

2022

# HUMAN CAPITAL

ANNUAL REPORT

GLENCORE

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## MESSAGE FROM CHIEF EXECUTIVE OFFICER JAPIE FULLARD

Whilst we again experienced challenging times brought about by COVID-19 in 2021, I am pleased to report that we again managed to mitigate the effects of the pandemic during the year, with minimal disruptions across all our operations resulting in excellent operational results and record production. This could only be achieved through the determination, courage and self-discipline of all of you.

It is however tragic to report that during the year, 36 of our colleagues succumbed to COVID-19 complications. We continue to think about them and their families and I wish them comfort and offer them our support in the future.

The highlight for 2021 undoubtedly is that we had a fatal free year at Glencore Alloys. Whilst this is an achievement to be noted, it should be the norm in our business, where our employees go home to their families every day, unharmed. I urge all our employees to continue to work safely, every hour of every day.

I am further proud to say that our HR team continued to provide excellent service to our employees during 2021. The Manco team and I, continue to support the various newly introduced HR initiatives such as the new performance management system, advancing our Home Away from Home culture, our HR Strategy and our soon to be introduced "Stay Initiative".

In 2022, the HR team must continue to assist the company in reaching its transformation objectives and in particular the recruitment, development, promotion and retention of talented female employees. I am accordingly looking forward to the implementation of the "Stay Initiative" including the "Stay Interview" aimed at the retention of employees.

In 2021, with the assistance of our Chief People Officer, Women In Mining committees were established at our operations and, at some operations, were reactivated. As a result of this we were requested by the Department of Mineral Resources and Energy to host, on its behalf, the annual 16 Days Against Violence and Abuse of Women and Children event in the North West. It was an undisputed success and we are humbled to have been chosen to host such a high profile and important event.

I recently attended one of the Women In Mining Committee meetings at our operations and found the meeting to be vibrant and enlightened. I wish the various committees of Women in Mining all of the best in 2022.

Our employees are not only looking for "off the shelf" service from our HR team. They are all individuals with unique needs and are looking for bespoke solutions for their challenges. Please continue to bear this in mind in your every workday.

I have no doubt that our HR team in 2022 will not only meet the challenges of tomorrow but will ensure, with the involvement of everyone, that Glencore Alloys will continue to be a "Home Away from Home", a place where we are all proud to work.

**I wish you all the very best for 2022.**



## MESSAGE FROM CHIEF PEOPLE OFFICER EDWIN HLATSHWAYO



### Dear Colleagues

As you are all aware, the years 2020 and 2021 were very challenging for our business and in our personal lives. We had to deal with Covid-19 which has affected many spheres of our lives and ushered in new terminology as a part of a modern day Covid-19 lexicon. We now talk of social distancing, masks, sanitisation, vaccination, isolation and the like, terms previously not used in our everyday language.

Covid-19 unfortunately also brought pain and heartache to many of us. We lost colleagues and friends and some have lost family members. It is unfortunate that even on this day, COVID-19 has not been eradicated. It will become entrenched as a permanent part of modern life just like the great depression, Spanish flu in the past. However, humanity had always prevailed against the worst of pandemics and other devastating climate conditions. The HR team in 2020 and 2021, continued to deliver

sterling results on many fronts in the business. Our wage negotiations with our unions were concluded to the benefit of all our employees in the bargaining units. This was done in a positive spirit and without acrimony or aggression from our trade unions, which used to accompany these negotiations in the past. As a result, the company concluded three years wage agreement with our trade unions at our various operations. This creates stability and allows our employees and management to focus on ongoing operations and making Glencore Alloys a stable company and a place that is a Home Away from Home for all of us.

The People Survey which was held in 2020, indicated that **84%** of our employees are highly engaged. This survey results are very positive and encouraging. However, such results do not invite us to rest on our laurels. Such results, ask of us to continue working hard and to resolve areas that our employees indicated to be of concern to them

In May 2021, our HR Management drew a 2021-2025 HR Strategy dubbed, "Transforming HR into a source of competitive strategy". It was great to have operations leaders participating in the development of this strategy. Thanks to our C-suite leaders who participated at the strategy session. This strategy was endorsed by the CEO, Manco and all General Managers. A road show on the HR strategy was conducted by my office to Management and HR teams at all our operations. This strategy was also presented to our Head of HR, Derrick Crowley, in Switzerland as well as the Glencore South Africa HR Synergy team

made up of Glencore Coal, Copper, Alloy and Astron Energy. Through this process we received invaluable inputs and feedback and commitment from the business. Some of the inputs and feedback were included in the strategy. We are committed in ensuring that our strategy is always alive and never dormant. In so doing, the HR Strategy, forms part of the monthly HR report to Manco and it is reviewable quarterly.

In 2022, we will continue to pursue transformation and ensure that we have a diverse and inclusive workplace where everyone is treated fairly and with respect. A Diversity, inclusivity and belonging program will be rolled out in the first quarter of 2022. We will also ensure Gender Equality and increase the number of our female employees from **17.9%** to **25%** by 2025. This will entail that retention, development and promotion of talented female employees will be of priority.

We will continue to ensure that HR is a source of competitive advantage for the company by making our policies and procedures user friendly and within the realms of relevant labour laws as well as cost reduction. Our new performance management system and talent management will assist in the development of our employees who will drive Glencore Alloys' competitiveness.

I am looking at 2022, with hope and excitement. It is the year where many of our strategic goals will be implemented in order to ensure that we do not only become a very competitive, safe and low cost company, but also a place where everyone of our employees experience Glencore Alloys as a Home Away from Home.

On a positive note we have witnessed how our employees have showed determination and resilience in delivering excellent operational production results whilst operating under Covid 19 regulations.

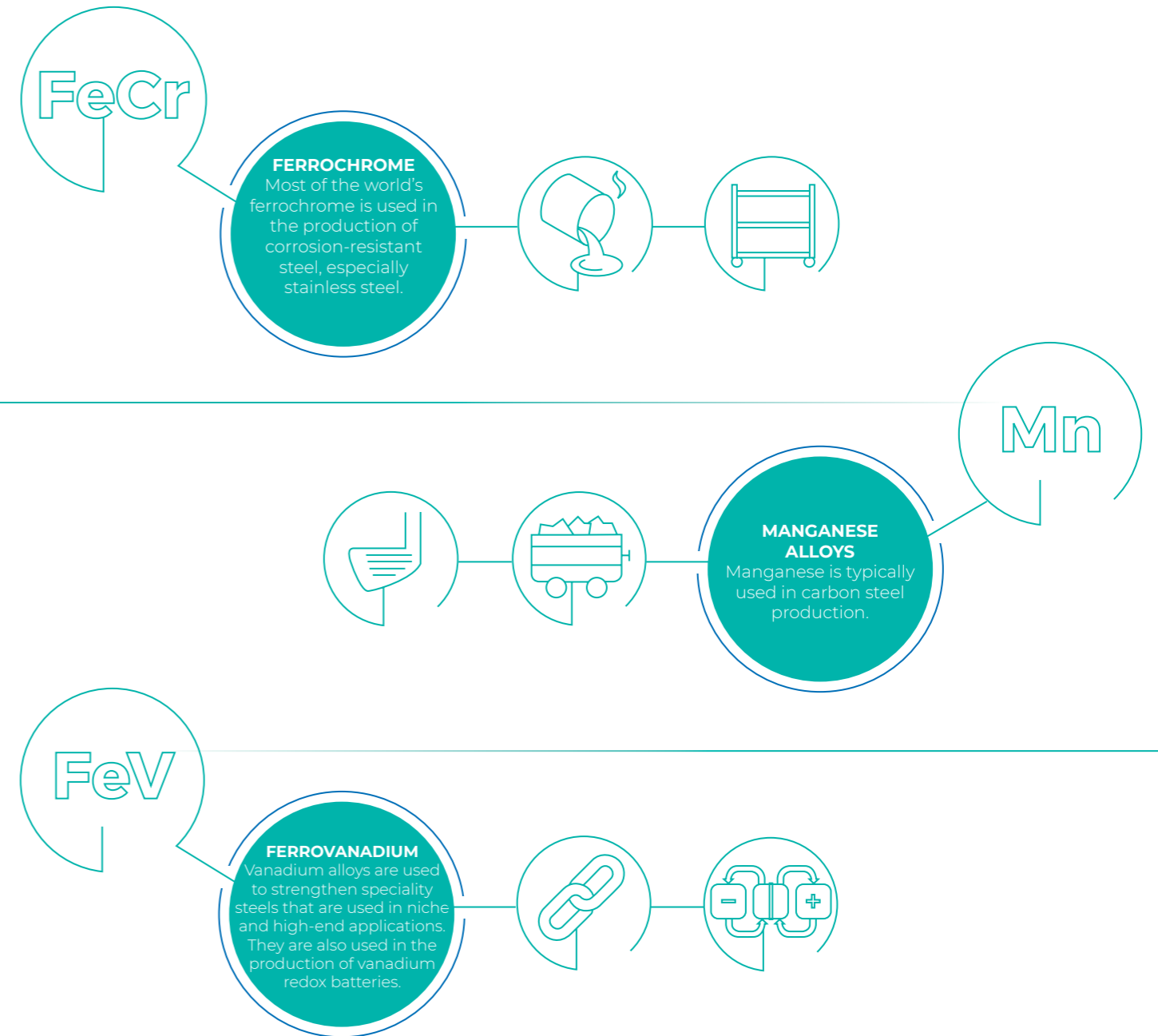
## ABOUT GLENCORE FERROALLOYS

Glencore is one of the world's largest globally diversified natural resource companies. Our presence in South Africa dates to 1974, when our marketing activities began. Mining started 14 years later, in 1988, and today we are among the largest producers of coal and ferroalloys in the country.

OUR FERROALLOYS DIVISION PRODUCE CHROME ORE, FERROCHROME AND VANADIUM.

GLENCORE

### USES OF OUR PRODUCTS



## OUR ASSETS

**Our chromite assets are held via our majority stake in the Glencore-Merafe Chrome Venture, and our vanadium assets via our majority shareholding stake in the Rhovan-Bakwena Vanadium Venture.**

### MINES AND SMELTERS

Through our 79.5% stake in the Glencore-Merafe Chrome Venture, we have interests in the following mines and smelters:

#### MINES

Helena, Magareng and Thorncliffe chrome mines, situated on the Eastern Limb of the Bushveld Igneous Complex. Waterval (on care and maintenance) and Kroondal chrome mines situated near Rustenburg and Rietvly silica mine, an open-cast operation, situated near Rustenburg on the Western Limb of the Bushveld Igneous Complex.

#### SMELTERS

We have a number of ferrochrome smelters with varying technology: Boshhoek, Wonderkop and Rustenburg smelter complexes near Rustenburg, which use Outokompo technology Lion and Lydenburg Smelter (on care and maintenance) complexes near Steelpoort and Lydenburg respectively, which use Premus technology.

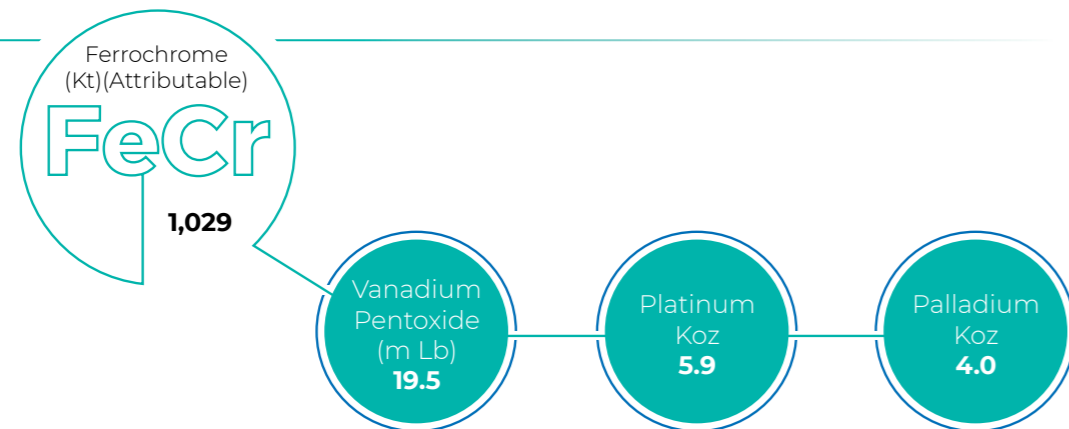
#### VANADIUM

Located near Brits, Rhovan is an open-cast mine and smelter complex, which mainly produces ferrovanadium and vanadium pentoxide.

#### CARBON

Char Technologies produces high-quality electrode paste and char, which are used in the production of ferroalloys.

### ALLOYS 2020 FIGURES





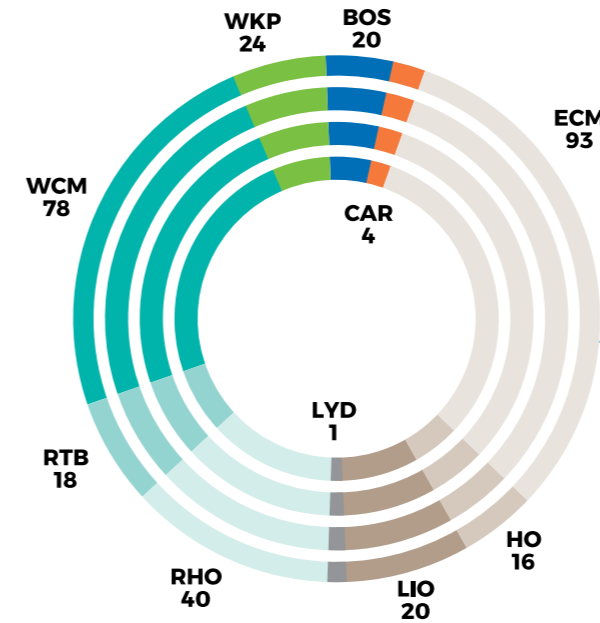
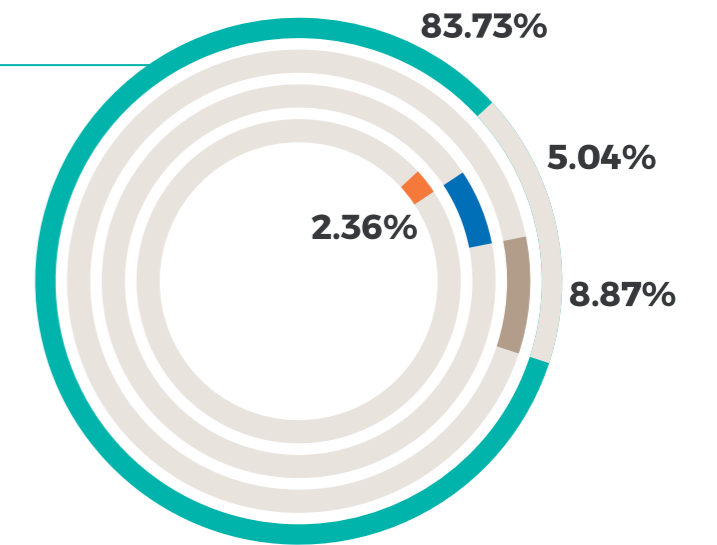
HC ORGANOGRAM



ALLOYS TRANSFORMATION

STAFF TURNOVER 2020 YTD: 1229 EMPLOYEES

- Death
- Dismissed
- Voluntary
- Involuntary

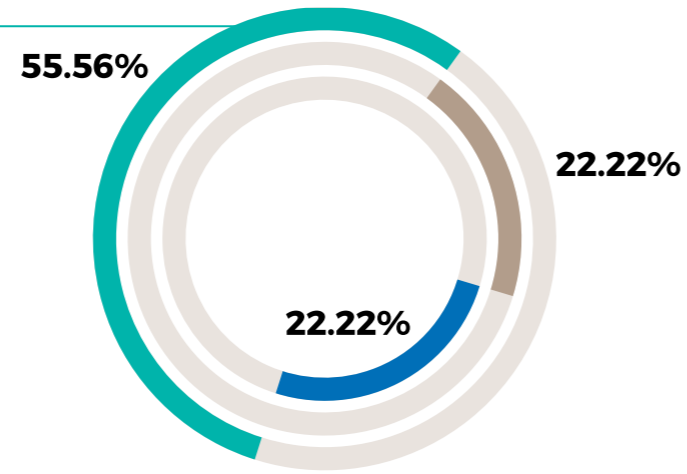


STAFF TERMINATION 2021: 314 EMPLOYEES



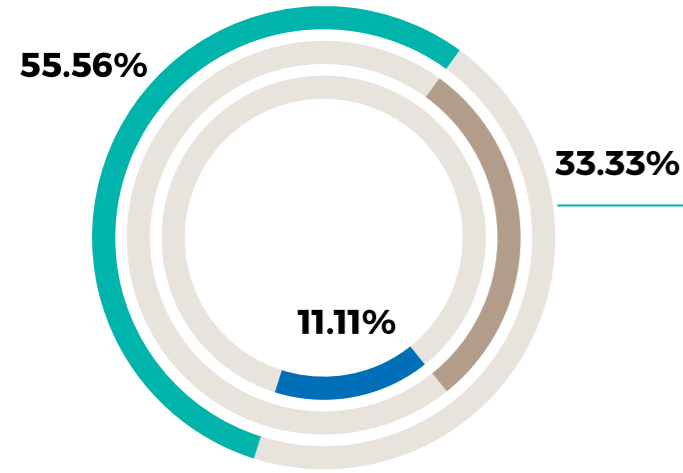
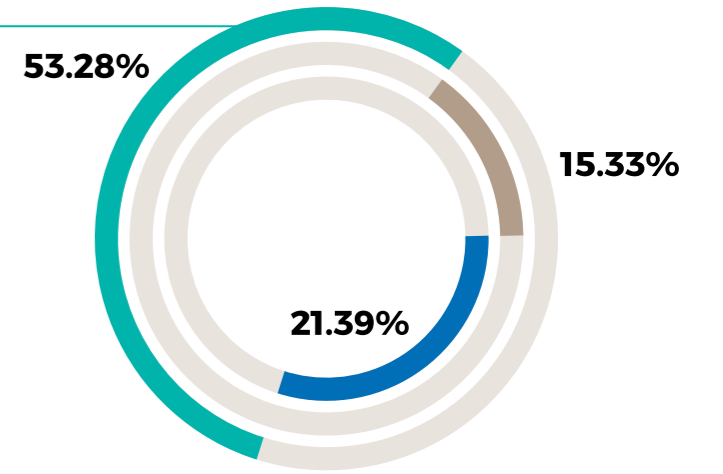
TRANSFORMATION 2020 TOP MANAGEMENT

- White Male
- HDP Female
- HDP Male



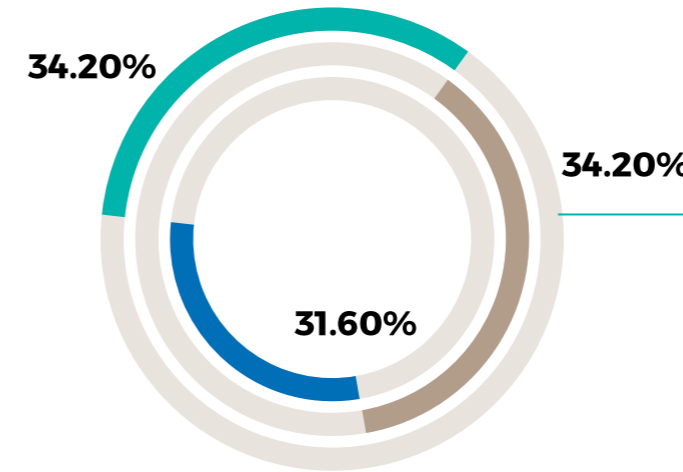
TRANSFORMATION 2021 SENIOR MANAGEMENT

- White Male
- HDP Female
- HDP Male



TRANSFORMATION 2021 TOP MANAGEMENT

- White Male
- HDP Female
- HDP Male

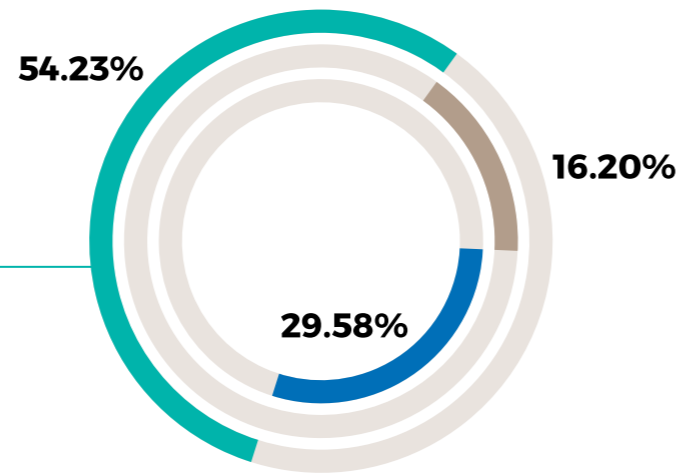


TRANSFORMATION 2020 MIDDLE MANAGEMENT

- White Male
- HDP Female
- HDP Male

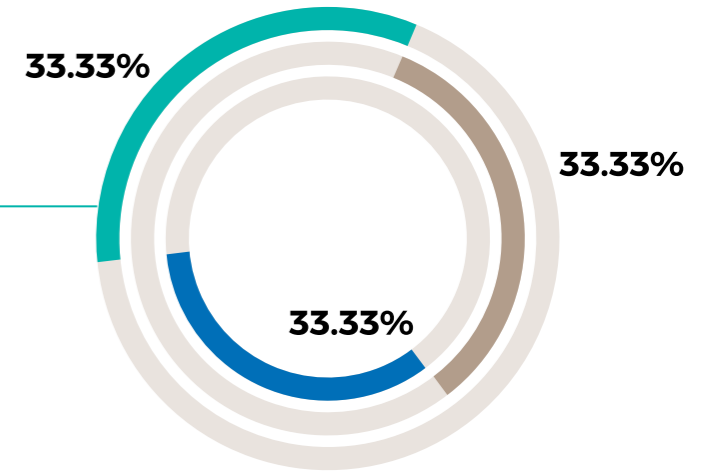
TRANSFORMATION 2020 SENIOR MANAGEMENT

- White Male
- HDP Female
- HDP Male

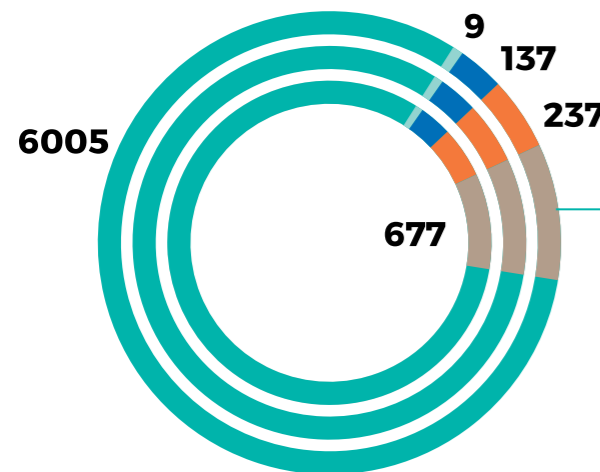


TRANSFORMATION 2021 MIDDLE MANAGEMENT

- White Male
- HDP Female
- HDP Male



2020 STAFF WORKFORCE TOTALS PER CATEGORY: 6939



2021 STAFF WORKFORCE TOTALS PER CATEGORY: 7065

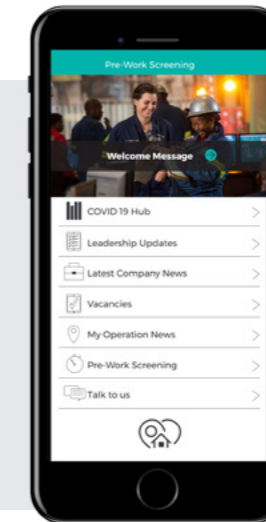


**The tenet of our Home Away from Home Culture, is based on the following:**

- The Home Away from Home culture calls upon us all to make Safety “first in mind and first in choice”
- Our culture of Home Away from Home calls upon all of us to give our very best in everything we do
- It demands high performance, productivity, and competitiveness
- Our culture drives the elimination of waste ensuring that we are a low-cost company
- Our culture supports Our Purpose, Values and Code of Conduct
- We care about each other and ensure that employee wellness and wellbeing is a priority
- Our culture embraces effective communication and enables the associated technology
- Our Home Away from Home culture is owned by all employees, management, business partners (contractors) and our stakeholders
- It defines how we do things here. We are humble in our success but tough on pursuing our goals
- Our Home Away from Home Culture, calls on all of us to give our best at all times
- In order to continue to build the Home Away from Home culture, each one of us must make Glencore Alloys a Home Away from Home
- Failure to have Glencore Alloys as a Home away From Home will be a reflection on each of us
- It is therefore very important that we each do our very best every day to continue to build the Home Away from Home culture as we go about our work
- Our Home Away from Home culture embraces, diversity, inclusivity and belonging
- Gender equity is a priority in the immediate future and beyond
- Our culture has zero tolerance against bullies and the abuse of employees

**Performance Management was top of the agenda in 2021 and we are excited to launch a new Performance Management system in 2022. All managers will be doing their 2022 performance goal setting and evaluation on the new system. We are look forward to encouraging a culture of continuous growth, learning and improvement across the business.**

**USING TECHNOLOGY TO IMPROVE OUR EMPLOYEE'S HOME AWAY FROM HOME EXPERIENCE ACROSS OUR WORKFORCE**

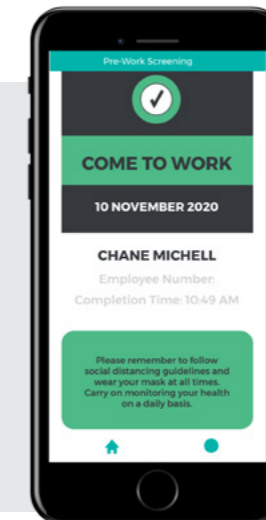


**COMMUNICATING EFFECTIVELY WITH A LARGE, DISPERSED WORKFORCE IS CHALLENGING.**

The physical distance between employers and employees can lead to widespread feelings of isolation, while the lack of access to technology can cause delays in sharing information. Together with the added pressures surrounding COVID-19, ensuring all employees have the correct information they need to perform their daily functions is demanding.

In May 2020, Glencore Alloys took the decision to launch Home Away from Home (HAFH), an employee engagement and communication tool which would allow employees to stay up-to-date with relevant company & COVID-19 information, irrespective of their location or the technology available to them.

With its primary focus on leadership updates, latest company + operational news, COVID-19 protocols + updates as well as a dedicated employee feedback channel, HAFH is reverse billed to the business making it **DATA FREE** for all employees to use, **ANYTIME ANYWHERE.**



**WITHIN THE FIRST 3 MONTHS OF LAUNCHING THIS TOOL INTO THE BUSINESS, HAFH SAW AN IMPRESSIVE UPTAKE FROM EMPLOYEES WITH REGISTRATIONS FOR THE TOOL**

well over **75%**. To date, **98%** of all employees are registered for and are currently HAFH in their day to day.

Over the months HAFH saw several enhancements being implemented. With the successful digitization of the COVID-19 pre-work screening in June 2020, contractors were granted access to the platform for this purpose in February 2021.

The Stop Work Scheme has been a core focus in the second half of 2021 as well. A special focus is currently being placed on the digitization of other manual business processes going forward into 2022.

Effective communication brings employees together, helps build trust, and creates a sense of purpose and shared vision. Creating a space where employees can feel at Home away from Home has been the central theme for the business as we have embarked on this exciting journey.

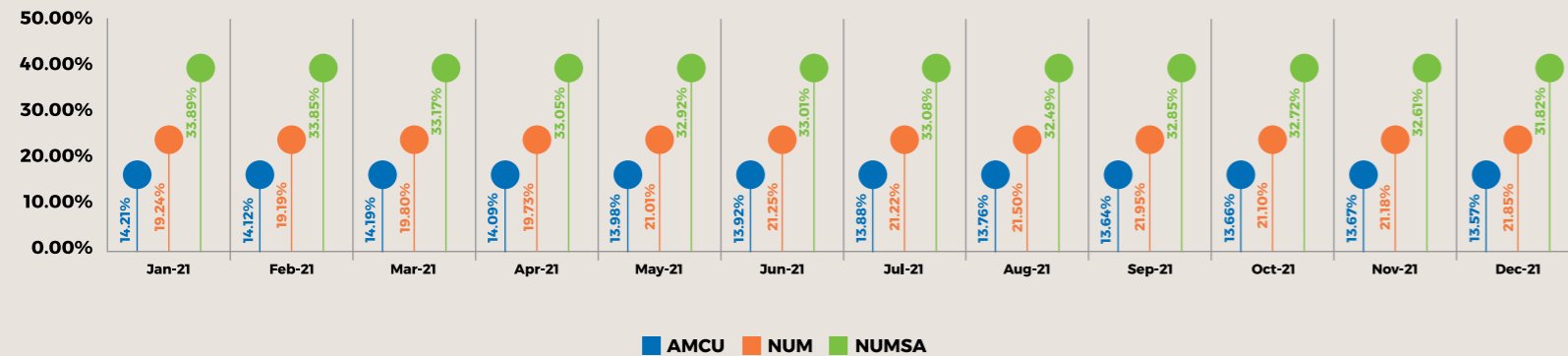
## REPORT ON UNION ACTIVITY AND RELATIONSHIPS

### Glencore Ferroalloys and union relationships

2020 has been a relatively quiet year on the labour front. We had no labour unrest in terms of protected or unprotected strike action across Alloys, and as part of our relationship building, we continue to meet with the recognized unions at the different sites on a regular basis.

Apart from the Western Smelters, wage increases have been implemented accordingly with Lion Smelter and Rhovan Mine concluding 3-year Wage Collective Agreements.

OVERALL TRADE UNION PERCENTAGES 2021 - STAFF EMPLOYEES



## CODE OF CONDUCT



Our Code of Conduct is fundamental to who we are as Glencore. Everyone working for our company, regardless of their location or role, must comply with Our Code, as well as with our other policies.

Our Code seeks to ensure that the aspirations embodied in our Values are reflected in our actions and decisions and in our corporate culture. It provides detailed guidance on how we value our people, being safe and responsible, acting with integrity, and how we go about protecting our business.

It can be accessed on our website at:  
[www.glencore.com/en/who-we-are/our-code](http://www.glencore.com/en/who-we-are/our-code)



## SPEAK OPENLY

We are committed to creating a culture where everyone feels free to speak about concerns securely and confidentially. This includes employees and contractors, as well as third parties such as customers, suppliers and other stakeholders.

Everyone is encouraged to speak openly, first by reporting concerns to their relevant manager or supervisor, or to our Whistleblowing Contacts, people nominated at Glencore offices to receive concerns.

If the concern remains unresolved or someone feels uncomfortable using these local channels, a report can also be made through our anonymous Raising Concerns Programme, which is managed in Switzerland.

IN 2020 AND 2021,  
WE WELCOMED SOME  
NEW TALENT TO THE TEAM,  
and embraced change as some of our  
human resource managers moved to  
different operations as part of our  
*Managers on the Move* programme.

## MANAGERS ON THE MOVE

### Fatima Hayat

It's such an honour to work for Glencore because I feel valued, trusted and, above all, empowered. I recently moved from Rustenburg Smelter to Wonderkop Smelter and the experience taught me once again that I work for an employer of choice.

After 19 years at Rustenburg, it was only natural that, when the change was announced, I was a bit apprehensive. Not because I don't like change, but because I wasn't sure how I would add value to an already flourishing team. Wonderkop Smelter is known for standing out and for setting the bar high in terms of productivity and innovation. It also has its own unique culture – everything it does is meticulously planned and calculated. This certainly resonates with me and my personal values.

On my first day, I received a warm welcome from the entire management team, and all their words and efforts instantly helped to put my mind at ease.

My team have made the transition easy because they trust my ability to lead. And my colleagues have been very open to some of the changes I have proposed. Respect, honesty, integrity and genuine care are some of the values I've seen the Wonderkop team live out. This is heart-warming for any HR professional to see because it speaks to the emotional maturity of the team and helps to create a Home Away from Home culture for everyone.



### Rebecca Mokhothu

Opportunities within Alloys are unlimited and usually come along just when you're feeling comfortable.

I was surprised and apprehensive when Edwin Hlatshwayo informed me about the HR Managers on the Move programme and that I was affected. At the same time, though, I realised that this was an opportunity to contribute to another Alloys operation and to develop my functional and leadership skills further.

Immediately after the announcement was made, I received a welcoming message from my new GM, Richard Vermeulen, and our healthy working relationship began.

Upon arriving at Western Chrome Mines, Mining COO Johan Combrink started to refer to me as 'the mom of many', which helped to remind me of the role that HR leaders play in an organisation.

My first meeting with Western Chrome Mine's management team was welcoming and everyone made me feel comfortable in my new working environment. This was echoed during subsequent meetings with the mining executive team. The Human Capital team's ethical and professional approach to their work was also apparent from day one. Every team member is clear on what is expected of them, which makes them a dream to lead.

I am looking forward to making a valuable contribution to Western Chrome Mines and to Alloys.



**Wayne Hill**



**Change is inevitable. Growth is optional. (John Maxwell)**

We, the HR Managers at Glencore Alloys, are privileged to have, what we call, a monthly “one on one” meeting with our Chief People Officer. These meetings, with no agenda, are a safe space for us to talk about anything we have on our heart.

During one of these meetings, a few months ago, whilst discussing my growth and development, the topic of mobility came up and Edwin mentioned that he is considering moving some of the HR Managers and whether I would be amenable to such a move, should my name come up. My immediate reaction was “but I am happy at Western Mines”, “is it necessary for me to be in the mix” my response was a natural push back and typical of how one reacts, when confronted with possible change.

Our discussion remained foremost in my mind and I reminded myself that change is inevitable and a constant in life and with it, it brings opportunities for growth, exposure as well as new challenges.

After additional meetings with Senior Management I was informed that the changes would be effective from the 01 October 2021 and that I will be transferred to the Rustenburg Smelter.

My six years at Western Mines were filled with the most amazing experiences, challenges and learning opportunities. I truly appreciated the team spirit and Home Away from Home culture that Richard cultivated, I am honoured to have been part of this team!

Within minutes of the announcement been made, I received a “welcome to Rustenburg Smelter” note from Christof, I truly appreciated this. Little did I know that this was but only the beginning of the “welcomes”, all I can say is that I was showered with words and gifts of welcome and made to feel at home from the onset. Once again, I am honoured to be part of a team that is proud, professional, hardworking, and only wants the best for the people of the Rustenburg Smelter.

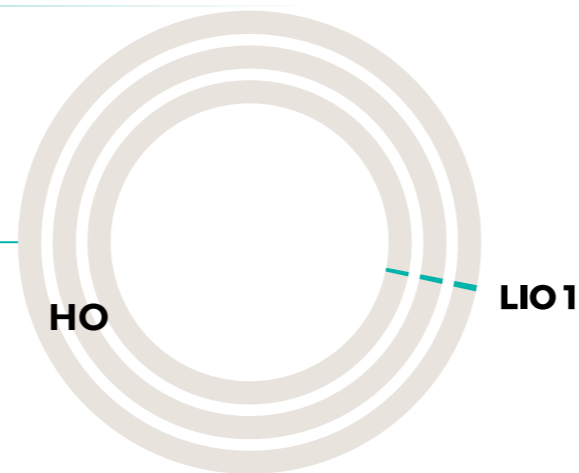
I am thankful to the Glencore Alloys Executive Team for creating such opportunities of renewal.

**NEW RECRUITS**

**We also welcomed some exceptional new talent into the Human Capital teams in 2020.**

**HR AND HRD STAFF RECRUITMENT 2020: 1 EMPLOYEES**

- LIO (Lion Smelter)
- HO (Head Office)



**LIO 4**

**RHO 2**

**WCM 1**

**HO 4**

**HR AND HRD STAFF RECRUITMENT 2020 AND 2021 :11 EMPLOYEES**

- LIO (Lion Smelter)
- RHO (Rhovan Mine)
- HO (Head Office)
- WCM (Western Chrome Mines)

**Emmah Molope**

Emmah started her career as a Student Psychometrist at the Centre for Psychological Services and Career Development then moved into mining in 2017 at Samancor. Emmah worked at Glencore Alloys Lydenburg Smelter before moving to Head Office and comes with a wealth of knowledge in Recruitment, Talent Management, Psychometric assessments, Succession Planning and Performance Management.

She was recruited into the HR Business Partner position at Head Office and will manage the end to end process of all Scholarship, Bursary Scheme and Graduates Programmes as well as the Head Office Training.



**Keitumetse Moyo**

Keitu’s passion lies in people, their development/careers. She has 10 years experience within the mining sector, specializing in talent management/human resources development, supporting, and giving assistance to compliance and transformation.

Keitu previous roles included but wasn’t limited to recruitment, employee wellness, employment relations, payroll, and core learning & development within the following sectors specializing in andalusite, bentonite, refractories, limestone (cement) and currently PGM’s with chrome, nickel, and copper.

She joins Glencore at Head Office as the HR Business Partner for HRD Reporting and is responsible for the group reports of all existing learning programmes. She also takes up the role of the Skills development facilitator for Head office and will be responsible for all tasks related to this role.



**Goodwill Majola**

Goodwill is a qualified Boilermaker and was affected during the Section 189 at Lydenburg Smelter. Goodwill applied in May 2021 for the Complex Caretaker at the Eastern Limb Training Centre looking after the complex. Goodwill is one of the newly appointed First Aiders.



**Johan Smit**

Johan is a qualified Fitter and was affected during the section 189 at Lydenburg Smelter. Johan was transferred during the end of 2020 to the Eastern Limb Training Centre. Johan is currently the HRD Junior Business Partner in the Mechanical Workshop responsible for Mechanical training. Johan is also newly appointed as the Safety Rep.

**Mpho Phalanndwa**

Mpho is a qualified Diesel Mechanic with several years off experience in this field. Mpho join the Eastern Limb Training Centre team during October 2021 replacing Raymond Pooe as the HRD Junior business partner in the Diesel Mechanic Workshop responsible for the Diesel learners.



**Karabo Mathebula**

Karabo is a qualified Electrician and currently appointed as a HRD Junior Business Partner in the Electrical Workshop responsible for Electrical training. Karabo started her roots as a learner at the same institution where she received her learnership training and qualified in 2014. Karabo is our first female facilitator appointed and we proud about it.

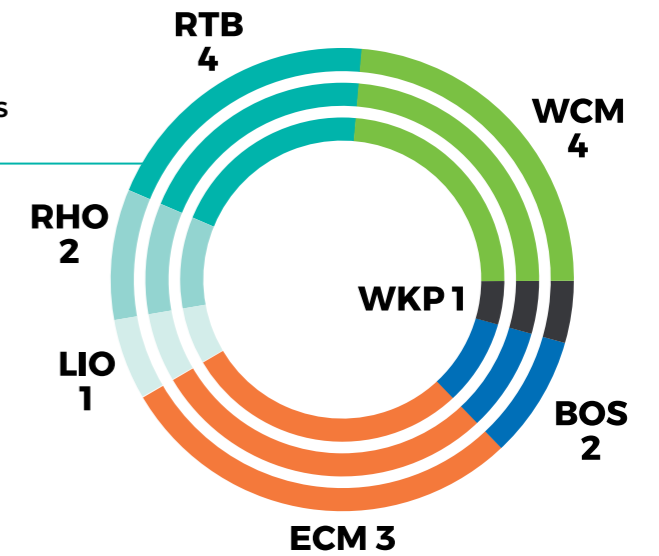


**PROMOTIONS**

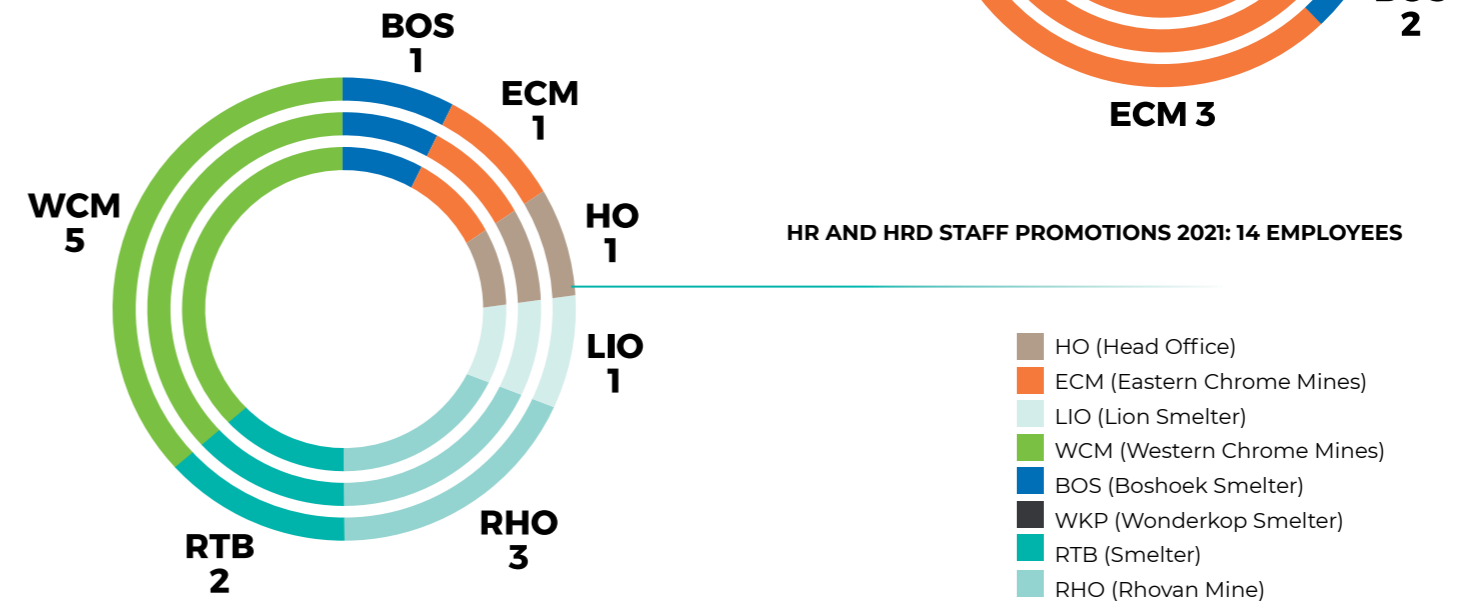
**EMBRACING NEW CHALLENGES**

We wish to congratulate the following HC team members who were on the move in 2020 and 2021.

**HR AND HRD STAFF PROMOTIONS 2020: 17 EMPLOYEES**



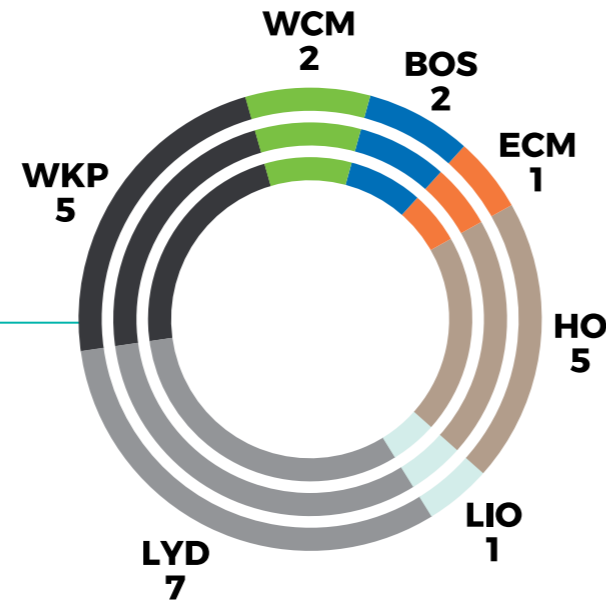
**HR AND HRD STAFF PROMOTIONS 2021: 14 EMPLOYEES**



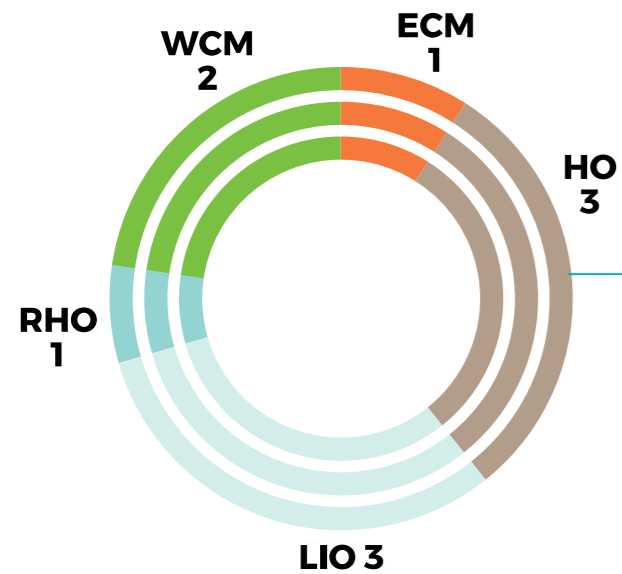
- HO (Head Office)
- ECM (Eastern Chrome Mines)
- LIO (Lion Smelter)
- WCM (Western Chrome Mines)
- BOS (Boshhoek Smelter)
- WKP (Wonderkop Smelter)
- RTB (Smelter)
- RHO (Rhovan Mine)

TERMINATIONS

HR AND HRD STAFF TERMINATIONS 2020: 23 EMPLOYEES



HR AND HRD STAFF TERMINATIONS 2021: 10 EMPLOYEES



- HO (Head Office)
- ECM (Eastern Chrome Mines)
- LIO (Lion Smelter)
- WCM (Western Chrome Mines)
- BOS (Boshhoek Smelter)
- WKP (Wonderkop Smelter)
- RTB (Smelter)
- RHO (Rhovan Mine)
- LYD (Lydenburg Smelter)

SYNERGIES WITH OUR HR COLLEAGUES IN COAL, COPPER AND ASTRON



Glencore Alloys, Coal, Copper and Astron met on 26 November 2021 for an annual synergy workshop. The aim of the workshop was to interact and collaborate by holding discussions on matters prevalent in the respective divisions involving Human Capital. During the workshop, discussions were held, and ideas shared on ways to improving the status quo to bring it in line with industry best practice.

Some of highlights on the day and points covered were:

- Retention of skills within management level
- Senior leadership development program in management
- Performance management
- Inter commodity transfers (Alloys, Coal and Copper)

GEORGE FRITZ

HEAD OF HUMAN RESOURCES IN GLENCORE Baar discussed the global challenges currently facing Human Resources which includes amongst other things: disclosure, remuneration, diversity and inclusion, employee development, career paths, succession planning and women development. Further remarked that Glencore Coal is currently leading when it comes to women in leadership roles. Governance and corporate reporting will continue to be of major importance for the next years due to increased legislative requirements and interest shareholders have before they invest in the business.







## IN MEMORIAM

# In loving memory of our colleague and friend **BOITUMELO MOLOBI** who passed away in June 2021



“She made broken look beautiful and strong look invincible. She walked with the universe on her shoulders and made it look like a pair of wings.” - Ariana

### In loving memory of our colleague and friend **Boitumelo Molobi** who sadly passed away in June 2021

Boitumelo was the strongest, gentlest, and most humble lady we knew. She took on any challenge / task with a smile, always putting others before herself. She had the ability to see the “silver lining” in every situation, and her laugh was contagious. Her warmth and personality are missed every day.

### IN LOVING MEMORY OF OUR EMPLOYEES WHO PASSED ON IN 2020 AND 2021

Name	Operation
Hubertus Nieuwenhuyse	Boshoek
Poul Tikane	Boshoek
Andrew Timire	Boshoek
Tshepo Mokotedi	Boshoek
Shiwe Ncabane	Chartech
Innocent Nkosi	Chartech
Sarel Cronje	ECM
Solomon Mosehla	ECM
Andrew Mosehla	ECM
Josias Sekgogoba	ECM
Phokwadi Mampuru	ECM
Makwa Mmadi	ECM
Bernard Lekubu	ECM
Sophy Mongala	ECM
Mashego Magane	ECM
Clifford Kachapira	ECM
Reuben Mamogawane	ECM
Mushure Tinashe	ECM
Marthinus Viljoen	ECM
Hlonophile Zwele	ECM
George Makofane	ECM
Peter Maabane	ECM
Daniel Nkwana	ECM
Thabisha Makuwa	ECM
Selai Selepe	ECM
Dimakatso Phasha	ECM
Mthunzi Msibi	ECM

Name	Operation
Queen Dlomo	Head Office
Welheminah Molobi	Head Office
Johannes Mabale	Head Office
Elliot Miliasi	Lion
Asaph Mampuru	Lion
Hampfrey Magatsela	Lion
Motale Sokoma	Lydenburg
Joseph Mpinga	Lydenburg
Godfrey Searane	Lydenburg
Abel Nkwana	Lydenburg
Samson Maphelala	Rhovan
Midupe Motsisi	Rhovan
Phillip Mmusi	Rhovan
Louis Fourie	Rhovan
Petrus Du Toit	Rhovan
Buang Tlou	Rustenburg
Charles Moiloa	Rustenburg
Jongintaba Luvunu	WCM
Amos Qhola	WCM
Victor Ramagogodi	WCM
Paulus Zitha	WCM
Rodrigues Massave	WCM
Annanias Molefe	WCM
John Dinake	WCM
George Engelbrecht	WCM
Arno Roestoff	WCM
Charles Watson	WCM

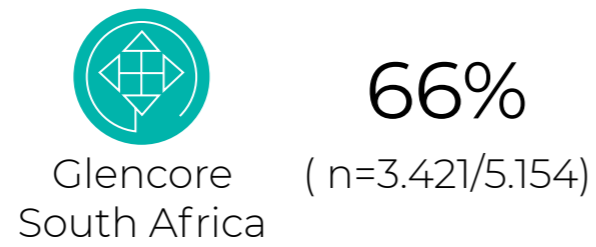
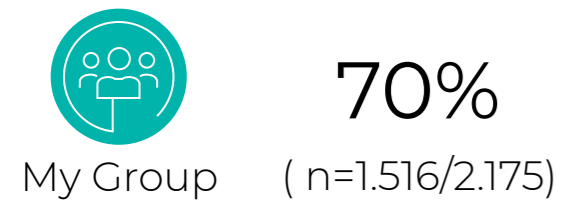
Name	Operation
Neo Mpikashi	WCM
Moses Peele	WCM
Obakeng Tlhoale	WCM
Nyaniso Lubalo	WCM
Mahlomola Tshaka	WCM
Isaac Kolo	WCM
Thabang Selomane	WCM
Joe Spain	WCM
Kentse Matshitse	WCM
Paphta Daliwe	Wonderkop
Simon Digasu	Wonderkop
Benjamin Nienaber	Wonderkop
Christina Thorpe	Wonderkop
Abel Heymans	Wonderkop
Johannes Buitendach	Wonderkop
Gerhardus Botha	Wonderkop
Joel Ramokhele	Wonderkop
Piet Molaakgosi	Wonderkop

**SURVEY RESULTS SUMMARY**

**Getting a sense of our working environment**

Glencore Alloys conducted a global engagement survey in 2020. 2175 employees were invited to participate. We had a 70% participation rate.

**RESPONSE RATE**



Top 5 Scoring Questions		My Group	Glencore Overall
1	I am comfortable reporting a safety issue.	92%	94% (-2)
2	I work in a safe environment.	92%	92% (0)
3	This company manages our environmental impact.	90%	85% (+5)
4	I am proud to work for this company.	87%	86% (+1)
5	I am motivated by Glencore's Purpose.	87%	84% (+3)

Bottom 5 Scoring Questions		My Group	Glencore Overall
1	I am free to speak my mind.	64%	77% (-13)
2	I am satisfied with the training and development I receive.	70%	69% (+1)
3	I am treated fairly and with respect.	71%	81% (-10)
4	I feel valued as an employee.	72%	73% (-1)
5	I can report unethical practices without fear of retaliation.	73%	80% (-7)

Green indicated positive difference. Orange indicates negative difference.



## 2020 and 2021 HUMAN CAPITAL: TRAINING AND DEVELOPMENT



**Alloys invested R230.73 million** in training and development in 2021 compared to R203.90 million in 2020

An average of **R20 862.07** was invested in training for each member of the workforce (employees and contractors) compared to R19 917,90 in 2020

**880 642** total training hours compared to 798 593 hours in 2020

**R47.24 million** invested in artisan and apprentice training compared to R46.09 million in 2020

**R6.43 million** invested in bursaries and scholarships (2020: R8.09 million)

**78.88** average training hours per permanent employee compared to 49.43 average training hours for 2020

**294 218** training hours on contractors compared to 404 058 in 2020

### NEW SCHOLARSHIP PROGRAMME

In 2020, we had 10 scholars from our host community schools who formed part of this initiative.

It is with much pride that we announce that our scholarship programme has grown from 10 scholars to 21 scholars 2021 academic year.

It has been a tough year with COVID 19 changing not only our way of everyday life, but also contributing to our scholars having to adapt to new ways of learning. Through these tough and adverse times, we are proud to announce that our scholars exceeded all expectations and managed to achieve above average academically.

We would like to take this opportunity to give recognition to the following scholar for her exceptional academic achievements.

**Oreatile Moletsane**, is in Grade 11 at Bergsig Academic in Rustenburg and received the following exceptional achievements:

- Received Honours Colours
- Academics gold for an average percentage of 86.7%
- Academics trophy for highest achievement in mathematics – 92%
- Academics trophy for highest achievement in geography – 92%
- Elected member of the RCL - Executive

## 2020 GRADUATES & 2021 INTAKE

### 2020 Graduates

Congratulations to all the graduates of 2020 who worked hard to accomplish this.

Name	Institution	Field Of Study	Operation Allocated
Kgwale Mokoena	Tshwane University of Tech	Mechanical Engineering	Lion
Katlego Molete	University of Pretoria	Mining Engineering	Western Mines
Lesiba Koopedi	University of Pretoria	Accounting Sciences	Eastern Mines
Mohini Takoorsadh	University of Stellenbosch	Electrical Engineering	Rustenburg
Mongoedi Kgari	University of Witwatersrand	Electrical Engineering	Lion
Nadia Naidoo	University of Stellenbosch	Chemical Engineering	Wonderkop
Nadya Hefer	University of Pretoria	Chemistry	Western Mines
Opulence Mmushi	North West University	Accounting Sciences	Finance
Palo Madike	University of Witwatersrand	Chemical Engineering	Lydenburg
Amy Hislop	University of Cape Town	Chemical Engineering	Rustenburg
Sammu Molekwa	University of Johannesburg	Extraction Metallurgy	Lion
Tanya Meyer	University of Stellenbosch	Chemical Engineering	Western Mines
Tebogo Kgwedi	University of Witwatersrand	Chemical Engineering	Lion
Velly Paile	University of Witwatersrand	Chemical Engineering	Lion
Pauling Kole	University of Johannesburg	Extraction Metallurgy	Boshoek
Nthabiseng Mosebo	University of Witwatersrand	Extraction Metallurgy	Boshoek
Castro Magakwe	University of Johannesburg	Mining Engineering	Eastern Mines
Rudi Best	North West University	Electrical Engineering	Eastern Mines

### 2020 New Bursars

Congratulations to all the 2020 bursary intake who worked hard to accomplish this.

Name	Surname	Field Of Study	Institution	Vacation Placement
Amislio	Massirela	Mechanical Engineering	North West University	Western Mines
Tankiso	Ramunasi	Mechanical Engineering	North West University	Western Mines
Kamogelo	Setime	Mechanical Engineering	University of Johannesburg	Rhovan
Yashil	Sukram	Mechanical Engineering	University of Cape Town	Rhovan



## A SPECIAL AWARD FOR AURET NORTJE

We take great pleasure in congratulating Auret Nortje for being awarded The Best Chartered Accountancy Student Over 3 years in Financial Accounting at the North West University.

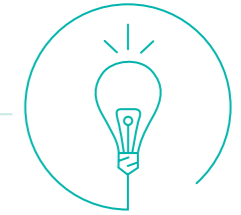




Global Competition and an ever-changing environment mean that employee skills need to be regularly updated and relevant to ensure that Glencore Alloys not only stays in the fore-front; but is also, persistently competitive.

Since 2012 employees have been afforded the opportunity to participate in three different levels of leadership programmes.

## LEADERSHIP DEVELOPMENT PROGRAMMES



### Senior Leadership Development Programme:

The Alloys Division did not nominate any delegates to participate in the 2020 SLP. This decision can be attributed mainly to operational issues and challenges experienced during this time. However, the nominations for 2022 will make up for the lost opportunities in 2020 as a substantially bigger group has been nominated.

### Middle Management Programme

The Middle Management Programme which began in 2013, presented by Henley Business School is targeting learners at Middle Management level. This 10-month programme is presented on a NQF Level 6 and focuses on equipping managers with appropriate skills to enhance their value adding ability.

The following modules are covered within this programme:

- Foundations of Systemic Management
- Business Acumen
- Managing Teams and Change
- Strategy, Synthesis, and Integration

In November our very first ever online graduation ceremony took place. This was a whole different experience that gave us an opportunity to recognize the hard work and achievements of the class of 2020.

For 2020 Glencore Alloys enrolled 19 employees for the programme, with a 100% pass rate. It is also commendable that two employees successfully completed the programme with distinctions.

### Frontline Leadership Development Programme

This Programme is presented by Growth-Link Integrated Solutions and is specifically aimed at employees in supervisory and equivalent positions.

This programme is aligned to the Mining Qualification Authority's 'Advanced Generic Management Skills Programme' and is specifically intended to empower delegates to acquire the knowledge, skills, attitudes, and values required to operate confidently as junior managers in the working environment. As a Skills Programme it not only provides a theoretical framework for delegates but also affords them the opportunity to apply their acquired skills once back at the workplace.

Topics covered as part of the Programme will include the following:

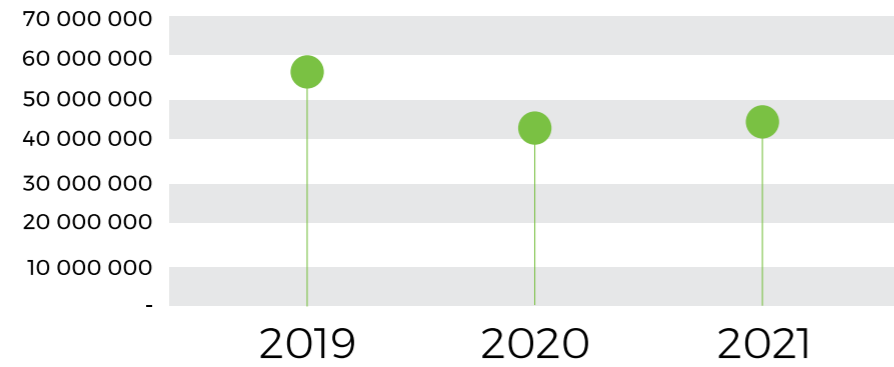
- Leading with ethics
- The management principles of planning; organising; leading and control
- Performance management and team motivation
- Problem solving
- Financial management

The 2020 group was especially challenged in terms of the COVID pandemic and the postponement of classes due to lock down regulations made participation even more demanding. Despite such challenges, this group performed well, and most delegates completed their studies successfully.

To address similar future challenges; the programme has since been adjusted to also be available in an on-line/e-learning format and Boshhoek became the first business unit to opt for this delivery method with their 2021 in-take.

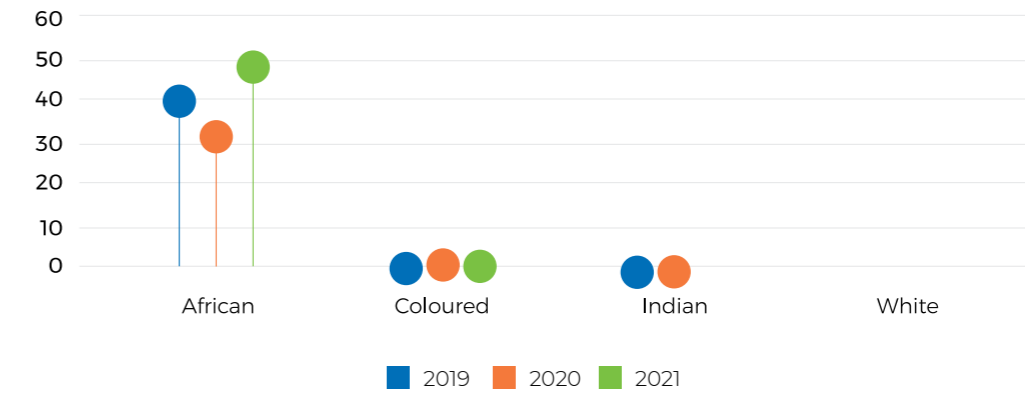
'If you believe that training is expensive; it is because you do not know what ignorance costs'.  
- Michael Leboeuf

### Expenditure (ZAR)



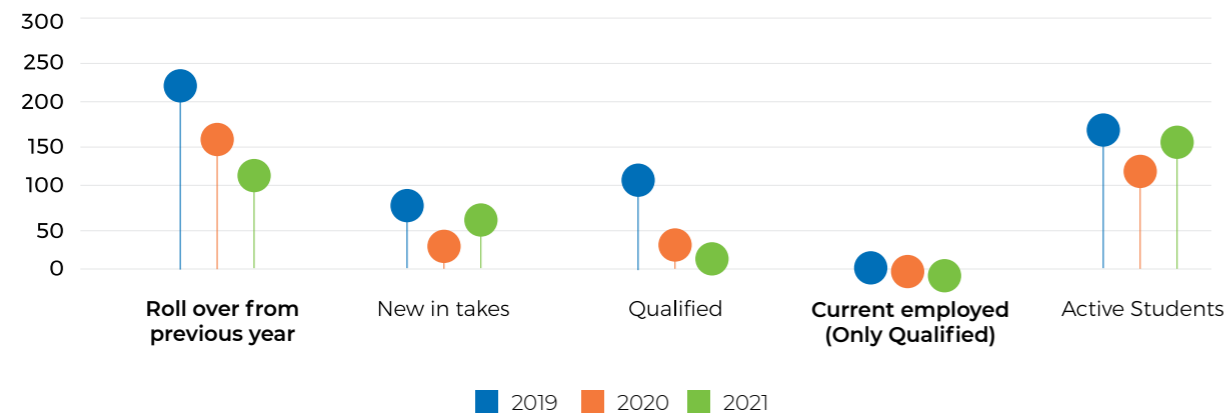
The total expenditure over the past three years has decreased due to the limitations of COVID although we have still managed to train a substantial number of learners. The cost involves, institutional training, toolbox, PPE and wages.

### Active Female Learners



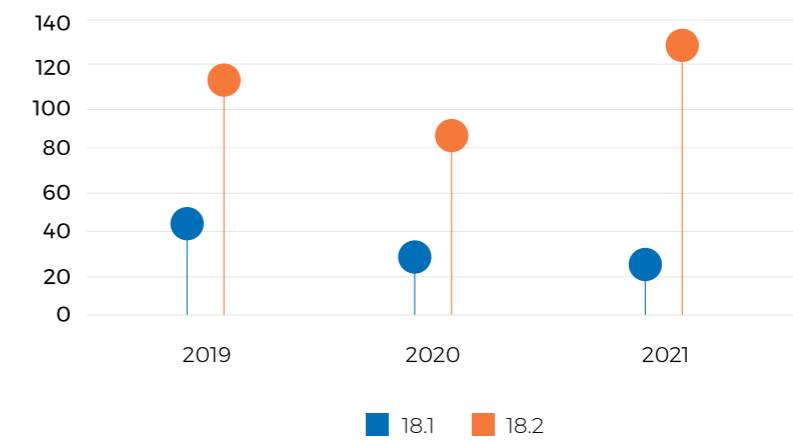
The graph above indicate the number of females currently indentured into learnership programmes. From 2019 our female learner numbers have increased that support transformation of female artisans in the industry.

### Engineering Artisan Learnership



The Engineering learnership program flow over a period of three years covering the institutional and experiential training requirements. This consists of Employed 18.1 and Community 18.2 learners. The retainment of qualified learners depends on the open vacancies. The graph above illustrate the movement of learners over a period of three years.

### Employed (18.1) and Community (18.2) Learners



The number of our Community 18.2 learners have increased from 2019 to 2021 due to our Mining Charter SLP commitments.

## Newly Indentured Learners

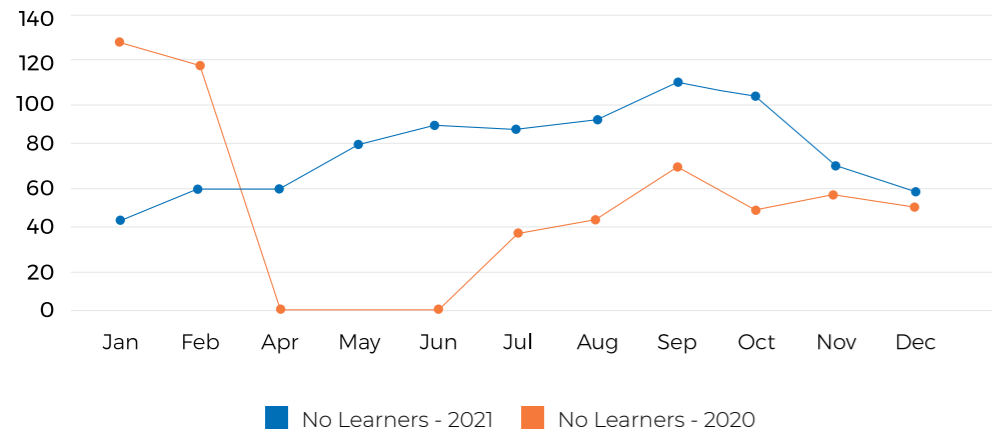


Glencore's Eastern Limb Training Centre offers Engineering Artisan qualifications and Skills programs to our own operations and external clients around the Steelpoort area.

The effect of COVID-19 over the two years affected our enrolment of new students into different qualifications and skills programs. Most new enrolments came from the Artisan Aide Level 2 program.

As an independent Trade Test Centre, the number of learners tested for Trade Test was lower than the previous year.

## Learner Movement



COVID-19 had a huge impact on our 2020 and 2021 enrolment of new students. Most new enrolments came from the Artisan Aide Level 2 programme.

Our engineering learners also put their theoretical knowledge into practice. This is critical as the engineering learnership programme comprises different forms of training methodologies.

Number of learners at Eastern Limb Training Centre in 2020 and 2021.



Engineering learners are busy applying their theoretical knowledge. This is fundamental as the Engineering learnership program consists of different types of training methodology methods.



## REINFORCE THE WORKFORCE

### INTRODUCTION

Our employees are our most valuable asset and their wellbeing is our top priority. We continuously look for initiatives that are aimed at ensuring a positive, healthy working environment.

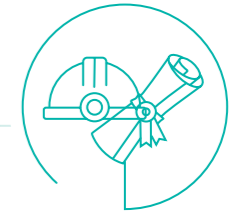
### HSE AND CSI COLLABORATION WITH HUMAN CAPITAL

The new HSEC and Human Right Standards introduced a vast number of requirements from HSE, CSI and Human Capital team which will have a huge positive impact on our employees, business partners and hosting communities. We can only achieve effective implementation by collaboration and working together as a team.

Together with the Human Capital Teams we implement Community Development projects and ensure our local communities participate in the Enterprise Development opportunities. Our investments include extensive community infrastructure development, healthcare, education, socio-economic as well as local enterprise & supplier development. We align and direct our investments with external commitments as outlined in the United Nations Sustainability Development Goals (UNSDG's) and the performance expectations outlined by the International Council on Mining and Metals (ICMM), and locally with the National Development Plan (NDP) 2030 for South Africa, the Integrated Development Plans (IDP's) from local municipalities and guidance from local stakeholder engagement sessions.

**Health Standards, Human Rights and employee wellbeing** is top on the agenda with many initiatives in place such as Fit for Work and Fit for Life initiatives. The Human Capital team has led the initiatives of understanding Mental Health issues with the intent of facilitating how we best manage the issues at hand and ensure the inclusion of mental health talks, counselling and continuous support with the Employee Assistance Programme. Glencore upholds the United Nation Declaration on Human Rights and we are a signatory of the Voluntary Principles on Security and Human Rights (VPSHR). We respect and appreciate our rich cultural heritage and embrace our partnerships with traditional authorities around our operations. Inclusion and Diversity is critical to the success of our teams and business as a whole.

One of the great collaborations was seen in the way we managed COVID-19. The Crisis Management Response Team approach ensured that all our key stakeholders were considered in our management and response to COVID-19. The supply of COVID PPE, COVID screening using the App; Vaccination Drives; and managing the business around different ways of working during the lockdown and COVID-19 period.



**SafeWork** is an initiative introduced at Assets and Projects, including all managers, employees, and contractors, to eliminate fatalities and serious injuries.

We expect everyone to be able to identify and manage the fatal hazards in their workplace and put in place the appropriate controls.

SafeWork is built on a set of minimum expectations and mandatory fatal hazard protocols, lifesaving behaviors that are at the heart of safe work, and safety tools.

We believe consistent application of SafeWork through strong visible leadership will drive a culture of safe operating discipline and get our people home safe.

For us to achieve our ambition of zero workplace fatalities, all nine elements must work consistently together.

### SafeWork's Nine essential Elements



## HOW WE MANAGED DURING LOCKDOWN, TERS AND SECTION 189 PROCESS



COVID had a negative impact on our local and global economy during 2020 and 2021. The pandemic led to the implementation of social distancing, remote working arrangements, and the use of virtual and digital platforms to get the job done.

Although the financial impact and losses to the Company were substantial, employees were not negatively financially impacted during these challenging times. The Company has paid all employees their full salary since the government regulated lockdown in March 2020 until their return to work with some operations only resuming Production in September and October 2020. The Company made provision for fully paid COVID leave during quarantine, isolation, and the vaccination drive.

The pandemic coupled with other economic factors had the dire impact of huge job losses. Glencore Alloys embarked on a retrenchment process during June to September 2020 which resulted in closure of the Lydenburg Smelter. Overall, 932 employees lost their jobs during the S189A process.

### TEMPORARY EMPLOYER RELIEF SCHEME

One of the measures implemented by Government during the pandemic was the Temporary Employer Relief Scheme ("TERS") which was initially introduced in December 2019 to assist employers in financial distress.

The intention of the scheme was not for the employee to receive more than they would have had there been no closure and continued to work. The Company had continued paying employees remuneration during the periods of reduced operation or temporary closure in 2020 due to the COVID-19 pandemic.

### COVID STATISTICS

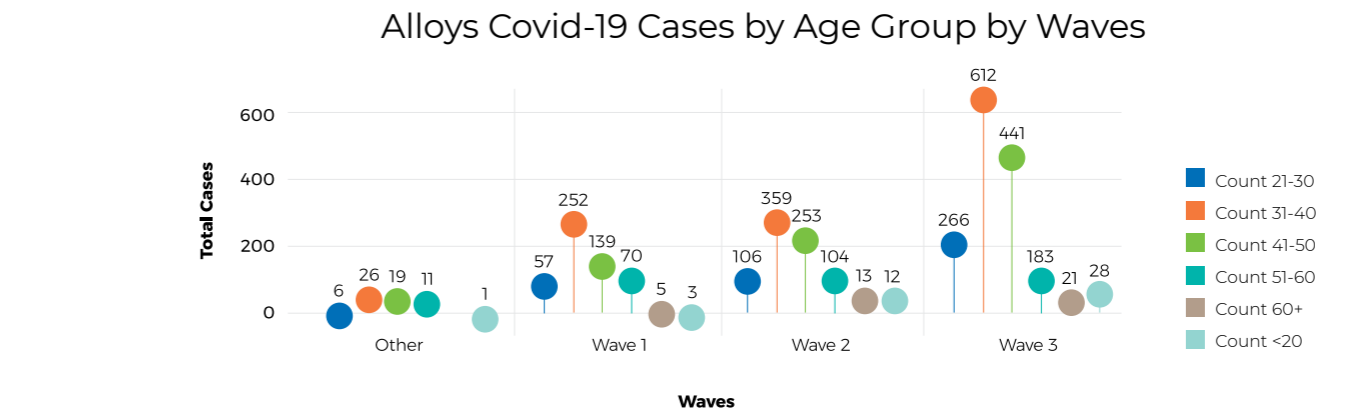
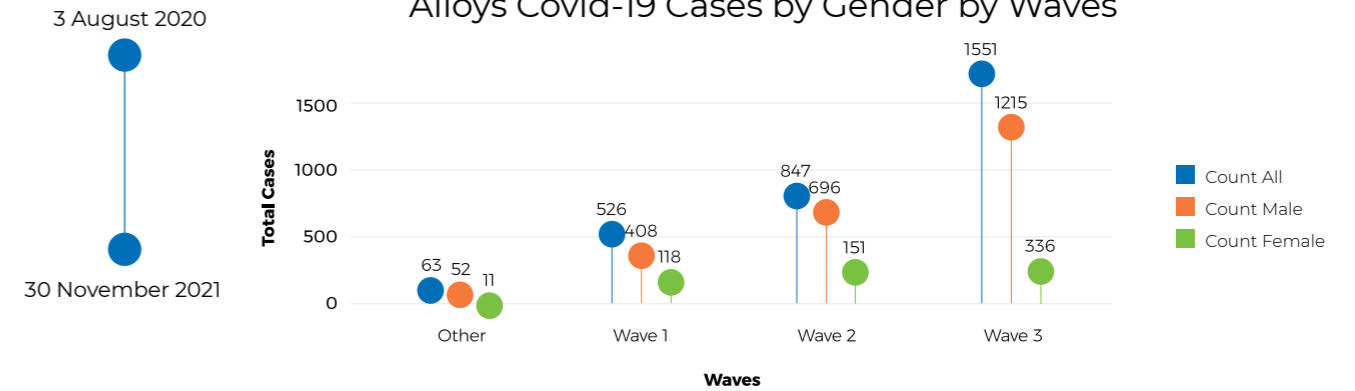
Glencore Alloys during COVID

Alloys Statistics	
Deaths:	35
Cases Tested:	64,316
Tested Negative:	61,323
Tested Positive:	2,993
Active Cases:	39

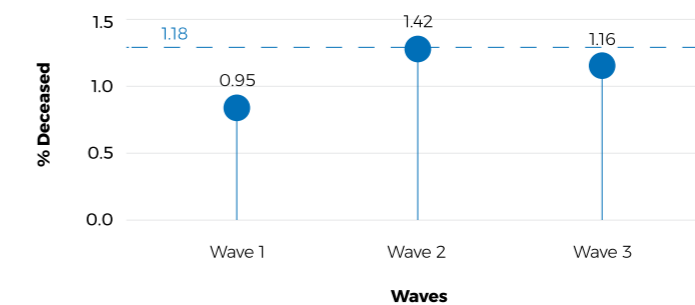
Glencore Alloys COVID stats as at 30 Nov

Alloys Statistics per division						
Section	Referred for testing	Tested Positive	Deaths	Tested Negative	Positive active cases	Recovered cases
Total Alloys	64,316	2,993	35	61,323	39	2,919
Smelters	33,510	1,334	17	32,176	15	1,302
Mines	23,311	1,192	11	22,119	5	1,176
Rhovan	6,879	355	3	6,524	17	335
HO	555	73	2	482	1	70
Carbon	61	39	2	22	1	36

## GLENCORE ALLOYS STATS PER WAVE



### Alloys Covid-19 Cases Mortality rate by Waves %



## ALLOYS VACCINATION DRIVE

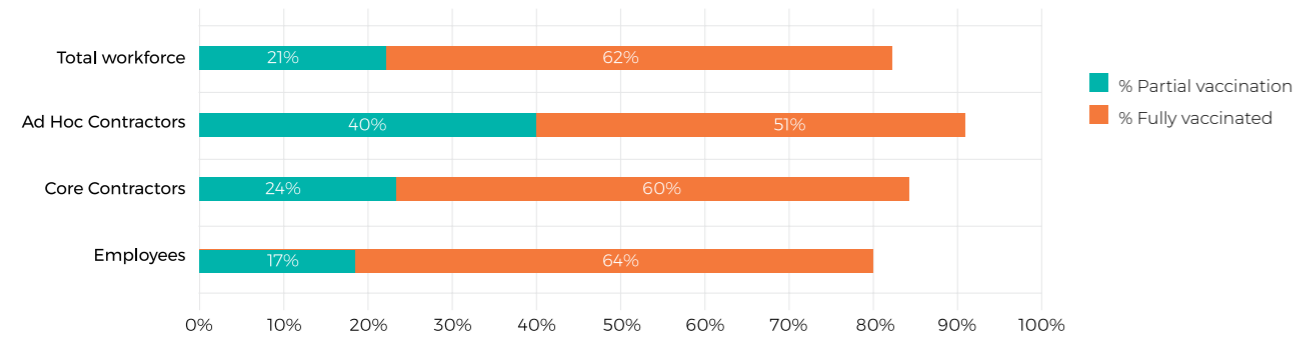
Glencore Alloys partnered with Ndlovu Laboratory and Health Services. We donated gold standard PCR equipment and auto sampler to Ndlovu laboratory.

Ndlovu provides the required cold storage facilities and ensures the temperature control of all vaccines. Since the start of our vaccination drive on 12 July 2021 we have provided 18,833 vaccines which are equal to 3,139 vials being used. We have not lost a single vaccine throughout the process.

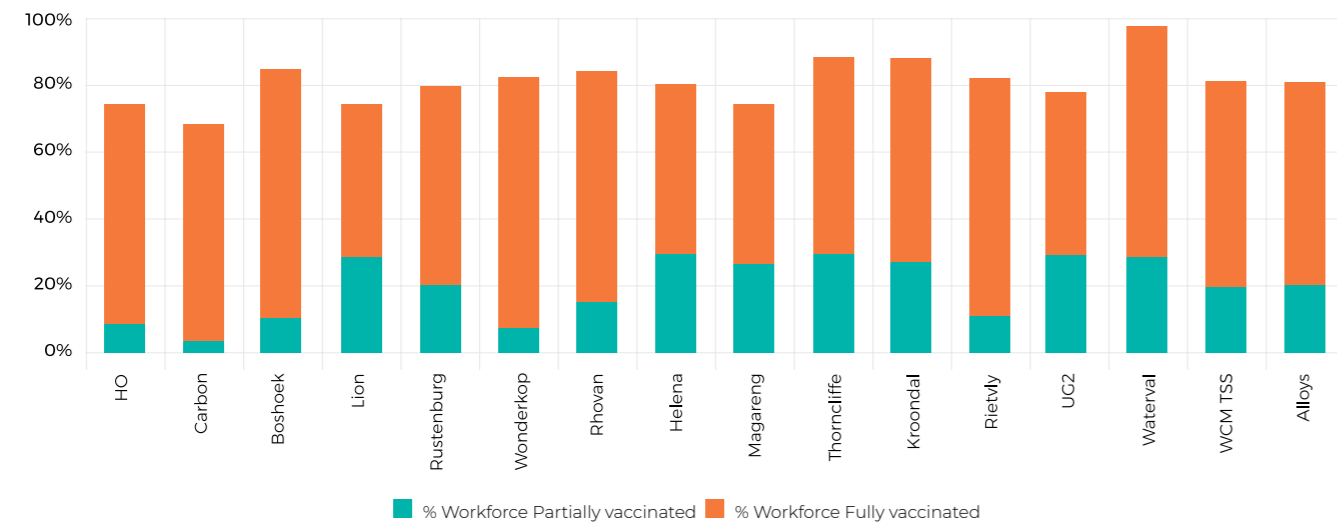
An agreement was signed whereby Ndlovu would supply the Medical Doctor, Pharmacist, Nurses trained as vaccinators and administrative personnel who were all trained in the various software applications required by Government Departments.

Currently 83% of our workforce are partially or fully vaccinated.

% of vaccinations per category



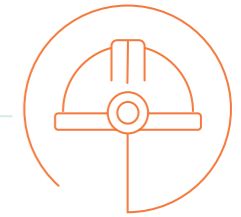
Alloy % of Workforce Partially and Fully vaccinated





## GLENCORE ALLOYS WOMEN IN MINING

Glencore Ferroalloys joins hands with the DMRE, Women in Mining, Mining Health and Safety Council and Mining Houses to fight Gender-Based Violence and empower women around their operations in alignment with the theme “Moving from Awareness to Accountability”



Gender Based Violence and Femicide, in its all forms and manifestation is a global phenomenon that is being jointly fought through different international and local platforms, institutions and governments. It is a human rights infringement as identified by Alloys in line with the HSEC Strategic overview 2020-2023, that clearly outlines Human Rights as a priority area. The fact that freedom of women, children, our indigenous people represented by tribal authorities, the LGBTI and other vulnerable groups is limited due to their safety is a cause for concern, a clear case of human rights violation. Glencore Alloys have ensured that the Women in Mining structures across all its operations that will ensure that women issues including GBVF are attended to. Glencore Alloys has and aligned with the National Strategic Plan of combating GBVF through different initiatives. We are currently building a Thuthuzela Care Centre in Dilokong Hospital in Limpopo, and supporting women owned businesses.

**As part of the Woman in Mining campaign, Glencore Ferroalloys joined hands with the DMRE to fight Gender-Based Violence and empower women around their operations in November 2021.**

Glencore Ferroalloys in partnership with the Department of Mineral Resources and Energy (DMRE), Women in Mining Advisory Committee (WIMAC) and Mine Health and Safety Council (MHSC) officially launched their 16 Days of Activism Against Gender Based Violence and Femicide (GBVF) awareness campaign in 2021. The campaign which called for zero tolerance against the abuse of women and children within the South African Mining Industry, is a collective effort from Glencore Ferroalloys and other mining houses in the Rustenburg area to play their part in creating awareness as well as supporting victims of GBVF near their operations.

Glencore executives, the Department of Mineral Resources and Energy Deputy Director General (DDG): Mineral Regulation, Adv Susan Malebe, Executive Mayor RLM: Cllr Shiela Mabale, Huma as well as representatives from the National Prosecuting Authority, South African Police Services, Department of Social Development and Mine Health and Safety Council (MHSC) CEO Dumisani Dlamini attended the event in November 2021.

At the event, Japie Fullard said that the 16 Days of Activism Against Gender Based Violence and Femicide is one of the most important initiatives in the country, stating that the campaign should in fact run for 365 days every year because of the grave importance of women and children in society.

We also announced support for start-up companies, founded by women, through our Enterprise and Development (ESD) hubs.

On the day, the Department of Mineral Resources and Energy Deputy Director General (DDG): Mineral Regulation, Adv Susan Malebe urged all mining houses to intensify impactful interventions/programmes that will overcome GBVF in South Africa and applauded Glencore for playing their part.

As part of the Woman in Mining campaign, Glencore Ferroalloys collaborated with the DMRE to fight Gender-Based Violence and empower women around their operations

## OPERATION INITIATIVES

Each operation has had the opportunity to contribute to the lives of our employees, their families, and the bigger communities that we all live in. Here are some of the exciting projects that they have worked on in 2020 and 2021.

### COMMUNITY TRAINING

#### Glencore Ferroalloys gives hope to local unemployed communities through its CSI portable skills programme

Unemployment in South Africa continues to be a cause of great concern as its rapid rise negatively affects the most vulnerable in our communities. As Alloys, we believe in not just observing the issues faced by our communities but rolling up our sleeves and working together to support those who need it most. It is on this backdrop that we are proud to have rolled out our latest CSI Portable Skills programme which serves as one of the many ways we continue to support those near our operations.

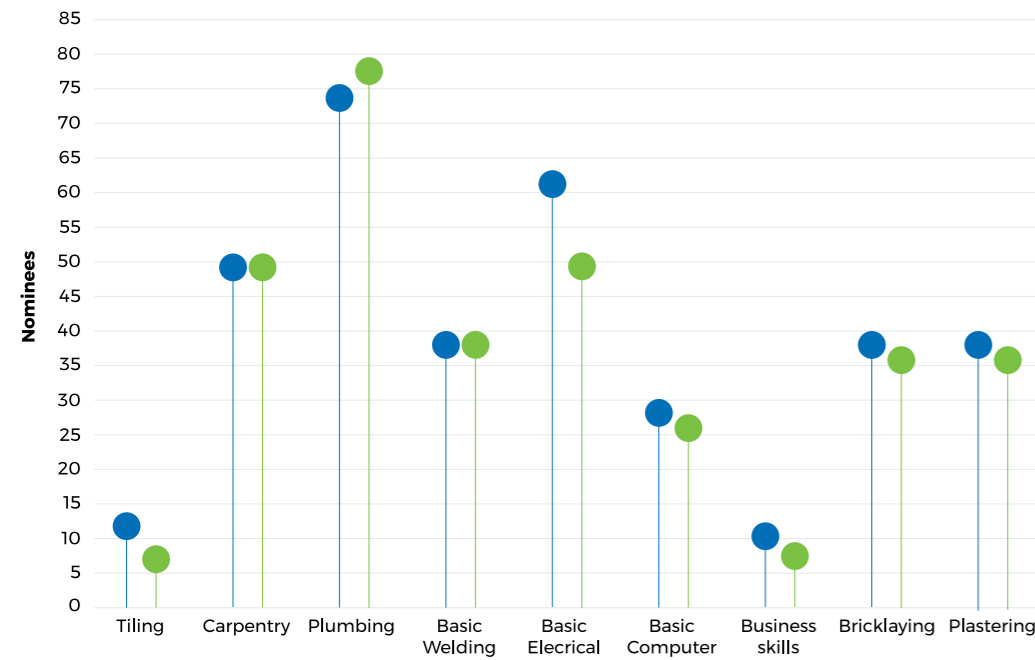


During May 2021, the CSI Portable Skills programme such as: Tiling, Plumbing, Carpentry, Bricklaying, Plastering, Basic Computer, Basic Welding, Basic Electrical and Business Skills were rolled out. The duration of these programmes varies from 5 to 20 days offering theoretical and practical training. These programmes promote entrepreneurialism as starting new businesses or getting involved with new ventures or ideas. Entrepreneurship is important, as it can improve standards of living and create wealth, not only for the entrepreneurs but also for related businesses. Celebrating successes throughout the year, awarding individuals with portable skills certificates and start-up toolkits.

**what a joy, observing happy faces.**

The programme is underpinned by the recognition of skills development as being one of the key areas needed to position unemployed individuals for better opportunities. To rollout the training we partnered with Train the Nation who are an accredited training service provider with more than 15 years of experience in training participants in numerous skills including portable skills training in terms of social and labour plans for different corporates. Through our partnership with Train the Nation we were able to provide plumbing and carpentry programmes as well.

#### CSI Community Training 2021



■ 2021 Nominated ■ 2021 Completed



1

**Image 1:** Carpentry, building roof trusses  
**Image 2:** Practical Basic Welding Training  
**Image 3:** Receiving their Certificates and Start-up toolkits

## Access to healthcare at the new Bethanie Clinic



### BETHANIE COMMUNITY CLINIC

Previously, our community members received their primary healthcare services from the old and dilapidated Bethanie Clinic. We were concerned about the poor quality of the infrastructure, which caused demoralization among medical staff, which, in turn, resulted in poor services. We consulted with all the stakeholders, including the community and the Department of Health of North West Province (DoHNWP), on how best we could address the situation. It was decided that the building of a new clinic should be a Social Labour Plan (SLP) Project.

The DoHNWP supplied the mine with drawings and plans, and the clinic was built at a cost of R28 million. Biz Africa, a local contractor, undertook the construction, creating business for local SMMEs and jobs for local people, many of whom were empowered with new building, carpentry, painting and electrical skills. Although the clinic has been handed over to the DoHNWP, Rhovan is still responsible for maintenance work and gardening.

### BETHANIE CLINIC DISPENSARY - DENTAL AND MEDICINAL EQUIPMENT DONATION

The Rhovan partnership with North West Province Department of Health and Bakwena ba Mogopa started years ago by a common interest of keeping our host communities in good health. This encouraged Rhovan to change the lives of the host communities' members for the better, which resulted in the state of the art Clinic right on the mine's doorstep. "Our partnership with the Department of Health started with building the new Bethanie Clinic and has evolved to this day with the mine maintaining the Clinic infrastructure and garden and recently donating dental and medicinal equipment" says Adriaan Brugman, Rhovan Mine Chief Operating Officer.

Health services has improved greatly with access to primary health care having increased from 8 hours per day to 12 hours. The donation of dental and medical equipment has made it possible to render primary health care services on a 24/7 basis. The Department of Health noted that the staff complement has remarkably increased at the Clinic, with the number of nurses growing from 3 to 16 and administrators also increasing. In addition, a senior midwife, dentist and two doctors have been appointed to serve at Bethanie Clinic. The staff morale at the clinic is high and the environment is welcoming. We are proud to be associated with Bethanie Clinic



Image 1: DoHNWP receiving medical equipment at Bethanie Clinic Maternity Ward. Image 3: Dental Equipment

## SPORT AND AGRICULTURE

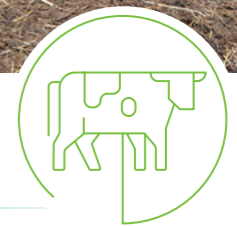


At Rhovan, we believe that sport is an important component not only of development but also in bringing people together, and we remain committed to building sports fields within our host communities.

We have upgraded the Bethanie Sports Field and are currently developing another one in Barseba. We also believe that sports and education can change the world, a belief that is borne out by the investments we make to empower our host communities.



Bakwena Bamogopa local farmers



## SPORT AND AGRICULTURE

When it comes to empowering agriculture, we have donated seeds, fertilizers, top-dressers, cattle, goats, pigs and poultry. We are also in the process of rolling out our Youth Agricultural Learnership Programme to provide youth in our host communities with the skills to contribute to food security while at the same time creating wealth. We are proud to announce that this intervention is accredited by AgriSETA, with the project being executed in partnership with a local entrepreneur.

Our Agriculture Project was established in partnership with Rustenburg Local Municipality as an SLP income-generating project. This project will empower local farmers by enabling them to contribute to food security and create seasonal jobs, and will assist in growing the local economy beyond mining-related economic activities. We have empowered farmers by sponsoring agricultural seeds, fertilizers and top-dressers, and also by donating cattle, pigs, chickens and goats to local farmers, with beneficiaries receiving a total of 78 cattle, 10 pigs, 300 chickens and five goats.



## BUSINESS SUPPORT STRUCTURE

The new Business Hub facility will continue offering services to our host communities' entrepreneurs or those aspiring to be business people.



Newly built Bakwena Bamogopa Business Hub situated in Bethanie

## DMR BUSINESS EXPOSITION

Rhovan participated in the DMR Business Exposition in which various mining houses presented procurement opportunities and the progress they have made.



Sello Mnsi handing over equipment to Katlego Modise one of the Karo Directors Ntombizodwa De Tiot, Tlhobogang Ramoroo and employees of Karo.

## EQUIPMENT HANDOVER KARO MINING



### Background

Karo Mining is in the business of providing cleaning, gardening and landscaping services to various clients throughout the Western Chrome Mines.

What started as a dream for both owners from Waterval and Rietvly area is now a reality, as they have empowered nine other employees to feed their families with permanent positions. This exponential growth for the business has enabled both owners to really invest in their employees with tools that enhance their skills and performance.

As part of our business model of diversifying outside the mining industry, in 2020, we managed to secure a contract with the five star Royal Marang Hotel in Phokeng to provide a service outside the mining sector. Once again, demonstrating our commitment to developing our business outside the mining industry.

Karo Mining wouldn't be where it is today if it wasn't for the business support through Regoapele Capital at our business hub.





**IMBUMBA FOUNDATION AND WOMEN IN MINING VISIT KROONDAL PRIMARY SCHOOL**

Glencore Alloys has entered a partnership with Imbumba Foundation to distribute sanitary pads to young girls in schools from our host communities.

Kroondal Primary is adjacent to our Kroondal Mine, and it is the only Primary School in the area. Many of the children at the school come from difficult socio-economic conditions, where there are high levels of poverty, unemployment, and crime in the area.

On 9 September 2021, Imbumba Foundation paid a visit to Kroondal Primary School. A total of 325 girls were recipients of these sanitary pads (6 months' supply).

The Western Chrome Mines chapter of Women in Mining also provided school shoes to 50 learners in the Foundation Phase, and this was a moment of joy for many of the young ones, as a pair of shoes goes a long way in ensuring that their daily walk to school is easy, but most importantly, it restores.

**RUSTENBURG SMELTER HANDS OVER ANOTHER WATER-SAVING SOCCER PITCH TO SUPPLY WATER AND DEVELOP SPORTS**



Glencore Rustenburg Smelter in partnership with GreenSource built a soccer pitch at Seraleng Primary. The pitch also functions as a Water Purifying System from which the school kids and staff are able to get clean water for consumption..

The project serves as a contribution from Glencore Rustenburg Smelter towards "Sports Development" and "Water Conservation" within our local communities.

On the 1st December 2021, the project was officially handed over to the School. The handover was done by the Glencore Rustenburg Smelter Management together with Amanda Magro the COO of Glencore Alloys Smelting Division.



Kaizer Motaung Jnr with learners from Rustenburg.



Mr. Thabo Modutoane (Seraleng Primary School Principal). Celebrating the cutting of the ribbon inside the GreenSource pitch

## THEKWANE CLINIC



Water and fruits delivered to the Thekwane clinic.



Speakers at the Nkaneng Settlement during World Aids Day Campaign.

The Thekwane Clinic serves the host communities surrounding our Wonderkop Smelter and as part of their education initiative they hosted a campaign for community members to attend and receive information on diabetes signs, symptoms and treatment.

Wonderkop Smelter provided bottled water and fruits to all attendees at the Thekwane Clinic in support of their open day where a dietician from Rustenburg Health Sub-district educated patients and community members about ways to prevent successfully manage a Diabetes Mellitus condition.

Wonderkop Smelter was also approached by the Thekwane Clinic to assist with water and drinks for their World AIDS day 2020 campaign which was held in the Nkaneg settlement and Thekwane village.

## RASIMONE AND MAFENYA COMMUNITIES

In 2020 and 2021 Boshhoek donated the following to their hosting communities:

Blankets to the elderly of **Rasimone and Mafenya community**.



As well as groceries to the traditional HIV/AIDS home based care centre, the donation also aimed to create awareness of the 16 days of activism for no violence against woman and children in Macharora.

## BOSHOEK SMELTER COMMUNITY PROJECTS



Boshhoek Smelter funded transport and levelling costs for Slag to be donated to the surrounding communities. The slag is used to rehabilitate roads in the villages and also at graveyards. Surrounding schools get slag and levelling in order for them to use on the unfavourable areas on the schools yards.

### SKILLS DEVELOPMENT

Boshhoek Smelter in conjunction with Group HRD initiated a skills development program. Doorstep community members were chosen from Macharora & Boshhoek to attend the 21 day Glencore portable skills training. Boshhoek Smelter provided transport for the community members in order for them to attend the program and as well as all costs for PPE and the program. All costs involved for the safety clothing and program cost. The development programs that were offered by Boshhoek Smelter was plumbing, tiling and carpentry skills. Candidates who completed the training successfully were issued with certificates and a start-up kit in the respective disciplines of the program they completed.



## EDUCATION DEVELOPMENT



Glencore Boshhoek funded the top five students from Charora High school to participate in the Tunisi Math Olympics held at Lebone College in October 2021. During the day's activities each school had to build a Mathematically strong team with all grades represented from Grade 8 -12, resulting with a total of 5 students per team working together. The competition was set up in a total of 5 rounds, whereafter the best group would be declared as the winners.

The teams received questions directed to a specific grade, e.g. Grade 12 students would receive a question and the whole team would be required to assist one another to complete the question correctly, and it was the same for all grades.

Glencore Boshhoek took the initiative to hold a career guidance day at Lebone College for students which are currently in Grade 9.

The aim is to create awareness of the different kind of careers that can be followed with the Alloys Smelter environment and also all the development opportunities that Glencore Boshhoek have within the Engineering and metallurgical fields



A SELECTION OF PROJECTS IN THE EASTERN LIMB



**BUSINESS INCUBATION HUB HANDOVER**

In the past, business support services to Local Black Owned Enterprises in the Eastern Limb (Steelpoort area) have been rendered by companies that failed to address the essence of LED incubation. In the East, a facility have been made available in the business park to conduct mass quarterly communication and information sharing sessions, during which it became evident that a system/process and facility, exclusively for LED incubation and business.

support, had to be implemented, in order to properly address the need. Only providing simple business support services such as payroll administration and internet banking, was not sufficient. A similar Hub in Lydenburg have proven to be invaluable over the past year.

The objective is to design and build a fully-fledged LED Incubation Hub for the Eastern Limb, Steelpoort area, so as to make a significant, high-impact contribution to the development of small existing, or new emerging Local Black Owned Enterprises.



The incubation hub was handed over by our CEO on the 17 March 2021, with attendance by local traditional leaders, senior Glencore management and government officials.

## SLP AND CSR PROJECTS HANDOVER- 28 OCTOBER 2021

On the 28th October we handed over 15 projects between Lion Ferrochrome and the Eastern Chrome Mines to the beneficiaries within Steelpoort and Ngwaabe Communities. The event was attended by our CEO Mr. Japie Fullard, his executive team, the two GM's Mr. Lloyd Murenzvi and Mr. Chabisi Motloung, the Deputy Minister of DTIC Mr. Fikile Majola, Deputy Minister of DMRE Dr. Nobuhle Nkabane, MEC's, Local and District Mayors, and other government officials.



CPO- Edwin Hlatswayo, COO- Amanda Magro, CCSR- Conroy van der Westhuizen, CEO- Japie Fullard

Project Name	Community	Operation
Electrification of 300 households (SLP)	Ga- Masha	ECM
Seokgome Primary School – School Hall	Stocking	ECM
Mmahlagare Combined School – Dining & Kitchen	Kalfontein	ECM
Papong Primary School – Classroom Block & Kitchen	Ga-Malekane	ECM
Tibamoshito Primary School – Enviroloo Toilets For Boys & Girls	Ga-Rantho	Lion
Dikgageng Primary School – Administration Block	Ga-Maepa	ECM
Legapana Primary School – Enviroloo Toilets For Boys & Girls	Stocking	Lion
Amazing Kids Creche – New Pre School Facility	Mahlakwena	Lion
Ipadule Creche – New Pre School Facility	Ga-Malekane	ECM
Ngwanatheko Primary School – Enviroloo Toilets For Boys And Girls	Ga-Mampuru	Lion
Maselatole Creche – New Pre School Facility	Ga-Maepa	ECM
Kgaladi Creche – New Pre School Facility	Ga-Mampuru	Lion
Dithamaga Primary School – New Kitchen Facility	Dithamaga Trust	Lion
Steelpoortdrift Irrigation Scheme – Re-Build & Upgrade Of Existing Irrigation Dam	Ga-Malekane	ECM
Maathakane Community Creche – New Pre School Facility	Stocking	Lion



Dr Nobuhle Nkabane, Deputy Minister of the Department of Mineral Resources and Energy



Mr Fikile Majola, Deputy Minister of the Department of Trade, Industry and Competition

## SEKHUKHUNE WATER PROJECT

In the local community areas ranging from Ga-Malekane in the West to Ga-Mapodile in the East, there are serious water issues that is constantly raised by communities and water committees in these areas. A decision was made to investigate and assess the possibility of helping in addressing these issues, in collaboration with the Fetakgomo Greater District Municipality.

### STEEL BRIDGE CONTRIBUTION

ECM made a commitment of R10 million on the 2020-2024 SLP towards building of a new double lane concrete bridge at Ga-Malekane.

### ELECTRIFICATION PROJECT (R50 M)

Kutullo community has a new section which has been occupied without municipal service delivery over an extensive period of time. The occupants in the new section have been engaging with the municipality with regards to the electrification of these stands. The request from the community for electrification, is included in the IDP of the local municipality. In total, there are more than 800 new stands, and the number is still escalating. Subsequent to this, Glencore Eastern Mines have decided to get approval from the Fetakgomo Greater Tubatse Municipality, that propose the electrification of 600 stands in this section of Kutullo, as part of our SLP commitment, and as part of the new 2020 – 2024 cycle.



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