSINESS TRAINING	13,017,160	14,795,023	13,687,957	15,568,793	16,879,521	73,948,454
GRAND TOTAL	R166,038,979.97					

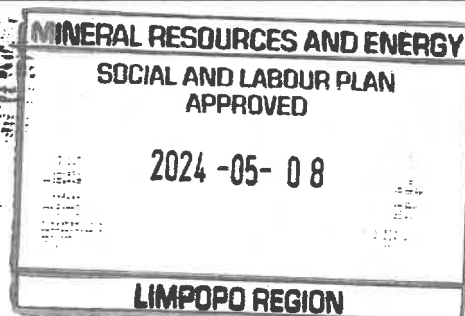
5.2 Financial Provision for scheduled and non-scheduled mine closure

	2019	2020	2021	2022	2023
Scheduled Closure	588 547 728	623 860 592	661 292 227	700 969 761	743 027 946
Unscheduled Closure	684 073 737	725 118 161	768 625 251	814 742 766	863 627 332

Based on the preceding tables it is clear that significant financial resource will be made available to ensure that the various S&LP projects are successfully implemented. The signed undertaking is presented in the following section.

5.3 Local Economic Development Projects Financial Provision

	2019	2020	2021	2022	2023
Building, extensions from initial plan and completion of Makatikele School					7,800,000
Purchase of Backhoe Loader and Waste Compactor Truck					4,618,650
Installation of High Mast Lights					5,000,000
Rehabilitation of Streets					22,575,000
TOTAL					39,993,650



UNDERTAKING**6.1. STATEMENT OF UNDERTAKING**

I, MOKGALE JAMES MOROTOBA the undersigned and duly authorized thereto by FOSKOR (PTY) LIMITED undertake to adhere to the information, requirements, commitments, and conditions as set out in the Social and Labour Plan.

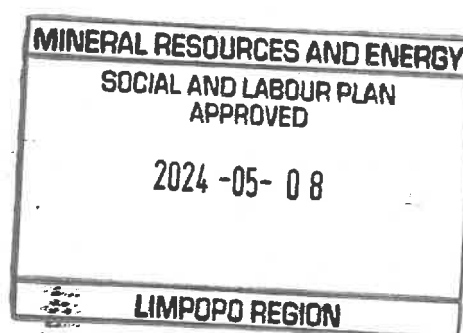
Signed at Richard's Bay on this 21st day of February 20 24
 Signature of responsible person [Signature]
 Designation CHIEF OPERATING OFFICER
 Contact Details Jamesm@foskor.co.za (082 851 8849)

Approved
 Signed at Midrand on this 2th day of FEBRUARY 20 24
 Signature of responsible person [Signature]
 Designation CEO.



ANNEXURES**PAGE NO**

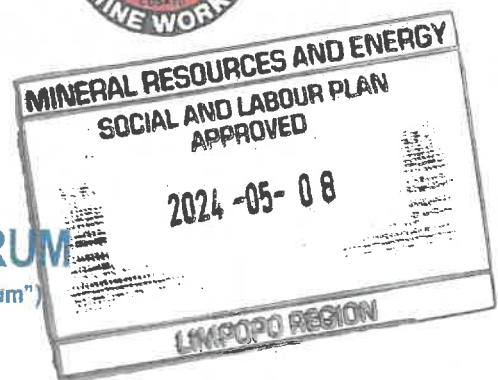
A. CONSTITUTION OF THE FOSKOR FUTURE FORUM	105
B. LED LETTER ACKNOWLEDGED BY THE BA-PHALABORWA MUNICIPALITY	110
C. MEETING OF THE CONSULTATION MEETING HELD 8 JUNE 2023	113
D. MEETING OF THE CONSULTATION MEETING HELD 13 JUNE 2023	115
E. LED LETTER ACKNOWLEDGED BY THE BA-PHALABORWA TRADITIONAL AUTHORITY MASEKE	118
F. LED LETTER ACKNOWLEDGED BY THE BA-PHALABORWA TRADITIONAL AUTHORITY MAJEJE	119





CONSTITUTION OF THE FOSKOR FUTURE FORUM

(Hereinafter referred to as the "Future Forum")



1. NAME

The name of the joint consultative forum shall be the Foskop Future Forum, hereinafter referred to as the "Future Forum", which is an association between Foskop (Pty) Limited ("the Company") and the National Union of Mineworkers (NUM) ("the Union").

2. THE PARTIES

The Future Forum shall consist of the Company and NUM, each of which shall be represented by a maximum of five (5) persons. Seeing that at the moment there are no real issues to be discussed under the future forum, it will be accepted as per the previous submission of the Social and Labour Plan that the current monthly meetings held between management and NUM will take care of any potential issues that could have been discussed by the Future Forum.

2.1 REPRESENTATIVES

The Company's Representatives shall be the Group Manager Industrial Relations, Human Resources Manager, Remuneration Specialist, and the Superintendent Community and Local Economic Development or their nominated alternatives to be appointed by the Company.

The Employees representatives shall consist of five representatives from NUM or their nominated alternatives.

2.2 QUORUM

A Quorum of the Future Forum shall consist of a minimum of two (2) representatives each from the Company and the Union.

2.3 CHAIRPERSON OF THE FUTURE FORUM

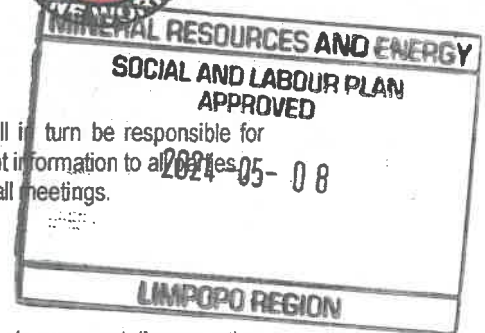
The Chairperson shall be an independent and objective adjudicator appointed by the Company and NUM. In case the forum is comfortable with the payment of the services of the chairperson being made by Foskop.

1 
M-L . M.L. 



2.4 SECRETARY OF THE FUTURE FORUM

The employer shall be responsible for providing a secretary who shall in turn be responsible for arranging all meetings, recording minutes and communicating all relevant information to all parties. The secretary shall also be responsible for developing the action list for all meetings.



3. MAIN OBJECTIVES OF THE FUTURE FORUM

- 3.1 To **promote discussions** between the Company and Employees or their representatives or other relevant parties in respect of any problems and challenges experienced by either of the parties in respect of or relating to possible retrenchments or job losses by employees.
- 3.2 To **jointly debate potential solutions** to job losses and retrenchments taking account of the viability and operational requirements of the Company.
- 3.3 To **jointly engage in strategic planning** to avoid or minimize retrenchment and job losses and to promote business sustainability and growth, thereby preventing and averting future retrenchments and job losses.
- 3.4 To **initiate turnaround and/ or redeployment or other appropriate strategies** to prevent job losses whilst promoting business competitiveness and viability.
- 3.5 To **jointly structure and implement solutions** to prevent job losses and retrenchments.
- 3.6 To do all such other things those are incidental to and conducive to the attainment of the aforesaid objectives.

4. GENERAL

- 4.1 The parties have by their signatures hereunder agreed and accepted that a Future Forum has been fairly constituted and which Future Forum shall exist through joint decision-making, and shall form part of the monthly union/management meeting.
- 4.2 Should the Company contemplate retrenchments or job losses it shall inform the Future Forum thereof within a period of [three] months prior to the anticipated retrenchment or redundancies.
- 4.3 It is accepted and understood by the respective parties that if a mutually acceptable strategy or solution cannot be agreed to prevent possible retrenchments and avoid or minimize job losses or redundancies within a reasonable period of time then, in such an event, the Company may implement retrenchments or redundancies in compliance with the Basic Conditions of Employment of Employment Act, Labour Relations Act and any Recognition Agreement/ Retrenchment Procedure between the Company and Employees.

2

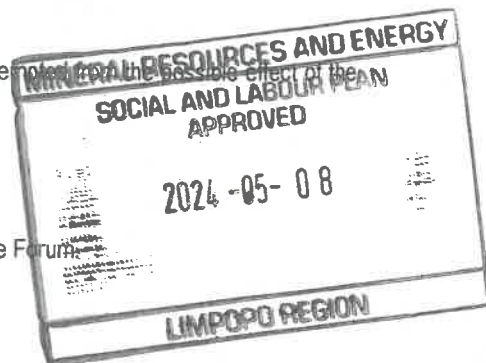
M. L. M. R.



- 4.4 Notwithstanding the provisions of clause 4.3 above, the Future Forum shall not be precluded from continuing to seek solutions or strategies to limit the negative implications which may be suffered by employees as a result of the said implementation of retrenchments or redundancies.
- 4.5 In the event of retrenchments or redundancies being implemented, the method of selection of the persons affected shall be substantially fair and transparent to all parties. Aggrieved persons shall be given reasons for their retrenchment or redundancy and reasonable notice of the date of implementation thereof.
- 4.6 It must be noted that members of the future forum are not exempted from the possible effect of the retrenchments.

5. FUNDING OF THE FUTURE FORUM

The Company shall be responsible for the funding of the Future Forum.



6. POWERS OF THE FUTURE FORUM

- 6.1 The Future Forum shall receive regular reports in respect of the overall financial status and other early warning signals of the Company.
- 6.2 The Future Forum shall explore turnaround and/or redeployment strategies to prevent and/or minimize retrenchment and its impact.
- 6.3 The strategies adopted and/or recommended by the Future Forum must neither negatively impact on the long-term viability or operational requirements of the Company, nor on the independent decisions of NUM.
- 6.4 The Future Forum shall consult with the Employer and the Employees in respect of fair retrenchment procedures, counseling processes and developing strategies to reduce job losses.

7. OBLIGATIONS AND RIGHTS OF PARTICIPANTS

- 7.1 There must be consensus between the parties relating to the adoption of the planned strategies. Strategies adopted shall be agreed to by all parties to the Future Forum. The Company shall be solely liable for the cost of the restructuring or redeployment.
- 7.2 Strategies must be in compliance with the Labour Relation Act and Recognition Agreements in terms of fair retrenchment procedures.

Handwritten signatures and initials: M.L. m.r.



- 7.3 The Forum shall deal mainly with the prevention and/or minimization of retrenchment and the alleviation of job loss.

8. DURATION OF FUTURE FORUM

The Future Forum shall be deemed to have been constituted on the date of signature hereof and shall endure until the date of its termination to be agreed upon by the respective parties to the Future Forum.

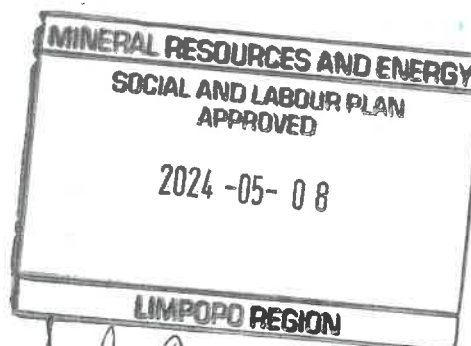
9. DISPUTE RESOLUTION

- 9.1 In the event of the parties not reaching agreement on any matter covered by and/or related to this agreement, the details of such agreement, together with the proposed resolution of the matter, shall be communicated in writing to the remaining members of the Future Forum for further consideration.
- 9.2 A special meeting of the Future Forum will be convened within five days of receipt of such written communication, in an effort to resolve the matter.
- 9.3 If the matter cannot be resolved at such a meeting, the parties shall mutually agree upon an independent Mediator, who may be a CCMA Commissioner, to facilitate a resolution of the matter, failing which the matter shall then be referred to an independent and mutually agreed upon arbitrator, who may be a CCMA Commissioner, whose decision shall be deemed to be final and binding on the respective parties.
- 9.4 In the event of the parties not agreeing upon a Mediator or Arbitrator, as provided for under 9.3 hereof, the aggrieved party shall refer the dispute to the CCMA in terms of the Labour Relations Act.

10. DOMICILIUM CITANDI & EXECUTANDI

The parties confirm their domicilium to be as stated hereunder for the services and receipt of all documentation:-

- 10.1 Foskor (Pty) Ltd
27 Selati Road
Phalaborwa
1389
Telephone (015) 789 2000
Fax (015) 789 2066
- 10.2 National Union of Mineworkers
Foskor Branch
27 Selati Road
Phalaborwa
Telephone (015) 789 2272



IV. M.L. M.R.



11. THUS AGREED AND SIGNED AT Pholebong ON THIS 18 DAY OF April 2013

FOR AND ON BEHALF OF THE UNION

WITNESS

WITNESS

FOR AND ON BEHALF OF THE COMPANY

WITNESS

WITNESS





BA-PHALABORWA MUNICIPALITY

PRIVATE BAG X01020
PHALABORWA 1360

TELEPHONE
(015) 780 6300

FAXIMILE
(015) 781 0726

E-mail: phalamun@antel.net

Ref: 16/1/3/4/1
Enquiries: DR KKL PILUSA (015 780 6321)

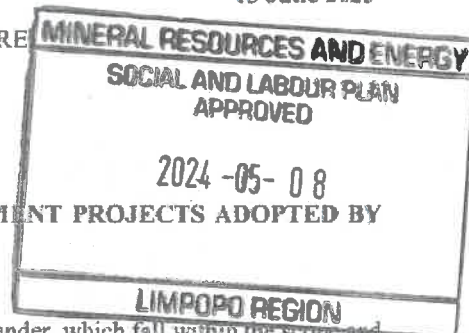
ALL CORRESPONDENCE TO BE ADDRESSED
TO THE MUNICIPAL MANAGER

13 June 2023

The Department of Mineral Resources and Energy (DMRE)
Polokwane

Dear Sir/Madam

CONFIRMATION OF COMMUNITY DEVELOPMENT PROJECTS ADOPTED BY FOSKOR



This letter serves to confirm that the projects listed hereunder, which fall within the scope and administration of Ba-Phalaborwa Municipality, were adopted by Foskor PTY Ltd for development at its cost. The adoption of the projects was preceded by consultation that led to consensus.

The Projects

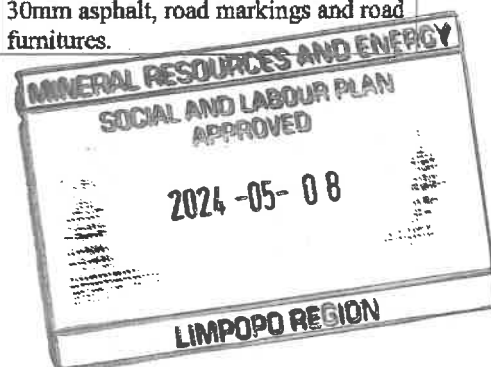
- Purchase of Backhoe Loader and Waste Compactor Truck**
 1 x Model 426F2 Backhoe Loader R1 739 950.00
 1 x CWE 330 Compactor Truck R2 878 700.20
 Total R4 618 650.20
- Rehabilitation of Streets in Phalaborwa town, Lulekani and Namakgale**

TOWN	LENGT H OF STR	EST. COST/ KM	ESTIMAT ED COST	NATURE OF REHABILITATION
TULBACH	2,2	R1,5m/ km	R3 300 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
LARK	0,3	R1,5m/ km	R450 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
KING FISHER	0,3	R1,5m/ km	R450 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.

HANS SPIROW	0,4	R1,5m/ km	R600 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
ESSENHOUT	1,2	R1,5m/ km	R1 800 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
Sub Totals	4,4	R1,5m/ km	R6 600 000,00	

LULEKANI	LENGT H OF STREET	EST. COST/ KM	ESTIMAT ED COST	NATURE OF REHABILITATION
JOE SLOVO	1,4	R1,5m/ km	R2 100 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
PARK STREET	1,2	R1,5m/ km	R1 800 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
BRIDGEWAY	0,6	R1,5m/ km	R900 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
Sub Total	3,2km	R1,5m/ km	R4 800 000,00	

NAMAKGALLE	LENGT H OF STR	EST. COST/ KM	ESTIMAT ED COST	NATURE OF REHABILITATION
CHIAMELO CRESCENT	2	R1,5m/ km	R3 000 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
STADIUM STREET	0,5	R1,5m/ km	R750 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
RADIO STATION (IMPALA)	1,3	R1,5m/ km	R1 950 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
ROCK STREET	0,6	R1,5m/ km	R900 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.



ASIBASABI STREET	0,4	R1,5m/km	R600 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
THULANI STREET	0,9	R1,5m/km	R1 350 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
SOLLY MAGOTSWA/PHOSPHATE STREET	1,75	R1,5m/km	R2 625 000,00	Milling of 150mm base layer, stabilization of the base, surfacing to 30mm asphalt, road markings and road furnitures.
Sub Total	7,45km	R1,5m/km	R11 175 000,00	

Grand Total	16,05km	R1,5m/km	R22 575 000,00
--------------------	----------------	-----------------	-----------------------

3. Installation of high mast lights

1 x high mast light at Namakgale D Section	R500 000.00
1 x high mast light at Refentse School, Namakgale	R500 000.00
1 x high mast light at bus stop next to Lulekani police station.	<u>R500 000.00</u>
	R1 500 000.00

Ba-Phalaborwa Municipality consists of eight communities, namely Phalaborwa town, Namakgale township, Lulekani township, Makhushane, Maseke, Mashishimale, Majeje and Selwana. The town of Phalaborwa and the two townships fall under the sole administration of the municipality whilst the other five communities are administered by traditional leaders in conjunction with the municipality. Therefore, this letter is meant to confirm only the above-listed projects, which fall within the sole administration of the municipality.

Should the need arise, enquiries may be directed to the undersigned at the Ba-Phalaborwa Municipality.

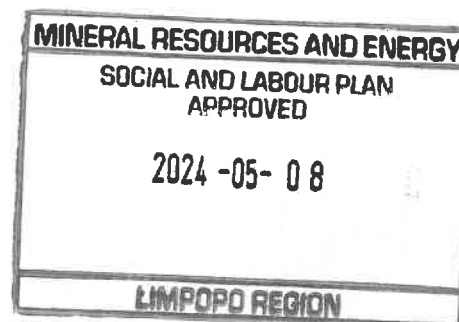
We trust that you will find the above information in order.

Yours sincerely



DR KKL Pilusa

Municipal Manager: Ba-Phalaborwa Municipality





SLP Consultation

8 June 2023

VENUE: PR CONFERENCE 14:00 – 16:00

	SURNAME & INITIAL	ORGANISATION	CELL NUMBER	EMAIL ADDRESS	SIGNATURE
1.	BALONI T.M	MAJEJE T/A	076 222 7661	tilyb205@gmail.com	(w)
2.	MABOBO P.N	MAJEJE T/A	0723101397	nickbobs.entry@gmail.com	Thabo
3.	Malatji DH	Mashishimale	0839611987	drbotchevnick@gmail.com	Dalr
4.	Mokgatla A	LEOLO	0787164591	ants-j-testof-journal	EDL
5.	Sued LC	Moshate	0734739719	/ -	Phum
6.	Madhoo M.F	FOSKOR	082 884 7320	fansma@foskor.co.za	Madhoo
7.	Tlhopane M.G	Foskor	0761962768	guriat@foskor.co.za	Ming
8.					
9.					
10.					
11.					
12.					





**SLP CONSULTATION WITH THE MASHISHIMALE AND MAJEJE
COMMUNITIES
HELD ON THE 08 JUNE 2023
14:00 TO 16:00
VENUE: FOSKOR PR CONFERENCE ROOM**

1. WELCOMING AND OPENING

- The Chairperson, Mr. Mokondo opened the meeting and welcomed all present for the meeting.
- All members introduced themselves.

2. PURPOSE OF THE MEETING

- The letter from the DMRE dated 2022 was projected to all and analysed.
- Foskor must draft Social and Labour Plan every 5 years to avoid losing mining rights.
- Foskor explained the purpose of drafting SLP.
- Previous SLP were projected and explained to members.
- I was agreed that projects such as Land field site from cycle 2 of the SLP should be replaced waste collecting truck that will accommodate the villages in Phalaborwa.
- The Makatikela school projects should be complete by end of August 2023.

3. PRESENTATION BY FOSKOR

- Wards where the High Mast lights will be installed were projected.
- Community representatives were concerned that the location did not clearly specify where the lights will be installed.
- Some wards are not listed.
- Community representatives advised Foskor to separate their projects from the municipality projects.

4. WAYFORWARD

- All community representative to be consulted in terms of SLP projects that will be done in their respective communities.
- Foskor should revisit the municipality in terms of giving clarity on the section/village where the high mast lights will be installed.
- Concerned areas should be consulted and letters of acknowledgement will be submitted to Foskor.

5. CLOSURE

- The chairperson officially closed the meeting and she thanked everyone for attending the meeting.

APPROVED

CHAIRPERSON

DATE

2023-06-12

MINERAL RESOURCES AND ENERGY

**SOCIAL AND LABOUR PLAN
APPROVED**

2024-05-08

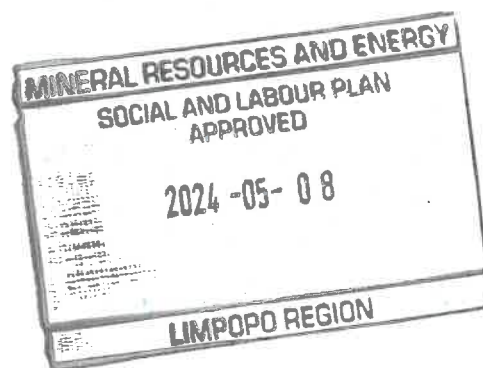
LIMPOPO REGION



ATTENDANCE REGISTER- CONSULTATION MEETING ON FOSKOR SLP WITH TRADITIONAL LEADERS.

VENUE: MANAGEMENT BOARDROOM- 13/06/2023

	SURNAME & INITIAL	ORGANISATION	CELL NUMBER	EMAIL ADDRESS	SIGNATURE
1.	Makabula M.D	Maseke R/c	072 335 8780	mayunga.ewe@mail.co.za	
2.	Makij M.P	Makubore R/c	086 999 363	mapho.makij@gmail.com	
3.	RADJI T.M	MAJEJE T/A	076 222 7661	tillyb205@gmail.com	
4.	MABEKE P.N	MAJEJE T/A	0723101397	nickboks.entry@gmail.com	
5.	Makij A.M	Maseke T/A	078 917 5420	alphamaphalemakij@gmail.com	
6.	Makoni A	Makubore	0825942003	ngobeni21@gmail.com	
7.	Malatji KS	Selwane TC	082 809 0362	kgathone.malatjiks@gmail.com	
8.	Mokgatle A	LEOLO	078 716 4591	aubrey.leolo@gmail.com	
9.	Mokhele M F	FOSKOR	082 884 7370	fransma@foskor.co.za	
10.	N. Mxosa	FOSKOR	0736280777	huma.mxosa@foskor.co.za	
11.	LABAN M. M. M.	LEOLO	083 875 1495	laban.leolo@gmail.com	
12.	Nmola S	FOSKOR	073 974 3836	Sharonm@foskor.co.za	
13.					
14.					





FOSKOR (PTY) LTD
Supplies and Services

Phalaborwa Branch
27 Sengiso Road
Phalaborwa 1360

Postal Address:
PO Box 1
Phalaborwa 1360
South Africa

Tel: +27 (0)11 489 2000
Fax: +27 (0)11 489 1888

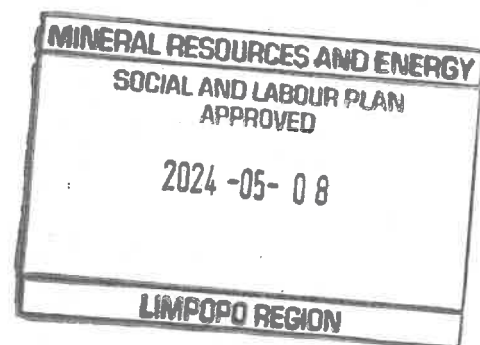
Email: communications@foskor.co.za
www.foskor.co.za

Enquiries:
Our Ref:
Your Ref:

MINUTES OF SLP CONSULTATION MEETING BETWEEN FOSKOR PTY LTD AND TRIBAL LEADERS

AGENDA

1. Opening.
2. Credentials and apologies
3. Chairperson remarks.
4. Business of the day.
5. Discussion
6. Way forward.



1. Opening: The meeting was opened with a prayer

2. Credentials:

2.1 Present were representatives from Makhushane, Selwana, Maseke and Majeje traditional authorities as per the attached attendance register.

2.2 An apology was tendered on behalf of Mashishimale Tribal Authority

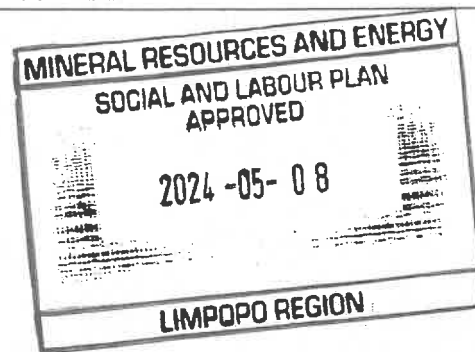
3. Chairpersons' remarks:

The chairperson welcomed everyone present in the meeting and thanked all those who managed to attend the meeting. He appealed for full participation to everyone and stressed that the meeting was very critical as it is meant for engagement about the Social and Labour Plan in respect of the previous cycle, which had already lapsed in March 2023.

4. Business of the day:

DIRECTORS: Mr RM Godesel (Chairman), Mr JT Potham (Interim CEO/CFO), Ms NNB Mgubane, Mr DP Martin, Mr BP Ngwenya, Mr NG Nkhe, Mr TML Sedloane, Mr SS Subramanian (India), Ms MJ Yuso, Ms AUB Vhenyile (Company Secretary)





- 4.1 Foskor's Group Manager: Corporate Affairs indicated that there would be only one item for the day, which was consultation with Traditional Leaders on projects that were already submitted to DMRE during Cycle 3 and start planning for consultation SLP4, which is for 2023 to 2028 period.
- 4.2 Cycle 3 projects which Foskor wanted to implement in the areas under the administration of traditional authorities were tabled and accepted by all. These projects are high mast lights and Makatikele Primary School.
- 4.3 Two communities were not included in the mast lights and the meeting resolved that they should be given priority for the installation of the lights in Cycle4.

5. Way forward.

- 5.1 The Tribal Leaders together with Foskor agreed that the project committed by Foskor in previous circle should continue and a meeting to start with the discussions on the SLP be scheduled as soon as possible.
- 5.2 Foskor committed that the communities which were omitted in the previous financial year, will be given preferential treatment on the high mast lights during the next social labour plan.
- 5.3 Foskor committed to schedule a meeting where Ba-Phalaborwa Traditional Leaders would present their proposed projects for the next five years (SLP4).

6. Closure

The meeting was closed by prayer.

Signed by Foskor Rep.

Date

2023-06-15

M. MOKHENDO

Signed by Tribal Rep.

Date

15/06/2023

BAKOSI T.M.

BA-MASEKE TRADITIONAL COUNCIL



Ba-maseke t/c
P box 801
1396
Tel: 071 657 5719

Email: alphamaphalematjii@gmail.com

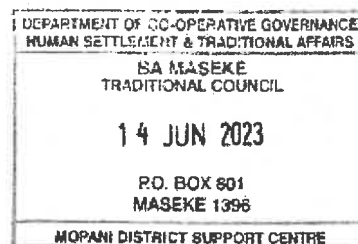
Contact: 078 917 5420

Date: 14 June 2023

To: Foskor (PTY) LTD

Phalaborwa

1391



Dear Sir/Madam,

2018/2022 SLP Project Acceptance for completion

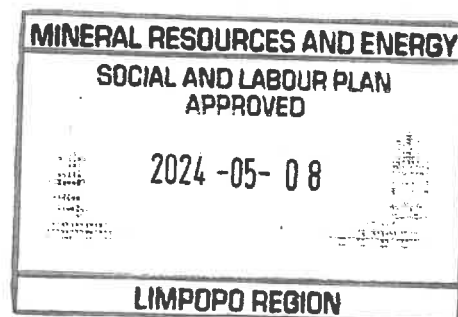
The Maseke Traditional Authority hereby confirm that a consultation meeting with Foskor was held on the 13th of June, 2023 to discuss the completion of the 2018/22 SLP project for Maseke Community. The identified project left behind is the erection of one (1) Mass high light in Makwareng – Mabilusong section under Induna/headman Petrus Pilusa. The Maseke Community and Kgoshi would like to appreciate Foskor mine for reconsidering to complete the project left behind to benefit our village.

Hoping that you will find this in order

Yours sincerely,

Royal Council Secretary

Alpha Malatji





Enq.: Hosi Majeje
Ref.: 0824904018


Date: 14/06/2023

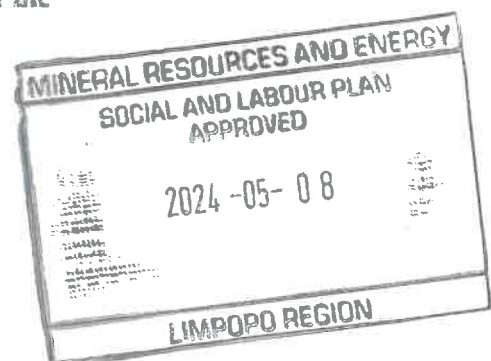
The Department of Minerals Resources and Energy
FOSKOR Mining Company

**RE : CONFIRMATION OF CONSULTATION ON SLP
2018 – 2023 AS AMENDED.**

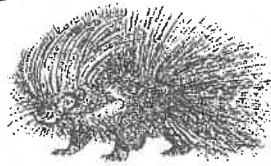
1. The matter above refers.
2. We herewith confirm consultation by FORSKOR Mining Company with us, Majeje Traditional Authority.
3. The consultation was on the SLP 2018-2023 ON High Mart Lights to be installed in the following areas of our communities:
 - 3.1 Ward 3 : Benfara Village (from Mokoena to R71)
 - 3.2 Ward 11 : Kuthula A
 - 3.3 Ward 18 : Priester Village
4. We trust that this SLP will be implemented as per the consultations.

Yours sincerely


Hosi M. Nkomo
082 490 4018



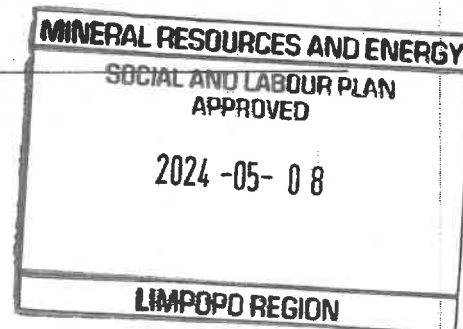
Ba-Phalaborwa Traditional Authority



ENQ NO: M.M.Seemela
Cell No: 072 586 7914
Email: makhushane 075@g mail.com

Private Bag X11018
Namakgale
1391

Phalaborwa Bollanoto



31/10/2023

THE MANAGER
FOSKOR
PHALABORWA
1390

Dear Sir / Madam

CONSULTATION ON FOSKOR'S SOCIAL AND LABOUR PLAN 3

Ba-Phalaborwa Traditional Council hereby confirms that the traditional authority was consulted by Foskor (PTY) Ltd regarding the identification and implementation of the community development projects, and the consultation took place on 13th June 2023.

The consultation was on the various projects that form part of Foskor's Social and Labour Plan Cycle 3, which we hereby endorse.

The projects are as follows:

- (a) Construction of Makatikele Primary School in Boelang Village. This project is almost complete, and we are of the view that the school will help address the challenges of learners in Boelang Village and neighbouring communities having to travel long distances and cross dangerous rivers during rainy seasons to access education.
- (b) Installation of High Mast Lights in the following areas within the Makhushane village:
 - Bobby Ground.
 - Tipeng next MaMasiya and
 - Maune Mapikiri

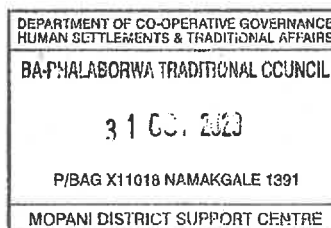
We hope the above is in order

Yours Faithfully

Admin Officer: 

Councillor: 

Councillor: 





LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF EDUCATION

Ref: 10/8/4 Enq: Maja J.M. Email: majajm@edu.limpopo.gov.za

Group Manager- Corporate Affairs
Foskor
27 Selati Road
Phalaborwa
1389

Dear Mr Mokhondo



RE: ACKNOWLEDGEMENT LETTER OF A DONATION OF MAKATIKELE PRIMARY SCHOOL, NAMAKGALE CIRCUIT, MOPANI EAST DISTRICT FROM FOSKOR, EMIS NO.: 994402307

1. The above matter refers.
2. The Limpopo Department of Education would like to thank FOSKOR for the generous donation to Makatikele Primary School (EMIS NO 994402307) which is yet to be handed over.
3. The Department wishes to express its sincere appreciation for the contribution that FOSKOR continue to make towards the realization of providing quality public education for our learners.
4. We would like to thank you again for this aid and wish to request your organization to help the department to address the overcrowding of schools in the Lufekani circuit., by constructing another big school like Makatikele primary school.

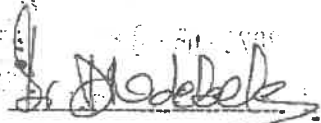
Cnr. 113 Biceard & 24 Excelsior Street, POLOKWANE, 0700, Private Bag X9489, POLOKWANE, 0700
Tel: 015 290 7600 • Fax: 015 297 0920/4220/4494

The heartland of South Africa – Development is about people!

Confidential Information - This is for official consumption

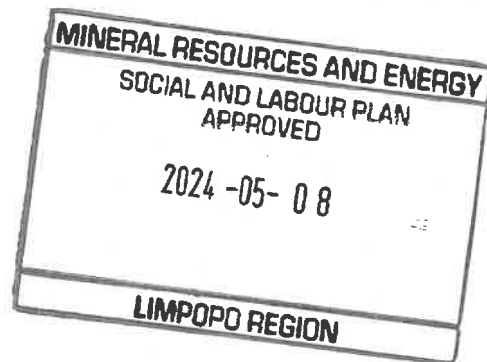
5. Kindly find herewith, the proof of registration of Makatikele Primary School.

Yours sincerely,



Dr ND Ndebele
Director: HoD-Executive Support

7/11/2023
DATE



ACKNOWLEDGEMENT LETTER OF A DONATION OF MAKATIKELE PRIMARY SCHOOL, NAMAKGALE CIRCUIT,
MOPANI EAST DISTRICT FROM FOSKOR, EMIS NO.: 994402307



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF EDUCATION

CONFIDENTIAL

Ref. no. 13/5/3 Enq: Baloyi M.E Contact no. (015) 290 9419 Email Address: BaloyiME@edu.limpopo.gov.za

The Secretary

Makatikele Primary School

c/o The District Director

c/o The District Director

Department of Education

Mopani East District Office

Old Parliament Building

Shimati Road

Giyani

0826



**RE: APPROVAL FOR REGISTRATION OF MAKATIKELE PRIMARY SCHOOL AS A PUBLIC ORDINARY
PRIMARY SCHOOL, NAMAKGALE CIRCUIT, MOPANI EAST DISTRICT**

1. The approval of the above-mentioned school is hereby granted in terms of the section 12 of the South African School Act no. 84 of 1996 as amended.
2. The school's EMIS number has been allocated as follows: 994402307.
3. The school is approved to operate at stand no. 512, Boelang, Ga Makhushane, 1393
4. It is imperative that the school follows the latest prescribed curriculum content as outlined in National Curriculum Statement (NCS) Policy.
5. Kindly note that your school can only begin to operate after an approved building infrastructure shall have been provided.
6. Kindly ensure that the contents of the letter are communicated to the relevant community.

Ms. K.O DEDEREN

HEAD OF DEPARTMENT

23/01/2023

DATE

Cnr. 113 Bliccard & 24 Excelsior Street, POLOKWANE, 0700, Private Bag X9489, POLOKWANE, 0700
Tel: 015 290 7600, Fax: 015 297 6920/4220/4494

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FOSKOR (PTY) LTD
Reg No 1951002210/07

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South Africa

Tel +27 (0)16 788 2000
Fax +27 (0)16 788 2080

Email: corporate@foskor.co.za
www.foskor.co.za

Enquiries

Our Ref:

Your Ref:

6 April 2022

Mining Qualification Authority
Skills Development and Research Unit
07 Anerley Road
Parktown

Dear Skills Development and Research Manager

SKILLS DEVELOPMENT FACILITATOR LETTER OF APPOINTMENT

We hereby confirm that Mr Khutso Shylock Thibela has been appointed as the Skills Development Facilitator for Foskor (Pty) Ltd, L920711290 as of 01 February 2022. Please grant full access to the organization information to submit the WSP-ATR on the MQA system.

SDF details are as follows:

Full name: Khutso Shylock Thibela

ID no: 8701015994085

Office no: 015 789 2821

Cell no: 079 210 5254

Email address: shylockt@foskor.co.za

For any queries or further information please contact MR J.H Fouche on 015 789 2525

Yours Faithfully

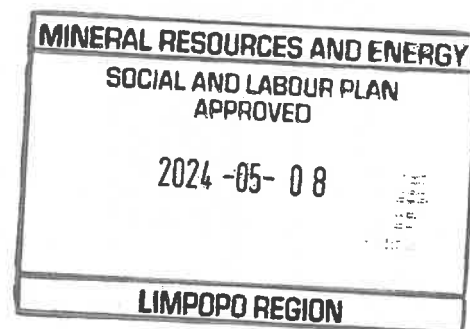
Signed
Name of Official Signing
Appointment of Official

Applicant:

MR K.S Thibela
Skills Development Facilitator

Head of department:

MR J.H. Fouche
HRD Consultant



DIRECTORS: Mr R.H. Godsal (Chairman), Mr J.T. Peltier (Interim CEO/CFD), Mr N.Y. Magubane, Mr D.P. Martin, Mr S.P. Ngwenya, Mr A.G. Nkomo, Mr T.M. Sotikane, Mr S.S. Subramanian (Indaba), Mr R.J. Yomo, Mr A.J.S. Khanyile (Company Secretary)



Mining Qualifications Authority
7 Anerley Road
Parktown, Johannesburg
Private Bag X118, Marshalltown, 2107
Tel: 010 593 1915
Email: info@mqa.org.za



Mr Khutso Thibela
FOSKOR (PTY) LTD
L920711290
p o box 01
p o box 1
p o box 1
1390
Tel: 015 789 2725
Cell: 0717892821
E-mail: shylockt@foskor.co.za

30 May 2023

Dear Mr Thibela

2023 WSP/ATR Receipt

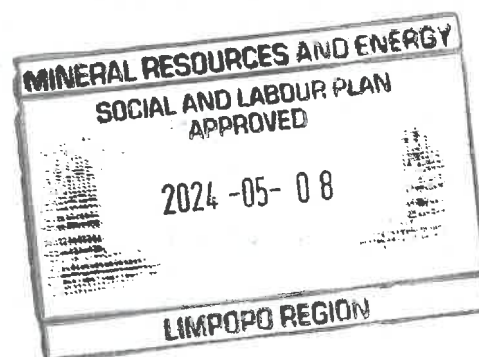
Well done, you have submitted your WSP/ATR

Should you have any queries relating to the Mandatory Grant payments, please contact the Skills Development Levy Officer at 011 547 2623 or RMatumba@mqa.org.za

Yours in Skills Development,

MQA SDR TEAM

Skills Development and Research Unit



www.mqa.org.za