



**AMENDED
SOCIAL AND LABOUR PLAN**

COROBRIK RIETVLEI (GP 87 MR)

GP10093MR

**ASSOCIATED WITH
COROBRIK RIETVLEI FACTORY**

Table of Contents

OVERVIEW OF COROBRIK'S BUSINESS	4
SECTION 1: PREAMBLE (Regulation 46(a))	6
SECTION 2: HUMAN RESOURCES DEVELOPMENT PROGRAMME (Regulation 46(b))	7
2.1 Compliance with Skills Development Legislation	8
2.2 Skills Development Plan (Regulation 46(b)(i) in conjunction with Regulation 11(1)(g)).....	8
2.3 Adult Basic Education and Training (ABET)	15
2.4 Core Business Training	16
2.5 Learnerships (Annexure E)	18
2.6 Portable Skills (Annexure F).....	19
2.7 Hard to Fill Vacancies	20
2.8 Career Progression Plan (Annexure G).....	20
2.9 Mentorship Plan.....	21
2.10 Internship and Bursary Plan	22
2.11 Employment Equity Plan	23
SECTION 3: LOCAL ECONOMIC DEVELOPMENT PROGRAMME	27
3.1 Social and Economic Background of the Area	27
3.2 Key economic activities (Regulation 46 (c) (ii))	38
3.3 Names of Other Mining Companies in Area.....	41
3.4 Negative Impact of the Mining Operation	41
3.5 Infrastructure and Poverty Eradication Projects in Line with IDP (Regulation 46 (c) iv)	41
3.6 Development Projects.....	42
3.7 Section 46 (c) (iv): Housing and Living Conditions Housing (Annexure O)	47
3.8 Section 46 (c) (v): Measures to address nutrition	48
3.9 Procurement Progression Plan	49
SECTION 4. PROCESS PERTAINING TO MANAGEMENT AND DOWNSCALING AND RETRENCHMENT SECTION 46 (d):	50
4.1 The Establishment of the Future Forum: Regulation 46 (d) (i)	50
4.2 Mechanisms to Save Jobs and Avoid Job Losses	50
4.3 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided.....	51
4.4 Management of retrenchment	52
4.5 Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain	52
SECTION 5. FINANCIAL PROVISION SECTION 46 (e)	53
SECTION 6: UNDERTAKING	54

List of Figures

Figure 1: Locality Plan 7
Figure 2: Population Structure 29
Figure 3: Employment Structure 29
Figure 4: Employment in Tshwane by formal and informal sector 30
Figure 5: Unemployment Structure 31
Figure 6: Highest levels of schooling for the population aged 20 years and older in Tshwane, 2015 32
Figure 7: Households in Tshwane by type of dwelling 33
Figure 8: Households in Tshwane by type of toilet facilities 34
Figure 9: Households in Tshwane by water access level 34
Figure 10: Households in Tshwane by refuse removal service 35
Figure 11: Households in Tshwane with electrical connections 36
Figure 12: Performance of welfare indicators (HDI, Gini coefficient and poverty gap rate) in Tshwane 37
Figure 13: Economic overview – GVA and GVA growth 39
Figure 14: Tshwane’s GVA-R sectorial composition 40
Figure 15: Housing 48

List of Tables

Table 1: Details of Mine Applicant 6
Table 2: Breakdown of the workforce per labour sending area 7
Table 3: Compliance with Skills Development Legislation 8
Table 4: Number and Education Level of Employees 9
Table 5: Skills and Career Development Plan Working Documents 12
Table 6: Illiteracy Level and ABET Needs 15
Table 7: Training Planned 16
Table 8: Core Business Training/Skills Development Plan 17
Table 9: Internal Learnerships 18
Table 10: External Learnerships 19
Table 11: Portable Skills Plan 20
Table 12: Hard to Fill Vacancies 20
Table 13: Mentorship Plan 22
Table 14: Internship – Specific Skills Programme 22
Table 15: Bursary Plan – Internal 23
Table 16: Bursary Plan – External 23
Table 17: Annual HDSA Progressive Targets 24
Table 18: Current Employment Equity 25
Table 19: FORM S 25
Table 20: Employment Equity Plan: 10% Women in Mining at the Operation 26
Table 21: Other Mining Companies in Area 41
Table 22: Negative Impacts of Mining Operation 41
Table 23: Priority needs of the area 42
Table 24: Infrastructure Development 46
Table 25: Key Focus Area 48
Table 26: Form T 49
Table 27: Future Forum 50
Table 28: Counselling Types 52
Table 29: Financial Provision 53



SOCIAL AND LABOUR PLAN

COROBRIK RIETVLEI FACTORY AND ASSOCIATED QUARRY

OVERVIEW OF COROBRIK'S BUSINESS

Corobrik is in the business of manufacturing and selling of clay face bricks and pavers. The raw materials used to make the bricks and pavers are clays and shales.

The raw materials are mined from quarries and transported to brickmaking factories for processing.

Mining Operations and Factories

Currently Corobrik has 14 factories and 32 quarries.

Each of the mining operations (quarries), which supply the factories with raw materials, is linked to a particular factory (see Table below).

Some of these quarries are adjacent to the factories whilst others may be much further away.

In some instances, there is more than one quarry supplying raw materials to a particular factory, e.g. Rietvlei Factory has 1 quarries, which supply it with raw materials as per Table below.

Factory	Linked Quarry	DMR Ref. Number	Mining Right Status
Polokwane	Polokwane	LP (96) MR	Granted 29/05/2013
Witbank	Witbank	MP (187) MR	Granted 01/04/2008
Rietvlei	Rietvlei Fortress	GP (87) MR Gp (127) MR	Granted 29/03/2011 Granted 26/07/2012
Midrand	Midrand	GP (155) MR	Granted 29/03/2011
	Rayton	GP (159) MR	Granted 12/07/2011
	Boekenhoutkloof	GP (81) MR	Granted 29/03/2007
	Gilliemead	GP (193) MR	Granted 29/03/2011
	Midrand Extension	GP (160) MR	Granted 25/05/2012
Springs	Springs	GP (65) MR	Granted 29/03/2011
Lawley	Lawley	GP (119) MR	Granted 29/03/2011
	Henley	GP (120) MR	Granted 08/07/2009
	Lawley Extension 1	GP (149) MR	Granted 25/05/2012
	Lawley Extension 2	GP (146) MR	Granted 25/05/2012
	Lawley Extension 3	GP (316) MR	Granted 10/05/2013
Driefontein	Driefontein	GP (91) MR	Granted 26/07/2012
	Badenhorst	NW (420) MR	Granted 26/04/2013

Kopano	Kopano	NW (408) MR	Granted 26/04/2013
	Myburgh	NW (409) MR	Granted 26/04/2013
	Viljoen Sand	NW (410) MR	Granted 26/04/2013
	Goudkop	NW (407) MR	Granted 26/04/2013
Odendaalsrus	Odendaalsrus	FS (214) MR	Granted 04/05/2011
Avoca	Avoca	KZN (240) MR	Granted 31/10/2012
	Avoca Ext.	KZN (241) MR	Granted 30/10/2012
	Ottawa	KZN (244) MR	Granted 25/04/2012
	Rinaldo Road	KZN (242) MR	Granted 31/10/2012
Glencoe	Glencoe	KZN (171) MR	Granted 31/10/2012
Phesantekraal	Phesantekraal	WC (196) MR	Granted 23/11/2010
	Uitzig	WC (311) MR	Granted 19/06/2012
	Glen Lossie	WC (42) MR	Granted 07/04/2006
Middelwit & East Brick	Middelwit (Mooifontein, Elandspruit, Rietfontein)	MP (43) MR	Granted 27/10/2006
	East Brick (Rietfontein)	MP (103) MR	Granted 27/10/2006

Social and Labour Plans

The Social and Labour Plan (SLP) for each operation, is therefore, related to the factory to which it is linked.

The situation for the Rietvlei Factory is outlined below (Figure1):

The Corobrik Rietvlei brickmaking factory, situated at Delmas, obtains brickmaking raw materials from 1 quarries, viz

- Rietvlei Factory Quarry (DME Ref No. GP (87) MR) located adjacent to the Rietvlei Factory (City of Tshwane Metropolitan Municipality).

As a result, the SLP for the Rietvlei Quarry is similar to the SLP for the Rietvlei Quarry as they are linked to the Rietvlei Factory, which they supply with raw material. The SLP for each of these quarries / operations will share the same information with regard to employment, personnel, human resources development programme and processes of downscaling and retrenchments of the Rietvlei Factory.

The Local Economic Development (LED) Project for the Rietvlei Quarry (mining right applications) will be initiated and funded from the revenue generated from the linked Rietvlei Factory and will address the needs of the local community.

SECTION 1: PREAMBLE (Regulation 46(a))

Table 1: Details of Mine Applicant

1.1 Name of company/applicant	Coromining (Pty) Ltd (1962/003262/07)
1.2 Name of mine/production operation	Rietvlei Factory
1.3 Physical Address	Corobrik Rietvlei R50 Old Delmas Road Bapsfontein 1510
1.4 Postal Address	P O Box 333, Irene,0062
1.5 Telephone Number	011 316 1234
1.6 Fax Number	011 316 1787
1.7 Location of mine or production operation	Remaining Extent of Portion 26 (a Portion of Portion 1) and Portion 27 (a Portion of Portion 26) of the Farm Witkoppies No. 393 Registration Division J.R. the Province of Gauteng.
1.8 Commodity	Brickmaking Clays
1.9 Life of mine	15 Years
1.10 Financial Year	1 January -31 December
1.11 Reporting Year	1 January -31 December
1.12 Responsible person	Mr Jaco Snyman (Mine Manager) Email: Jaco.snyman@corobrik.co.za
1.13 Geographic origin of employees (mine community and labour sending areas).	
(a) Mine Community	(b) Labour Sending Area
Province	Province
Gauteng	Gauteng
District Municipality	District Municipality
Local Municipality	Local Municipality
Tshwane Metropolitan Municipality	Tshwane Metropolitan Municipality

Corobrik (Pty) Ltd (2007/021571/07) changed its name to Coromining (Pty) Ltd (1962/003262/07) on 10 July 2008. Reference to Corobrik or Coromining should be deemed to be one and the same.

Corobrik Mining Operation

Corobrik Rietvlei are mined once a year for approximately 3 to 4 months. The extracted raw material is transported and stockpiled at the Corobrik Rietvlei Factory. The raw material is used to manufacture brick products. The quarry is situated adjacent to the factory. Once the mining and stockpiling is complete, the mining team moves off-site leaving the Rietvlei Quarry unoccupied for the rest of the year. No income is directly generated from the Rietvlei Quarry. Income is only generated from the Rietvlei Factory once the raw materials have been used to make brick products and sold to customers. The Social and Labour Plan therefore revolves directly around the Rietvlei Factory as this is the employee and income generating base.

Locality

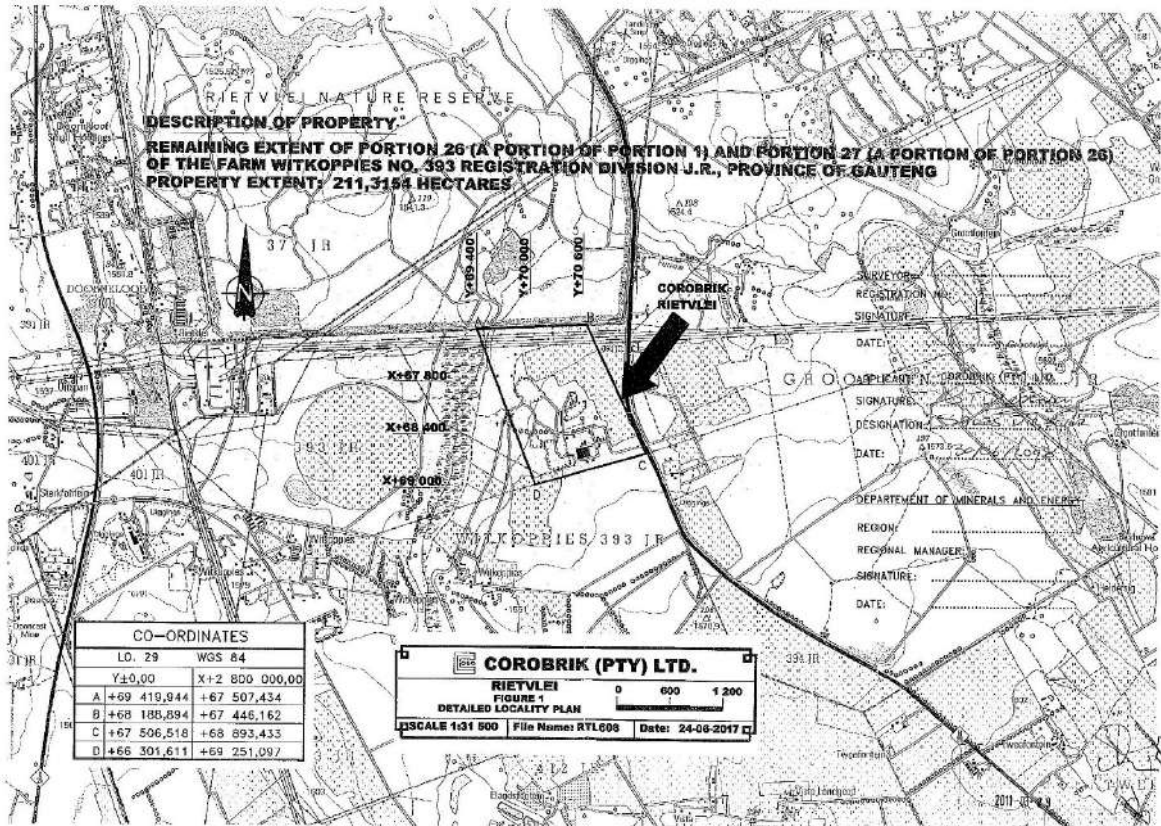


Figure 1: Locality Plan

Labour sending area

Table 2: Breakdown of the workforce per labour sending area

Name of Sending Area	Number of Employees (Local Recruits)	Number of Employees (Other Areas)
Tembisa.	43	
Germiston	3	
Pretoria Area	29	
Springs	2	
Daveyton	30	
Vaal	3	
Krugersdorp	2	
Total	112	

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

The Human Resources Development Programme is applicable to the Corobrik Rietvlei Factory as this is the employee base for the operation.

Introduction

It is the policy of Corobrik (Pty) Limited to develop and advance all its employees regardless of race, creed, colour, religion, disability or gender. The Company is committed to human resources development, which entails the training and development of all employees to enable them to acquire appropriate knowledge and skills to maximize their competence, commitment and performance to meet the business needs of Corobrik. It also facilitates the fulfilment of employees potential and career aspirations.

The purpose of the Corobrik Human Resources Development Programme is to ensure that specific skills and competencies will always be available within the organisation so as to guarantee the business achieves its short and long term goals and objectives. It also caters for the needs of the employees in terms of their protection with reference to health and safety etc., and their development both within and outside the organisation.

The required amendments to the Social and Labour Plan, addressing the increase of staff will be submitted to the Regional Manager, Department of Minerals and Energy, as the need arises.

2.1 Compliance with Skills Development Legislation

Table 3: Compliance with Skills Development Legislation

Name of SETA	CETA
Registration number	05
Has your company appointed a Skills Development Facilitator? If yes provide name	Siviwe Nondlozi
To which institution have you submitted your workplace skills plan? (i) Department of Labour (ii) Mining Qualifications Authority (iii) Mine Health and Safety	Department of Labour

2.2 Skills Development Plan (Regulation 46(b)(i) in conjunction with Regulation 11(1)(g))

Skill Development Programmes (Training and Development Annexure A)

The following skills development programs have been identified as skills priorities:

- Managerial
- Management (Production, Despatch, Stores).
- Factory plant operation (kiln, extruder, setting machine, de-hacker machine, strapping machine, crushing plant)
- Supervision (Despatch, Production, Quality, Kiln maintenance)
- Artisans (Millwright, Fitter, Electrician, Mechanic).

Number and Education Level of Employees

The current number and education level of employees at the Corobrik Rietvlei Factory and the corresponding NQF levels are shown in Form Q (**Annexure B**).

Table 4: Number and Education Level of Employees

Band	NQF Level	Planned as per envisaged organogram	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling									0	0
		Grade 0 / Pre	1				1				1	1
		Grade 1 / Sub A									0	0
		Grade 2 / Sub B					1				0	1
		Grade 3 / Std 1 / ABET 1	1								1	0
		Grade 4 / Std 2					0				0	0
		Grade 5 / Std 3 / ABET 2	2								2	0
		Grade 6 / Std 4									0	0
		Grade 7 / Std 5 / ABET 3									0	0
		Grade 8 / Std 6	1								1	0
		Grade 9 / Std 7 / ABET 4	2					3			2	3
Further Education and Training	2	Grade 10 / Std 8 / N1	4				6			4	6	
	3	Grade 11 / Std 9 / N2	7				6			7	6	
	4	Grade 12 / Std 10 / N3/N4	35				22			35	22	
Higher Education and Training (HET)	5	Higher Certificates and Advanced	4			3	1			7	1	
	6	Diploma and Advanced Certificates	2			1	2		1	3	3	
	7	Bachelor's Degree and Advanced Diplomas	4							4	0	
	8	Honours Degree, Postgraduate Diploma and Professional Qualifications	1				1				1	1
											0	0
	9	Master's Degree									0	0
	10	Doctoral Degree									0	0
	Total		64	0	0	4	43	0	0	1	68	44

Overview of Skills Development

The purpose of the Skills Development Plan is to assess and formally record the current levels of skills and educational levels of all employees and to use this as a base for future skills development plans. These plans address the current skills and competency gaps at the operation and also have a special focus on the training needs of HDSAs, the fast-tracking of individuals within the talent pool and the various career path development and mentoring programmes.

Corobrik (Pty) Limited are members of the Construction Education and Training Authority (CETA) and as such a Workplace Skills Plan is submitted to the CETA annually which incorporates the Skills Development Plan for the Company. Skills Development Forums have been established in the three major Centres, namely Gauteng, KwaZulu-Natal and the Cape. The Gauteng Forum comprises representatives from each of the factories in that region which includes Corobrik Rietvlei, as this factory is incorporated into the Gauteng Region. The Workplace Skills Plan is discussed with, and endorsed by the Skills Development Forums.

Since the introduction of the Skills Development Act, Corobrik have received the maximum payment from the CETA with reference to skills grants for having met all the requirements for the payment of these grants.

Corobrik's Training Education and Development Objective is to increase education and skills levels of all employees in order that they are:

- Able to make a contribution towards increasing the profitability of the business.
- Adequately protected with reference to Occupational Health, Safety and HIV/AIDS.
- Aware of the importance of their self-development.

In order to achieve its education, training and development objectives, the following six strategic skills development priorities were identified for Corobrik under which the various education, training and development initiatives are listed:

Strategic Skills Development Priorities for the Skills Levy

1.	<p>Increased Production Yields, Lower Costs and Increased Profitability of the Business by Upgrading Specific Skills Through Tertiary and Occupational Training and Development.</p> <ul style="list-style-type: none"> • Production Management Trainee Programme • Appreciation Course in Heavy Clay Technology • Production Management Diploma • Technical Training (including N Course) • Quality Assurance • Problem Solving • Forklift Driver Training
2.	<p>Creating an Environment which promotes Sales and Service Excellence</p> <ul style="list-style-type: none"> • Professional Selling Skills • Successful Sales Through Service • Product Knowledge • Technical Bricklaying
3.	<p>Enhancing Management and Leadership Skills</p> <ul style="list-style-type: none"> • Occupational Management Programmes • Management Development Programme • Leadership Development Programme • Leadership Orientation Programme • Industrial Relations

	<ul style="list-style-type: none"> • Finance for Non-Financial Managers
4.	Provide Portable Skills Development <ul style="list-style-type: none"> • Learner license – all codes. • Tractor driver. • Basic workshop skills. • Arc welding and gas cutting. • Care of environment / alien plant control. • Plant and machinery maintenance. • Vehicle and mobile machinery operation. • Electrical techniques. • Mechanical techniques. • Building techniques (brick laying and paving). • Front-end loader driver. • Computer Skills • Forklift driver
5.	Promoting a Safe and Healthy Working Environment through Understanding Company Policies and Procedures and SHE Legislation <ul style="list-style-type: none"> • Induction • HIV/AIDS Awareness • Health and Safety • First Aid
6.	Updating Information Technology and End-User Computing Skills <ul style="list-style-type: none"> • IT courses relevant to Mining/Geology and Manufacturing processes • Various End – User Computer Programmes, relevant to Microsoft and Corel

Each of these skills priorities are pertinent to the Corobrik Rietvlei Factory where its employees have already been exposed to various education, training and development initiatives in accordance with their specific development needs and/or the requirements of their jobs.

The following training initiatives have been introduced to the entire workforce at Corobrik Rietvlei and an invitation to attend these initiatives was extended to employees of independent contractors who are currently working at the factory:

- HIV/AIDS Awareness
- Health and Safety
- Quality Assurance

See attached Skills and Career Development Plan Working Document for Corobrik Rietvlei (**Annexure C**). Annexure C lists all employees at the factory and shows their current education, position and grade, their proposed career advancement (job move), skills development, education training (including ABET) and portable skills training. This is a working document and will continually change as employees improve their education, develop skills and advance in their careers.

Corobrik Rietvlei will focus primarily on providing the lower educated employees with ABET Training, Skills Development and Portable Skills Training.

Table 5: Skills and Career Development Plan Working Document

CURRENT POSITION	PROPOSED POSITION	TRAINING INTERVENTION	QUALIFICATION TO BE ACHIEVED	YEAR 1		YEAR2		YEAR 3		YEAR 4		YEAR 5	
				No. of indentified employees		No. of indentified employees		No. of indentified employees		No. of indentified employees		No. of indentified employees	
				New	Cont	New	Cont	New	Cont	New	Cont	New	Cont
Assistant Factory Manger	Factory Manager	Gaining in-house experience and mentoring by Factory Manager	Certificate-heavy Clay technology							1	1		
Production Manager	Assistant Factory Manager	Gaining in-house experience and mentoring by Assistant Factory Manager	ND- Operations Management					1	1		1		1
Production Manager	Assistant Manager	Gaining in-house experience and mentoring by A.Factory Manager	Certificate-heavy Clay technology					1	1				
Quality Supervisor	Production Manager	Gaining in-house experience and mentoring by Production Manager	Certificate-heavy Clay technology					1	1				

Quality Inspectors	Quality Supervisor	Gaining in-house experience and mentoring by Quality Supervisor	Certificate-heavy Clay technology TQM							1	1	1	1
Despatch Manager	Factory/ Assistant Factory Manager	Gaining in-house experience and mentoring by Factory Manager/Sale Manager	ND Operations Management			1	1		1		1		1
Quality Inspector		Gaining in-house experience and mentoring by Production Manager	ND Material Engineering							1	1		1
Extruder Operator	Production Manager	Gaining in-house experience and mentoring by Production Manager	High Certificate in Economic and Management Science				1		1		1		
Dehacking Operator	Production Manager	Gaining in-house experience and mentoring by Production Manager	ND Operations Management			1	1		1		1		
Admin Controller	Factory Manager	Gaining in-house experience and mentoring by Fac. Manage	Business Management							1	1		1

Kiln Operator move Trainee Millwright	Engineering Superintendent/Factory Manager	Gaining in-house experience and mentoring by Workshop Forman/Factory manager	Practical technical training in the factory and workshop to qualify as an artisan					1	1		1		1
Machine Operators	Production Manager	Gaining in-house experience and mentoring by Production Manager	Work experience, multi skills					8	8		8		8

2.3 Adult Basic Education and Training (ABET)

Definition: Adult Basic Education and Training

ABET is broken down into the following levels:

- Basic Oral;
- ABET level 1 (literacy and numeracy at Standard 1/Grade 3);
- ABET level 2 (literacy and numeracy at Standard 3/Grade 5);
- ABET level 3 (literacy and numeracy at Standard 5/Grade 7); and
- NQF level 1 (ABET Level 4) (equivalent of Standard 7/Grade 9)

The current number and education level of employees at Corobrik Rietvlei and corresponding NQF levels are shown in Form Q (refer to Annexure B).

The objectives of the ABET program is to enable previously disadvantaged adults the opportunity of embarking upon a learning process that will fulfil the following objectives:

- Develop communication skills relevant to their workplace situation and social life
- Enable employees to reach a level of literacy that will enable them to qualify for further studies and training programs
- Increase the opportunities for promotion and self-employment
- Improve the productivity of the workforce
- Help facilitate the process of career development paths for employees
- To ensure gender equality

Strategic Plan for Implementing ABET (Annexure D)

Adult Basic Education & Training will be conducted by suitably qualified providers who offer training for ABET within different levels. Training will be conducted on-site or via an external training provider who is accredited with the relevant SETA.

It will be necessary for employees who require ABET training to be assessed by an ABET assessor to determine the level of NQF and to determine which level of ABET the staff member should be placed on; thereafter the training can take place.

Corobrik Rietvlei will encourage all relevant employees to attend the ABET training program and make them aware of the opportunities available and subsequent benefits of becoming functionally literate and numerate. Some level of acknowledgement of the offer made to them will be obtained for record purposes.

Progress towards achieving commitments will be included in the annual SLP Report of Corobrik Rietvlei which information can be viewed on Form Q.

The following Table gives an indication of the planned strategy to ensure further training of the staff at Corobrik Rietvlei.

The ABET training plan will focus on the lower educated people and progress them through the relevant ABET levels over a five year period.

The ABET plan thus shows the number of people progressing through the relevant levels each year plus the number of new people entering that specific level for that year.

ABET Plan

Table 6: Illiteracy Level and ABET Needs

Level	Number of Illiteracy	Need	Cumulative Need
No Schooling		ABET 1	
ABET 1	2	ABET 2	2
ABET 2	1	ABET 3	3
ABET 3	2	ABET 4	5
ABET 4	7		12

Table 7: Training Planned

ABET Levels	Targets and Timelines										
	2021		2022		2023		2024		2025		Total Budget (R)
	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.	
ABET 1											
ABET 2											
ABET 3											
ABET 4	4		3	4	4	3	4	4	4	4	
Matric											
Total Number	4		3	4	4	3	4	4	4	4	
Budget (R)	20 000		20 000		20 000		20 000		20 000		100 000

NOTE

All employees who have not obtained a minimum level of education were approached on the need to improve their basic level of schooling. All those who were approached indicated by signing an indemnity letter that they would or would not like to attend ABET classes (Annexure D). Training for ABET will be done at EEE (LTD) PTY which falls within the area. It can be confirmed that Corobrik Rietvlei is committed to ensure gender equality regarding ABET Training.

2.4 Core Business Training

Core business training is defined in respect of legislation as that which relates to mining, engineering and process (excluding learnership). It is imperative that the operation focuses on ensuring that all employees are adequately trained and competent in the core training for the respective roles that they perform.

	Skills Categories
Manufacturing	Top Management
	Senior Management
	Professional Qualified and Experienced Specialists and Mid Management
	Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents
	Semi-Skilled and Discretionary Decision Making
	Unskilled and Defined Decision Making
Technical (central)	Professional Qualified and Experienced Specialists and Mid Management
	Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents
	Semi-Skilled and Discretionary Decision Making
	Unskilled and Defined Decision Making
Quarrying	Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents
	Semi-Skilled and Discretionary Decision Making
	Unskilled and Defined Decision Making

Table 8: Core Business Training/Skills Development Plan

Personnel Categories	Typical Skills	Time Period					Number of People	Cost per Person (Rand)	Budget (Rand)
		2021	2022	2023	2024	2025			
Top Management									
Senior Management	Managerial								
Professional Qualified and Experienced Specialists and Mid Management	Managerial.								
	Production management.		3	4	3	3	4	48 252	627 276
	Despatch management.								
Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foremen and Superintendents	Kiln operation.			1	1		1	On Job	
	Despatch supervision.			1	1		1	On Job	
	Security.								
	Quality supervision.			1	1		1	On Job	
	Fitter.								
	Electrician.								
	Mechanic.								
General supervision.									
Semi-Skilled and Discretionary Decision Making	Crushing plant operation.								
	Front-end loader driver.								
	Extruder operation.		1	1			1	On Job	
	Tractor driver.	9	3	4	4	4	24	800	19 200
	Setting machine operation.			1			1	On Job	
	De-hacker operation.			3			3	On Job	
	Forklift driver.	13	21	19	25	19	97	659.79	64 000
	Excavator operation.			2	2			On job	
Number of people		22	28	37	37	26	133		
Cost per year		16 000	160 756	209 008	163 956	160 756		710 476	

2.5 Learnerships (Annexure E)

The objectives of the learnership program is to address the shortage of scarce critical skills and to ensure that employees and members of the community are afforded the opportunity of obtaining a formal qualification and in the case of members of the community, the opportunity of employment within Corobrik.

The learnership is a structured learning programme that combines learning at the training institution (theoretical learning) with practical, work-based learning, as part of an integrated programme. The institutional learning component delivered by the training provider will focus on the theoretical aspects of the programme whereas the work-based learning will enable the learner to gain practical experience.

The learners would attend theoretical training at a recognized institution and then be allocated to appropriate Corobrik Factories for on-the-job practice. A mentor will be assigned to the learner to guide and help the learner with any problems. The number and type of learnerships offered each year will be based upon current business needs at the operation and the skills required.

Strategic Plan for the Implementing of a Learnership Programme

- Learnerships will be granted to HDSA learners.
- A system will be developed and implemented in order to monitor Corobrik Rietvlei and its relevant contractor's compliance in terms of its commitment to offer learnerships to its employees.
- The Learnership plan is set out below.

The following learnership plan gives an indication of the planned strategy to ensure further training of the employees of Corobrik Rietvlei. One learnership will be awarded each year.

Learnership Plan

Table 9: Internal Learnerships

Job Categories Required	Targets and Timelines										No. of People	Total Budget (R)
	2021		2022		2023		2024		2025			
	New intake	Cont.	New intake	Cont.	New intake	Co nt.	New intake	Cont.	New intake	Con t.		
Production Manager					1			1			1	144 000
Heavy Clay Technologist					2		2		2		6	54 000
Total Number					3		2	1	2		8	
Budget (R)			0		90 000		18 000	72 000	18 000			198 000

Table 10: External Learnerships

Job Categories Required	Targets and Timelines										No. of People	Total Budget (R)
	2021		2022		2023		2024		2025			
	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.		
Millwright		1	1			1	1			1	3	120000
Total Number		1	1			1	1			1	3	
Budget (R)		24000	24000			24000	24000			24000		120000

It can be confirmed that Corobrik Rietvlei is committed to ensure gender equality regarding the Learnership Plan.

2.6 Portable Skills (Annexure F)

The objectives of the Portable Skills Program are:

- To assist employees to find alternative work or start their own businesses in the event that their employment should be terminated as a result of operational restructuring or rationalisation.
- To offer employees an opportunity of exposure to training that will give them a portable skill.
- To empower employees and make them self-sufficient so that they do not fear the prospect of rationalisation.
- To improve the prospect of advancement of employees within Corobrik.

Strategic Plan for Potable Skills Training

Corobrik Rietvlei will focus on portable skills training for employees and the local community. The skills and training will be portable across sectors and will be both hard and soft skills. The envisaged focus areas include:

- Tractor driver.
- Basic workshop skills.
- Arc welding and gas cutting
- Plant and machinery maintenance.
- Vehicle and mobile machinery operation.
- Electrical techniques.
- Mechanical techniques.
- First aid.
- Firefighting.
- Building techniques (bricklaying and paving).
- Front-end loader driver.
- Computer skills.
- Forklift driver.

Table 11: Portable Skills Plan

Personnel Categories	Typical Skills	Time Period					Number of People	Cost per Person (Rand)	Budget (Rand)
		2021	2022	2023	2024	2025			
	Tractor driver.	2					2	1 600	3 200
	Sweeper	2					2	1 600	3 200
	Arc welding and gas cutting.				1				
	ISO Awareness Training	1					1	10000	10000
	ISO Awareness Training (HCS)	1					1	3000	3000
	Mechanical techniques.				2	2	4	In house	
	First aid	9	10	20	10	10	59	1800	106200
	Fire fighting	7	10	12		10	39	700	27300
	Building techniques (brick laying and paving).	1	1	1	1	1	5	1100	5500
	Front-end loader driver.								
	Forklift driver	9	5	5	3	3	25	768	19 200
	Water cart training								
Number of people		32	26	38	17	16	20		
Cost per year		48 512	29 940	49 340	21 404	28 404			177 600

It can be confirmed that Corobrik Rietvlei is committed to ensure gender equality regarding the Portable Skills Plan.

2.7 Hard to Fill Vacancies

Table 12: Hard to Fill Vacancies

Occupational Level	Job Title of Vacancy	Main reason for being unable to fill vacancy
Top Management.	See below.	
Senior Management.		
Professionally qualified and experienced specialists and mid-management.		
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents.		
Semi-skilled and discretionary decision making.		
Unskilled and defined decision making.		

Note: No hard to fill vacancies currently exist at the Corobrik Rietvlei Factory.

2.8 Career Progression Plan (Annexure G)

Career Progression Planning reflects a pool of employees that have been identified (from the talent pool) and developed, not only for their current roles, but for future potential roles that they can occupy. The purpose is to create readiness so that identified individuals can be able to occupy future potential roles. Opportunities are sought for employees at Rietvlei Factory who demonstrate a desire for

expanding their careers.

We strive to have generic career paths for all disciplines and work with individuals to develop a customised career path most suited to them. This is an on-going initiative, which we continue to refine.

Employees are encouraged to study/attend courses, which will enhance their current performance and create opportunities for career progression. Employees who demonstrate both interest and potential future development are placed on an intensive career progression path.

When a vacancy occurs, that job will be filled, preferably, by an internal applicant so as to satisfy the career development needs. Where there are no internal applicants, persons will be interviewed and selected for the job.

Employees will be placed in a job relevant to their education and practical abilities with reference to the levels or grade of job, i.e. task complexity etc.

Career Development Planning Process

The career planning process within Corobrik should be a two pronged approach.

1. Career path planning for the entire workforce

Each and every employee will have a career plan linked to the job they currently perform. Based on the motivation shown by the employee to develop themselves, they will be given the opportunity of obtaining the minimum requirements for the next stage of the career path e.g. inclusion on the ABET programme/assisted study bursary scheme/training programme.

2. Career planning for employees identified as having the potential to progress into the c band and above

Managers are to identify a group of employees assessed as having the potential to progress to C Band and above positions. The career path for each employee should be clearly mapped and these employees will be placed on relevant training programmes to fast track their advancement within the company. Each of these employees are to be assigned a mentor who will assist with the mentees development and will monitor their progress on an ongoing basis. Refer to attached Skills and Career Development Plan Working Document (Annexure F).

2.9 Mentorship Plan

A mentorship plan (Annexure H) exists in the Corobrik Rietvlei Factory whereby employees identified for various positions within the factory are placed under the mentorship of a more senior person whose role is to ensure that the employee gets maximum exposure to the job for whom she/he is being groomed. The mentor will gradually expose the employee to more responsibility and authority, ensuring that there is enough support to guide him/her through the process.

Corobrik focus largely on mentoring HDSA's in various positions in order to equip them with the skills necessary to fulfil their tasks effectively.

The mentorship plan links closely with the Career Development Plan and Skills Development Plan and the positions for which the employees are mentored are based on the organizational structure of the operation

Table 13: Mentorship Plan

Mentee Name	Gender	Race	Current Position	Position Mentored For	Mentor Name	Mentor Position
Lucian Nku	M	A	Assistant Factory Manager	Factory Manager	Jerry Tinye	Factory Manager
Johannes Mankgela	M	A	Assistant Factory Manager	Factory Manager	Jerry Tinye	Factory Manager
Ntobeko Mabasa	M	A	Production Manager	Assistant Factory Manager	Lucian Nku	Assistant Factory Manager
Vusi Mdebele	M	A	Production Manager	Assistant Factory Manager	Johannes Mankgela	Assistant Factory Manager
Mohale Ralethe	M	A	Trainee Artisan	Artisan Millwright	Sixtus Khatile	Millwright

2.10 Internship and Bursary Plan

See:

- Corobrik Policy: Bursary Scheme (Annexure I)
- Corobrik Policy: Study Assistance Bursary Scheme Annexure J)
- Bursary / Internship Policy Guidelines (Annexure K)

Internships

Corobrik recruit internship candidates for specific skills required at the operation.

Table 14: Internship – Specific Skills Programme

Job Categories Required	Targets and Timelines										No. of People	Total Budget (R)
	2021		2022		2023		2024		2025			
	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.		
Millwright							1			1	1	144000
Safety, Health & Environment	1		1			1					2	84000
Total Number	1		1			1	1			1	3	252000
Budget (R)	84000		84 000			84000	144 000			84000		480000

Bursary Schemes

Corobrik (Pty) limited has three bursary schemes, one of which is designed to assist with the development of its employees whereby they may apply for a bursary to embark upon a course/diploma/degree to enhance their qualifications within the field in which they are currently employed. The second scheme is designed to assist the children of employees whereby they may apply for a bursary to gain a tertiary qualification such as a degree/diploma. The third scheme is intended for the provision of bursaries/internship for disadvantaged members of communities surrounding the Corobrik Factories / quarries.

Corobrik Assisted Bursary Scheme

- Corobrik employees may apply to join the Corobrik Assisted Study Bursary Scheme whereby suitable candidates may embark on a tertiary qualification in a field closely aligned to their current job. The number and value of bursaries awarded to employees each year will vary according to the number of applicants and the institutions to be attended.
- Children of employees may apply for a bursary to gain a tertiary qualification such as a degree/diploma. This scheme provides for allocation of bursaries based purely on merit and a further allocation of bursaries reserved purely for previously disadvantaged candidates each year. Existing bursars will continue receiving bursaries each year for the duration of their courses while new bursaries are awarded. This scheme applies to the whole of Corobrik and not specifically to any one factory. The number of bursaries awarded to employees' children from a specific factory would, therefore, vary each year depending on the merit of the applications
- Corobrik offers Post-Matriculation Bursaries (Bursary Scheme) to members of the community to enable them to study towards a qualification at an accredited tertiary institution. The successful candidate will receive a bursary each year for the duration of their chosen course e.g. BSc, BComm, BEng.

Corobrik will focus on providing bursaries for the manufacturing fields relevant to the needs of Corobrik, namely the production and engineering disciplines, in order to provide learners an opportunity for permanent employment within the Company after completion of their studies.

Table 15: Bursary Plan – Internal

	Year										Number of People	Cost per Person (Rand)	Budget (Rand)
	2021		2022		2023		2024		2025				
	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.			
Number of Bursars	1	0	0	1	0	1	0	1	0	1	1	44000	
Area of learning	Diploma Operational management												
Cost per year	44 000	0	0	44000	0	44 000	0	44000	0	44000		44000	220 000

Table16: Bursary Plan – External

2.11 Employment Equity Plan

	Year										Number of People	Cost per Person (Rand)	Budget (Rand)
	2021		2022		2023		2024		2025				
	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.	New intake	Cont.			
Number of Bursars	1	0	0	1	0	1	0	1	0	1	1	44000	
Area of learning	Trade test Millwright												
Cost per year	44 000	0	0	44000	0	44 000	0	44000	0	44000		44000	220 000

Overview

The objective of the Employment Equity Policy (Annexure M) is to achieve equity in the workplace through the elimination of unfair discrimination and the implementation of Affirmative Action strategies.

It is Company policy to offer equal employment opportunity and development to all persons without regard to race, creed, colour, disability or gender. It is also accepted that, until a more equitable situation is reached, focused attention be given to designated groups so that they may be able to take advantage of opportunities offered to all employees. Although the Company will actively pursue the development and advancement of all designated groups, the greatest emphasis will be on African people because they have been disadvantaged to a greater extent than any of the other groups and they form the vast majority of the population in this country.

Employment Equity Strategies

The following Employment Equity strategies will be employed:

- Corobrik’s aim is that the mix of employees at all levels should reflect a substantial percentage of people from designated groups.
- Employment Equity will be a regular agenda item for the Management Board and Executive Board meetings and the Managing Director or his appointee will be accountable for Employment Equity within the Company
- In pursuing targets for designated groups the greatest emphasis will be on HDSA people. Consequently HDSA’s will be considered as a first option for recruitment and promotion until such time as these targets have been achieved.
- The Company will consult with representative trade unions and / or nominated employee representatives regarding Employment Equity matters relevant to the respective employee constituencies.
- The Company will have an Employment Equity Plan with set targets. The nature of the targets and plan may vary depending upon the geographic location of operations and the demographic profile of the general population in the different regions concerned, as well as the availability of the specific competencies required.

Table 17: Annual HDSA Progressive Targets

Occupation Level	2021	Target	2022	Target	2023	Target	2024	Target	2025	Target
Executive Management (Corobrik Board)	54%	40%	54%	40%	54%	40%	54%	40%	54%	40%
Senior Management (Corobrik Exco)	30%	40%	33%	40%	37%	40%	44%	40%	50%	40%
Middle Management	60%	40%	60%	40%	60%	40%	60%	40%	60%	40%
Junior Management	80%	40%	80%	40%	80%	40%	80%	40%	80%	40%
Core Skills	70%	35%	70%	35%	70%	35%	70%	35%	70%	35%

A strategic analysis of employment equity at the Corobrik Rietvlei Factory is presented in Form S

Table 18: Current Employment Equity

Occupational Level	African		Coloured		Indian		White		Total HDSA at Different Levels	Total Employees at Different Levels	Percentage HDSA at Different Levels
	Male	Female	Male	Female	Male	Female	Male	Female			
Top Management (Board)	1				1		4		6		66%
Senior Management (Exco Members)	1	1			1	1	5		9		55%
Middle Management ('Managers' at factory)	6								6		100%
Junior Management (Supervisors)	1	2					1	1	5		20%
Core Skills (Artisans, operators)	58	21					3		82		25%
TOTALS	67	24			2	1	13	1	108		19%

Table 19: FORM S

Occupational Levels	Male				Female				Total	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top Management (Board)	1		1	4					6		
Senior Management (Exco)	1		1	5	1		1		9		
Middle Management	6								6		
Junior Management	1			1	2			1	5		
Core Skills	55			3	21				79		
Total Permanent											
Non Permanent Employees	3								3		

Table 20: Employment Equity Plan: 10% Women in Mining at the Operation

Description	Period				
	2021	2022	2023	2024	2025
Women employed at the mine / operation	30	30	44	40	30
Total Employees	103	103	112	103	103
% Women employed at the mine / operation	29%	29%	39%	36%	27%

SECTION 3: LOCAL ECONOMIC DEVELOPMENT PROGRAMME

3.1 Social and Economic Background of the Area

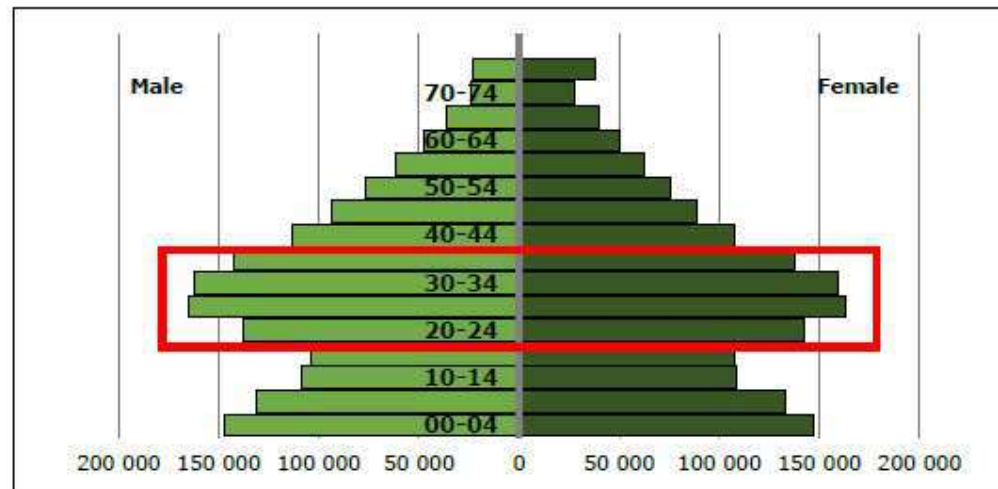
The following information, applicable to the operation, has been taken from the Tshwane Metropolitan Municipality Integrated Development Plan.

Demographic Analysis

According to the 2016 Community Survey, the City of Tshwane has an estimated population of 3 275 152, up 353 664 people from 2 921 488 in the 2011 census.

KEY STATISTICS	2016 Community Survey Statistic	2011 Census Statistic
Population	3 275 152	2 921 488
Age Structure		
Population under 15	25.70%	23.20%
Population 15 to 64	69.00%	71.90%
Population over 65	5.40%	4.90%
Dependency Ratio		
Per 100 (15-64)	45	39
Sex Ratio		
Males per 100 females	98.5	99
Population Growth		
Per annum	2.60%	n/a
Labour Market		
Unemployment rate (official)	n/a	24.20%
Youth unemployment rate (official) 15-34	n/a	32.60%
Education (aged 20 +)		
No schooling	4.50%	4.20%

Matric	38.50%	34.00%
Higher education	19.80%	23.40%
Household Dynamics		
Households	1 136 877	911 536
Average household size	2.9	3
Female headed households	37.50%	35.80%
Formal dwellings	82.60%	80.70%
Housing owned	62.20%	52.00%
Household Services		
Flush toilet connected to sewerage	77.20%	76.60%
Weekly refuse removal	79.40%	80.70%
Piped water inside dwelling	62.10%	64.20%
Electricity for lighting	91.80%	88.60%



Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015

Figure 2: Population Structure

The above figure indicates Tshwane’s population pyramid for 2020 and as indicated in the figure, there is an apparent youth bulge in Tshwane. This is likely due to the large student population in Tshwane primarily because of the large concentration of institutions of higher learning. Approximately 61 percent of Tshwane’s population is younger than 35. The youth population accounts for 36 percent of Tshwane’s total population and senior residents (65+ age group) only account for approximately 6 percent of the total population.

Employment Analysis

The figure below indicates total employment in Tshwane disaggregated by economic sectors over the period 2011 - 2020 period. As indicated in the figure, the community services sector, the finance sector and trade sector are the largest contributors to employment in Tshwane over the 2011 and 2020 period, contributing approximately 24 percent, 22 percent and 20 percent in 2020 respectively. On the contrary is the mining sector (3 percent in 2020) and the agriculture sector (1 percent in 2020) which appear to be the least employment contributors, i.e. 3 percent and 1 percent contribution in 2020 respectively.

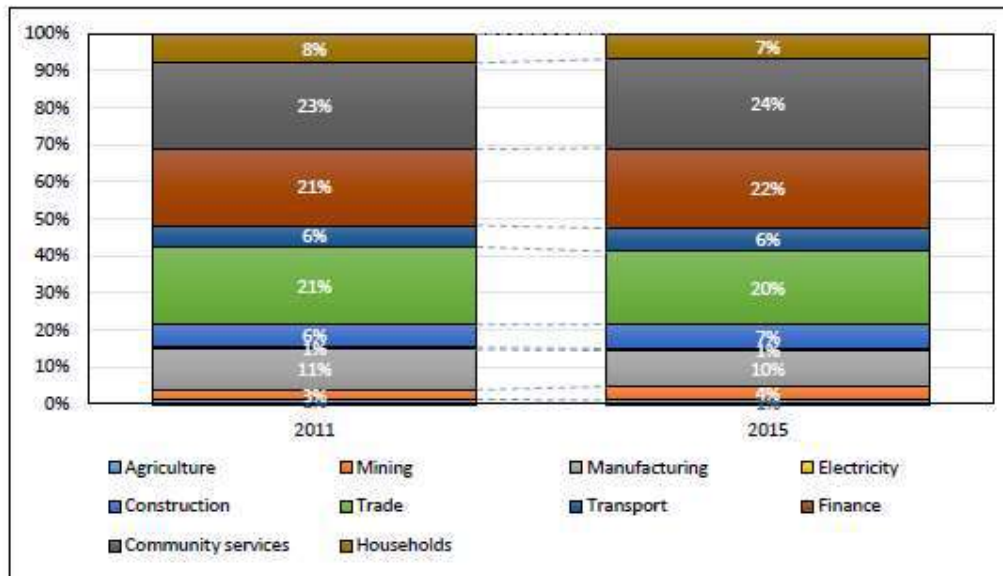
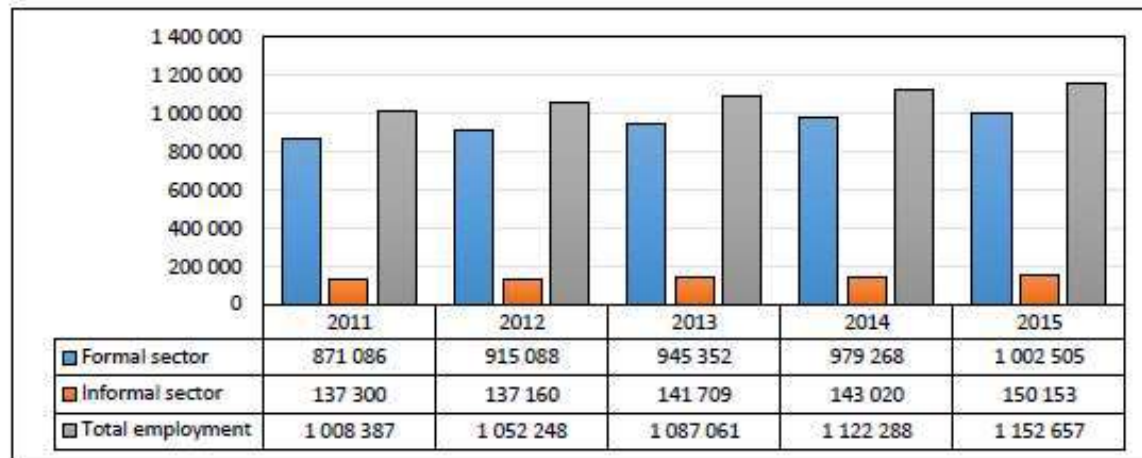


Figure 3: Employment Structure

Formal and Informal Employment

The figure above indicates the total employment in Tshwane disaggregated by the formal or informal sector. As indicated in the figure, employment (in absolute terms) across both sectors in Tshwane has been steadily increasing over the 2011-2020 period. In 2011, the total number of individuals employed in Tshwane were approximately 1 008 387 and increased to 1 152 657 in 2020. As one would expect, formal sector employment contributes the largest share to total employment in Tshwane. Formal sector employment in Tshwane grew from 871 086 in 2011 to 1 002 505 in 2020 and informal sector employment grew from 137 300 in 2011 to 150 153 in 2020.



Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015

Figure 4: Employment in Tshwane by formal and informal sector

Unemployment

The below figure indicates the unemployment rate and the number of unemployed persons in actual terms in Tshwane over the 2011 -2020. It can be noted from the figure that the unemployment rate in Tshwane improved from 23.3 percent in 2011 to 22.3 percent in 2020. This represents a decline from approximately 313 737 unemployed people in 2011 to approximately 337 629 unemployed people in 2020.



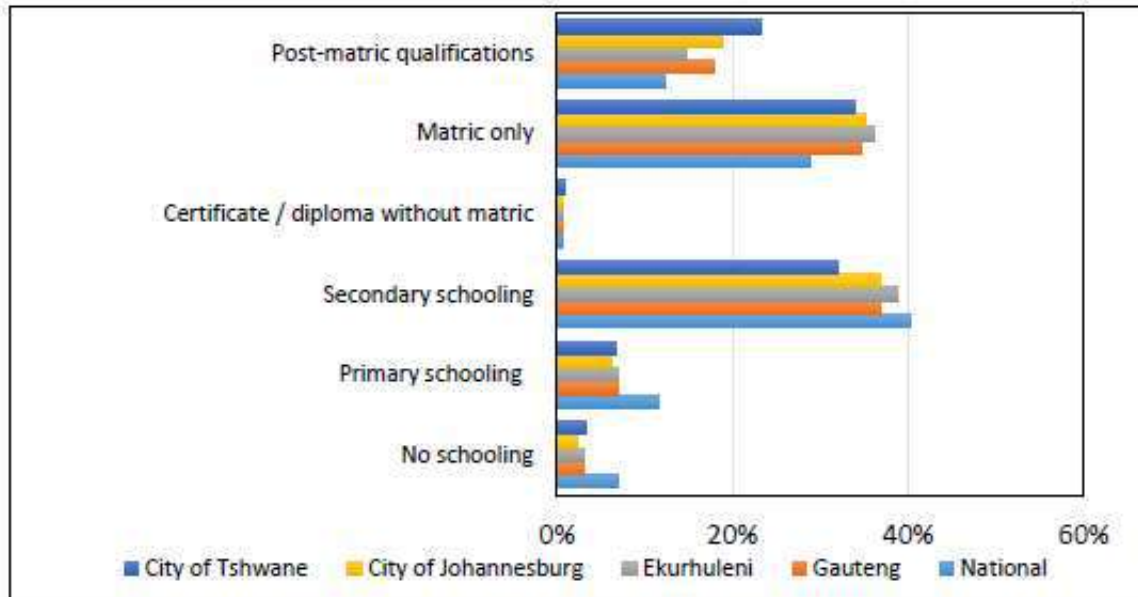
Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015

Figure 5: Unemployment Structure

Education Analysis

Tshwane being South Africa's Capital City with the largest concentration of higher education institutions in the country, boosts the highest percentage of persons (20 years or older) with post-matric qualifications (approximately 23 percent in 2020) in comparison with the national average (approximately 12 percent), Gauteng (approximately 18 percent), Johannesburg (approximately 19 percent) and Ekurhuleni (approximately 15 percent), refer to below. The percentage of persons (20 years or older) with no schooling or with some primary schooling was estimated at 10 percent in 2020, i.e. 215 677 persons.

The following figures and information give an overview of the progress made in education levels per administrative region in the City from 2011 - 2020.



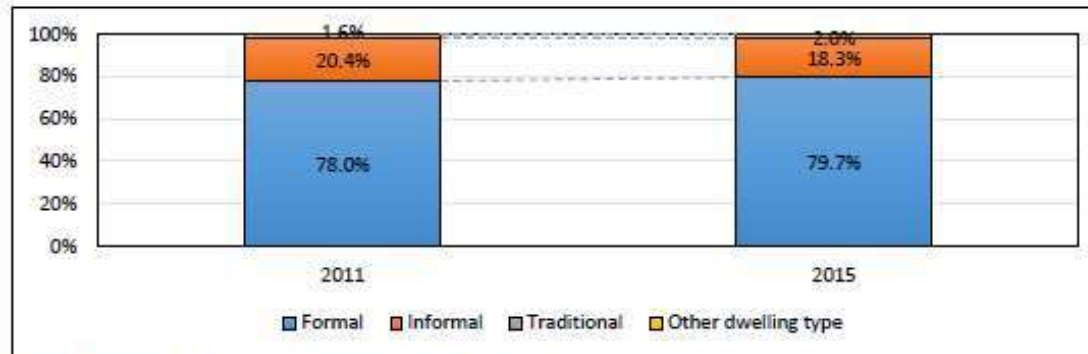
Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015

Figure 6: Highest levels of schooling for the population aged 20 years and older in Tshwane, 2015

Municipal Services

Human Settlements and Basic Services

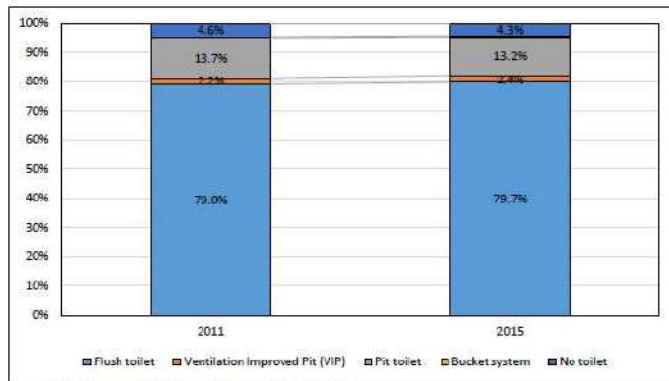
The figure below indicates households in Tshwane by type of dwelling over the 2011 and 2020 period. As indicated in the figure, approximately 78 percent of the households in Tshwane were occupying formal dwellings in 2011 and this has improved to 79.7 percent in 2020, 20.4 percent of the households in Tshwane were occupying informal dwellings in 2011 and this has improved to 18.3 percent in 2020. Traditional and other types of dwelling accounted for less than 2 percent in 2020.



Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015³

Figure 7: Households in Tshwane by type of dwelling

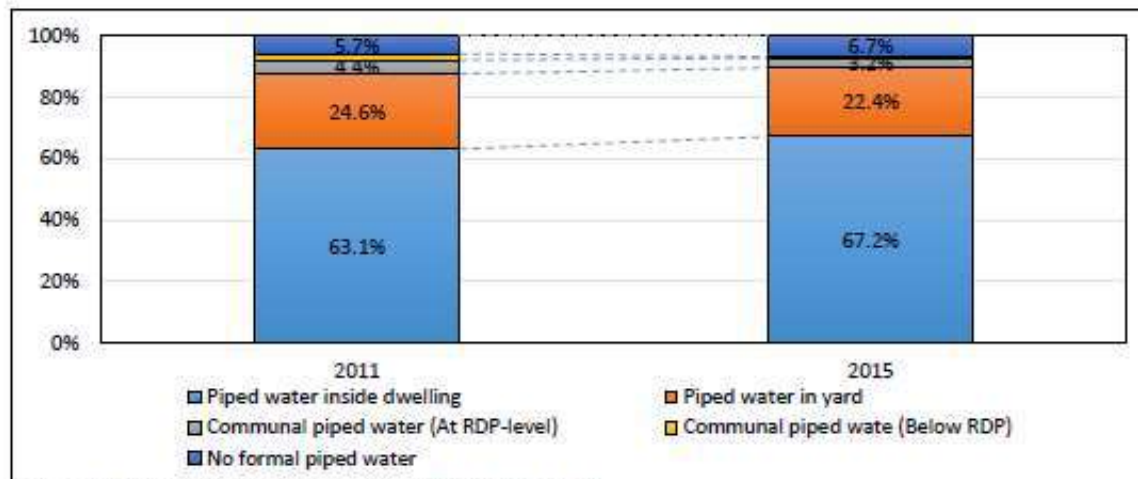
The figure below indicates households in Tshwane by the type of the toilet facility that is accessible to households over the 2011 and 2020 period. As indicated in the figure, the percentage of households with a flush toilet in Tshwane has slightly increased from 79 percent in 2011 to 80 percent 2020, the percentage of households with a ventilation improved pit (VIP) slightly increased from 2.2 percent in 2011 to 2.4 percent in 2020, the percentage of households with pit toilets declined from 13.7 percent in 2011 to 13.2 percent 2020 and the percentage of households utilising the bucket system or that have no toilet facilities declined from 5.0 percent in 2011 to 4.7 percent in 2020



Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015

Figure 8: Households in Tshwane by type of toilet facilities

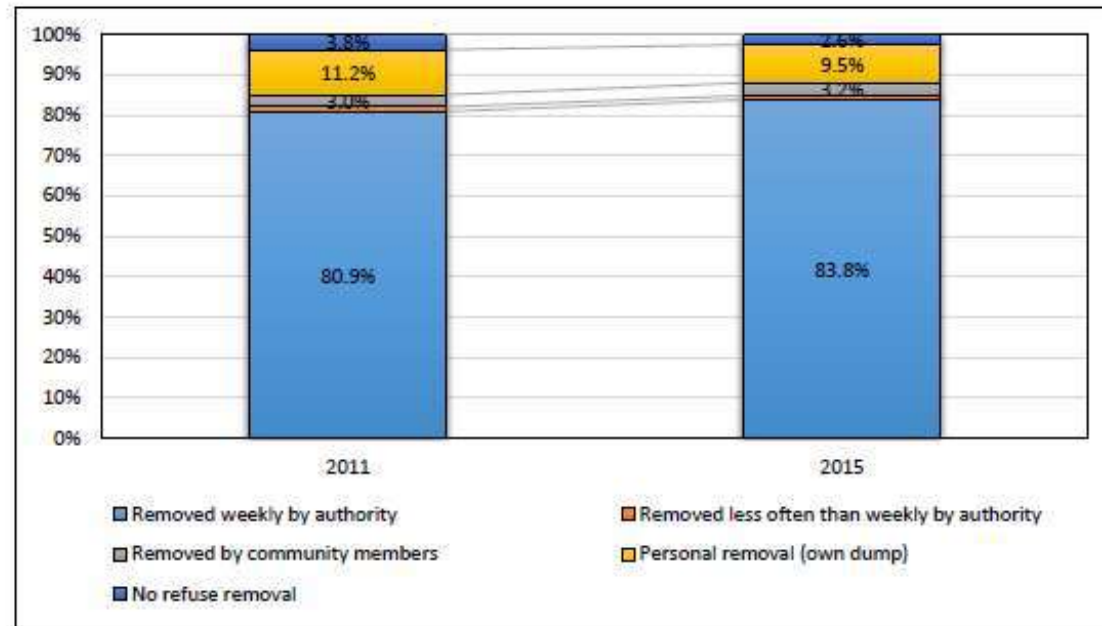
The figure below indicates households in Tshwane by water access level (i.e. the available water infrastructure utilised by households in proportion to the total number of households in Tshwane). As indicated in the figure, the percentage of households in Tshwane with access to piped water inside dwelling has increased from 63.1 percent in 2011 to 67.2 percent in 2020, the percentage of households with access to piped water in yard has declined from 24.6 percent in 2011 to 22.4 percent, the percentage of households with access to communal piped water at RDP level has declined from 4.4 percent in 2011 to 3.2 percent in 2020, the percentage of households with access to communal piped water below RDP level has declined from 2.1 percent in 2011 to 0.5 percent in 2020, and the percentage of households with no access to formal piped water increased from 5.7 percent in 2011 to 6.7 percent in 2020.



Source: IHS Global Insight, Regional Explorer 1029 (2.5w), 2015⁴

Figure 9: Households in Tshwane by water access level

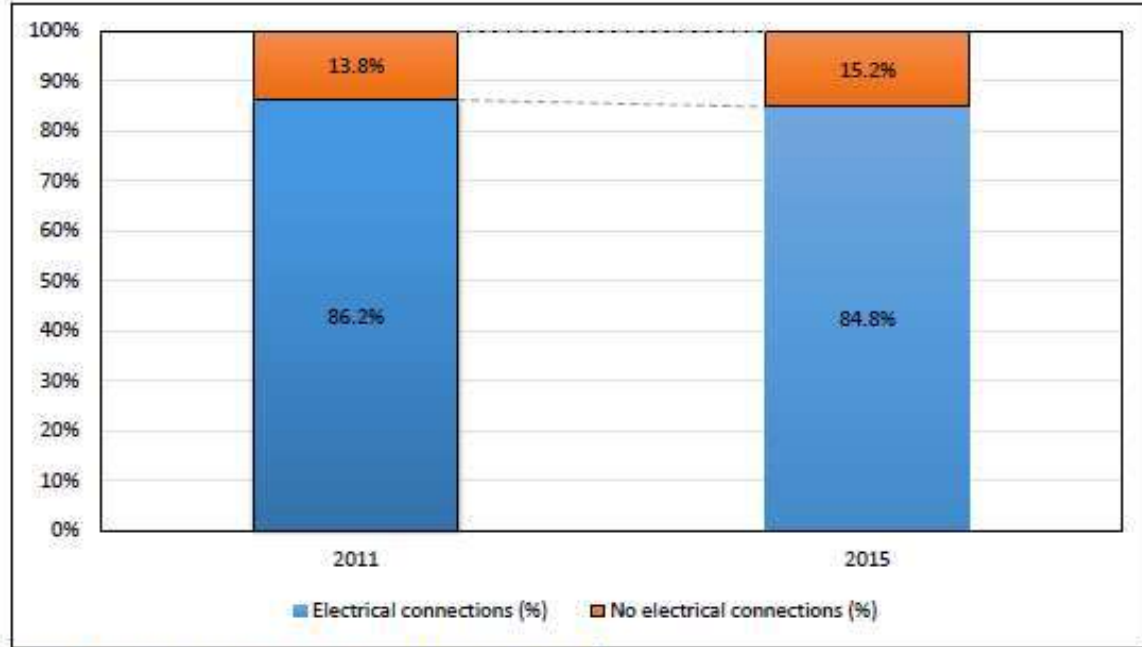
The figure below indicates households in Tshwane by the type of refuse removal service accessed over the 2011 – 2020 period. As indicated in the figure, the percentage of households in Tshwane with access to refuse removal service by the City on a weekly basis increased from 80.9 percent in 2011 to 83.8 percent in 2020, the percentage of households with access to refuse removal service by the City for less often than weekly declined from 1.2 percent in 2011 to 1.0 percent in 2020, the percentage of households with access to refuse removal service by community members increased from 3.0 percent in 2011 to 3.2 percent in 2020, the percentage of households utilising personal refuse removal efforts (own dump) decreased from 11.2 percent in 2011 to 9.5 percent in 2020 and the percentage of households with no access to refuse removal services declined from 3.8 percent in 2011 to 2.6 percent in 2020.



Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015

Figure 10: Households in Tshwane by refuse removal service

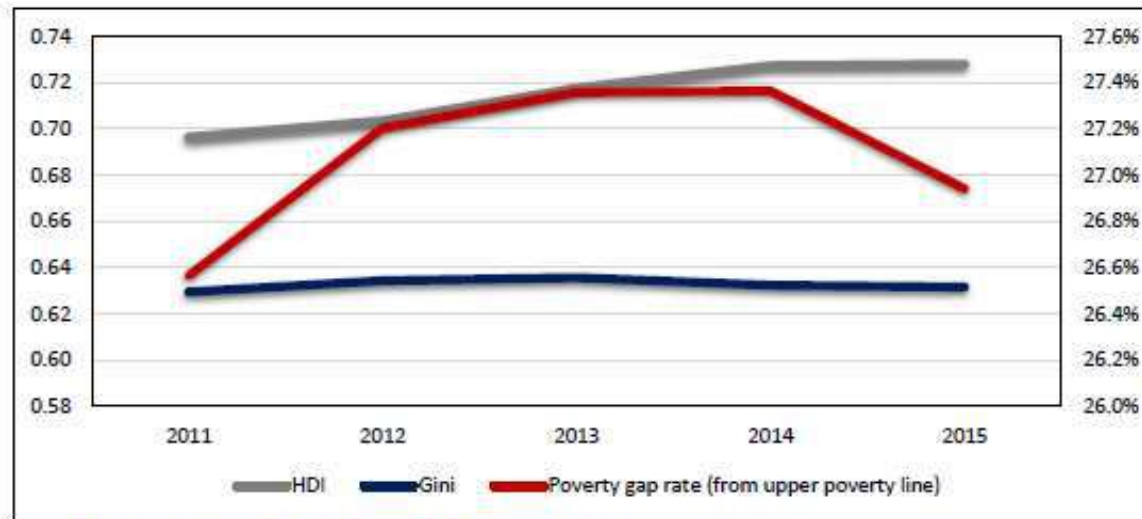
The figure below indicates the percentage share of households with electrical connections in Tshwane. As indicated in the figure, in 2011, approximately 73.2 percent of the households were connected to electricity and this percentage share has since declined to approximately 69.2 percent in 2020. This decline can be attributed to that the total number of households occupying formal dwelling units over the 2011 -2020 period increased by approximately 7 percent compared with an increase of approximately 36 percent for households occupying informal dwelling units in Tshwane.



Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015⁵

Figure 11: Households in Tshwane with electrical connections

Welfare indicators



Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015

Figure 12: Performance of welfare indicators (HDI, Gini coefficient and poverty gap rate) in Tshwane

The above figure, indicates the performance of social welfare indicators (Human development index, Gini coefficient and the Poverty gap rate) relating to Tshwane for the period 2011– 2020. The Human Development Index (HDI) is a composite relative index used to compare human development across population groups or regions. HDI is the combination of three basic dimensions of human development which are: long and healthy life; knowledge and a decent standard of living. Tshwane HDI improved from 0.70 in 2011 to 0.73 in 2020.

The Gini coefficient is a summary statistic of income inequality, which varies from 0 to 1. If the Gini coefficient is equal to zero it means that incomes are distributed in a perfectly equal manner, indicating a low variance between high and low income earners in the population. If the Gini coefficient is

equal to one, income is completely inequitable, with one individual in the population earning income, whilst everyone else earns nothing. The Tshwane Gini coefficient has remained unchanged over the 2011 -2020 period at 0.63.

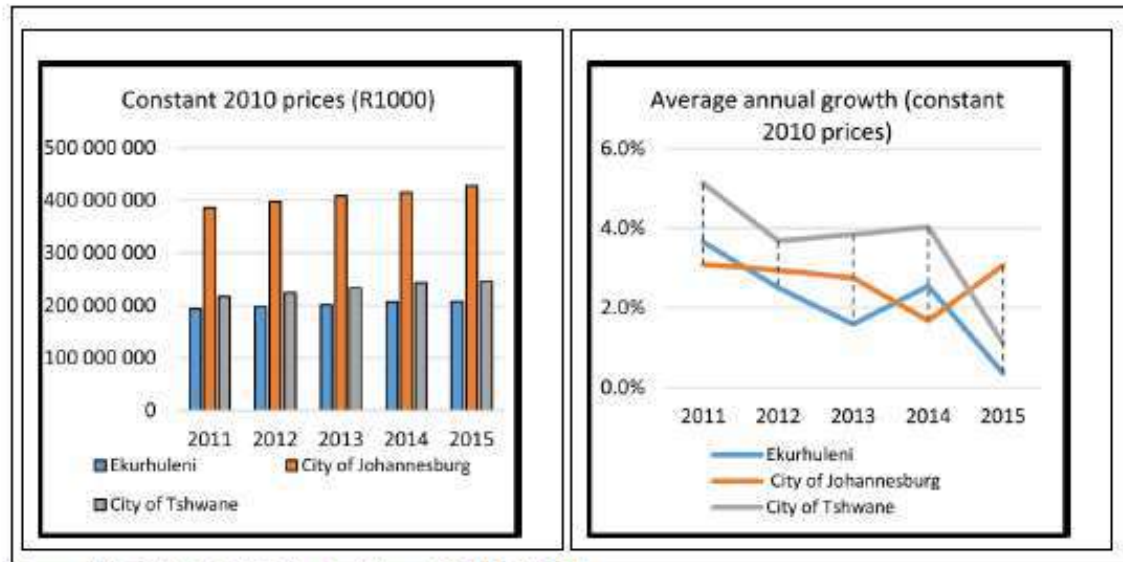
The poverty gap rate is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA6. As indicated in the figure, the poverty gap rate has worsened from 26.6 percent in 2011 to 26.9 percent in 2020.

Economic Analysis

3.2 Key economic activities (Regulation 46 (c) (ii))

The structure of the City of Tshwane's economy is dominated by five sectors:

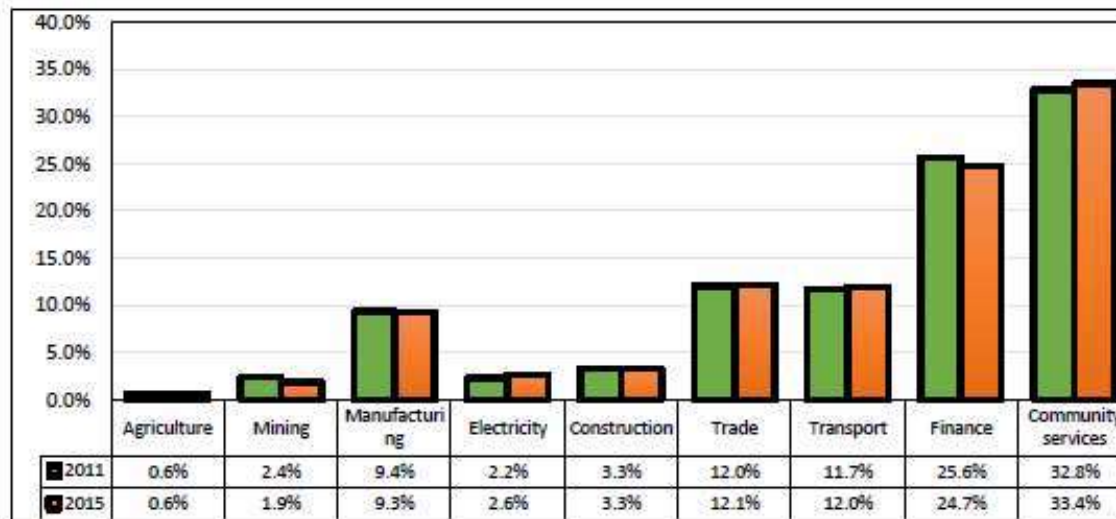
- community services
- finance
- trade
- transport
- Manufacturing



Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015

Figure 13: Economic overview – GVA and GVA growth

The City of Tshwane is the second-biggest in Gauteng in terms of gross value added by region, with an estimated GVA-R (constant prices) of R246 billion in 2020. The City of Tshwane contributed 25 percent to the provincial economy and 9 percent of South Africa’s economic output in 2020. Furthermore, the economic output of Tshwane has expanded at an annual average of 4 percent per annum over the last five years, outstripping the national GDP growth average over the 2011 – 2020 period. Overall, Tshwane’s average annual growth has been well above Ekurhuleni and the City of Johannesburg over 2011 – 2014 period. However, as indicated in the figure above the City of Johannesburg managed to surpass Tshwane by as much as 1.9 percentage points in 2020.



Source: IHS Global Insight, Regional eXplorer 1029 (2.5w), 2015

Figure 14: Tshwane's GVA-R sectorial composition

The above figure indicates the sectorial composition of Tshwane's GVA-R over the 2011 and 2020 period. As indicated in the figure, Tshwane has a large government sector (community services), the sector's estimated contribution to Tshwane's gross value added (GVA) in 2020 is at 33.4 percent up from 32.8 percent in 2011. This is consistent with the fact that Tshwane is government's administrative capital. Furthermore, other major contributors to Tshwane's GVA in 2020 are as follows;

- Finance sector (contributed approximately 24.7 percent in 2020 slightly down from 25.6 percent in 2011);
- Trade sector (contributed approximately 12.1 percent in 2020 slightly up from 12.0 percent in 2011);
- Transport sector (contributed approximately 12.0 percent in 2020 slightly up from 11.7 percent in 2011); and
- Manufacturing sector (contributed approximately 9.3 percent in 2020 slightly down from 9.4 percent in 2011).

3.3 Names of Other Mining Companies in Area

Table 21: Other Mining Companies in Area

Name of Mining Company	Commodity
Nova Brick	Clay
Silica Quartz	Silica
Apollo Brick	Clay

3.4 Negative Impact of the Mining Operation

There are no perceived negative impacts associated with Rietvlei mining operations as quarrying will only be carried out at the site for about 3-4 months a year. The quarried material will be taken to the Corobrik Rietvlei Factory for processing.

Table 22: Negative Impacts of Mining Operation

Negative Impact of Operation	Yes	No	Mitigation Plan
Relocation of people		√	No relocation anticipated
Exhumation of graves		√	No exhumation of graves anticipated.
Influx of people		√	Existing Mining area, no population influx anticipated.

3.5 Infrastructure and Poverty Eradication Projects in Line with IDP (Regulation 46 (c) iv)

See Corobrik Policy: Donations Annexure N

Table 23: Priority needs of the area

Transformation Areas	Where we are: 2016	Where we will be: 2030
Spatial Transformation	Mono-functional neighbourhood with limited economic and social opportunities	Accessible, livable settlements where people can live, work and play
Economic Transformation	Administrative inefficiencies which created barrier to access jobs and investment opportunities	A highly productive economy based on entrepreneurship, innovation and which is diversified and is accessible to all willing actors
Institutional Transformation	Non-collaborative institution with a clear divide between city government and external stakeholders	A highly integrated delivery focused institution which collaborates with stakeholders and is innovative
Human Potential Transformation	A society riddled with division, poverty, inequality and social ills	Cross-pollination of cultures, ideas and access to opportunities and livelihood
Ecological Transformation	Carbon-intensive economy, unsustainable management of the natural environment	Diverse energy sources, protection of ecological heritage

3.6 Development Projects

Corobrik will endeavour, in conjunction with the Municipality and communities, to identify suitable and sustainable project/s that provide economic activities for job creation and that add economic value to the community beyond the life of the mine.

The Local Economic Development Project is applicable to the Corobrik Rietvlei Factory as

Table 24: Infrastructure Development

PROJECT NAME	Unity Secondary School Classrooms		FOCUS AREA	Infrastructure development						
BACKGROUND	<p>The school was established due to the need to accommodate a series of learners who were not enrolled in the local schools. Most of the learners were activists and teenage mothers who dropped out from school. Part of the group were exiles and former guerrillas (Freedom Fighters) from all political formations and background the school was the established and forcefully registered by community leaders. All political parties with differing ideologies were united and stood firm together in the project, therefore naming the school UNITY. The mission and vision of the school is to prepare its learners to become independent thinkers, who will contribute positively to society. To ready the learners for global competence and co-operative life-long learning through cultivating sustainable culture of excellence in all spheres of education.</p>									
Gauteng	RESPONSIBILITY	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	VILLAGE NAME	TIMEFRAME					TOTAL BUDGET
	Corobrik Midrand, Springs & Rietvlei (cost to be split equally).	City of Ekurhuleni Metro	City of Ekurhuleni Metro	Daveyton	2021	2022	2023	2024	2025	
OUTPUT	KEY PERFORMANCE AREA		KEY PERFORMANCE INDICATOR		0	0	0	125 000	125 000	250 000
	Furnished with table, chairs, white board and teacher table and chair.		Expansion of classrooms							
			Basic Education Development							
CLASSIFICATION OF JOBS	MALE ADULTS	FEMALE ADULTS	MALE YOUTH	FEMALE YOUTH	TOTAL	COMMENTS				
SHORT TERM	0	0	5	4	9					
MEDIUM TERM	0	0	0	0	0					
LONG TERM	0	0	0	0	0					
COMPLETION AND EXIT STRATEGY OUTLINE OF BENEFICIARIES	+/- 120 learners and teachers at the Unity Secondary School									

this is the income generating base for the operation.

Table 6: Infrastructure Development

3.7 Section 46 (c) (iv): Housing and Living Conditions Housing (Annexure O)

3.7.1 Current Housing Arrangements

The Majority of the workforce is housed in Gauteng in their own private dwellings. The company accepts its responsibility to promote home ownership among employees in accordance with the stipulation of the Mineral and Petroleum Resources Development Act and Mining Charter.

Corobrik believes that is important for its Employees to be Home Owners in the place where they reside. This is done by the Company facilitating assistance to employees to build and/or alter their homes in the following manner.

The main strategy is to encourage home ownership among our employees. In pursuit of this goal, the company provides the following:

- **Housing Microloans**

In agreement with ABSA, employees are able to obtain loans from R3, 000.00 to a maximum of R30, 000.00 by using the Pension or Provident Fund credits as a collateral. The Company contributes at least an equal or greater portion of the employees' contribution to both Funds on a monthly basis. The Company has negotiated a preferential interest rate on the loans so as to make the repayments affordable.

- **Staff Purchases of Company Products (Annexure P)**

The Company provides employees with a staff discount on all the products manufactured by the Company. In addition to this, the employees are allowed to pay for the products they have purchased over a period of up to 12 months. This is intended to make it easy for employees to repay without unnecessary strain on their financial resources.

- **Loans and Advances**

The Company further provides employees with loans, which are advanced against their wages/salaries if they are not able to access finance via the aforementioned banks. The Company takes into account the employees' ability to survive from the balance of their earnings and also whether there are sufficient funds in their Retirement Funds.

3.7.1 Current status of households within the community

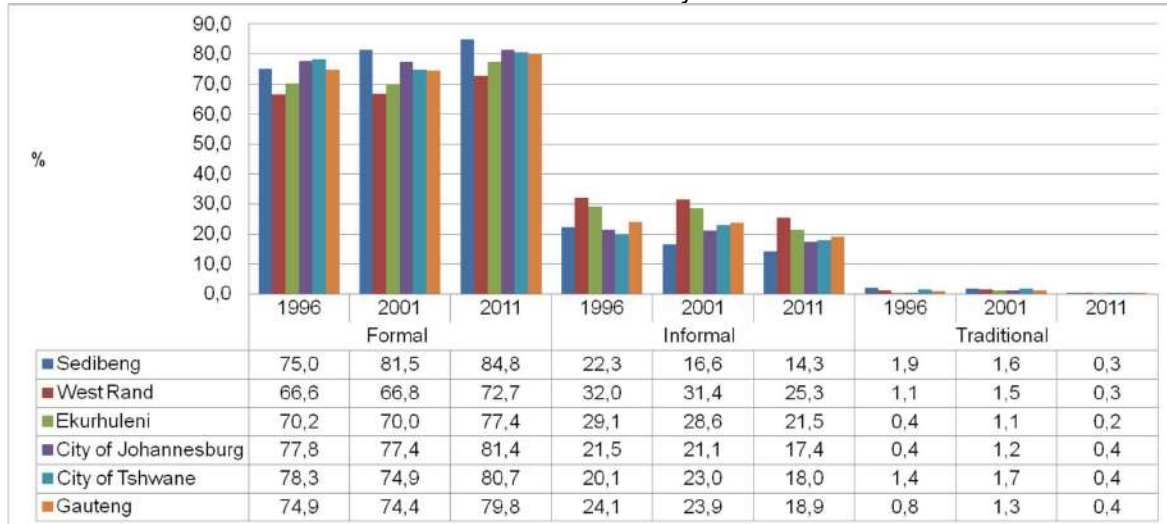


Figure 15: Housing

3.7.1 Municipalities Strategy to address housing

Table 25: Key Focus Area

KEY FOCUS AREA	STATUS QUO	OUTCOME
Human Settlements	<ul style="list-style-type: none"> •Eradication of informal settlements •Support of transit-oriented development through densification and compaction practices which is supported by the relevant infrastructure; •Promoting access to a wide variety of housing typologies which meets the demand for the diverse citizens. Emphasis will be placed on promoting social housing within proximity to economic centres and functional public transport routes. The 2030 target is that 80% of housing developments should be within existing or planned economic centres; •Respond to build environment service delivery standards for the disabled and other marginalised; •Improve pedestrian mobility within the inner city and other active nodal developments 	All people in Tshwane to be housed in integrated and functional sustainable human settlements

3.8 Section 46 (c) (v): Measures to address nutrition

See:

- Corobrik Policy: HIV and AIDS (**Annexure Q**)
- Corobrik Policy: Medical Aid (**Annexure R**)
- Corobrik Policy: Work Related Accidents and Diseases (**Annexure S**)
- Corobrik Policy: Disability Management (**Annexure T**)

Corobrik does not operate a nutrition programme as there is no hostel arrangement. Employees provide their own food and nutrition; to date nutrition levels are adequate. Corobrik has invested in an in-house employee wellness programmes which include HIV/AIDS awareness education and TB & Nutrition sessions which is facilitated for all employees.

The following procedures are carried out at the factory by an Occupational Health Nurse Practitioner (full time basis) and an Occupational Health Medical Practitioner (contract basis):

- Pre-placement Medical Examination. This is required by the Mine Health and Safety Act 29 of 1996 and Corobrik’s Code of Practice for Fitness to Perform Work.
- Routine Annual Medical Examinations. These incorporate evaluating employee health in terms of occupational exposures e.g. lung function tests for dust exposure, hearing tests for noise exposure.
- Exit Medical Examination.
- Risk Health Assessments. These are carried out to identify exposures and to assess the extent of the exposures to employees. These assessments are performed in conjunction with Hygiene Survey Reports, which are provided by a hygienist contracted to Corobrik.
- Primary Health Care. Service offered to all employees.
- Voluntary Counselling and Testing (VCT) for HIV.
- Treatment of work related accidents and diseases.

3.9 Procurement Progression Plan

- Table below provides Form T, the progression procurement plan. Corobrik targets to procure the prescribed targets in the Broad-Based Socio-Economic Empowerment Charter.

Corobrik Policy: Black Economic Empowerment (**Annexure U**).

Black Economic Empowerment – Preferential Procurement Guidelines (**Annexure V**).

Table 26: Form T

	Targets				
	Years				
	2021	2022	2023	2024	2025
Procurement of Capital Goods	40%	40%	40%	40%	40%
Procurement of Services	60%	60%	65%	65%	70%
Procurement of Consumables	40%	40%	50%	50%	60%

SECTION 4. PROCESS PERTAINING TO MANAGEMENT AND DOWNSCALING AND RETRENCHMENT SECTION 46 (d):

The Processes Pertaining to Management of Downscaling and Retrenchment (Annexure W) is applicable to the Corobrik Rietvlei Factory as this is the employee base for the operation.

4.1 The Establishment of the Future Forum: Regulation 46 (d) (i)

Table 27: Future Forum

Date of Establishment	Future Forum Meetings
August 2009	Quarterly

The Future Forum will comprise of management and members of the workforce and / or their representative body.

Objectives of the Future Forum (Annexure X)

- To promote discussion between the Company and Employees or their representatives and 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.
- To jointly debate potential solutions to job losses and retrenchments taking account of the viability and operational requirements of the Company.
- 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.
- To initiate turnaround and/or redeployment or other appropriate strategies to prevent job losses whilst promoting business competitiveness and viability.
- To jointly structure and implement solutions to prevent job losses and retrenchments.
- To do all such other things that are incidental and conducive to the attainment of the foregoing objectives.

Powers of the Future Forum

- The Future Forum shall receive regular reports in respect of the overall financial status and other early warning signals of the Company.
- The Future Forum shall explore turnaround and/or redeployment strategies to prevent and/or minimize retrenchment and its impact.
- The Future Forum shall seek services under the national Social Plan to provide and procure technical or advisory services to the respective parties, where required, until an acceptable redeployment strategy and implementation approach has been agreed upon.
- The strategies adopted and/or recommended by the Future Forum must not negatively impact on the long-term viability or operational requirements of the Company, nor on the independent decisions of any of the Future Forum's participating parties.
- The Future Forum shall consult with the Employer and the Employees in respect of fair retrenchment procedures, counselling processes and developing strategies to reduce job losses.
- The Future Forum shall seek assistance from the national Social Plan to promote and upgrade the affected employees' skills.

4.2 Mechanisms to Save Jobs and Avoid Job Losses

The abovementioned forum will address mechanisms to save jobs and avoid job losses.

The forum will:

- Jointly debate potential solutions to job losses and retrenchments taking account of the viability and operational requirements of the Company.

- 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.
- Initiate turnaround and / or redeployment or other strategies to prevent job losses whilst promoting business competitiveness and viability.
- Jointly structure and implement solutions to prevent job losses and retrenchments.

Consultations

The required consultation process is part of the forums functions. The forum will consult with the Employer and Employees in respect of fair retrenchment procedures, counselling processes and developing strategies to prevent and reduce job losses.

Implementing Section 189 of the Labour Relations Act, 1995

The provisions of Section 189 of the abovementioned Act will be adhered to should the circumstances arise.

Notification to the Minerals and Mining Development Board (the Board)

Due notification will be given to the Minerals and Mining Development Board in terms of Section 52(1)(a) of the Mineral and Petroleum Resources Development Act, 2002.

Complying with Ministerial Directive

The company will comply with a Ministerial directive in terms of Section 52(3) of the Mineral and Petroleum Resources Development Act, 2002.

4.3 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided

The forum will:

- Jointly explore turnaround and / or redeployment strategies to prevent and / or minimize retrenchment and its impact.
- Consult with the Employer and Employees in respect of fair retrenchment procedures, counselling processes and developing strategies to reduce job losses.
- Seek assistance from the National Social Plan to promote and upgrade the affected employees skill.

Consultations

The consultation process in terms of Section 52(1) of the MPRDA, 2002 will be carried out within the forum, as the forum comprises both unions and management representatives.

Implementing Section 189 of the Labour Relations Act, 1995

The provisions of Section 189 of the Labour Relations Act, 1995 regarding dismissals based on operational requirements will be adhered to should the circumstances arise.

Notification to the Minerals and Mining Development Board

Due notification will be given to the Minerals and Mining Development Board in terms of Section 52(1)(b) of the Mineral and Petroleum Resources Development Act, 2002.

Communicating Possible Retrenchments

The communication strategy will be to:

- Inform employees of possible retrenchments. This will be done directly or via their representatives.
- Inform other affected parties (sending areas, municipalities, etc) of the possible retrenchments at the operation.
- Inform outside parties (media, etc.) of the possible retrenchments at the operation. This will be done via the Managing Director, if required.

4.4 Management of retrenchment

Implementing Section 189 of the Labour Relations Act, 1995. The provisions of Section 189 of the abovementioned Act will be adhered to should the circumstances arise.

Notification to the Minerals and Mining Development Board (the Board)

Due notification will be given to the Minerals and Mining Development Board in terms of Section 52(1)(a) of the Mineral and Petroleum Resources Development Act, 2002.

Complying with Ministerial Directive

The company will comply with a Ministerial directive in terms of Section 52(3) of the Mineral and Petroleum Resources Development Act, 2002.

4.5 Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain

4.5.1 Planned Type of Counselling

Table 28: Counselling Types

Programmes	Timeframes
Emotional	As and when required.
Financial	As and when required.
Employment	As and when required.
Other	

Programmes		Timeframes
Self-employment training programmes	See below.	As and when required.
Placement opportunities	See below.	As and when required.
Portable skills development plan	See below.	As and when required.

Assessment and Counselling Services

Counselling will be conducted by members of the Human Resources Department, or external agencies, if required.

Comprehensive Self-Employment Training Programmes

- Self-employment training programmes (portable skills) for employees include:
- Learner license – all codes.
- Tractor driver.
- Basic workshop skills.
- Arc welding and gas cutting.
- Care of environment / alien plant control.
- Plant and machinery maintenance.
- Vehicle and mobile machinery operation.
- Electrical techniques.
- Mechanical techniques.
- Building techniques (brick laying and paving).
- Front-end loader driver.
- Computer Skills
- Forklift driver

Comprehensive Training and Re-Employment Programmes

The re-employment and training is discussed and agreed with within the Forum.

Strategic comprehensive training and development priorities for employees, which will allow for re-employment opportunities if needed, include:

- Factory management.
- Production management.
- Course in heavy clay technology.
- Technical training (including N course).
- Kiln operation.
- Extruder operation.
- Setting machine operation.
- Strapping machine operation.
- Office administration skills.

SECTION 5. FINANCIAL PROVISION SECTION 46 (e)

(i) The Human Resource Development Programme

Corobrik has a Human Resource Development Programme which is designed to benefit all employees but emphasis is placed on developing designated groups across the whole country so as to assist with meeting employment equity targets / goals. In an effort to aid the abovementioned programme relevant budgets are allocated.

(ii) The Local Economic Development Programme

The Local Economic Development (LED) Programme for the Corobrik Rietvlei operations will be initiated and funded from the revenue generated from the Rietvlei Factory and will address the needs of the local community.

(iii) Processes Pertaining to Management of Downscaling and Retrenchments

Any expenditure necessary is catered for by the normal Human Resources budget.

Financial Provision

Table 29: Financial Provision

Description		Period					Total	
		2015-2019 Catchup	2021	2022	2023	2024		2025
Human Resources Development	ABET	0	20 000	20 000	20 000	20 000	20 000	100 000
	Learnerships - Internal	0	0	0	90 000	90 000	18 000	198 000
	Learnerships - External	0	40 000	40 000	0	40 000	0	120 000
	Skills Development	0	16 000	160 756	209 008	163 956	160 756	710 476
	Portable Skills	0	48 512	29 940	49 340	21 404	28 404	177 600
	Bursaries - Internal	0	44 000	44 000	44 000	44 000	44 000	220 000
	Bursaries - External	0	44 000	44 000	44 000	44 000	44 000	220 000
	Internships	0	84 000	84 000	84 000	84 000	84 000	420 000
Local Economic Development		0	0	0	0	125 000	125 000	250 000
Management of Downscaling		0	100000	100000	100000	100000	100000	500000
TOTAL		0	396 512	522696	640348	732 360	624 160	2 916 076

SECTION 6: UNDERTAKING

I Jaco Snyman, the undersigned and duly authorized thereto by **Corobrik (Pty) Limited** undertake to adhere to the information, requirements, commitments, and conditions as set out in the **Social and Labour Plan**.

Signed at Rietvlei Corobrik on this 12 day of March 2024.

A handwritten signature in black ink, appearing to read 'Jaco Snyman', with a long horizontal stroke extending to the right.

Signature:

Designation: **Factory Manager**