



Social and Labour Plan

Submitted as contemplated in Regulation 46 of the
Mineral and Petroleum Resources Development Act,
2002 (Act No. 28 of 2002) representing the period 2023 to 2027.

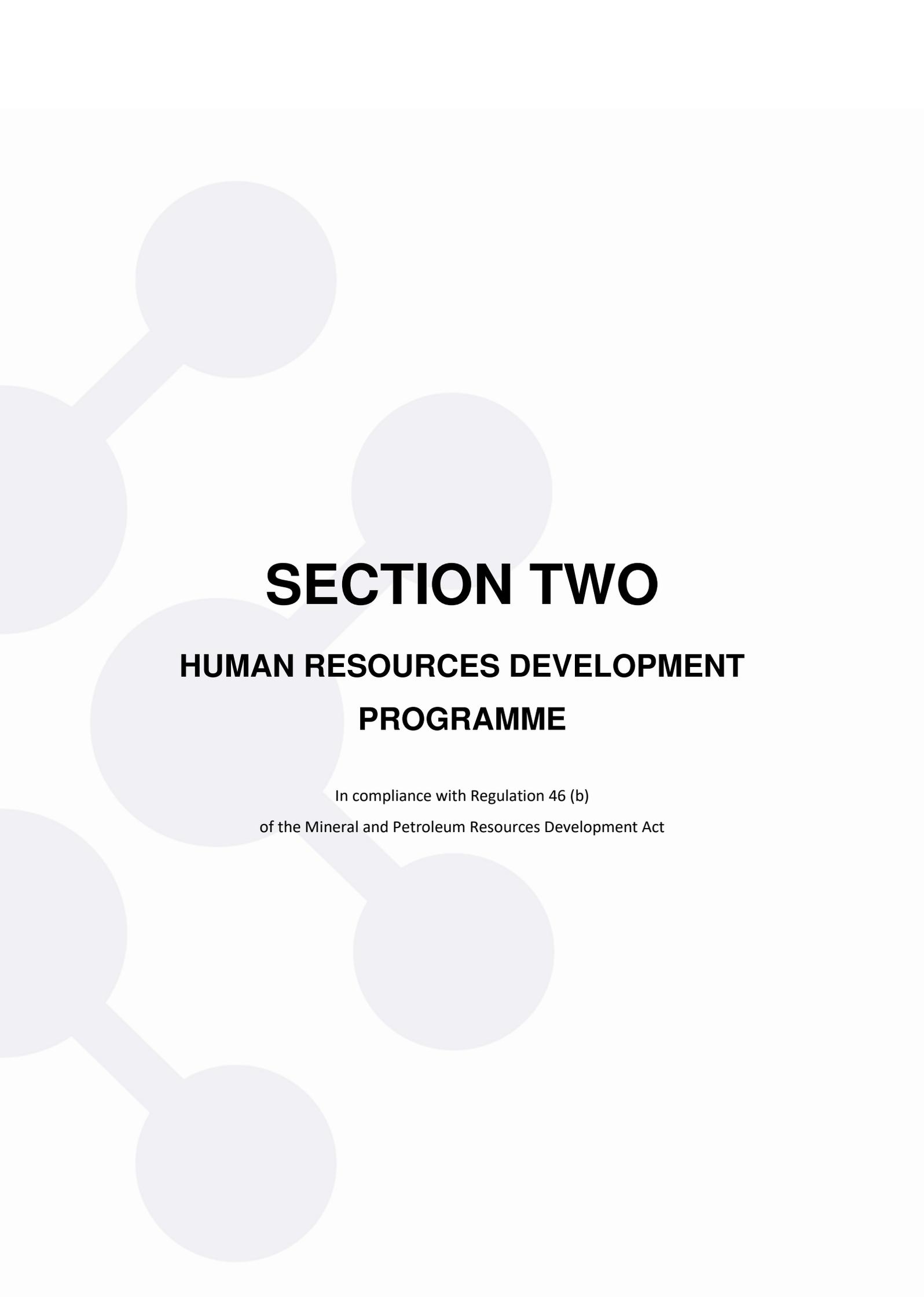
Mining Rights:

WC 30/5/1/1/2/113MR

WC 30/5/1/1/2/114MR

WC 30/5/1/2/2/10040MR

Tronox Mineral Sands (Pty) Ltd.



SECTION TWO

HUMAN RESOURCES DEVELOPMENT PROGRAMME

In compliance with Regulation 46 (b)
of the Mineral and Petroleum Resources Development Act

1. HUMAN RESOURCES DEVELOPMENT PROGRAMME

2.1. Compliance with Skills Development Legislation

Tronox Mineral Sands (Pty) Ltd is registered with the Mining Seta, has a functional Skills Development Forum, an approved Workplace Skills Development Plan and has submitted this annually.

Name of SETA.	Mining Qualifications Authority (MQA)
Registration number with the SETA.	T999 990 063
Confirmation of having appointed a Skills Development Facilitator (SDF).	Confirmed - Sunette Steenkamp (Training Practitioner – Smelter) was registered with the MQA as SDF in 2016.
Proof of submission of workplace skills plan.	Available on request. See Annexure D

1.2. Skills Development Plan (Regulation 46 (b) (i))

1.2.1. Current Employee Profile

Most employees are recruited from the West Coast region. Tronox Mineral Sands has a minimum academic appointment level of grade 10 since commencement of operations. The motivation for this was and still is;

- The use of advanced and complex technology in the metallurgical processes
- The high unemployment rate amongst the youth on the West Coast.
- To eliminate competition for labour in the agricultural sector – the biggest economic sector in Matzikama.
- To enable the company to develop its own supervisory levels from the lower ranks.

2.2.2. Education Levels of Employees

Table 2.2 (Form Q): The number of employees and their levels of education as at 30 May 2022

This table illustrates the success achieved with the standard of grade 10 as minimum appointment criteria.

Table 2.2: The number of employees and their levels of education as at 31 May 2022.

(Form Q)			Male				Female			Total		
BAND	NQF LEVEL	OLD SYSTEM	African Coloured	Indian	White	African Coloured	Indian	White	Male	Female		
General Education and Training (GET)	1	No schooling/Unknown	3	23	0	0	0	0	0	26	0	
		Grade 0 / Pre										
		Grade 1 / Sub A										
		Grade 2 / Sub B										
		Grade 3 / Std 1 / ABET 1										
		Grade 4 / Std 2										
		Grade 5 / Std 3 / ABET 2										
		Grade 6 / Std 4										
		AET 3 / Std 5/6 / Grade 7/8										
		AET 4 / Std 7 / Grade 9										
Further Education and Training (FET)	2	Std 8 / Grade 10, NATED 1 / NCV Level 1	8	126	0	9	0	11	0	2	143	13
	3	Std 9 / Grade 11, NATED 2 / NCV Level 2	9	45	0	1	0	11	0	0	55	11
	4	Std 10 / Grade 12, NATED 3 / NCV Level 3	38	485	1	88	10	116	1	14	612	141

Higher Education and Training (HET)	5	National / Higher Certificate	3	5	0	3	0	4	0	0	11	4
	6	Higher Certificate / Diploma / Adv Certificate / NATED 4-6	2	14	0	10	3	9	0	8	26	20
(Form Q)												
BAND NQF LEVEL OLD SYSTEM												
	7	Adv Diploma / B-Tech Degree / Bachelor's Degree (360 credits)	5	10	1	10	0	3	0	4	26	7
	8	Bachelor Honour's Degree/ Postgraduate Diploma/ Bachelor's Degree (480 credits)	6	6	0	14	3	5	0	8	26	16
	9	Master's Degree	2	1	0	4	1	1	0	4	7	6
Total			76	715	2	139	17	160	1	40	932	218

From the statistics contained in Table 2.2 it can be derived that Tronox Mineral Sands does not have a requirement for AET training within its workforce. However, there are contractors on site that have literacy challenges and hence AET will be focused on contractor up-skilling from 2024.

Table 2.3: Planned AET training (Adult education)

AET Level	2023	2024	2025	2026	2027	Total Employees
Pre-Level 1	0	0	0	0	0	0
AET Level 1	0	0	0	0	0	0
AET Level 2	0	5	4	4	4	17
AET Level 3	0	2	2	2	2	8
AET Level 4 (NQF 1)	0	2	2	2	2	8
Grand Total	0	9	8	8	8	33
Budget/Annum	0	R115,000	R105,000	R105,000	R105,000	R430,000

An ABET audit will be conducted to determine whether there are contractors that qualify. However, if the audit results show that there are either zero contractors that qualify or the contractors are not interested in the ABET training, the budgeted spend will then be utilized on additional learnerships.

2.2.3. Skills Programmes and Skills Development

In terms of the Skills Development Act, a skills programme must:

- a) Be occupationally based;
- b) Constitute credits towards a qualification registered on the National Qualifications Framework (NQF); and
- c) Be delivered by an accredited education and training provider.

A skills programme can be considered a mini qualification/part qualification, which comprises an agreed cluster of unit standards that will result in credits towards a full qualification. Qualifications usually have at least 120, 240, etc. credits whereas a skills programme has less. A skills programme must provide learners with practical (hands-on) experience and increase employability, self-employment or mobility in the workplace. Skills programmes must be registered by a SETA.

The Mining Qualifications Authority has already registered 58 Skills Programmes, most of them in the mining disciplines, and a number in Engineering and Occupational Health and Safety. Other learning and skills interventions in mining, both functional and technical, that enhance employees' competence in their jobs, are offered to employees. This is based on the needs identified by regular performance review sessions and the individual development plans of employees that forms part of the performance management system.

Tronox Mineral Sands' managerial training plan is depicted in tables 2.3 to 2.5 below. All levels of supervision and management must annually plan their performance contracts with measurable goals and objectives. Part of this planning process is to complete Individual Development Plans and the managerial training plan is largely based on the outputs of this planning cycle.

Please note that the budgeted expenditure outlined in the tables below account for new intakes only. It must be understood that rolled over learnerships commitments will continue until the program has ended.

Table 2.4: Tronox Front Line Leadership (SLDP) – NQF Level 4

Year	Black	Coloured	Indian	White	Total
2023	0	0	0	0	0
2024	2	27	0	1	30
2025	2	27	0	1	30
2026	2	27	0	1	30
2027	2	27	0	1	30

The estimated spend on SLDP candidates amounts to R1,473,000. In addition to these costs, there are costs such as accommodation, travel and subsistence which are covered by the company.

Table 2.5: Management Development Programme (MDP) – NQF Level 6

Year	Black	Coloured	Indian	White	Total
2023	0	0	0	0	0
2024	4	4	0	2	10
2025	4	4	0	2	10
2026	4	4	0	2	10
2027	4	4	0	2	10

Table 2.6 provides an overview of the different types of training that are planned for the period 2022 to 2027. Future training requirements for these different types of training is based on historical data as well as planning interventions from individual training plans.

Table 2.6: Types of training planned per annum (2023 – 2027).

Type of Training	Black	Coloured	Indian	White	Total
------------------	-------	----------	--------	-------	-------

Master's Degree	1				1
Bachelor's Degree		13			13
Further Diploma	1	1			2
Learnership					25
MQA Learnership Electrical		3		1	4
MQA Learnership Fitter & Turner		2			2
MQA Learnership Instrument Mechanician	1	1			2
MQA Learnership Plater Boilermaker		2			2
MQA Learnership Rigging Ropesman		1			1
MQA Learnership Diesel Mechanic		2			2
MQA Learnership Millwright				1	1
National Certificate	2	10		3	15
National Diploma Other		7		2	9
Operator/License Renewal	8	52	1	22	83
TOTAL					162

Form R: HARD-TO-FILL VACANCIES DME 328

Table 2.7: Vacancies Considered To Be Hard-To-Fill.

Occupational Level	Job Title and Vacancy	Main reason for being unable to fill vacancy
Top Management	N/A	Not applicable
Senior Management	N/A	Not applicable
Professionally qualified, Specialists and Mid management	Engineers with GCC	Geographical Location, Lack of relevant qualifications
Skilled technical, Junior Management, Supervisors, Foreman	Instrument Mechanician, Instrumentation Technician	Geographical Location, Lack of relevant qualifications
Semi-skilled and discretionary decision making	N/A	Not applicable
Unskilled and defined decision making	N/A	Not applicable

Tronox Mineral Sands has not experienced a situation where a specific vacancy could not be filled within a 12 months period. This can be attributed to a low labour turnover in the last 12 months.

2.2.4. Career Progression Plan and Its Implementation in Line with The Skills Development Plan (Regulation 46 (B) (ii))

Tronox Mineral Sands' career progression philosophy is based on:

- Development of talent pools, called development groups.
- Development of Professionals in Training (PITS).
- Individual Development Plans, and
- Category Development Systems at the lower levels in the organization.
- Engineering apprentices.

Formal succession planning focuses on employees with leadership potential and prioritizes HDSA candidates. In this section a description is given of Individual Development Plans, which is the tool by which the careers of individual employees are progressed, focusing both on the individual's capabilities, aspirations and the succession planning needs of the operation.

2.2.5. Career progression, fast-tracking and succession planning

The current Tronox Mineral Sands Human Resources Strategy focuses on an aggressive drive for talent acquisition, development, and retention. This is an ongoing process that identifies employees with the potential to be developed and fast-tracked to ensure a continuity of all senior management, hard-to-fill and critical positions. The identified employees are developed and monitored through the Individual Development Plans, mentoring and coaching processes

a) Talent Acquisition

To close the HDSA gaps in the management, core and critical positions, Tronox Mineral Sands is committed to treating all appointments and promotions as EE opportunities. The plan is to focus on internal personnel and local recruitment from designated groups. Should this not be successful, then the search will be extended to the rest of South Africa for HDSA candidates. Human Resources will continue to find and improve ways to attract and develop candidates from designated groups to the areas of our operations.

b) Succession Planning

Tronox Mineral Sands is committed to a diverse workforce. Among other initiatives, succession planning is utilised for the attainment of the Employment Equity (EE) plan objectives. Although a very low employee turnover rate is experienced, in 2022 Tronox Mineral Sands revitalized its succession plans. This process will enable the development of the capabilities of the identified employees, and prepare them for advancement, in accordance with EE plans. In the next five years, Tronox Mineral Sands will strive to recruit and fast-track more HDSA employees, especially women, into core positions. Through natural attrition, normal retirements, resignations and promotions Tronox will continue to transform the workforce to be the true representation of our provincial demographics.

2.2.6. Career progression through Individual Development Plans

Individual Development Plans exist in Tronox Mineral Sands for all employment categories from supervisor level upwards. These plans form part of the performance management system and provide the skills development requirements/needs within the workforce. These skills development needs are then captured collectively in the Workplace Skills Plan for the various Strategic Business Units within the company.

Individual Development/Training Plans linked to career development plans for organizational levels lower than the foreman level is in place. Presently, training for these categories is mainly job-related and training-course driven, informed by a structured development plan.

Employees are all encouraged to upgrade their qualifications, or obtain new qualifications, and those studying in their own time in mining-relevant and other key disciplines receive assistance with their study fees and study leave. The table below gives the number of employees at Tronox Mineral Sands who benefited from the study assistance programme from 2022 as an on-going programme. The total number of employees who enroll for part-time studies does not vary drastically from year to year.

Table 2.8 No. Employees Receiving Study Assistance over the next 5 years (Part time Bursaries)

Year	Black	Coloured	Indian	White	Total	Cost/annum
2023	1	18	0	2	21	R272,979
2024	2	18	0	2	22	R300,277
2025	4	18	0	1	23	R329,622

2026	6	18	0	1	25	R376,199
2027	6	18	0	2	26	R410.809

2.2.7. Career progression, Category Development Systems

Since Tronox Mineral Sands commenced with operations in an area where the economy was largely reliant on the agricultural sector and the local labour market was not aligned to high levels of technology, innovative ways of training newly appointed employees was required. A Category Development system of skills set training was thus introduced for the different operating disciplines, such as Mining, Processing and Engineering, amongst others.

The following shows two examples of the Category Development Systems. A recruit will commence his/her employment with a detailed Induction to the company, its policies and procedures, etc. This is followed by extensive on-the-job induction and training programme. As the employee masters the operating of a specific section or circuit in a plant, he/she is evaluated by means of theoretical testing, a panel interview and practical competency evaluation and once found competent, gets exposure to the next section/circuit.

In this process the operator is multiskilled and gets promoted from one level in the Category Development System to the next as he/she is found to be competent. The individual employee determines the pace in his/her own development through these categories. The same principle applies to the Category Development Systems for the other operating disciplines.

Table 2.9: Category Development Training for IRMS, HAL Wet Gravity and Effluent Plant Operator.

Category	Qualifications	Core skills	Multi - skilling	Courses / Development
Entry level	Grade10			General induction
				Basic safety induction
Category 1	Category 1	IRMS Circuit process flow		General Health and Safety Training
		Operation of rotary table feeder		Lock out training
		Operation of Pyrotherm drier		Fire training
		Illuminating paraffin supply to drier		
		LP Gas supply to the burner		
		Control of drier bed temperature		
		Operation of Landis & gyr safeguard		
		Operation of bucket elevators		First Aid
		Induced roll magnetic separator		
		Rotex screen		
		Operation of conveyors		On-the-job training cat 1
Category 2	Category 2	Wet Gravity process flow		
		Operation of spirals (flow)		
		Attritioners		
		Operation of sala vertical pumps		
		Single-stage centrifugal pumps		
		Cyclones		
		HAL Process flow		On-the-job training cat 2
		HAL Reactor		

		Up flow classifier, Primary hydrosizer		
		Wet Gravity water flow, Holman table,		
		Drying bay operation		
		Delcor belt filter		
Category 3	Category 3	Grade Control & trouble shooting on spirals		On the job training cat 3
		/ Effluent Neutralisation plant operation		Supervisory management
Category 4				Acting as process controller

Table 2.10: Category Development Training for SCP Operator.

Category	Qualifications	Core skills	Multi-skilling	Courses / Development
Entry level	Grade 10			General induction
				Basic safety induction
Category 1		In loading section	Trouble shooting on In loading	On the job training Cat 1
		Derrick screen operation	Trouble shooting on Derrick screens	Panel evaluation
		Drum magnet (LIMS) operation	Trouble shooting on Drum magnets	
		Linear screens operation	Change cloth on Linear screen	
		Centrifugal pump operation	Trouble shooting on Centrifugal pumps	
		CD Tank operation	Trouble shooting on CD Tank	
		Cyclones	Trouble shooting on Cyclones	
Category 2		WHIMS operation	Trouble shooting on WHIMS	On the job training Cat 2

		Attritioner operation	Troubleshooting on Attritioners	Panel evaluation
		Belt filter operation	Troubleshooting on Belt filter	
		Conveyor system operation	Troubleshooting on Conveyors	
		Elutriator & Densifier operation	Troubleshooting on	
Category 3		Thickener operation	Elutriators/Densifiers Trouble shooting on Thickeners	On-the-job training Cat 3
		Spiral operation	Troubleshooting on Spirals	Panel evaluation
		Grade control procedure	Troubleshooting on Grade Control	

2.2.8. Career progression, Development groups

As mentioned previously, Tronox Mineral Sands had a requirement to develop its first line supervisors when operations commenced. The Development Group structure was implemented to identify high performing individuals, both through performance reviews and psychometric evaluation.

These individuals were afforded the opportunity to act in supervisory positions for extended periods, they were coached and mentored extensively and underwent supervisory training. By far the largest number of supervisors in Tronox today were appointed from these Development Groups. The Development Group system is still in operation today to proactively identify and develop future supervisors in the Plant and Engineering disciplines, especially from the HDSA groups.

This forms an important component of succession planning at the first line supervisory level. Table 2.11 below illustrates the number and races of employees selected for the different Development Groups. The compilation of the development groups is currently under review with the view of enlarging them. Progress made on these development groups will be reported to the DMR in future progress reports.

Table 2.11: Development Groups Composition

Year	African	Coloured	Indian	White	Total
2022	4	22	0	2	28
2023	4	22	0	2	28

2.2.9. Career Progression, Professionals in Training (PITs)

After graduation, young professionals are taken through a structured development programme, which operates as an internship for 24 to 36 months, thereby ensuring proper training and development in their respective fields of study. During this period, the young professionals are closely mentored and coached. The number of students taken into the bursary and professionals in training scheme is dependent on the skills needed in specific areas within the company and on the skills development plans for the individual mines.

Tronox also focuses on taking learners and students from the local areas in which it operates. This ensures the development of communities where Tronox has interests. Table 2.12 below contains the details of the current group of PITs in Tronox Mineral Sands. After they successfully complete

their PIT training, they will be appointed in substantive positions and as bursars complete their studies, they will move into the PIT group.

Table 2.12a: Professionals in Training (2022)

Name	Gender	Race	Discipline
A. Allie	Male	Coloured	Mechatronics Engineering
T. Tshangwane	Female	African	Mine Survey
A. Engelbrecht	Female	Coloured	Geology
E. Lesenya	Male	African	Mine Survey
S. Aphane	Male	African	Mining Engineering
T. Nhlabathi	Male	African	Mining Engineering
K. Matlou	Male	African	Geology
D. Kammies	Male	Coloured	Mechanical Engineering
J. Linnert	Male	Coloured	Chemical Engineering
A. Julies	Male	Coloured	Mechanical Engineering
Y. Mbanjwa	Female	African	Industrial Engineering
Z. Ntuli	Female	African	Mining Engineering
T. Ledwaba	Male	African	Industrial Engineering
R. Hlungwani	Male	African	Mine Survey

Table 2.12b: PIT Recruitment

Year	Black	Coloured	Indian	White	Total	Cost per annum
2023	2	2	0	1	5	R3,271,075
2024	2	2	0	1	5	R3,400,312
2025	2	2	0	1	5	R3,536,011
2026	2	2	0	1	5	R3,678,495
2027	2	2	0	1	5	R3,828,103
Total budgeted spend over the 5 years						R17,713,996

Tronox Mineral Sands is continually striving to increase the number of females and HDSA's in the professional levels of the operation. Females and HDSA's constitute 28% and 100% of the current PITs respectively.

2.2.10. Career Progression, Learnership/Apprentices.

To date Tronox Mineral Sands has successfully trained apprentices to become artisans. The apprenticeship program at Tronox runs over a period of 3 years. On achieving the qualification as an artisan, all the apprentices were appointed by the company in full-time positions.

Table 2.13 below contains details of the current pool of apprentices of Tronox. Pertinent information from this table is:

- All the apprentices are from the HDSA category.
- Blacks represent 13% and Coloureds 73% of the apprentices.

Table 2.13: Learners/Apprentices at Tronox Mineral Sands.

Pers.No.	Last name	First name	Personnel Area	Field	Race	Gender
21011033	van der Merwe	Johan	Separation Plant	Electrical (Open Cast) Level 4	White	Male
6000795	Kordom	Christopher	Separation Plant	Electrical (Open Cast) Level 4	Coloured	Male
21011031	Mbatha	Millicent	Smelter (SME)	Instrumentation Mechanician Level 4	African	Female
6001157	Cloete	Carlo	Mine Site (BSB)	Instrumentation Mechanician Level 4	Coloured	Male
6000831	Kriel	Warren	Mine Site (BSB)	Electrical (Open Cast) Level 4	Coloured	Male
30000323	Mostert	Amorenay	Smelter (SME)	Electrical (Open Cast) Level 4	Coloured	Female
30000342	van Wyk	Dehan	Mine Site (BSB)	Plater Boilermaker (Opencast) Level 3	Coloured	Male
21008502	Camm	Emile Camm	Mine Site (BSB)	Plater Boilermaker (Opencast) Level 3	Coloured	Male
30000328	Lujalajala	Thandile	Smelter (SME)	Plater Boilermaker (Opencast) Level 3	African	Male
60000056	Williams	Rashedien	Mine Site (BSB)	Fitting / Turning (Open Cast) Level 3	Coloured	Male
30000326	Maarman	Manfred	Smelter (SME)	Fitting / Turning (Open Cast) Level 3	Coloured	Male
30000327	Bester	Andries	Smelter (SME)	Millwright (Open Cast) Level 4	White	Male
30000325	Davids	Chad	Smelter (SME)	Diesel Mechanic (Open Cast) Level 3	Coloured	Male
30000337	Witbooi	Breyton	Mine Site (BSB)	Diesel Mechanic (Open Cast) Level 3	Coloured	Male
30000324	Buttress	Romano	Smelter (SME)	Rigger Ropesman (Open Cast) Level 3	Coloured	Male

Table: Apprentice Recruitment

Year	Black	Coloured	Indian	White	Total	Cost/Annum
2023	2	2	0	1	5	R1,554,416
2024	2	2	0	1	5	R1,587,479
2025	2	2	0	1	5	R1,622,195
2026	2	2	0	1	5	R1,658,647
2027	2	2	0	1	5	R1,696,922
Total budgeted spend over the 5 years						R8,119,659

Note: The list above with change as apprentices qualify as artisans and are appointed where vacancies exist within the organization. As vacancies arise new intakes of apprentices are recruited.

2.2.11. Core business training

Tronox supplies numerous core business training programs throughout the year to ensure employees are well trained and skilled to operate mobile machinery or equipment in the safest possible way.

Course Name: Core business training	2023	2024	2025	2026	2027
Aerial Platform Code C53	17		17		17
Articulated D/Truck Volvo A45G-107	43	3	79	3	
Articulated Truck: HM 400	126	3	126		126
Articulated Truck:HM400 WT	66	1	64		66
Basic Fire Fighting (2 Yr Validity)		12	6	12	6
Basic Rigging & Slings Level 1	135	73	135		135
Breathing Apparatus	61	66	61	66	61
Chlorine Training	12		12		12
Clean & Work in close prox of conveyors	109	284	126	284	126
Confined Space Entry (2 Yr Validity)	14	2	14	2	14
Control Haz/Dangerous Goods(2 Yr Validity)	19	23	8	23	8
Convey Dangerous goods by road	7				
Crane: H/Mobile 70T C35 OPQRTW		3		3	
Crane: H/Mobile 95T C35 OPQRTW		3		3	

Crane: Mobile 40T C33 OPQSTW		5		5	
Crane: O/H 10T C30 S	2	2	2	2	2
Crane: O/H 10T Code C30		10	14	10	14
Crane: O/H 25T Code C30	1	1	1	1	1
Crane: O/H 25T Code C30 SW	3	28	10	28	10
Crane: O/H 35T Code C30 DTW		1		1	
Crane: O/H 35T Code C30 S	40	37	40	37	40
Crane: O/H 63T C30&C31 STWX	10	16	10	16	10
Crane: O/H 63T Code C30&C31	1		1		1
Crane: O/H 8T Code C30 S	1	1	3	1	3
Crane: T/Boom Handler 2.5 T C46DPSX	1	1	10	1	10
Crane: T/Boom Handler 3.7T C46DOPX	8		8		8
Crane: T/Boom Handler 3T C46DSX			5		5
Crane: T/Boom Handler 5T C46DPSX	15		15		15
Crane: Truck Mounted 3.8T C32	2	3	2	3	2
Crane: Truck Mounted 5.7T C32 T	2	1	2	1	2
Crane: Truck Mounted 6.2T C32	3	6	3	6	3
Diesel Bowser: Volvo A45G		18	9	18	9
Diesel Truck: Cat 725 Operational	20		22		22
Diesel Truck: HM300 Operational	18	1	11	1	11
Dozer: D10 T	60	2	26	2	26
Drager PSS 3000 Donning & Doffing	1		1		1
Drager Saver CF10 Donning & Doffing		18	3	18	3
Drager X-am 5000 & 7000	36	27	28	27	28
EMV - Lock Out			2		2
EMV: Dozer D375A	2		24		24
Engineering Power Tool (2 Yr Validity)	2	35	5	35	5
Excavator: CAT 390			1		1
Excavator: CAT 390 (Novice)	1		1		1
Excavator: CAT 6030	29		29		29
Excavator: PC 3000 Operational	3		3		3

Excavator: PC1250		4	4	4	4
Fire Truck: HM400			9		9
First Aid Level 1	38	80	122	80	122
First Aid Level 3	4	7	43	8	43
Forklift Code F11 OSX	16	1	16	1	16
Forklift Code F11 X	33		33		33
Forklift Code F2 A	10	5	8	5	10
Forklift Code F2 A,D,F,M	15	2	15	2	15
Forklift Code F2 A,D,F,M,S	1	3	14	3	14
Forklift Code F5 A	3	1	3	1	3
Front End Loader: CAT 966	22	7	2	7	2
Front End Loader: CAT 988	33	1	61	1	61
Front End Loader: WA 600 Operational	119	2	73	2	73
Front End Loader: WA 800 Operational	71	4	29	4	29
Grader: 16 M Operational	13		5		5
Grader: CAT 12K			3		3
Grader: CAT 140K	7		4		4
Grid/Mesh Floors,H/Rails&Stairs Standard	3	13	27	13	27
Haul Truck: Cat 777F	94	1	3	1	3
Haul Truck: HD785-7	59	1	3	1	3
High Angle Rope Rescue 1	9		9		
HT Switching	3	11	21	11	21
Induction: CPC Site	3			2	
Induction: Fairbreeze	2			2	
Induction: On-the-Job/Departmental NS	1				
Induction: Refresher Namakwa Sands	294	768	291	768	291
Krupp Crawler Spreader Conveyor	5	2	5	2	5
Lock Out (2 Yr Validity)	2	16	8	16	8
Locomotive: Driver	8	17	3	17	3
Locomotive: Shunter	11	22	4	22	4
Off Highway Truck: HD 325 WT	10		1		1
Operation of mechanical hoist & winches	77	32	19		
Operational Drivers License: LDV	85	101	36	118	83
Permit to Work: Applicant	216	214	77	214	77
Permit to Work: Issuer	60	60	20	60	20
PIT License (BLUE)	18	8	16	8	16
PIT License (GREEN)		1		1	2

PIT License (RED)	4	23	17	23	17
Reach Lift Truck Code F5 AM	2	1	2	1	2
RPM Internal Screening Training		5		5	
Service Truck HM400		1	1	1	1
SHE Representative Training	4	2	4	2	4
Slag Pot Carrier: KAMAG	3		3		3
Slope Stability (NAM)	11	13	3	13	3
Track Dozer: D11T	26		26		26
Track Dozer: D85	15		3		3
Tractor	6		3		3
Tractor With Trailer	8		8		8
Unwritten Ground Rules - NS Smelter	192		188		188
Utility Knife	40	25	62	25	62
Wheel Dozer: 824 H Operational	45	1	31	1	31
Working at Heights (3Yr Valid)	32	156	80	51	80
Total	2603	2297	2357	2105	2303
Annual budget	R2,603,000	R2,297,000	R2,357,000	R2,105,000	R2,303,000

2.2.12. Scholarships (School support)

A community scholarship scheme will be implemented within the Tronox Mineral Sands community for Mathematics and Science students.

Year	2023	2024	2025	2026	2027	Totals
Scholarship	0	20	5	5	5	35
Grand Total	0	20	5	5	5	35
Overall Budget	R0	R1,529,180	R382,295	R382,295	R382,295	R2,676,065

1.3. Mentorship Plan & Its Implementation in Line with The Skills Development Plan and the Needs of Empowerment Groups (Regulation 46 (b) (iii))

The career progression of individual employees is managed through Individual Development Plans in conjunction with the Skills Development Plan. All employees are mentored, and the mentoring takes a different form, depending on the stage of development that the employee is at, whether he/she is either on a formal mentoring programme or is being informally mentored or coached. The latter system is referred to as 'coaching'.

2.3.1. Mentoring for all employees

Employees are mentored by their line managers through the Individual Development Plans, which records training needs and career aspirations. The employee and his or her mentor annually review the Individual Development Plan, decide on the training needs for the coming year and mutually agree on an implementation plan. Growth in leadership and managerial skills is the focus for employees at supervisory levels and above. Below supervisory levels the focus is on employees achieving excellence and growth in their job activities.

Table 2.14: Current Formal Mentoring Profile (Tronox)

Active Mentorship Programmes	No. Beneficiaries	% HDSA	African Male	African Female	Coloured Male	Coloured Female	White Male	White Female
Bursars	18	88	3	0	4	4	2	5
Professionals in Training	14	100	6	3	4	1	0	0
Total	32							

Note*. The numbers of learners will fluctuate based on the recruitment intakes.

Learnerships

Production Technology

Year	African	Coloured	Indian	White	Total
2022	3	20	0	0	23

Note: 2023 recruitment for 50 learners in process.

1.4. The Internship and Bursary Plan and Its Implementation in line with the Skills Development Plan (Regulation 46 (B) (Iv))

Table 2.15: Details of Current Bursars

Surname	Initial	Race	Gender	Study course	Year
Coetzee	M	Coloured	Female	BComm Financial Acc	2019
Nkandu	H	African	Male	BEng Mechanical Engineering	2019
Owies	L	Coloured	Male	BEng Mechatronics	2019
Swartz	F	Coloured	Female	Human Resources	2019
Frantz	E	Coloured	Male	BEng Electrical	2021
Hanekom	N	White	Male	Chemical Engineering	2021
Hollenbach	C	Coloured	Female	Human Resources	2021

Maluleke	T	African	Male	Mining Engineering	2021
Moiloa	R	African	Male	BTech in Mining	2021
Mondsinger	C	Coloured	Female	BComm Finance	2021
Pedro	Z	White	Female	BSc in Chemistry	2021
Radloff	W	Coloured	Male	BTech Mechanical	2021
Rupping	E	White	Female	BEng Chemical Engineering	2021
Smith	R	White	Male	BEng Chemical Engineering	2021
Stroebel	M	White	Female	BEng Chemical Engineering	2021
van Wyk	S	White	Female	BEng Chemical Engineering	2021
Vermeulen	A	White	Female	BEng Electrical Engineering	2021
Williams	W	Coloured	Male	BTech Mechanical Eng	2021

Table 2.16: Bursar Recruitment

Year	Black	Coloured	Indian	White	Total	Cost/Annum
2023	2	2	0	1	5	R1,086,230
2024	2	2	0	1	5	R1,125,683
2025	2	2	0	1	5	R1,164,979
2026	2	2	0	1	5	R1,206,240
2027	2	2	0	1	5	R1,249,564
Total budgeted spend over the 5 years						R5,832,696

The bursars are employed as Professional in Training between all the Tronox Mineral Sands operations on completion of their qualification. Of the current bursars 50% are woman and 88% HDSA. The PIT programme was discussed in more detail in paragraph 2.3.1.4 above. Bursars receive mentoring whilst they are studying. The bursars mentoring process includes bi-annual progress visits by the Leader-Learning and Development, as well as vacation work at the mine. The purpose of these visits is to remain in contact with the students, discuss possible challenges and offer moral support and to link the students to mentors at different operations.

2.4.2. Portable Skills

Tronox Mineral Sands provides a variety of portable skills training for employees, trainees and the community in the below portable skills categories. The key objective is to offer portable skills training to the employees who are close to retirement or as and when retrenchments do occur. Portable skills programmes will also be offered to community members to reduce dependency on the mine and promote job creation prospects.

Year	2023	2024	2025	2026	2027	Total No.
Electrical Aider	0	5	5	5	5	20
Lifting equipment- Forklifts	0	5	5	5	5	20
Bricklaying	0	5	5	5	5	20
Grand Total	0	15	15	15	15	60
Cost /Annum	R0.00	R100,000	R105,000	R110,250	R115,763	R431,013

1.5. Employment Equity Plan and Statistics (Regulation 46 (b) (v))

Tronox Mineral Sands has submitted an Employment Equity Plan (EEP) to the Director General of the Department of Labour and all progress reports have been submitted timeously each year and remains committed to developing a competent workforce that reflects the composition of the region's demographics.

Tronox Mineral Sands subscribes to the Mining Charter employment equity targets. The intention has always been to surpass the current Mining Charter targets, and to then set new targets, in line with reviewed Mining Charter targets (if available). From Table 2.19 below, Tronox Mineral Sands has already successfully achieved the Mining Charter's HDSA targets for management levels, all except Senior Management (EL – EU). Responsibility for implementation of the employment equity plan to achieve the Mining Charter targets at all mining operations resides with the Managing Director – South Africa.

2.5.1. Employment equity policy

Tronox Mineral Sands' employment equity policy is aligned with the Employment Equity Act, No. 55 of 1998, and the amendments to the Act in 2006. It is a vital tool for achieving the Mining Charter employment equity targets. The following principles are embodied in the policy:

- No unfair discriminatory practices, implicit or explicit,
- Sexual and racial harassment will not be tolerated
- No barriers in the workplace that unfairly restrict employment and promotion opportunities of any person
- An enhanced representation of currently underrepresented categories of people, with the emphasis on persons from designated groups, at all levels
- Creation of an organizational culture in which diversity is encouraged and valued while focusing on shared values in order to develop team spirit, promote

mutual understanding, optimize potential and achieve organizational goals in serving the community.

Tronox Mineral Sands has implemented Employment Equity forums at each of its three operational sites and these forums are representative of all levels in the organization. These forums also have a Skills Development responsibility.

These forums report into a Central Employment Equity Forum. Future reporting on an annual basis will be as follows:

- Progress on the implementation of mine commitments will be reported to the Department of Mineral Resources (DMR).
- The mine will comply with the provisions of the Employment Equity Act and will submit a report to the Director-General of the Department of Labour as required by Section 21. Employment Equity statistics will be reported annually by submitting Form S.

2.5.2. Gender and disability equity

Tronox Mineral Sands is committed to diversity in the workplace; we are continuously working towards improving women representation in the workplace, specifically woman in mining. We actively recruit women to be a meaningful part of our workforce.

We currently have various programs and work groups in place, focusing on improving women representation in the workplace, as well as creating a favorable environment for female workers. To mention a few:

- Four month fully paid maternity leave, with no loss of allowances
- Safety related training to ensure females are protected and safe in our mining operations
- Functional Tronox Diversity Network
- Placing pregnant women in alternative positions as opposed to physically demanding operational roles, for the duration of their pregnancy

Table 2.18 Mining Charter targets for Female in Management: 2023 - 2027

Females in Management	Actual 2022	Mining Charter Targets					
			2023	2024	2025	2026	2027
			%	%	%	%	%
Senior Management (EXCO) (EL – EU)	20.00%	30%	20.0%	20.0%	20.0%	20.0%	40.0%
Middle Management (Sup, Head) (DL – DU)	10.46%	38%	10.46%	10.46%	11.62%	13.95%	13.95%
Junior Management (First Line) (CL, CM& CU)	18.14%	44%	18.14%	18.50%	18.86%	18.91%	19.21%

Tronox offers women equal opportunities to participate in its mining activities at all levels of responsibility and actively pursues and considers this when making new appointments and filling vacancies. The promotion and appointment of females into Management and Supervisory levels is also a key consideration.

Although Tronox has been actively appointing females in traditionally male-orientated positions, such as earthmoving equipment operators, process engineers, and metallurgical operators on plants and in engineering positions and continuously encourages the development of women in core positions, so that they can be promoted to plant supervisor levels – This has, unfortunately not led to sufficient increase in Female numbers due to geographical location, this is evident as female representation has decreased from 19,5% as a percentage of the total number of employees in 2017(which included White Females) to 16.2% in 2022 (excluding White Females). English first medium schooling, town infrastructure and absence of diversified religious denominations remain elements that require attention to attract and retain female candidates.

2.5.3. Employment Equity Plan

The Tronox Mineral Sands Human Resources database as at 30 September 2022 was used as the basis for this SLP to ensure that all statistics reflects the same employees, thereby negating the distortion effect of job leavers, new appointments, etc., that took place after this date.

Kindly consider the following:

- Given the demographics of the Matzikama Municipal area, and the West Coast for that matter, it will be difficult for Tronox Mineral Sands to represent the national demographic profile of South Africa in its workforce.
- Progress has been made over the years in terms of Employment Equity, but further improvements are required, especially with appointment of more females in core positions and people living with disabilities.

The tables that follow will reflect specific issues regarding employment equity:

- Table 2.19 summarizes the composition of the HDSA component of the workforce from senior management to semi-skilled and discretionary decision-making positions.
- Table 2.20 provides information regarding employment equity progress made in terms of HDSA's from senior management to semi-skilled and discretionary decision-making positions.
- Table 2.21 summarizes the composition of the Persons with Disabilities in the workforce.

Table 2.19 Targets for Historically Disadvantaged South Africans (HDSA's) in management: 2023 - 2027

HDSA in Management	Actual 2022 %	Mining Charter Targets %	Mining Charter				
			2023	2024	2025	2026	2027
			%	%	%	%	%
Top Management	N/A	50%	N/A	N/A	N/A	N/A	N/A
Senior Management (EL – EU))	40.00%	60%	40%	40%	40%	40%	40%
Middle Management (DL – DM)	45.34%	75%	45.34%	45.51%	47.61%	48.83%	50%
Junior Management (CL, CM & CU)	76.86%	88%	76.86%	77.22%	77.58%	77.93%	78.29%
Total HDSA in Core and Critical Skills (BL – BU)	95.24%	60%	95.24%	95.24%	95.24%	95.24	95.24%
Total Management	42.41%						
Total HDSA in Management	29.30%						
Total number of permanent employees	877						

These targets are aligned with Tronox Mineral Sands workforce planning (WFP) 2023 – 2028. Tronox remains committed to backfilling vacant positions in line with its WFP and Employment Equity targets, as well as EAP targets for Western Cape, as we progress.

Table 2.20 - Employment Equity Statistics for Tronox Mineral Sands as at 30/09/2022

Table 20											
Occupational level	Male				Female				Total Female %	Total HDSA %	Disabled %
	% African	% Coloured	% Indian /Asian	% White	% African	% Coloured	% Indian/Asian	% White			
Economically Active Population (WC)	20.5%	23.9%	1.1%	10.3%	15.9%	19.3%	0.4%	8.6%	44.2%	89.7%	
Senior (EL – EU)	20.0%			60.0%	20.0%				20.0%	40.0%	
Middle (DL – DU)	9.3%	23.3%	2.3%	37.2%	4.7%	5.8%		17.4%	27.9%	62.8%	0.34%
Junior (CL, CM, CU)	4.3%	54.1%	0.4%	18.2%	1.8%	16.0%	0.4%	5.0%	23.1%	81.9%	0.57%
Semi Skilled (BL - BU)	4.2%	74.7%		3.0%	1.0%	15.8%		1.8%	18.2%	97.0%	
Grand Total	4.8%	62.6%	0.3%	11.5%	1.5%	14.8%	0.1%	4.3%	20.8%	88.5%	0.91%

The above table reflects figures as they are on 30 September 2022.

From the above, the following is evident:

- 89.5% of Core (Junior and Semi-skilled occupational levels) positions are filled by HDSA's.
- Females are occupying 20.7% of Core positions, with opportunities of improvement through existing women in mining initiatives
- Of the total number of positions (877), 20.8% are filled by females.

Table 2.21 Targets for People with Disabilities: 2023 - 2027

People with Disabilities	Actuals 2022 in numbers		Actual 2022	Mining Charter Targets	2023	2024	2025	2026	2027
	Male	Female	%						
					%	%	%	%	%
Middle Management (DL – DM)	3	0	0.3%	3%	0.3%	0.3%	0.2%	0.2%	0.2%
Junior Management (CL, CM & CU)	2	3	0.6%	3%	0.6%	0.6%	0.6%	0.6%	0.6%
Semi Skilled (BL - BU)									
Total Number of Disabled employees	8		0.9%	1.50%	1%	1%	1%	1%	1%

Mining and processing plants traditionally do not offer a safe or suitable environment for some persons with disabilities due to the nature of the operations. However, there remains a need to appoint, develop and retain employees with disabilities without compromising their or other employee’s health and safety. Current levels are at 0.9% of employees with disability and there remains a need to continuously identify suitable positions to appoint people living with disabilities.

Tronox Mineral Sands will fund its Human Resources Development Programme through the procedures put in place by the Skills Development Act and the provision of operational budgets in this regard.

Intervention	2023	2024	2025	2026	2027
Total Per Annum	R68 192 943,00	R72 625 484,30	R77 346 140,77	R82 373 639,92	R87 727 926,52

Table 5.1: Financial Provision: Human Resources Development Programme

