

3 Our social impact



As part of our Sustainable Growth and Impact strategy, we empower people to create impact while enhancing business sustainability. We aim to foster mutually beneficial relationships with our people, partners and host communities, equipping them with the capabilities, mindset and passion to achieve our purpose. We are committed to being accountable for our actions and creating a lasting, positive legacy.

In this chapter

We unpack our approach and performance through the following lenses:

We deliver social impact by...

Page 66	Empowering our people	Page 87	Building sustainable communities	Page 105	Upholding and respecting human rights
67	Prioritising safety	88	Empowering our communities		
70	Promoting health and wellness	97	Contributing to enterprise and supplier development		
74	Maintaining sound employee relations	101	Creating post-mining economies		
81	Investing in talent	103	Driving supply chain sustainability		

We are positioning Exxaro to win through our resilient strategy, which underpins...

Our commitments, management approach and meeting or exceeding compliance

Unpacked in this chapter

How we track and measure our performance

Highlighted in this chapter and [measuring and monitoring our performance](#) on page 11

Our stakeholder-inclusive approach

Engagements and collaboration in achieving our goals and initiatives summarised in this chapter, with [stakeholder needs and concerns](#) unpacked from page 17

Reflecting on our diverse and inclusive social journey over the years



Before 2019

- Youth pipeline
- Inclusive culture
- Racial and gender equity
- Women in mining

2020

- Launch of initiatives for people with disabilities and inclusive culture
- Gender equity charter, skills audits and anti-GBV focus
- Leadership capability building through the Exxaro Leadership Way

2021

- Strategy integration
- Fair pay
- Leadership DEI capacity building
- Integrating equity into DEI strategy

2022 and 2023

- Raise visibility of leadership commitment and accountability to DEI
- Educate and capacitate leaders and employees about DEI
- Activate the DEI baseline survey
- Revision of policies and processes

2024 and 2025

- Enable DEI governance structures
- Implement measures to close the wage gap
- Educate and capacitate leaders and employees to effectively deal with key diversity issues
- Enable DEI throughout the employee lifecycle
- Foster strategic DEI partnerships for ongoing learning and best practice

2024 and 2025 continued

- Official launch of the group-wide Ibandla Men's Forum as part of the gender equity initiatives
- Launch our DEI e-learning programme before the end of the first quarter of 2025

2026 and beyond

- Power possibilities by being a diverse and inclusive South African company with employees believing "I am valued and feel included at Exxaro"



Our social impact approach at a glance

By integrating social considerations across our operations, we develop innovative, long-term initiatives that create measurable value for employees, communities and the broader society in which we operate. Exxaro's approach to managing social impact is grounded in principles of inclusivity, sustainability and collaboration and is embedded group-wide through:

Accountability and responsibility

The SERC oversees the health, safety, engagement and development of employees, as well as community engagement and the implementation of the Social Impact strategy. Responsibility for employee-related strategies lies with the chief people and performance officer, supported by various management departments, while the Social Impact strategy reflects an integrated approach involving multiple executive functions.

Regulatory compliance

Exxaro complies with South African mining industry regulations and Mining Charter III. We monitor legal and parliamentary processes to clarify the intent and standing of the charter.

Beyond compliance

We also consider the long-term perspectives of government's strategies such as the 2030 National Development Plan and integrated development plans of local municipalities where we operate. We endorse several external voluntary standards, charters and principles, including the UNGC and SDGs and participate in private-public partnerships and industry forums to align with leading social impact practices.

Our social commitments are supported by specific strategies and policies:

- Exxaro's people strategy informs our employee engagement approach, supported by the group's:
 - Safety strategy, focused on preventing incidents and managing risks with five safety pillars
 - Integrated health and wellness strategy, addressing occupational and non-occupational health risks to enhance workforce wellbeing
 - DEI strategy, driving an inclusive environment, removing systemic barriers and maintaining a representative workforce
 - Talent management strategy, which aims to build future capabilities, enabled by supportive leadership and technology
- Our Social Impact strategy (illustrated below) ensures that our socio-economic development initiatives contribute to the resilience, sustainability, and growth of our host communities, enabling them to thrive beyond the lifespan of our operations
- Aligned with these efforts, our supply chain sustainability policy and strategy integrates socio-economic priorities into procurement practices, while our human rights policy ensures accountability through regular due diligence to prevent and mitigate impacts

Stakeholder engagement and collaboration remain central to our approach, supporting the development of initiatives that deliver measurable, sustainable benefits.

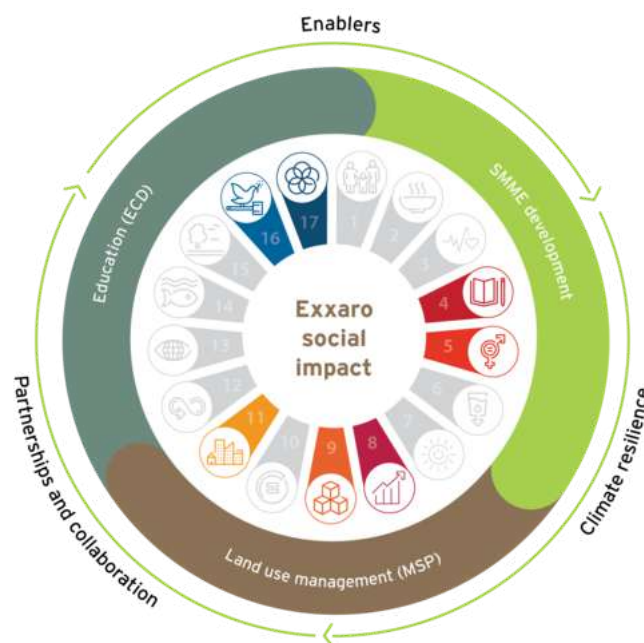
Delivering sustainable social outcomes

Our Social Impact strategy adopts a holistic, integrated approach to addressing systemic social challenges in host communities. Rather than focusing solely on immediate, compliance-based projects, the strategy takes a long-term perspective, prioritising initiatives that deliver sustainable, multidimensional benefits. By targeting the root causes of socio-economic disparities, such as inadequate education, limited economic opportunities and restricted access to land for productive use, the strategy seeks to create systemic change that uplifts communities over time.

This approach integrates ESG principles and global SDGs to promote sustainable development within a low-carbon economy:

- **Environmental:** initiatives such as green procurement, land rehabilitation and climate-resilient agricultural practices contribute to reducing Exxaro's environmental footprint while building community resilience to climate change
- **Social:** our focus on education, job creation and SMME support reduces poverty and improves community resilience but also generates multiplier effects, influencing other areas of wellbeing without requiring additional investment
- **Governance:** partnerships with credible institutions, transparent funding mechanisms and adherence to global human rights and ethical standards ensure the strategy maintains integrity and scalability













Our Social Impact strategy ensures that Exxaro's social initiatives not only benefit current stakeholders but also lay the foundation for sustainable, equitable growth for generations to come.



Our social impact continued

Our strategic response

Exxaro's social initiatives align with ESG objectives embedded in our Sustainable Growth and Impact strategy:

ESG objectives		Supporting the achievement of our Sustainable Growth and Impact strategy
Health and safety	To power zero harm through a risk-based mindset and boost our employees' and host communities' quality of life through integrated health and wellness	 
Social impact	To contribute towards social cohesion and sustainable community development	 
Human rights	To respect and uphold human rights for all people in Exxaro's sphere of influence, ie where we have the ability to effect investments and developments	
DEI	To be the industry leader in diversity and inclusion, developing capabilities and leaders, achieving compliance and fostering inclusion	  
Land management	To leverage Exxaro's land assets to create sustainable post-mining economies	 
Partnerships and funding	To use Exxaro's capabilities and resources to attract partners and create impact at scale	  



Further reading

How we are embedding ESG-related risks and opportunities in the business



[Embedding ESG in our business](#) (page 7)

Our materiality determination process and social-related material matters



Material matters ([integrated report](#), page 46)

How we performed

Key highlights

No fatalities,

with an LTIFR of 0.06

(2023: zero fatalities, 0.07 LTIFR)

OHIFR of 0.14

(2023: 0.15)

51

jobs created through SLPs

(2023: 29)

R11 million

invested in developing targeted employees in management programmes, leadership roles, postgraduate studies and support functions

(2023: R10.5 million)

R187.29 million

invested by Exxaro and Cennergi in socio-economic and ESD programmes

(2023: R223.51 million)

Local contracts worth

R1.2 billion

were awarded to 38 suppliers

(2023: R1.9 billion; 31)

Key challenges

10

injuries incurred by employees at our operations

(2023: 11)

Two

cases of alleged discrimination or related grievances filed

(2023: none)

Two

cases of sexual harassment reported

(2023: none)

Four

cases of community unrest at Leeuwpans

(2023: four)



Two cases of community unrest are attributed to the Leeuwpans community demanding opportunities be ring-fenced for local people. The other two protests were by contractor employees, one of which lasted two days. Other BUs did not experience community unrest.

Regulatory changes

The Mine Health and Safety Council announced new milestones in 2024. Since we measure our safety, health and wellness performance against mining industry targets as set out in 2014, we will update our reporting against the new milestones from 2025 onwards.

In compliance with the South African Companies Act, companies and close corporations are required to file beneficial ownership information with the Companies and Intellectual Property Commission. This information will support Exxaro's supply chain management team in conducting due diligence and ensuring regulatory compliance.

Future focus







Our focus for 2025 will be to:

- Improve our preventive programme with mandatory comprehensive wellness awareness campaigns and healthy lifestyle coaching
- Invest in the growth of our people to unlock a wealth of untapped talent, while fostering continuous learning and development
- Build core and critical skills to ensure we have a workforce that is equipped to evolve, succeed and drive sustained excellence in line with our business strategy
- Roll out our refreshed safety strategy and embed it across the group



Empowering our people

The safety, health, wellbeing and professional growth of our employees are critical to our success and long-term sustainability. We therefore maintain an attractive value proposition and remain committed to creating a safe and inclusive workforce wherein our employees can thrive.

	Why this matters	Our response
Prioritising safety Page 67 to 69	Safety incidents have profound consequences on our employees, communities and business. A safe workplace is critical for protecting our people as well as operational efficiency, continuity and compliance.	We implement a proactive five-pillar safety strategy focused on preventing and mitigating safety incidents, eliminating repeat incidents, embedding safe behaviours and applying stringent risk management processes to foster a zero-harm culture. 
Promoting health and wellness Page 70 to 73	We recognise that a physically and psychologically safe workplace is inextricably linked to successfully delivering on our strategy. Addressing health risks builds resilient employees and host communities by enhancing quality of life, boosting morale, improving productivity and ensuring safety.	Our integrated health and wellness strategy addresses occupational and non-occupational risks. We provide tailored health initiatives, mental health resources and proactive wellness programmes, supported by our culture themes. 
Maintaining sound employee relations Page 74 to 80	An inclusive workplace culture is essential for employee satisfaction, fostering innovation and maintaining our value proposition as an employer of choice. Engaged employees are more productive, which enhances safety at our operations and supports long-term organisational success.	Our approach to employee engagement centres on maintaining a representative workforce, with respect for the needs of our host communities, and is defined in our DEI strategy. To cultivate a thriving and equitable workplace, we create inclusive policies, address systemic barriers and ensure leadership reflects workforce diversity. We drive initiatives aimed at addressing any identified issues to improve employee engagement and inclusion. 
Investing in talent Page 81 to 86	Building future-ready skills ensures Exxaro remains competitive in a dynamic environment. Developing talent supports our employment equity goals, reduces turnover, enhances leadership effectiveness and ensures sustainable business growth.	We empower and upskill employees by offering structured learning programmes, career development opportunities and leadership training. To secure a talent pipeline for our minerals and energy businesses, we invest in skills development initiatives, provide bursaries and support internships for students in our host communities. 



Partnering to maintain an excellent employee value proposition

Employees and contractors	We identify opportunities to collaborate on and co-create solutions with employees and contractors to help them thrive. Honesty boxes and regular feedback sessions provide employees with safe spaces to share their perspectives, while health and wellness initiatives, regular safety training and life-saving campaigns embed a culture of accountability and zero harm.
National and regional government departments	We work with the DMRE and DoH to ensure health and safety compliance. In partnership with the Limpopo and Mpumalanga DoHs, Exxaro supports national health priorities, including HIV/Aids and TB prevention and treatment. On-site health screenings, occupational health services and disease awareness campaigns give employees and contractors access to the resources and support they need to manage health risks effectively.
Industry bodies	Collaborative efforts with the Minerals Council, the Mining Qualifications Authority (MQA) and other industry bodies focus on advancing safety standards, promoting skills development and sharing best industry practices. We participate in industry benchmarking programmes and support sector-wide initiatives that enhance our long-term performance and sustainability.
Education and skills development partners	Partnerships with the Colliery Training College, MQA, Quality Council for Trades and Occupations and Women in Mining Leadership Forum support engineering, mining and leadership training while promoting gender diversity in the mining industry. These initiatives build critical skills and foster a robust talent pipeline through equity-focused bursaries and internships for students in host communities.



Prioritising safety

Safety is fundamental to our operational integrity and the wellbeing of our workforce and communities. Preventing workplace incidents and fostering a proactive safety culture not only safeguards lives but enhances operational resilience. Through leadership-driven initiatives, risk management and continuous improvement, we strive to achieve our ultimate safety goal of zero harm across all operations.

Showcasing our commitment to safety

On 17 October 2024, we celebrated our annual leadership safety day, dedicated to reaffirming Exxaro's commitment to safety across all operations. This year's theme, seven deadly signs, highlighted key factors that can lead to high-potential incidents (HPIs) and fatalities. The leadership safety day is a powerful reminder of the collective responsibility we share in creating and upholding a safe working environment.

Throughout the day, executive committee members visited BUs to engage with employees on critical safety issues, underscoring Exxaro's commitment to safety excellence. The leadership safety day celebrated BUs that achieved multiple years without fatalities such as Leeuwpán's impressive 35 years, Grootegeeluk's 12 and Matla's seven years.

As we move forward, we will renew our commitment to making safety our top priority, every day and during every shift.

Safety always! All the way!

Key observations and actions from the leadership safety day:

Strengthening VFL as a proactive tool for monitoring and enhancing safety performance

Ensuring consistent hazard identification and control practices through refresher training

Refining the induction process to provide clear, digestible standards for new employees

Aligning business partners with Exxaro's values and safety culture

Our safety management approach at a glance

The safety of our people is critical to achieving the objectives of our Sustainable Growth and Impact strategy and underpins our productivity and efficiency. Exxaro's approach to embedding safety across our operations remains founded on:

Accountability and responsibility

While ultimate responsibility for safety lies with our people, accountability for their safety is built into leadership and governance structures and ultimately rests with the board. Site management at each BU oversees a high-risk task verification process to ensure that controls for high-risk activities and non-routine tasks are effective. Our BU management team investigates all incidents, and a skilled committee, headed by an independent chairperson, investigates fatalities and HPIs.

Regulatory compliance

We manage our mining operations in strict compliance with the MHSA, the Occupational Health and Safety Act, 1993 (Act 85 of 1993) (OHSA) and DMRE safety regulations. Employees are encouraged to exercise sections 22 and 23 of the MHSA in terms of stopping work when it is perceived to be unsafe.

Beyond compliance

Exxaro collaborates with the Minerals Council to enhance operational safety. We adopt leading industry practices such as the Mine Health and Safety Council safety milestones. Our participation in the CEO Zero Harm Forum enables us to share safety learnings and benchmark with industry peers.

Matla, Leeuwpán and Grootegeeluk are ISO 45001 certified.



CENNERGI

Cennergi's windfarms comply with the OHSA and the LSP with the OHSA and MHSA. Cennergi's head of operations reports safety incident investigation findings to the facilities' steering committees and company boards. Site managers and health and safety representatives conduct investigations following reports from contractors. LTIs and medical treatment cases are immediately reported to the group health and safety department.

Prioritising safety continued

Our safety strategy

We actively manage safety risks through strict and consistent implementation of Exxaro's safety focus areas:

Incredible leadership	Drive safety accountability through leadership-led engagements and forums, recognising safety excellence and reinforcing a zero-harm culture
Communication	Promote safety awareness via targeted campaigns, incident learnings and group-wide campaigns that are shared through platforms such as safety stand downs, BU safety indabas and toolbox talks
Consequence management	Enforce a zero tolerance approach to unsafe working practices through consistently enforcing adherence to Exxaro's zero tolerance rules
Training	<ul style="list-style-type: none"> Build safety competence through comprehensive training for both employees and contractors, focusing on developing skills that are specific to identified risks Ensure all employees are authorised and declared competent before they begin their tasks
Risk management	Proactively identify and mitigate risks with robust controls during high-risk tasks to prevent incidents and enhance safety performance

We review our safety improvement plans annually to ensure the methods we use to achieve our safety focus areas are relevant and effective. We also review our safety targets every year, based on prior performance, and apply stringent management protocols, programmes and systems to maintain the highest safety standards.

In 2024, we initiated a comprehensive review of our health and safety strategy to strengthen the five safety focus areas strategy. The updated strategy, aimed at reinvigorating these pillars and principles, will be launched in 2025.

Our proactive approach to identifying, assessing and implementing effective controls to manage risks and opportunities aims to prevent incidents and enhance our safety performance. We strictly enforce adherence to non-negotiable safety rules to embed life-saving behaviours across all operations.

How we performed

	Target	Exxaro			CENNERGI		
		2024	2023	2022	2024	2023	2022
Fatalities	0	0 ^{RA}	0	1	0	0	0
HPIs		1	4	5	0		
LTIs		10 ^{RA}	11	7	0	0	0
LTIFR	0.05	0.06 ^{RA}	0.07	0.05			

^{RA} Reasonable assurance provided.

Our LTIFR stood at 0.06, slightly above the annual target of 0.05, yet still an improvement from the 2023 performance of 0.07. Lifting and material handling incidents constituted 40% of all reported incidents. This was followed by trackless mobile machinery-related incidents and those caused by slips, trips and falls, each accounting for 20% of the reported incidents. The completion of a high-risk shortwall move at Matla without injuries marked a significant safety achievement in 2024. We remain steadfast in our commitment to eliminate incidents and will intensify daily efforts to achieve zero harm.

We had no^{RA} section 54(a) mining activity stoppages (2023: four).

We evaluate the effectiveness of our incident responses and embed learnings to prevent recurrence. We use an incident management standard to verify corrective actions and ensure meaningful learning from internal operations and industry-wide practices.

Awareness and education

Ongoing safety campaigns reiterate our philosophy that every life counts and encourage proactive, preventive action to address safety-compromising behaviours.

Our various safety campaigns play a fundamental role in our efforts to ingrain safety as a personal value for all our employees across the group. We also provide comprehensive training to address safety risks, which includes:

- Safety management training for line supervisors
- Safety representatives training
- On-the-job training and safety induction for our employees
- Mini-HIRA training

Employees are encouraged to care for their own safety and the safety of their colleagues, and hold one another accountable for unsafe work practices.

To eliminate repeats, we investigate and communicate all incidents through group-wide platforms, including email updates, toolbox talks, mass meetings, safety stand downs, SMS notifications and noticeboards. Recurring themes inform toolbox talks, helping employees translate lessons into practical safety improvements.

The annual CEO safety summit and leadership safety day further reinforce safety fundamentals while providing a platform to recognise safety excellence.



CENNERGI

Cennergi's annual safety indabas enhance safety practices, promoting collective responsibility and continuous improvement.

Technology and innovation

In addition to XXoro, we use bespoke apps to improve safety awareness. Employees can easily identify hazards and report unsafe behaviours, conditions and potential risks using our near miss reporting app and Mini-HIRA. The VFL app is also used to enhance on-site leadership presence and engagement.



Recognising our achievements

Group	Two years fatality-free on 15 August 2024
Grootegeluk	12 years fatality-free
Belfast	Two years fatality-free
Leeuwpán	34 years fatality-free
Matla	Seven years fatality-free
Mines in closure	15 years fatality-free
FerroAlloys	27 years fatality-free
Cennergi	Eight years fatality-free

2024 Coal Safe awards

Group	Award for being a fatality-free business with over 10 000 employees
Grootegeluk	Award for reaching 10 800 fatality-free production shifts
Belfast	First place in the section 34 EIA health and hygiene regulations compliance category Award for the most improved noise in an opencast mine Recognition for obtaining a zero LTIFR
Leeuwpán	Award for the most improved dust in an opencast mine Award for reaching a remarkable 31 716 fatality-free production shifts Recognition for obtaining a zero LTIFR
Matla	Award for reaching 13 712 fatality-free production shifts



CENNERGI

Cennergi demonstrated its commitment to safety excellence by maintaining a zero-fatality incident rate and zero LTIs in 2024. No reportable health and safety incidents were submitted to the DEL and quarterly external compliance audits scored Tsitsikamma and Amakhala Emoyeni at 95.9% and 95.1% respectively.

However, Cennergi's main contractor reported two unrelated LTIs at Amakhala Emoyeni. Lessons learned from these incidents are used to enhance safety practices, including collaborating with the contractor to install new safety equipment on wind turbines.

Improving our safety performance

CEO safety summit

The 2024 CEO safety summit, themed "Leave the world a better place than we find it", highlighted critical safety, wellness and mental health issues, empowering employees and leadership to collaborate on actionable improvements. Frontline workers and supervisors led panel discussions that focused on identifying and resolving operational safety challenges.

Leadership safety day

Conducted on 17 October 2024 under the theme "Seven deadly signs", our executive committee visited BUs to address the leading causes of fatalities and serious incidents. On-site VFL engagements further reinforced safety priorities and accountability, driving improved awareness.

Enhancing capacity

Exxaro launched initiatives such as the supervisor indaba at Matla to address operational challenges identified at the safety summit. In addition, safety leaders across BUs were supported through targeted training programmes including a course for managers in risk management, legal liability and VFL.



CENNERGI

Cennergi fire safety collaboration

Following a turbine fire at a neighbouring windfarm, Cennergi implemented measures to enhance fire safety and emergency preparedness. These included introducing a fire management procedure, procuring a fire bowser with on-site training and fostering collaboration with neighbouring windfarms to strengthen collective emergency response capabilities.

Future focus



Our primary focus in 2025 will be:

- Launching the Exxaro one safety strategy
- Launching our fatal risk protocols and zero tolerance rules, focusing on Exxaro's top fatal risks to address our priority unwanted events

Promoting health and wellness

Health and wellness are central to our commitment to creating a thriving, resilient workforce. As a critical enabler of operational efficiency and sustainable growth, we focus on early intervention, proactive health management and driving a culture of care through innovative initiatives that improve employees' quality of life, morale, productivity and safety.



Showcasing proactive healthcare in action

With a recent health report showing a rise in lifestyle diseases and high body mass index (BMI) levels among employees, Exxaro recognised the need for proactive measures to promote healthy lifestyles and reduce the risk of related illnesses. By integrating health education, advanced monitoring technologies and personalised guidance into our wellness initiatives, Exxaro aims to keep employees healthier and prevent long-term health complications.

As part of our wellness campaigns, Exxaro collaborated with a dietician to educate employees on healthy eating and lifestyle habits. Employees who seek these services are provided with smartwatches capable of monitoring key health metrics in real time, including blood pressure, ECG, blood sugar, oxygen saturation, fatigue and stress levels. These devices empower employees to take charge of their health by offering immediate insights into their wellbeing. The dietician uses these tools to guide employees on how to adapt their habits based on their personal health data, creating a tailored and impactful approach to wellness.

This initiative reflects Exxaro's commitment to fostering a healthier workforce, equipping employees with the resources they need to thrive both personally and professionally.



Cennergi remains committed to promoting health and wellbeing for all individuals working on site, including contractors. In 2024, wellness initiatives were conducted at Amakhala and Tsitsikamma, focusing on preventive health and mental wellbeing.

The initiatives included comprehensive health screenings for contractors, covering general wellness checks, blood pressure, glucose levels and BMI assessments. Mental health awareness sessions highlighted the importance of stress management and available support resources, encouraging open conversations about mental wellbeing.

To ensure a safe and healthy workplace, occupational health talks addressed common health concerns and best practices for wellbeing on site. These initiatives equipped contractors with the knowledge and tools to proactively manage their health, contributing to a resilient and more productive workforce at Cennergi's operations.



Our health and wellness management approach at a glance

A physically and psychologically safe workplace is inextricably linked to successfully delivering on our strategy. Guided by our integrated health and wellness strategy, we identify and address occupational, non-occupational and mental health risks, aiming to mitigate their causes and impacts on our people and business.

Preventive, holistic and employee-driven health and wellness underpins our approach, which is reinforced by:

Accountability and responsibility

The executive committee oversees health and wellness by delegating authority to mine managers and our sustainability managers.

Regulatory compliance

We adhere to the MHSa and the Basic Conditions of Employment Act 75 of 1997 (BCEA) and align our health and wellness initiatives with government's national and regional priorities.

Beyond compliance

We adopt a preventive approach to intervention and awareness of hearing loss. We begin intervention from a 2.5% loss of hearing shift to prevent further deterioration, whereas the DMRE requires intervention from a 3.2% loss of hearing shift. We also monitor dermatitis, asbestosis and work-related limb disorders.

Integrated health and wellness strategy

This strategy enables us to create an empowering environment for our employees through our employee wellness programme (EWP) and complementary awareness campaigns, health testing drives and wellness initiatives.

Prevent

Preventive programmes (mandatory awareness campaigns and healthy lifestyle coaching) address a range of employee health and wellness challenges.

Diagnose

We improve medical surveillance by extending clinical tests (heart disease and risk-based cancer screening) and DNA analysis from middle management upward.

Manage

We improve healthcare management by ensuring all employees with occupational and non-occupational health risks are included in a disease management programme.

To further enhance our offering, we are reviewing wellness needs across BUs through engagements with wellness coordinators. Insights from these discussions will guide an updated wellness programme, scheduled for completion early next year.



Our integrated health and wellness strategy is supported by our [culture themes](#) (page 76).

Occupational and non-occupational diseases

To identify employee illness trends, prevent the development and spread of disease, and assess the effectiveness of our interventions, we record and analyse data on occupational and non-occupational diseases. These include:

Communicable diseases

Occupational diseases

Contagious illnesses such as occupational TB and hepatitis B contracted at work

Non-occupational (lifestyle) diseases

Cholera, malaria, typhoid, influenza and sexually transmitted infections such as HIV/Aids

Non-communicable diseases

Non-contagious illnesses such as noise-induced hearing loss (NIHL), pneumoconiosis, silicosis, chronic obstructive airway disease and occupational asthma

Diabetes, hypertension and cardiovascular ailments

Employee wellness programme (EWP)

Our EWP offers holistic support to employees, addressing a wide range of challenges that may impact their wellbeing. Managed by our people and performance department since its launch in 2021, the EWP provides access to external counselling services and targeted interventions to support employees across the following wellness dimensions:

1. Financial
2. Emotional
3. Social
4. Occupational
5. Environmental
6. Spiritual
7. Thinking
8. Physical

Counselling services, primarily available in English, are complemented by Bayport Financial Services' offerings, including debt restructuring, financial rehabilitation and financial management training for employees facing financial hardship.

Awareness and access

We ensure employees are well informed about the EWP through various communication channels:

- LetsConnect platform, LCD screens, screensavers and the intranet
- SMS updates with EWP contact details
- #You'reNotAlone campaign, sharing personal stories via voice notes and videos to highlight the programme's mental health support

As part of our induction process, the EWP is integrated into employees' physical fitness tests and certificate of fitness procedures.

Focus on mental health

Mental health remains an important part of the EWP, guided by World Health Organization principles. We offer virtual mental health masterclasses on Microsoft Teams, equipping employees with self-diagnosis techniques and practical coping strategies.

Promoting health and wellness continued

Awareness and training

We conduct noise and hearing induction sessions for all employees, ensuring they understand the risks and protective measures related to workplace noise. HIV/Aids awareness forms part of medical inductions for employees, with contractors attending dedicated programmes during specific campaigns and medical inductions. These initiatives encourage voluntary counselling and testing, and enable easy access to medication through occupational healthcare centres.



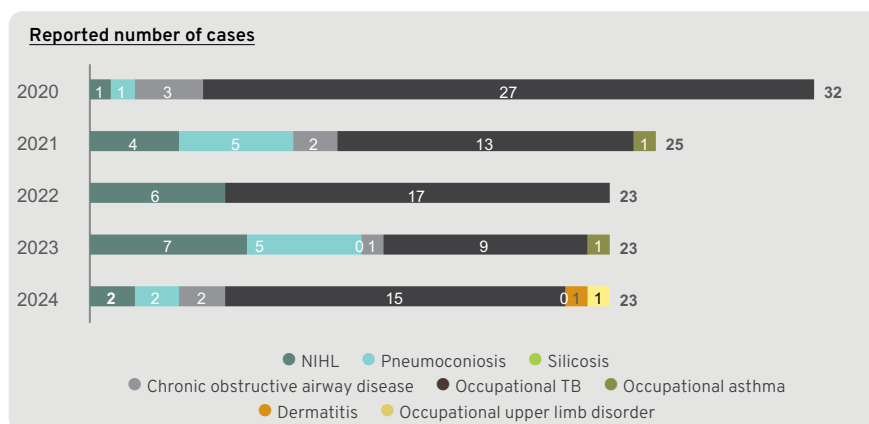
Employees use the group's employee health and wellness programme and attend sessions arranged for Exxaro BUs.

How we performed

Occupational diseases

In 2024, we recorded 23^{RA} occupational disease cases (2023: 23), resulting in an OHIFR of 0.14 (2023: 0.15) against the target of 0.13.

We measure our performance against the Mine Health and Safety Milestones, which were revised and communicated this year for adoption beyond 2024.



	NIHL	Pneumoconiosis	Silicosis
Mining industry target	No employee's standard threshold shift will exceed 25dB from the baseline when averaged at 2 000Hz, 3 000Hz and 4 000Hz in one or both ears.	<ul style="list-style-type: none"> No new cases of pneumoconiosis, including coal workers' pneumoconiosis, occurred among individuals not exposed to mining dust before December 2008, based on current diagnostic techniques 95% of coal dust exposure measurements remained below 1.5mg/m³ (<5% crystalline silica) for respirable particulate, using individual readings rather than averages 	<ul style="list-style-type: none"> 95% of respirable crystalline silica exposure measurements remain below 0.05mg/m³, based on individual readings rather than averages No new silicosis cases occurred among individuals not exposed to mining dust before December 2008, using current diagnostic techniques
Exxaro's progress	<p>Our hearing conservation programme aims to reduce NIHL cases. We conduct regular checks and tests to ensure hearing protection and controls remain effective.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> Modifying digital noise sensors at Belfast to integrate with the SCADA system, enabling real-time monitoring from the control room Removing all machines emitting noise levels above 107dB(A) Implementing new technologies such as a noise camera at Belfast for quick identification of noisy equipment parts, and a "visualise noise robot" at Grootegeeluk to raise awareness and provide visual warnings for hearing protection Providing moulded and customised hearing protection for engineering and plant employees at Belfast and Grootegeeluk to ensure proper fit and effectiveness Implementing continuous real-time monitoring of airborne pollutants, noise and thermal stress at Grootegeeluk, which experiences notably high temperature conditions 	<p>Pneumoconiosis cases have declined since 2014 due to proactive investigations and targeted actions in response to over-exposures. These measures include:</p> <ul style="list-style-type: none"> Reviewing ventilation and dust suppression systems Conducting regular equipment maintenance, such as checking door seals and air-conditioner functionality <p>At Matla, we adopted two leading practices from the Minerals Council's Mining Occupational Safety and Health programme, namely the conveyor belt dust fogger system and a real-time underground dust monitoring system.</p>	<p>We have not recorded silicosis cases since 2019 due to dust control measures that reduce exposure.</p>



Non-occupational diseases

We identified 39 new diabetes cases (2023: 93) and 122 hypertensive employees and contractors (2023: 334).

HIV/Aids and TB

Mining industry target

By December 2024:

- Employees and contractors should receive annual HIV/Aids counselling and testing with eligible employees linked to an antiretroviral treatment programme (as per the National Strategic Plan)
- At or below the national TB incidence rate

We report against the industry TB and HIV targets on the Minerals Council's Masoyise dashboard.

Our performance

As part of the health and wellness programme, 14 143 employees and contractors received HIV/Aids counselling (2023: 18 419). Additionally, 13 459 employees and contractors voluntarily tested for HIV/Aids (189 employees and contractors tested positive). The prevalence of HIV/Aids cases is 1.4% (2023: 1.87%). The national prevalence rate is 12.7%.

HIV-positive employees can easily access medication at our occupational health centres.

HIV/Aids awareness (employees and contractors)	2024	2023	2022
Attended information sessions	14 143	18 419	14 585
Total tested	13 459	12 597	7 827
% tested	94.33	68.39	54
Employees tested positive	189	236	203
Enrolled in December (cumulative)	1 548	2 123	1 745
Received antiretroviral treatment	1 548	4 815	1 674

EWP

EWP utilisation and counselling

	2024	2023	2022
Utilisation rate (%)	7.8	8.9	12.68
Proactive Health Solutions benchmark (%)	5.3	6.4	6.4
Cases managed	3 785	6 350	5 870
Individual cases	541	716	684
Individuals in group trauma debriefing sessions	615	578	512
Individuals in group information sessions	3 781	5 056	4 674

The majority of employees who utilised EWP services are men (20 to 49 years old)

(2023: Men 18 to 50 years old)

Depression
is the leading cause of
mental health issues

(2023: stress)

Preferred services are
**onsite and
face-to-face**

(2023: face-to-face counselling)

191
employees have relationship-
related challenges

(2023: 251)

Campaigns and initiatives

Taking services to people

We are adopting the principle of bringing health and wellness services directly to employees, making these services more accessible. This includes the use of smart devices for real-time screening of blood pressure, blood sugar, fatigue and stress levels. We introduced dietician services to educate employees on healthy eating habits that prevent lifestyle diseases. On-site therapists are available at each BU, providing psychological support without the need for employees to take time off work. This has reduced absenteeism due to illness and improved workplace attitudes.

Medication pick-up point

Grootegeeluk clinic is an accredited external medication pick-up point as part of government's Central Chronic Medicines Dispensing and Distribution programme. Our employees collect their chronic medication from the clinic, reducing transport costs and allowing employees to receive two to three months' medication at a time.

Wellness day

Exxaro hosted wellness days across BUs, offering screenings for lifestyle diseases such as blood pressure, blood sugar, cholesterol, HIV, breast cancer and prostate cancer. Employees also received guidance from dieticians on balanced diets and the importance of physical activity to prevent or delay the onset of lifestyle diseases.



Cennergi health screenings

Cennergi conducted medical screenings, including blood pressure, blood sugar and HIV tests, as well as financial wellness interventions for employees in 2024. Health initiatives were extended to contractors, including wellness screenings and mental health check-ins, ensuring all individuals on site have the knowledge and resources to manage their health effectively.

Future focus



Our primary focus in 2025 will be:

- Rolling out our updated wellness programme
- Focusing on cancer awareness and screening in all BUs
- Increasing the hours of the on-site therapists at some BUs, such as Grootegeeluk, due to the demand for the service
- Identifying a service provider to advance our electronic health and hygiene systems for better data management
- Implementing the first phase of distributing wearable health devices to track vital signs in real time at Belfast

Maintaining sound employee relations

Strong labour relations founded on open communication, mutual respect and proactive engagement with our people are key to maintaining a stable and motivated workforce. We value employee voices, advance workplace equity and achieve transformation objectives by aligning our efforts with our DEI and employee relations strategies.



Showcasing our zero tolerance stance on gender-based violence and femicide (GBVF) in action

Exxaro employees took a powerful stand against GBVF during the 16 Days of Activism campaign, which runs annually from 25 November to 10 December. This global initiative calls for collective action to combat GBVF and create safer communities for all.

At Grootegeeluk, the women in mining committee led a peaceful march on 25 November, reinforcing Exxaro's zero tolerance stance on GBVF. The event served as a platform to raise awareness, encourage dialogue and mobilise support.

Significantly, members of the newly formed Grootegeeluk Ibandla Men's Forum participated, demonstrating that ending GBVF is a shared responsibility that requires action from all genders.

Exxaro is committed to fostering a safe, inclusive workplace where employees are encouraged to speak out, challenge harmful norms and advocate for change. Through initiatives like this, we reinforce our commitment to the message: **#NotInExxaro'sName**.

Our employee management approach at a glance

The organisational culture we drive enables us to deliver on our business strategy and advance our decarbonisation goals without leaving employees and communities behind. We maintain our employee value proposition as an employer of choice through:

Accountability and responsibility

The SERC oversees employee engagement. The people and performance team support managers in identifying and implementing engagement initiatives. The CEO and the chief people and performance officer monitor DEI for the board.

Culture is a leadership responsibility from executive level to employees. BU managers and teams drive culture at operations.

Regulatory compliance

The South African Labour Relations Act, the Employment Equity Act (EEA), the BCEA and the MHSA, among others, set out specific requirements for employment in the mining industry. We actively comply with B-BBEE requirements.

Beyond compliance

As a signatory of the UNGC, Exxaro actively promotes DEI to achieve meaningful transformation across the business.

We support women in mining and contribute to the Minerals Council's data portal by sharing performance data and employment equity progress.



CENNERGI

Cennergi's employment equity committee oversees the implementation of the employment equity plan while guiding and monitoring transformation and skills development. The committee reviews recruitment processes, addresses deviations in equity performance and ensures the availability of technical skills to meet transformation goals. The government's independent power producer office monitors Cennergi's equity-category employment under the Renewable Energy Independent Power Producer Procurement Programme (REIPPPP), including opportunities secured for South African citizens and local communities.



Our people strategy serves as a catalyst for achieving the five strategic objectives of our Sustainable Growth and Impact strategy. Built on four pillars, the refreshed people strategy reflects our commitment to building a strong, diverse culture, developing capabilities, empowering people and delivering performance in alignment with our purpose to power better lives in Africa and beyond.

Our people strategy informs our approach to our overall employee experience by embedding our values and driving a culture of trust and collaboration. Established engagement structures ensure regular communication on key organisational topics, including health, wellness, safety, operational changes and financial performance. These channels provide insights that inform process improvements and workplace enhancements, aligning with employee and organisational needs.

Our performance achievement system, policy and approach further enhance performance principles and delivery.



CENNERGI

Cennergi implements its human resources framework through policies and procedures that align with Exxaro's standards. In instances where specific guidelines are absent, Exxaro's established policies and procedures serve as the benchmark.

A CULTURE FOR A DIVERSIFIED TOMORROW

Cultivating a culture of inclusion and innovation for a diversified Exxaro with new traditions and unprecedented success

UNEARTHING POTENTIAL, EMPOWERING XXCELLENCE

Prospecting potential, energising and investing in our people to deliver sustained Exxaro xxcellence

CONTINUOUS ACCESS TO TOP TALENT

Igniting our future by attracting, retaining and empowering top talent in shaping tomorrow's mining and energy legacy

WELLNESS AND SAFETY FIRST

Nurturing a workplace where our employee experience aligns with our intent of empowering employees, enhancing wellness, ensuring zero harm and powering better lives

FOUNDATIONAL ENABLER

Enabling operational excellence through optimised, fit-for-purpose policies and processes

Building a diverse and inclusive workplace

Our DEI strategy, supported by our employee relations strategy and people with disabilities policy, ensures equal access to employment, training and skills development opportunities. These frameworks enable us to address systemic barriers and promote equity across our operations.

As part of our commitment to promoting a diverse, inclusive and equitable workplace, we have comprehensive policies and practices that promote DEI across the business, including:

- **Inclusive recruitment and hiring processes** that actively seek out candidates from underrepresented groups, ensuring a diverse talent pool
- **Mentoring and leadership development programmes** that empower employees from marginalised backgrounds to advance their career paths
- **Employee resource groups** that allow employees to interact, share experiences and drive positive change, ensuring that diverse perspectives are represented in decision-making processes
- **Fair and transparent compensation processes**, with regular audits to identify and address pay inequities based on gender, ethnicity or other characteristics
- **Comprehensive training programmes** on unconscious bias and cultural competency to support an inclusive environment
- **Collaboration with local organisations, universities and non-profit groups** to create opportunities for underrepresented community members

Our employee assistance programme (EAP) complements these efforts, providing wellness support for mental health, GBV and stigmatisation.

Promoting racial equity

Exxaro's anti-racism charter outlines our zero tolerance approach to racism, emphasising education, solidarity and respect. The charter demonstrates our commitment to addressing racist behaviour, promoting understanding across racial lines and creating an inclusive environment where employees feel safe to speak out.

We review our policies and practices to eliminate systemic racism, ensuring equity and fairness within our business and host communities. The anti-racism charter builds on the principles of our code of conduct, and was co-created by Exxaro's DEI forum, as it is a key element of the racial equity pillar of our DEI strategy.

Our DEI strategy

reflects Exxaro's purpose, values, vision and strategic objectives

Guiding principles

- Respect for all
- Trust as a foundation for collaboration
- Processes free from prejudice
- Zero tolerance for discrimination and harassment
- Promotion of DEI throughout the organisation

Strategic priorities

- Gender equity
- LGBTQIA+ equity
- Racial equity
- Disability competence
- An inclusive workplace culture
- Promoting inclusivity in external interactions

The strategy empowers us to:

- Create an environment built on trust and respect, free from prejudice, harassment and discrimination
- Recognise DEI as a business imperative that enables employees to achieve organisational goals
- Foster a workplace where employees thrive by addressing systemic barriers through changes in attitudes, behaviours and ways of working
- Implement inclusive processes, procedures and practices that align with South African legislation

Our DEI approach is driven by courageous and accountable leadership and ongoing communication, enabling lasting change

Maintaining sound employee relations continued

Awareness, education and training

Our DEI e-learning programme, launching in 2025, aims to:

- Enhance awareness and understanding of DEI concepts across the business
- Provide practical strategies and approaches for creating an inclusive work environment
- Equip employees to recognise and address any biases that may exist in the workplace
- Develop empathy, respect and appreciation for diverse perspectives
- Empower every individual to contribute to our culture of inclusion and belonging

The programme offers an introduction to DEI, as well as courses in harassment and bullying, diversity of thought and generational differences. It is accessible to all employees and can be completed at their own pace and in their own time.

Embedding our culture

Exxaro's culture themes reflect our commitment to achieving strategic goals while staying true to our purpose and vision. These themes guide our internal and external stakeholder partnerships.

Responsible	Ownership	Diverse	Open and connected	Adaptable
Make Exxaro a positive place to be	Success lies with each of us	Our potential is in our differences	Working together will bring out the best in us all	We cannot move forward by standing still
Acting ethically, with accountability and against misconduct, while treating others with dignity, fosters a safe and healthy work environment.	Contributing to performance and innovation every day, building together, we can drive Exxaro to new heights.	Harnessing our unique individual skills, opinions and contributions enables us to achieve exceptional outcomes.	Achieving organisational excellence in an open and evolving ecosystem requires collaboration and teamwork.	Succeeding in the ever-changing world around us requires agility as well as willingness to learn and improve.

Our workforce

	2024		2023		2022	
	Number	% of total workforce	Number	% of total workforce	Number	% of total workforce
Exxaro						
Permanent employees	6 966	31	6 797	33	6 745	35
Contractors	15 300	69	13 868	67	12 497	64.9
Total employees	22 266		20 665		19 242	
Cennergi						
Permanent employees	31	6	35	20	21	20
Contractors	520	94	143	80	82	80
Total employees	551		178		103	



CENNERGI

Wind turbines are operated and maintained under contract by Nordex at Amakhala Emoyeni and by Vestas South Africa at Tsitsikamma. These contractors use sub-contractors for maintenance activities, employing 55 people (2023: 47) at Amakhala Emoyeni and 37 (2023: 29) at Tsitsikamma.

The 68MW LSP is being constructed under contract by Elsewedy and Edison, employing 428 people at year end.



How we performed

Share ownership

GreenShare, our ESOP, pays dividends to participants during their employment. It is open to employees not participating in a management share scheme. When dividends are declared, participants in service receive a cash payment equal to the dividends on 560 Exxaro shares minus dividend tax. Participants do not have capital appreciation rights.

In 2024, each GreenShare beneficiary received a cash payment of R10 653.44 (2023: R10 209.92).

	Number of active beneficiaries	Number of units	Payment before tax (R)	Payment after tax (R)
June 2024	6 414	3 591 840	56 822 909	45 458 327
November 2024	6 468	3 622 080	28 831 757	23 065 405

Culture and engagement

Exxaro has been participating in the Top Employers Institute survey since 2021, demonstrating our commitment to aligning people practices with global best practice and identifying areas for growth.

We have consistently improved our performance year on year and once again received recognition as a top employer in 2025. We exceeded the certification threshold by 18.39%, achieving an overall score of 83.39%, a 7.47% improvement from our participation in 2023.

This certification highlights Exxaro's exceptional performance in the following key areas:

- Business strategy **100%**
- DEI **97.2%**
- People strategy **96.67%**
- Sustainability **92.58%**
- Creating a positive work environment **92.38%**
- Listening strategies **90.34%**

We conduct culture and engagement surveys across our corporate centre and BUs every second year to track progress on our DEI strategy, leadership effectiveness and the integration of key culture themes.

Insights from these surveys guide our focus areas, with identified challenges addressed in the year following each survey. The 2023 survey provided valuable insights into our strengths, including high ratings for vision and strategy, work environment and sexual orientation inclusion, as well as challenges related to creating a psychologically safe environment, addressing workplace harassment and enhancing employee skills development.

In response to recommendations stemming from the 2023 survey, feedback sessions were held with all BUs and department heads, incorporating honesty boxes to encourage open and candid input from employees. Based on this feedback, all BUs have developed targeted action plans.

Key initiatives across the group include:

- **Enhancing leadership capability** through the roll out of "hearts and minds" workshops, which focus on developing leadership skills, advancing DEI concepts and fostering open communication and trust. The first phase of the DEI capability building workshops has commenced across all BUs. The second phase will be completed by the end of the third quarter of 2025
- **Reimagining career development** as part of a group-wide initiative included in our learning and development strategy, scheduled for implementation in 2025
- **Advancing DEI** to ensure an inclusive workplace for persons with disabilities. We held a disability awareness campaign, which was broadcast across all BUs to enhance awareness and promote disclosure across the business
- **Improving employee engagement** by collecting regular feedback on our post-survey action plans and reviewing employee listening strategies to further enhance our employee value proposition

We hosted CEO roadshows across all BUs to provide feedback and progress updates on agreed actions, which were well received by employees. We also introduced team journeys to improve communication and trust among teams and leadership, with significant progress made to date. Continuous improvement is planned for 2025, particularly in training and career development.

Exxaro's 2025 culture and engagement survey will evaluate the effectiveness of these initiatives and guide further enhancements to our workplace culture.

Employee relations management

Our approach to organised labour relations is defined by collaboration and constructive engagement. Trade union relationships are based on trust and integrity.

Our policies and procedures comply with best labour relations practices and relevant legislation. We manage individual and collective employee concerns with due respect.

We actively engaged with stakeholders across BUs to support a healthy and collaborative workplace and progressed in the long-term review process of our employee relations strategy. This approach is reinforced through established engagement structures and effective dispute resolution mechanisms.

To strengthen employee relations, we provided targeted workshops and training for employee relations managers and line managers, ensuring a shared commitment to building strong and constructive relationships.

As part of our capacity building efforts, we developed a comprehensive matrix of organisational goals and engaged trade unions to align with their capacity building objectives. Additionally, we initiated training for shop stewards to prepare them for wage negotiations conducted in 2024.

Maintaining sound employee relations continued

Housing

In compliance with the Mining Charter III and to ensure our business sustainability, we will not support hostel residents after 2025. Our housing strategy therefore encourages employees to become homeowners. In addition, bargaining unit employees receive a housing or living-out allowance.

Since 2017, 1 410 permanent employees have received mortgage repayment subsidies for first-time home buyers. Capital assistance of R125 000 significantly reduces employees' mortgages and improves affordability.

Our converted hostels (single-quarter accommodation or family units) are not fully utilised, with 33 employees living in these facilities (2023: 42). The lower utilisation rate could be due to employees taking up home ownership opportunities or using the living-out allowance option to seek other suitable accommodation.

We paid a housing allowance to 2 353 employees (2023: 2 213) and a living-out allowance to 3 561 employees (2023: 3 271).

Trade union representation

We maintain good relations with employees in bargaining units by engaging with their representative trade unions through formal structures.

Wage negotiation processes are conducted at employer level. These engagements determine negotiated conditions of employment and enable labour stability.

In 2024, 5 483 employees (2023: 5 376) were represented by affiliated unions recognised by Exxaro (NUM, Solidarity, AMCU, FAWU and NUMSA).

The wage agreements signed in 2021 expired in June 2024. Wage negotiations with all employers commenced in June and concluded in December 2024. We secured three-year wage agreements with all employers and these long-term agreements ensure ongoing labour stability across the business.

	Number of employees	
	2024	2023
AMCU	692	467
FAWU	25	32
NUM	4 419	4 543
NUMSA	100	56
Solidarity	247	278
Total	5 483	5 376

Employment equity

Our policies and skills development strategies allow us to meet our transformation objectives in support of the national imperative for a non-racial and transformed society. Appropriate affirmative action measures and people development programmes support our transformation processes and cultural engagements. We measure our transformation profile against the employment equity plans of each BU and employer.

We achieved our employment equity targets over the past six years, aligned with the Mining Charter III. Good progress was made against employment equity plans and we are on track to achieve, and potentially exceed, our targets. Our employment equity plans for the next five years, aligned with our DEI strategy, will enable us to address employment equity compliance.

Employment equity Management category	Black male employees		All female employees		HDP ¹		Mining Charter III targets (%)	
	Number	%	Number	%	Number	%	HDP	Women
Top management	1	25	1	25	2	50	50	20
Senior management	37	40	22	36	70	76	60	25
Middle management	288	39.8	250	45	618	85	60	25
Junior management	1 183	48.3	724	35	2 049	83	70	30

¹ Includes white female employees.



CENNERGI

Cennergi's employment equity plan aligns with legislation and the DEL Codes of Good Practice. Independent power producers are required to provide proof of meeting job creation obligations quarterly to the Department of Electricity and Energy (DEE) and underperformance could result in contract termination. In this way, the DEE ensures bidders are genuinely dedicated to enterprise development objectives.

Cennergi's employment equity plan was updated in 2024. Equity categories, with contractual commitments, encompass employment secured for South African citizens and local communities.

Hiring commitments are:

- Amakhala Emoyeni: 97% South African citizens (77% black and 64% from local communities)
- Tsitsikamma community windfarm: 80% South African citizens (50% black and 20% from local communities)
- LSP: 80% South African citizens (60% black and 40% from local communities)

Cennergi consistently meets job creation targets and did not incur contract termination points or penalties from the DEE in 2024.



B-BBEE

Exxaro was certified as a level 2 B-BBEE contributor, retaining our empowerment level and status as one of South Africa's largest and foremost black-empowered and diversified mining companies. Initiatives to improve the B-BBEE score are underway, including refined learning and development marketing practices targeted at minority groups and the absorption of learners.

Employee turnover

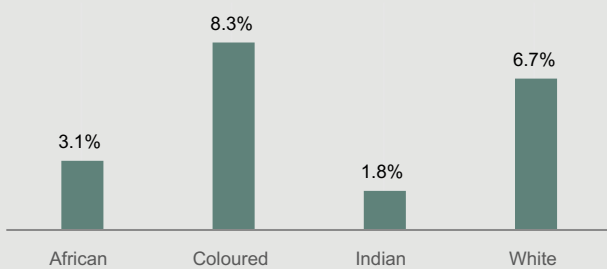
The turnover rate for the year was 3.6% due to abscondment, death, incapacity, dismissal, resignation and retirement (2023: 4.5%).

We had 6 966 permanent employees in 2024 (2023: 6 797) with 83% in bargaining units (2023: 83.81%) and 17% in the management and specialist category (2023: 16.19%).

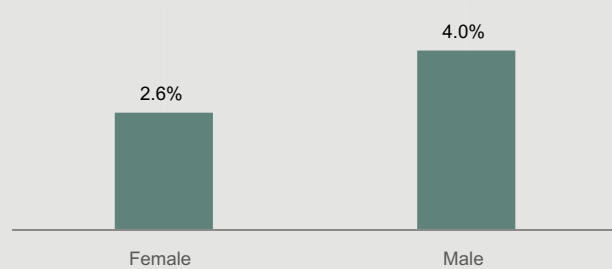


Refer to the [databook](#) for more detail.

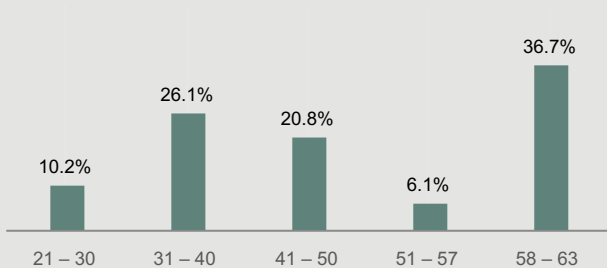
Turnover by ethnicity (%)



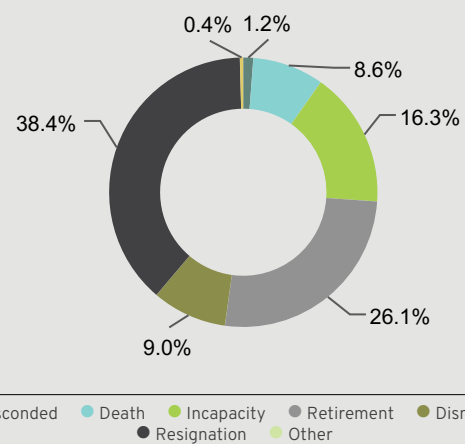
Turnover by gender (%)



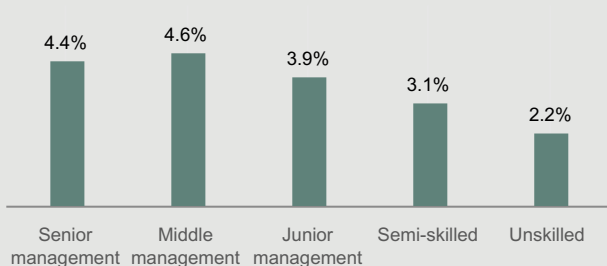
Turnover by age group (%)



Reasons for termination (%)



Turnover by category (%)



Maintaining sound employee relations continued

Workplace harassment policy

This policy guides the prevention and management of sexual and racial harassment, ensuring such behaviours are not barriers to inclusion. It aligns with the codes of good practice on preventing and eliminating workplace harassment. Exxaro maintains a zero-tolerance stance on all forms of workplace harassment.

Our interventions to prevent workplace harassment are yielding positive results, with two cases of sexual harassment reported this year (2023: zero). Both cases were finalised and the perpetrators were dismissed.

People with disabilities policy

Exxaro updated and socialised the people with disabilities policy, with additional policy reviews expedited to support people with disabilities initiatives. This process included establishing forums for people with disabilities across the business to promote a culture of inclusivity. We completed an environmental accessibility assessment, and actively monitored and reviewed action plans to identify gaps and support future initiatives for people with disabilities.

As part of our broader DEI strategy, a dedicated workstream drives initiatives that create an accessible and inclusive workplace for people with disabilities. In 2024, we placed an emphasis on building disability awareness and fostering workplace confidence, ensuring that leaders recognise and address their own and their teams' unconscious bias.

Key milestones achieved in 2024 include:

- Developing and adopting a people with disabilities leaders toolkit
- Addressing employee work accessibility issues
- Creating a fair and equitable process for the provision of reasonable accommodation
- Launching a disabilities declaration campaign, where the issue of stigma was addressed
- Communicating available tax benefits for employees with disabilities and their families, including claiming 33.3% of qualifying out-of-pocket medical expenses, as prescribed by SARS
- Progressing towards a 2% workforce profile of employees with disabilities, reaching 1.7% in 2024, with deliberate actions planned over the next two years to meet the target

Eliminating discrimination and resolving grievances

Guided by our values, we are committed to equal opportunity, irrespective of race, religion, gender, health status, sexual orientation or nationality. We believe that our diversity and differences strengthen our potential.

We embrace the diversity of our strengths and individual skills to enable exceptional outcomes and promote a culture of inclusivity. Accordingly, we invest in upskilling and training managers and supervisors to appropriately apply necessary disciplinary measures.

Two cases of alleged discrimination or grievances were filed (2023: zero).



We discuss our approach to child and forced labour, working hours, minimum wage and labour standards under [upholding and respecting human rights](#) (page 107).

Future focus



Our primary focus in 2025 will be:

- Reviewing the effectiveness of initiatives implemented through a pulse survey to inform the next phase of Exxaro's culture journey
- Resetting the culture journey, defining key priorities for each milestone to position Exxaro for the next chapter of growth
- Strengthening leadership capability to foster an inclusive, psychologically safe workplace, enhancing the overall employee experience
- Introducing a compelling employee value proposition framework with distinctive offerings to position Exxaro as an employer of choice
- Launching men's forums across BUs to address issues specific to men and support Exxaro's gender equity priorities
- Collaborating with organised labour to implement the provision of the agreed long-term wage agreements
- Establishing a unified disciplinary framework across all Exxaro employers to enhance BU alignment and reporting efficiency
- Enhancing employee engagement platforms to listen, learn and improve based on employee feedback
- Enabling continuous skills alignment with future organisational needs through succession management to enhance business continuity and motivating employees with clear progression trajectories at Exxaro



Investing in talent

A talent and learning strategy is more than just a framework, it serves as a roadmap designed to attract and retain fit-for-purpose talent by cultivating an inclusive and human-centred experience, thereby empowering employees to grow, innovate and contribute meaningfully to our business.



Showcasing the development of future leaders in action

Exxaro's professional in training (PIT) programme is a flagship initiative designed to develop future leaders by equipping graduates with the skills and experience necessary for success in the energy and mining sectors. The programme combines structured on-the-job training with mentorship and technical development, offering participants exposure across various operational and functional areas of the business.

To enhance its impact, the PIT programme underwent a transformation in 2023, with phase 1 of the reimagined experience implemented in 2024.

Key enhancements include benchmarking against leading graduate programmes, conducting coach training and revising the development plan to foster greater inclusivity. The PIT brand was elevated through storytelling initiatives and participation in career fairs. We also optimised reporting on bursar data by developing Power BI dashboards.

Looking ahead to 2025, our focus will be on cross-functional mentoring, digitising the onboarding process, introducing a PIT of the Year award and implementing initiatives to improve graduate interview skills. These enhancements will ensure PIT participants are well equipped to transition into leadership roles.

PIT graduates play a critical role in building Exxaro's internal talent pipeline, with a growing proportion of participants being women and black South Africans. The PIT programme addresses skills shortages and improves diversity in engineering and mining disciplines, further strengthens our leadership culture and advances transformation objectives.

Our talent management approach at a glance

Supporting our people to achieve their full potential is integral to our employee value proposition and the delivery of our strategic objectives. Our approach ensures that we have the right skills, at the right time, in the right place. Our approach is anchored in:

Accountability and responsibility

The SERC oversees talent-related strategies and performance. Line managers and management teams at BUS are responsible for overseeing talent management, supported by our people and performance department.

Regulatory compliance

Exxaro submits annual workplace skills plans and training reports to the MQA, Mining Charter compliance to the DMRE and B-BBEE scores to the dtic.

Beyond compliance

We spend above the required threshold for training and development under the Skills Development Levies Act. In addition, we:

- Support SMME development through the Powering Knowledge platform
- Assist youth in establishing cooperatives in partnership with the Small Enterprise Development and Finance Agency (Sedfa)
- Create employment opportunities through Yes4Youth programmes
- Opened a bursary pipeline for people living with disabilities
- Recruit interns with disabilities from local communities

Investing in talent continued

Our talent management strategy focuses on strategic workforce planning, talent development, leadership capability, compliance training and succession planning to address skills shortages and build a robust leadership pipeline. These efforts ensure Exxaro's workforce is equipped to deliver on strategic objectives while adapting to evolving operational demands.

We achieve this through:

Measuring and monitoring performance

Talent management KPIs, tracked annually on our strategic dashboard, help identify and prepare internal candidates for key positions while addressing identified skills shortages

Education and training

We provide classroom-based training, e-learning platforms, simulators, virtual reality, webinars and masterclasses to broaden access to learning

Innovation and technology

Our people and performance and digital value chain teams regularly update training programmes to reflect technological advancements, including adapting to 4IR on MyNexxt, Power BI dashboards and our data science language curriculum

Our leadership team supports operational excellence, streamlining internal policies by integrating related policies into overarching frameworks, reducing complexity and improving employee access. Additionally, we are reimagining career development across the group as part of our learning and development strategy, with delivery planned for 2025/6 to enhance employee experiences.



CENNERGI

Cennergi prioritises internal recruitment of high-potential employees to retain talent and grow management expertise. Employees receive STIs based on individual and company performance. Cennergi allocates 1% of its payroll to employee training and development. Line managers conduct performance appraisals twice a year to determine training and development needs.

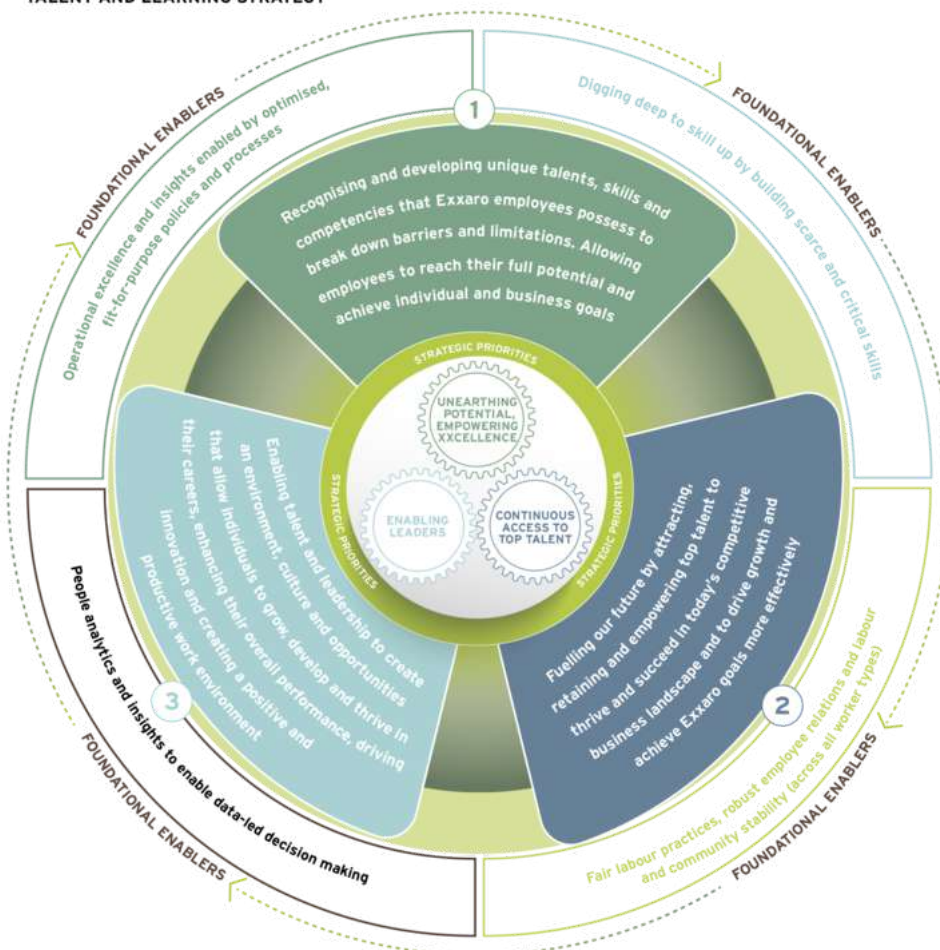
Talent management strategy

Exxaro's talent management strategy aligns with our Sustainable Growth and Impact objectives, considering global and local trends and the evolving needs of our energy and minerals businesses. This strategy supports organisational inclusivity, future capability development and a healthy, engaged working environment. We leverage technology and supportive leadership to achieve these goals.

By focusing on these talent management strategic objectives, we aim to provide resources beyond commodities, supporting Exxaro's vision of delivering critical solutions for a sustainable, low-carbon future.

These objectives are supported by talent management functions and our culture and values are at the centre of our strategy's success. Our progress against these objectives is unpacked on the next page.

TALENT AND LEARNING STRATEGY





How we performed

People development training expenditure	2024	2023	2022
Total training (Rm)	402	358	331
Total training (% of total payroll)	6.75	6.22	6
Training of black people (Rm)	363	318	275
Black people trained (% of total payroll)	6.08	5.54	5

R402 million or
6.75% of our payroll spent
on training and development

(2023: R358 million or 6.22%)

Community development, such as
portable skills training

R9.4 million

(2023: R7.6 million)

Support for Youth Employment Service
to train and develop youth from our host
communities

R28 million

(2023: R22 million)

Job-related skills development
(functional and technical training)

R200 million

(2023: R193.5 million)

Bursaries, training professionals,
internships, learnerships and skills
programmes

R173 million

(2023: R126.6 million)

Developing targeted employees in
management programmes, leadership
roles, postgraduate studies and support
functions

R11 million

(2023: R10.5 million)

Progressing against our talent management strategy

Use of digital platforms

Our digitalised environment is a critical success factor in executing our strategy and supports the creation of a self-learning culture. By leveraging technology, we expand access to learning opportunities, reach a broader audience and enable group-wide career growth.

To further enhance career development, we are developing a capability system tool to guide employees in capacity building and leveraging various learning and development opportunities. While implementation was delayed in 2024 due to system integration challenges, the tool is on track for deployment in 2025.

108 employees registered for open-source
online courses, including LinkedIn, Udemy,
Coursera (2023: 1 033), achieving 8% utilisation
in 2024 (2023: 70%)

6 788* training interventions were completed on
the MyNexxt e-learning platform as part of our
iNOVAXXION strategy and aligned with
connect2NEXT and smart workforce initiatives
(2023: 109 745)

99 395 compliance-related courses were
completed through MyNexxt (2023: 91 309),
ensuring safety, health and environmental
compliance

The Powering Knowledge e-learning platform
provided learners participating in Exxaro
Yes4Youth initiatives with self-learning
opportunities, achieving 94% utilisation in 2024
(2023: 63%)

Courses and number of interventions	2024	2023
ESG and risk		
Climate change	35	5
Anti-bribery and anti-corruption	727	9 663
Confidentiality	103	246
DEI courses such as workplace harassment	612	196
Exxaro Leadership Way	15	8
Risk management framework	20	32
Implicit and unconscious bias	61	116
Performance		
Performance management	37	95
Information technology and cyber		
Cybersecurity	146	2 248
Microsoft Office	144	136
Adapt to 4IR	126	270
Managing innovation	3	5
Management		
Beyond budgeting management thinking	33	4

* Most of the courses we offer on MyNexxt are voluntary, and we only enforce the 18-month anti-bribery and anti-corruption course. This, combined with Exxaro's operational effectiveness process, resulted in a lower usage of the platform this year.

Investing in talent continued

Enhance employee experience

We enhanced our internal processes to improve performance achievement, career and succession planning, leadership development and alignment with SLP commitments.

To foster a culture of empowerment, line managers are no longer required to approve employment applications from their team members, enabling employees to freely pursue internal growth opportunities. Additionally, our employee referral reward programme incentivises employees to contribute to talent acquisition by offering rewards for successfully referred candidates who are appointed.

Internal career mobility	2024	2023
Applications for internal growth opportunities (Paterson DL band and higher)	3 646	1 598

Build relevant future skills and competencies

We proactively address talent and critical skills shortages and changes when employees are promoted, rotated, resign or retire.

- 102 employees attended various leadership programmes (2023: 306) and 153 enrolled in management programmes (2023: 162)
- 52 employees enrolled in the University of Cape Town Graduate School of Business Women in Leadership programme (2023: 30)

Leadership programmes	Occupational level	Number of employees	
		2024	2023
Leading programme	E band	0	8
Leadership in connected economies	Paterson DM/ DU band	18	26
Essential leadership	DL level	33	21
Launchpad leadership	below Paterson DL	19	127
Nano sessions	Paterson C band	32	94
Women in leadership		52	30

Our learning interventions are structured appropriately to support improved employee capabilities through formal studies in traditional programmes and to ensure new capabilities support renewable energy, digitalisation and the new world of work.

We also provide university-accredited short courses in competencies to support automation, neuroscience, change management, data analytics and digital business strategy.

Our talent management strategy supports capability development and succession planning for management and specialist roles in response to new ways of working and global workforce trends.

Formal studies	Total enrolled	Black people	Black women
Postgraduate ¹	14	13	3
Undergraduate ¹	10	9	9
New skills short courses ²	20	18	9

¹ South African universities.

² South African and international universities.

Build a talent pipeline representative of economically active populations

We are dedicated to advancing employment equity by focusing on the development and promotion of employment equity candidates. Exxaro prioritises vacancies for black people, with a particular emphasis on black women and people with disabilities. Succession planning clusters play a critical role in preparing black employees for immediate or medium-term progression to higher-level positions.

Key progress includes:

- D band representation: 23.8%^{RA} (2023: 32.5%)
- E band representation: 27.9%^{RA} (2023: 25.3%)
- B-BBEE bursary element: improved to 0.69% (2023: 0.44%)

^{RA} Reasonable assurance provided.

Our women in mining initiatives focus on growing this talent pipeline through:

- Development and executive coaching programmes
- Participation in mentorship training (47% of employees trained in 2024 were women, compared to 69% in 2023)
- Enabling young women in our communities to plan their careers through programmes like Edumap, which helps matriculants improve their maths and science results
- Employment equity plans to increase black women's representation in feeder schemes and the talent pipeline
- Dedicated forums, including the Women in Mining and Women in Leadership programmes

Women talent pipeline	2024	2023
Female employees in the workforce	33%	31.2%
Female PIT graduates	65%	61%
Black women full-time bursars in engineering and mining disciplines*	61%	61%
Women in learnership and internship feeder schemes	52%	55%
Number of black women sponsored at TVET** colleges for access to formal learnerships	20	11

* South Africans at local universities.

** Technical and vocational education and training.

We are also strengthening our talent pipeline by supporting the education and empowerment of people with disabilities. This effort aligns with our DEI strategy and employment equity targets. Our recruitment policy is integrated with both the DEI and people with disabilities strategies, ensuring a holistic approach to inclusivity.

People with disabilities	2024	2023
Black South Africans with disabilities supported at local tertiary institutions (full-time studies)	30 (50% women)	25 (56% women)
Internships for people with disabilities appointed (all black people)	3 (67% women)	23 (52% women)



CENNERGI

In accordance with its aim to further the objectives of diversity and inclusion in the energy sector, Cennergi recruited three new employees in 2024, of which 66% were female (0% black women) and 33% were male (0% black men).



Build a talent pipeline for energy and minerals businesses

We align our talent pipeline with Exxaro's strategic direction, focusing on addressing skills shortages in science, technology, engineering and mathematics fields. To achieve this, we identify full-time students in core disciplines such as engineering, information technology, geology and business support services, prioritising candidates from our host communities.

Feeder schemes	In training	Black people	Black women
Engineering learners	639	620	305
Miner learners	36	36	23
Operator learners	231	229	116
Internships	124	124	74
Business administration learners	38	38	35

Key professional training outcomes include:

56

full-time bursars in engineering and mining disciplines

(2023: 54)

R9.3 million

invested in bursaries to address engineering skills shortages

(2023: R1.1 million)

20

matriculants supported in Edumap maths and science bridging programme

(2023: 10)

21

full-time bursaries for tertiary studies awarded to Edumap students and youth from Exxaro's communities

(2023: 12)

Our three-year PIT programme provides a structured blend of academic theory and hands-on workplace experience, preparing graduates to meet current and future business needs. Each participant is guided by a technical coach and gains exposure to various operations. Alongside technical training, leadership and management development form a key part of the programme. Graduates who meet accreditation requirements are supported to qualify as professional engineers.

PIT programme	2024	2023
PIT programme graduates in the talent pipeline	82	85
Percentage of black South Africans	94%	96%
Total programme cost	R64 million	R55 million

In 2024, Exxaro adapted to new occupational qualifications developed by the Quality Council for Trades and Occupations, following the expiry of legacy artisan trade qualifications in 2023. New learners were enrolled under these updated frameworks, ensuring alignment with evolving industry standards.

Establish healthy strategic partner relations

Strong partnerships enable Exxaro to build competencies that align with our strategic objectives and address national socio-economic priorities, such as youth unemployment, within our host communities.

Through the submission of annual workplace skills plans and training reports to relevant government entities, Exxaro receives grants that enhance our training and development programmes. In 2024, we received R55.3 million in grants due to the successful submission of the MQA Workplace Skills Plan and Annual Training Report (2023: R50.5 million).

Our partnerships with Yes4Youth service providers SME.TAX and Lularides are prime examples of our commitment to empowering young entrepreneurs.

SME.TAX

Since 2024, SME.TAX has supported youth employment and skills development by recruiting 50 participants for a two-year programme, which will conclude in April 2026.

The success of the programme will be measured by youth finding employment or starting their own cooperatives, which will contribute to small business ventures. Since its inception, the SME.TAX programme has had a positive impact, with our participants finding employment or entrepreneurial opportunities after their training.

Lularides

Since April 2024, Lularides trained 250 youths in motorcycle operation, equipping them with learner's licences and delivery driver certifications. Key achievements include:

- Training milestones: 200 participants completed motorcycle training
- Most of the youths were placed as delivery drivers with companies like Mr D in Centurion, Soweto, Middelburg, Witbank and Secunda

Investing in talent continued

Enhancing talent bench strength

Talent acquisition

To expand talent pools, Exxaro advertises opportunities on virtual platforms, attends career fairs at accredited universities and collaborates with disability units at institutions such as the University of Pretoria, Wits University and North West University. To support agile and responsive talent acquisition, we implemented an applicant tracking system in 2024. This platform streamlines internal and external recruitment by enabling current and prospective employees to easily explore, apply for and track job opportunities.

Succession planning and leadership development have enabled numerous internal promotions, highlighting the effectiveness of Exxaro's talent pipeline.

Middle management (Paterson D band)

- 52 external candidates were appointed (2023: 16), of whom 51 are black people and 40% black women
- 115 internal appointments were made (2023: 43), comprising 86% black people and 40% black women

Senior management (Paterson E band)

- Five external black candidates were appointed (2023: three), of whom 100% are black women, alongside 86% internal black candidates

We recorded a talent bench of 27.9% for E Band (2023: 25.3%) and 23.8% for D Band (2023: 32.5). Exxaro's organisational effectiveness process impacted our talent bench scores as follows:

- The number of employment equity candidates declined within these bands
- The creation of new positions
- Succession planning ratings changed
- Clusters that will be delimited after the process concludes were removed
- The appointment of new employees who were rated as not plotted in the 2024 succession planning cycle

It is envisaged that the 2025 succession planning cycle will contribute to a positive movement in employment equity representation on the D and E bands.

Mentorship programme

Exxaro's 24-month mentorship programme is critical for developing a diverse leadership pipeline. No training was conducted in 2024 due to our organisational effectiveness process (enabling the successful realignment of roles across the organisation), which resulted in the decline in participants. We anticipate an improvement in participants for the 2025 financial year.



17 total participants

88% black people
47% black women
(2023: 126 participants, 89% black, 58% black women)



17 mentees trained (2023: 100)

Women in mining

Recognising the vital contributions of women in mining, we aim to attract and support women across all levels of the business. All BUs have championed inclusivity through their women in mining committees and transformational leadership initiatives, creating a supportive environment for women. We also prioritise developing internal talent and broadening the skills base of women within mine communities to drive local employment and achieve employment equity goals.

Adult education and training

Interest in adult education and training remains low due to the age profile of our workforce and lack of interest. To address this, we offer portable skills training in practical areas such as welding, plumbing and civils to support the development of entry-level employees.

Adult education and training equips employees with the skills to achieve national qualification framework level 1 (equivalent to grade 9), enabling functional literacy for health and safety communication, further learning opportunities and access to higher-level roles within the organisation.

	2024	2023	2022
Investment (Rm)	0.97	0.95	1.57
Employees enrolled	1	0	4
Community members enrolled	61	125	52

Future focus



Our primary focus in 2025 will be:





- Providing training on artificial intelligence (AI) capabilities using open-source and customised software
- Expanding the accessibility and variety of learning opportunities through e-learning facilities
- Introducing the EduMine platform to offer mining experience in Exxaro technologies and prepare employees for future merger and acquisition (M&A) opportunities
- Offering Bookboon resources, including downloadable books, podcasts and videos for online development



Building sustainable communities

Delivering meaningful socio-economic value is integral to Exxaro's purpose of powering better lives in Africa and beyond. Our efforts focus on addressing unemployment, enhancing education and enabling infrastructure development to empower host communities and drive inclusive economic growth.

By taking action in the focus areas described below, we are building resilient and thriving host communities, creating opportunities and leaving a positive legacy.

	Why this matters	Our response
Empowering our communities Page 88 to 96	Uplifting host communities is vital to socio-economic stability, sustaining Exxaro's licence to operate and aligning with South Africa's national development goals. Addressing critical challenges such as education, skills development and job creation ensures long-term community resilience.	We implement initiatives designed to uplift local communities and deliver lasting impact, such as early childhood development (ECD) and school development programmes, skills training and municipal capacity building. 
Developing local enterprises and suppliers Page 97 to 100	Supporting local enterprise growth boosts economic transformation, creates employment and builds a stronger local supply chain, thereby promoting economic transformation and long-term community sustainability.	Our ESD programme offers financial and non-financial support to black-owned businesses, with a focus on SMMEs from host communities. This includes incubator hubs, mentorship and funding, ensuring a sustainable pipeline of capable suppliers. 
Creating viable and sustainable post-mining economies Page 101 and 102	Intentionally using our land assets, capabilities and ecosystems helps us to create post-mining economies while we are still mining and post mining, while also reducing the over reliance on mining as a source of local economic livelihood.	Our MSP offers developmental, financial and technical support to emerging farmers in host communities and labour sending areas, helping them to become self-sustainable and secure and successfully deliver on commercial offtake agreements. 
Ensuring supply chain sustainability Page 103 and 104	A sustainable supply chain mitigates economic, social and environmental risks, supports compliance with industry procurement targets and aligns with Exxaro's decarbonisation goals.	Our supply chain sustainability initiatives prioritise local black-owned businesses and women-owned enterprises, integrating socio-economic development into procurement decisions. We also advance ethical conduct and green procurement to align supply chain activities with environmental and governance standards. 

Partnering for sustainable community development

Communities and local stakeholders	→	We engage with communities to understand their needs and co-create economic upliftment projects. Regular consultations with community forums and SMMEs ensure alignment with their priorities and Exxaro's development goals.
Government agencies	→	We collaborate with the DMRE, Department of Education (DoE), DoH, dtic and Department of Small Business Development to comply with legislation and align initiatives with national and provincial priorities. Partnerships with Sedfa and local municipalities promote skills development for youth, entrepreneurs and SMMEs. Development finance institutions at national and provincial levels assist with funding various socio-economic development efforts.
Industry associations	→	We collaborate with the Minerals Council to contribute to socio-economic development and share best practices as part of the Community Development workstream and the ESD Community of Practice. Partnerships with industry peers also support supply chain sustainability objectives.
NGOs and programme partners	→	Through partnerships with organisations such as the National Business Initiative, Impact Catalyst, Cotlands, SE Holdings, University of Johannesburg, Siyakhana Growth and Development, Komatsu and Yes4Youth, we advance education, skills development and employment opportunities for host community members.
Private sector organisations	→	Exxaro delivers tailored training and development programmes through leading institutions such as the GIBS and SAICA. Financial contributions to BUSA initiatives and funding partnerships further drive inclusive economic growth and create job opportunities.



Empowering our communities

Exxaro recognises the pressing challenges of poverty and inequality facing South Africa and the vital role businesses play in addressing them. By equipping local people with skills and resources and creating sustainable economic opportunities, we aim to create lasting, positive impacts that extend beyond compliance, ensuring mutual growth and shared prosperity for our business and the communities we serve.



Showcasing community upliftment at Nelsonskop Primary School

As part of our 2018 to 2022 SLP engagements, Exxaro committed to building a hall and conducting external works and services (water, sewage and site clearance) for the Nelsonskop Primary School in Lephalale, worth R20 million.

The school hall was needed to address overcrowding from the influx of new learners at the school, as seasonal workers took up permanent residence in Lephalale during the construction of the Medupi power station and Grootegeeluk expansion project.

During implementation, the team at Grootegeeluk reviewed the scope for a more sustainable and fit-for-purpose spatial design that created an uplifting learning environment and aligned the budget accordingly. The result was an aesthetically appealing school hall with a stage featuring automated curtains, a backstage changing area and props storeroom – a first for Marapong. The hall, named in honour of the founding headmistress Martina Kekana, accommodates the need for separate junior and senior assembly points, at a maximum occupancy of 1 000 learners, and a block of four grade R classrooms.

To mitigate initial cash flow challenges, the contractor applied for and received an interest-free loan of R2 million from Exxaro's ESD committee, which ensured the project's timely completion.

To further promote a conducive learning and teaching environment, Exxaro Aga Setshaba NPC contributed R780 000 for the purchase of classroom desks, chairs for the hall and classrooms, whiteboards and air conditioners. Furthermore, the NPC funded the school's landscaping. The final total cost of the project was R20.38 million (excluding VAT).

The project was also used as a training ground within the construction and built environment, contributing to expanding skills and supporting suppliers and services in a secondary economy to mining – a critical component of transitioning beyond the coal economy.

Key project highlights

- | | |
|--|---|
| <ul style="list-style-type: none"> • 1 580 learners and teachers from the Marapong community benefited from this project | <p>Local companies involved included:</p> <ul style="list-style-type: none"> • One black, female-owned principal contractor • Six sub-contractors • 15 suppliers (material, tools, etc) • 11 service providers (plant, equipment hire, OHS) |
| <ul style="list-style-type: none"> • 48 temporary jobs were created, including the provision of valuable on-the-job skills training to two TVET college students as part of their mandatory artisan qualification requirements, concluding with their employment on the project | <ul style="list-style-type: none"> • The contractor permanently employed three local skilled individuals, led by a black female project manager |



Showcasing Cennerggi's community empowerment projects in action



Giving girls wings

Our mission is to nurture confident, high-impact women who will inspire and uplift others in rural communities. Khazimla Gongqa, a young woman from Bedford and a former learner at Templeton High School, was captivated by airplanes and the art of flying from a young age. The Amakhala Emoyeni Community Fund Trust (AECFT) invested R250 000 towards her two-year pilot training programme at the Madiba Bay School of Flight in Walmer-Port Elizabeth. This contribution, along with support from her parents, is helping Khazimla pursue her dream and pave the way for others to follow.



Bedford wheelchair support

On 16 November 2024, the AECFT donated wheelchairs to 13 beneficiaries in the Bedford community. This initiative aims to improve mobility and enhance the quality of life for individuals facing mobility challenges. Cennerggi remains dedicated to empowering people with disabilities and supporting their journey toward greater independence.



Bursary recipients internship programme

To ensure our bursary recipients gain practical experience and avoid unemployment, the AECFT launched an internship programme. R30 000 was allocated for monthly stipends to support two education degree graduates, Siyahluma Majoka from Cookhouse and Romario Alexander from Somerset East. Between January and April 2024, they gained teaching experience at Cookhouse Secondary School and Wegie Olivier School. Both interns secured permanent employment at Templeton High School, starting in May 2024, showcasing the programme's success in creating sustainable career opportunities.

Our community empowerment approach at a glance

While mining companies are legally obligated to implement social development initiatives, translating policy into meaningful, on-the-ground impact is often complex. We therefore take a multidimensional approach to community development, anchored in sustainability, stakeholder inclusiveness and collaboration, which is further supported by:

Accountability and responsibility

The SERC oversees community engagement and development, ensuring the implementation of our Social Impact strategy. The chief sustainable impact officer is responsible for integration and execution of the strategy across various executive functions, including people and performance, sustainable impact, investor relations and supply chain management.

Regulatory compliance

Exxaro's social impact compliance plans comply with the Mining Charter's SLP requirements as well as MPRDA regulations. The DMRE oversees SLP implementation.

Beyond compliance

Our Social Impact strategy was designed to ensure lasting impacts beyond regulatory requirements. We partner with various organisations to implement initiatives that uplift our host communities. Projects include training farmers through the land use management programme, improving food security, developing ECD hubs and enhancing youth employability.



Cennerggi's internal community liaison officers and local community trustees oversee formal and informal community engagement with local communities, mayors, government departments and other groups such as local business forums and youth, among others.

Empowering our communities continued

Exxaro's Social Impact strategy is a proactive response to mitigate systemic social challenges by delivering large-scale, meaningful community development initiatives. The strategy addresses communities' longer-term needs and focuses on enhancing the quality and sustainability of education, skills development and job creation projects.

The strategy aligns with the social pillar of Exxaro's ESG imperative while incorporating environmental and governance elements to ensure sustainability, particularly in relation to energy transition considerations. Viewed through the lens of the SDGs, the strategy not only reduces poverty but also influences other areas of community wellbeing without requiring additional investment.

Key principles

The Social Impact strategy is implemented through:

- **A market-based approach** that integrates social, environmental and economic outcomes
- **Long-term planning** aligned with operational lifecycles and post-mining livelihoods
- **Scaled project design** that enables multiplier effects within host communities
- **Optimisation of existing resources and partnerships** to maximise social and economic impact

Strategic enablers

The value we deliver is supported by:

- **Funding structures** to ensure effective allocation of resources through community-focused donations and sponsorships
- **Inclusive planning processes** developed in consultation with communities and government, aligned with municipal integrated development plans and Exxaro's SLP commitments
- **Localised project management** to drive improvement in SLP delivery, leveraging intellectual capital for lasting social impact

Our Social Impact strategy

We achieve tangible impact in our communities through the three pillars of the Social Impact strategy:

Land use management (MSP)

Our land use management strategy empowers black emerging farmers by providing the resources and support needed to sustain and grow their businesses. Through the **MSP**, we offer:

- Farm and farmer audits, assessments and profiling
- Farmer training and development
- Compliance
- Technical support
- Access to land
- Access to markets
- Financial support
- Business plan development

The strategy also protects and manages current and future operations, supporting biodiversity and conservation efforts, and repurposing erven for employee housing, offices and training centres.

[Creating post-mining economies](#) (page 101)

Education

Our education initiatives improve the quality of education across all levels, focusing on:

- **ECD**, which lays a strong foundation for learning by enhancing physical, cognitive and social development for children aged zero to nine:
 - Advocating for equitable access to play-based ECD for vulnerable children
 - Providing accredited and non-accredited training for ECD practitioners, teachers and parents
 - Improving access to quality resources and fostering school readiness
- **Whole school development**, which ensures sustained, quality education throughout primary and high school to benefit our communities

[Education initiatives](#) (page 93 to 95)

SMME development

We strengthen black-owned businesses and drive local economic growth through:

- Financial support, skills development and training to enhance service and product delivery
- **The ESD programme**, which provides funding and development opportunities for black-owned suppliers and entrepreneurs
- Increasing the participation of black- and women-owned suppliers from host communities in our supply chain, fostering local economic inclusion and transformation

[ESD](#) (page 97)



CENNERGI

Amakhala Emoyeni and Tsitsikamma promote education and skills development, social welfare, healthcare, general administration and enterprise development. The socio-economic development and enterprise development commitments for the LSP are only applicable during the operation phase.



Social Impact strategy funding

Exxaro's Social Impact strategy is supported by a range of funding structures that serve as conduits for community donations and sponsorships. Some funding is compliance driven, such as SLPs and the dtic scorecard, while other types of funding are value-add investments to optimise our social impact, such as funding from Exxaro Aga Setshaba NPC.

To further enhance the delivery of impact at scale, we are simplifying our funding structures to enable better coordination and enhance the financial efficiency of our impact efforts.

Exxaro group social investment structures include:

Structure	Funding and purpose
Exxaro Chairman's Fund (ECF)	Contributions from BUs and co-investors (suppliers) for the implementation of SLP projects and CSI projects respectively.
Exxaro Aga Setshaba NPC	Receives dividends from a 5% shareholding in Eyesizwe (30.81% Exxaro BEE shareholder). Funds are allocated to community development initiatives.
AECFT	Allocates 2.1% of windfarm revenue to socio-economic upliftment and ESD projects within a 50km radius.
Tsitsikamma Community Windfarm Trust (TWFT)	Allocates 2.1% of windfarm revenue to community projects within a 50km radius.
Amakhala Bedford and Cookhouse Trusts	Represent the 5% community shareholding in the Amakhala Project Company (2.5% each).
ESD programme	Funded by 3% of Exxaro's NPAT as required by the B-BBEE codes, supporting black-owned suppliers (2% within Exxaro's supply chain) and enterprises (1% outside the supply chain) through interest-free loans and grants.
Socio-economic development initiatives	Supported by 1% of NPAT as required by the B-BBEE codes, designated expenditure by the ECF and Exxaro Aga Setshaba NPC, funding discretionary projects, as well as donations to charitable organisations.
Exxaro Mountain Bike Academy	Annual funding supports youth by enabling them to complete schooling and develop skills for employment opportunities in sports and related fields.



CENNERGI

The LSP committed to spend 0.1% of total construction and operation cost value on skills development, 0.1% of total construction and operational cost value on supplier development, and 1.5% of revenue on enterprise development and socio-economic development projects with local communities and municipalities.

Land use contributions

We leverage Exxaro's land resources to create sustainable socio-economic value:

Concessional land leases

Emerging farmers gain access to rehabilitated or surplus mining land, enabling agricultural and commercial ventures.

Land donations

Local governments and SMMEs receive land packages for human settlements, agricultural projects and community infrastructure.



Read more about [rehabilitated land transferred to farmers](#) on page 55 and 57.

Aligning future planning with social impact principles

We plan future SLPs in accordance with social impact principles and impact areas in consultation with communities and government when developing municipal integrated development plans. Through localised, in-sourced project management, we develop intellectual capital to support improvement in SLP delivery.

SLP project benefits

Matla (2020 to 2025)	Electrical and road infrastructure as well as education projects to benefit 22 000 eMalahleni residents on completion in 2025
Thabametsi* (2020 to 2024)	Sustainable sanitation infrastructure to be completed in 2025
Grootegeluk (2018 to 2022)	The sports, arts and culture facilities in the Marapong precinct, and fencing, was completed in 2024. The soccer/athletics stadium with grandstands and an indoor multi-sports complex to be completed in 2025
Tshikondeni (2018 to 2022)	Agricultural irrigation and skills development for commercial farming to be completed in 2025

* Non-operational mining right.

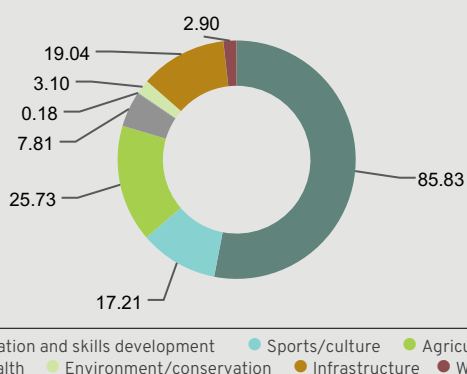
Exxaro also integrates these principles into energy and mining operations, leveraging discretionary expenditure to complement regulatory requirements. For example, SLP-funded school infrastructure projects are enhanced by teacher development initiatives funded through discretionary channels.

Empowering our communities continued

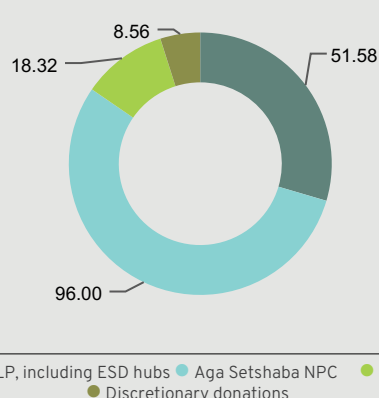
How we performed

	2024	2023	2022
Social investment projects for socio-economic development (SLPs and CSI) (excluding R12.67 million ESD programmes)	R161.79 million	R86.91 million	R181.31 million
Combined investment by Exxaro and Cennergi in socio-economic and ESD programmes	R187.29 million	R223.51 million	R205.81 million
CSI (excluding ESD programmes)	R117.87 million	R71.95 million	R167.93 million
Number of community members benefited	71 525	41 867	1.17 million
SLP project investment (excluding R7.67 million ESD investment)	R43.91 million	R14.96 million	R13.38 million
Jobs created through SLPs	51	29	83

Social investment projects in local economic development excluding ESD financial support (R161.79 million) (Rm)



Investment structure spend to support social investment projects, including ESD (Rm)



SLPs, REIPPPP and CSI initiatives

Implementation of current five-year SLPs continues at BUs until completion as per our mining right commitments in Limpopo and Mpumalanga.

Exxaro spent R43.91 million on SLPs (2023: R14.96 million), benefiting 140 000 people (2023: 50 630), with projects that are still in progress potentially benefiting 123 425 people (2023: 71 752)

Completed	2024 spend	2023 spend	Beneficiaries
Nelsonskop Primary School hall and classrooms	11.36 million	R7.32 million	1 580 learners with 51 jobs created

In progress	2024 spend	2023 spend	Potential beneficiaries
Lephalale ECD centre	R1.33 million	R0.72 million	2 000
Marapong sport, arts and culture precinct	R12.39 million	R0.12 million	
Marapong potable water pipeline	R0.79 million	R1.1 million	36 227
Paarl sewer rehabilitation	R9.79 million	R0.29 million	(21 720 youth)
Lephalale ESD programme	R5.81 million	R0.45 million	
Waste management at Lephalale	R2.4 million	R2.4 million	30 745
Bonginhlanhla School phase 4	N/A	R0.20 million	1 200
Matla rehabilitation of roads	R0.25 million		2
Belfast roads rehabilitation phase 2	R4.87 million		24
Leeuwpan ESD	R1.86 million		9
Leeuwpan borehole rehabilitation	R0.77 million		2

Implementation of our prevailing five-year SLPs experienced delays due to challenges with small enterprises and suppliers lacking relevant skills, resources and capabilities.



We are managing these challenges through ESD interventions aimed at [building capabilities](#) (page 94). The project teams provided a developmental approach through technical and administrative mentoring support to guide local contractors.



SLP project expenditure of R43.91 million (2023: R14.96 million) covered some projects in planning and implementation stages as outlined on the previous page. In 2025, the bulk of the projects to be completed will be in Grootegeluk and Matla. For Grootegeluk, the projects are the ECD hub, ESD programme, Marapong sportsfield and Thabametsi's Paarl sewer project. Matla projects include the Thubelihle substation, sheep shearing shed and hydroponics, Ekungeneni internal road rehabilitation and Bonginhlanhla Primary School's grade R block. Other projects that will be handed over are the Tshikondeni water and irrigation projects, and the Belfast road project.

The REIPPPP expenditure activities at our energy business performed better, despite the intensity of quarterly expenditure targets to maintain and fulfil licence to operate and related conditions. This business is required to spend 2.1% of quarterly revenue on socio-economic development (1.5%) and enterprise development (0.6%) activities in communities affected by its operations.

Community education and economic development

Exxaro Aga Setshaba NPC and ECF contributions

Project highlights

20 deserving learners were awarded bursaries to attend Curro schools until their matriculation

We have successfully connected **80%** of the 34 selected schools in Lephalale and Mpumalanga to Wi-Fi networks and provided information and communications technology labs to 20 schools

We trained

172 ECD practitioners and **19** principals

Benefiting

over 2 700 ECD children through our play school programme in Lephalale

We delivered the following high-impact initiatives through various partnerships:

Exxaro Aga Setshaba NPC spent **R96 million** (2023: R26.93 million), while the ECF contributed **R18 million** (2023: R27.43 million), benefiting 72 106 **community members** (2023: 41 867).

Understanding and responding to the local ECD landscape

Recognising the foundational role of ECD in shaping long-term educational outcomes, Exxaro prioritised understanding the ECD landscape in Nkangala, Mpumalanga, in 2024. Our assessment of 199 ECD centres revealed significant challenges:

- Only 60% of ECDs are registered with the Department of Education, leaving 40% unregistered or unrecognised
- 60% of registered centres receive government funding, while many unregistered facilities operate without financial support
- Only 53% of practitioners are adequately qualified, impacting the quality of early learning

These findings highlight critical gaps in funding, infrastructure and practitioner qualifications, which affect the sustainability and effectiveness of ECD centres. In response, Exxaro has realigned 70% of our education investment towards ECD initiatives, ensuring greater impact in early learning support, teacher training and infrastructure development. This shift may require adjustments to other education programmes, such as Curro bursaries, annual career expos, and matric academic camps, which will be carefully managed to maintain continuity in our broader educational impact.

Driving impact through ECD programmes

Exxaro's Social Impact strategy in education is directly aligned with South Africa's 2030 ECD Strategy and the 2030 National Development Plan, which prioritise quality early learning as a cornerstone of national development. Addressing the country's numeracy and literacy challenges requires coordinated efforts between the private sector, government and relevant NGOs. We are committed to collaborating on strategic ECD interventions that enhance access, equity and quality learning experiences.

To support this vision, Exxaro partnered with Cotlands in 2024 to implement a comprehensive ECD programme in Lephalale, benefiting:

44 registered ECD centres

2 736 children and
182 practitioners

11 additional centres, which achieved registration and bronze status

172 practitioners, who received professional training, with 20 attaining NQF level 4 certification

44 principals provided with managerial skills and competence to implement effective and efficient processes and systems

To further strengthen play-based learning, the programme provided:

3 353 age-appropriate educational toys, delivered weekly on a rotational basis

440 additional wooden toys and puzzles purchased at a value of R0.563 million

Beyond Lephalale, Exxaro also facilitated NQF level 4 training for **15** ECD practitioners in Mpumalanga, expanding the reach of our capacity building efforts.

Empowering our communities continued

Aga Setshaba projects	2024 investment
Supported grade 12 academic camps in Belfast and Delmas, and hosted a career expo in Belfast. In Delmas, we partnered with Go Maths, achieving an overall performance improvement of 8.5% for the circuit. One school improved by 22.9%, increasing its pass rate from 53.7% in 2023 to 76.6% in 2024.	R8.94 million
Provided ongoing support for food gardens in six schools in Tshwane, promoting food security and sustainable agriculture.	R0.89 million
Supported ECD initiatives at Amakhala Emoyeni and Tsitsikamma for a five-year period, including practitioner training to enhance early learning outcomes.	R21 million
Funded school sports development in the Eastern Cape through Arch Impact Accelerator NPC, encouraging youth participation in sports.	R6.8 million
Implemented the Talent Accelerator Tool, guiding learners in subject and career selection. The tool assessed grade 9 learners to assist with grade 10 subject choices and grade 11 learners in identifying career paths. 7 500 learners benefited across our Mpumalanga BUs.	R14 million
Built a ramp at Chris Hani Baragwanath Hospital in partnership with the Stanley Daphne Nkosi Foundation, ensuring the safe transfer of patients on stretchers during load shedding.	R4 million
Supported the implementation of an agripreneur programme on Exxaro-owned land in Lephalale in partnership with the African Japan Businesswomen NPC.	R25 million
Funded the Lepharo SMME incubation programme, which supports SMMEs over three years, connecting them with supplier opportunities at Exxaro and other sectors in Lephalale. The programme prioritises black women, people living with disabilities and youth-owned businesses in engineering, manufacturing and mining.	R5 million

Ensuring long-term sustainability

To further support quality education, we collaborated with the Lephalale local municipality to enhance water and sanitation infrastructure, while our municipal capacity building programme has developed technical competencies to improve long-term service delivery.

We are also engaging telecommunications providers to support digital connectivity for local education programmes, with discussions facilitated by the DoE. These efforts aim to enhance learning environments and ensure the sustainability of digital tools in education.



Showcasing municipal capacity building in action

Exxaro has successfully completed a three-year municipal capacity building pilot programme in partnership with the National Business Initiative through its Technical Assistance, Mentorship and Development programme. This initiative aimed to strengthen institutional capacity within the Waterberg District and Lephalale local municipalities, equipping municipal leadership with the skills and technical expertise required to drive sustainable local development.

The programme focused on mentoring senior municipal employees, providing hands-on guidance in key areas such as PMO establishment, public works and infrastructure operations, wastewater management, electrification, spatial development and financial management. The pilot was a success, with 20 mentees sharing tangible evidence of how the programme positively influenced their work, demonstrating improvements in service delivery and governance efficiency.

The initiative also aligned with the Department of Cooperative Governance and Traditional Affairs's pilot of the District Development Model, reinforcing collaboration between business and government to drive regional development. While the mentorship phase was completed, several infrastructure projects (including road construction, power supply enhancements and wastewater treatment upgrades) are ongoing and will continue to support economic growth in the region.

The programme's handover ceremony, held on 13 May 2024, marked a significant milestone in public-private partnerships for sustainable development. The event was attended by Exxaro's chief sustainable impact officer, senior government officials, traditional leaders and key stakeholders, celebrating the success of this collaboration in fostering long-term municipal resilience.



Education initiatives and programmes

We delivered the following projects through various investment structures:

We invested **R85.83 million** (2023: R40.4 million) in community education to benefit **27 000 learners** (2023: 25 000)

Project	2024 investment	2023 investment
School infrastructure and resources Construction of Nelsonskop school hall and a block of classrooms (Lephalale) Phase 4 of construction of grade R block at Bonginhlanhla School (eMalahleni)	R11.36 million	R8.85 million
Whole school development programmes Learners' academic programmes and school resourcing Learners' extracurricular activities Health and nutrition programmes	R45.65 million	R21.93 million
ECD Practitioner training and child development programmes	R25.02 million	R1.22 million
Skills development Research and development University chairs	R3.81 million	R8.43 million
Total	R85.83 million	R40.42 million

Cennergi's socio-economic and enterprise development programmes

In total, R27.9 million (2023: R25.3 million) was spent on socio-economic development initiatives, including education, welfare, agriculture development and health.



Tsitsikamma

Invested **R12.3 million** in host communities (2023: R10.9 million) reaching more than **2 423** (2023: 2 000) **people** and **creating 104** (2023: 130) **jobs**

		2024 investment	2023 investment
ECD support	Continued provision of resources for six crèches benefiting 185 children. Created 26 jobs with national qualifications framework level 2 training for practitioners and cooks.	R1.60 million	R2.10 million
Teacher stipends	Funded monthly stipends for nine (2023: eight) school governing body teachers and three information and communication technology tutors at Qhayiyalethu FET School, Paul Sauer High School, Kareedouw and Loerie Primary Schools in the Eastern Cape.	R0.92 million	R0.44 million
Bursary support	Supported 10 (2023: 12) students through bursaries coordinated by Masinyusane.	R1.40 million	R2.50 million
Internet connectivity	Provided free internet for 654 (2023: 654) AmaMfengu households to access procurement platforms, SMME funding and other opportunities, in partnership with Herotel.	R0.04 million	R0.04 million
Community hall renovations	Renovated Wittekleibos community hall, creating 10 (2023: 70) temporary jobs and empowering two (2023: seven) local SMMEs.	R0.40 million	R1.00 million
Grade 12 learner accommodation	Accommodated 87 (2023: 86) grade 12 learners from Qhayiyalethu High School at Paul Sauer High School hostel and funded monthly stipends for three (2023: three) school governing body teachers.	R1.50 million	R0.71 million
Youth jobs and literacy programme	Partnered with Masinyusane Development Organisation to hire and train 17 unemployed youth (2023: 16) to teach 181 (2023: 225) learners to read and write.	R0.66 million	R0.31 million
Global wind organisation training	Trained 10 youth in the Global Wind Organisation Basic Safety and Technical training programme in partnership with SP-Wind.	R0.54 million	
NNT women poultry expansion	Funded operational costs and construction of a second poultry house, enabling expansion from 1 620 to 4 000 egg layers.	R1.40 million	R1.80 million
Wittekleibos vegetable garden initiatives	Supported vegetable gardens through farm audits, market access and sourcing external funds in partnership with SE Holdings.	R0.89 million	R0.31 million
Business empowerment support	Supported Tsitsikamma Development Trust's business empowerment programme benefiting trustees and area management committee members.	R0.25 million	
SMME soap and detergent manufacturing training	Collaborated with Chemical Industries Education and Training Authority and SAICA's Hope Factory to train 10 local SMMEs in soap and detergent manufacturing.	R0.73 million	

Empowering our communities continued



Amakhala Emoyeni

We invested **R15.5 million** (2023: R14.4 million) in host communities, reaching more than **263 people** (2023: 2 500) and **creating 64 jobs** (2023: 220). This decrease is due to reduced Infrastructure development initiatives compared to 2023.

		2024 investment	2023 investment
Bursaries	Provided bursaries for 14 students from Cookhouse, Bedford, Adelaide and Somerset East to acquire scarce skills at South African universities and TVET colleges (2023: 14).	R2.70 million	R1.10 million
Pilot training	Empowered Khazimla Gongqa to attend a two-year pilot training programme at the Madiba Bay School of Flight in Walmer-Port Elizabeth.	R0.25 million	
School refurbishment	Refurbished ablution facilities, installed a high-water pressure pump and added six 10 000L rainwater tanks at Cookhouse Secondary School, creating four jobs (2023: four), benefiting eight teachers and 246 learners (2023: 246 learners).	R0.46 million	R0.61 million
Teacher and admin stipends	Funded stipends for one assistant teacher and two administrative clerks (2023: six teachers, one admin clerk), creating four temporary jobs (2023: seven), benefiting over 1 000 learners (2023: 1 088).	R0.22 million	R0.31 million
Youth literacy programme	Hired and trained 10 previously unemployed youth to teach learners from Msobomvu Primary School and local ECDs to read and write.	R0.45 million	
Clinic renovation	Renovated Mzamomhle Clinic in Bedford, creating 13 temporary jobs, benefiting one local SMME and more than 1 607 households.	R0.81 million	
School vegetable gardens	Established vegetable gardens at four schools (2023: four), benefiting 1 142 learners (2023: 1 961).	R0.22 million	R0.69 million
Wheelchair support	Purchased wheelchairs for 14 beneficiaries residing in Bedford, Cookhouse, and Somerset East communities (2023: 14 beneficiaries).	R0.17 million	R0.13 million
Soup kitchen construction	Constructed a soup kitchen container for the Lixhase Women Cooperative, benefiting 60 elderly beneficiaries.	R0.27 million	
Mini-solar farm construction	Built a 24kW mini-solar farm with a 35kW battery backup, benefiting 16 farmworker houses and 31 residents at Alstonfield Farm.	R0.96 million	
Community radio station support	Supported electrical works and operational costs for Ikhala FM Community Radio in Cookhouse, creating 21 jobs for DJs, presenters and managers.	R0.15 million	
Victim support centres	Supported construction of plinths and rainwater tanks for Somerset East and Cookhouse victim support centres.	R2.10 million	
Livestock farm support	Supported Laphumikwezi livestock farm, benefiting 10 beneficiaries (2023: 10).	R0.69 million	R0.88 million
Soap and detergent training	Trained 16 local SMMEs from Adelaide, Bedford, Cookhouse and Somerset East in soap and detergent manufacturing (2023: 16 SMMEs).	R0.52 million	R0.82 million
SMME support	Supported agriculture, baking, sewing, waste recycling and general trading SMMEs in partnership with SAICA Enterprise Development.	R0.71 million	R1.40 million
Sewing training and mentorship	Partnered with Nubain Renewables Energy Solutions to provide sewing training and market access for the Cookhouse Sophila Sewing Women Cooperative, benefiting four individuals.	R0.96 million	
Ikamva-Lethu poultry project	Supported Adelaide's Ikamva-Lethu poultry project with farm audits, market access and external funding, benefiting two farmers.	R0.21 million	
Sakhubuntu vegetable farm	Supported a farming project in Cookhouse, benefiting 100 people.	R0.89 million	
Rise & Shine bakery	Supported a small business in Adelaide, benefiting one SMME and creating 21 permanent jobs.	R0.12 million	

Future focus



Our primary focus in 2025 will be to continue:

- Going beyond compliance and achieve sustainable impact through our Social Impact strategy
- Enhancing our efforts to ensure delivery of the SLPs
- Creating an economic livelihood in our communities



Contributing to enterprise and supplier development

Creating meaningful opportunities for entrepreneurs and small businesses is central to Exxaro's strategic objective of empowering people to create impact. Our ESD programme aims to create employment and market access for SMMEs, and a legacy for host communities – building capabilities, driving economic transformation and fostering sustainable communities.



Tshikondeni pitch for funding winners



Belfast pitch for funding session

Showcasing collaboration with public sector development institutions in action

Exxaro collaborated with Sedfa in hosting two events (SMME day and pitch for funding) for aspiring entrepreneurs, and micro and survivalist enterprises. These events aimed to foster ideation and small enterprise development in Exxaro's host communities.

We held three SMME days for host communities in KwaZulu-Natal and Limpopo, where our mines in closure are located. With approximately 180 SMMEs in attendance, the events aimed to connect SMMEs with development support institutions.

The pitch for funding event was hosted in nine of our host communities, with over 500 participants attending the masterclasses. The event included a competition for best business pitch after participants received training on developing and articulating a business model. Three winners in each community were chosen, receiving R250 000 in grant funding.

The winning 27 small enterprises will also be given an opportunity with Sedfa to co-develop and implement growth strategies.



Showcasing improved financial management and discipline

The programme is a three-year partnership with SAICA Enterprise Development, where small enterprises are taken through the importance of financial management and compliance, assisted with bookkeeping services and mentorship on managing business finances over a 12-month period.

The third and final cohort of 57 beneficiaries graduated from the financial excellence programme in 2024. The supported enterprises benefited from the support and mentorship and demonstrated the following key outcomes at the end of the programme:

- Average turnover increase of 25%
- 35% indicated that they employed more people at the end of the programme
- Improved Companies and Intellectual Property Commission and SARS compliance

Contributing to enterprise and supplier development continued

Our ESD management approach at a glance

ESD initiatives are a key component of our socio-economic development response and support the SMME development pillar of our Social Impact strategy. Guided by the principles of empowerment, collaboration and resilience, our approach ensures meaningful engagement with host communities and alignment with South Africa's national development goals. Our ESD programme is built on:

Accountability and responsibility

The ESD committee is responsible for integrating, embedding and implementing ESD objectives within Exxaro.

Regulatory compliance

Our initiatives align with Exxaro's B-BBEE and SLP obligations. We are also guided by the Department of Small Business Development's SMMEs and Co-operatives Funding Policy (April 2023), as well as the Preferential Procurement Policy Framework Act.

Beyond compliance

Exxaro's ESD programmes not only contribute to the group's B-BBEE score but also exceed the minimum standards set by local, provincial and national government. We amplify our impact by leveraging co-funding from development financing institutions.

Exxaro's ESD programme promotes inclusive economic participation by addressing systemic barriers faced by emerging enterprises. We create opportunities for black-owned suppliers and entrepreneurs through financial support, such as grants, zero-interest loans and non-financial assistance, including partnerships with external service providers and incubator hubs. Each hub in an SLP area offers three-year programmes to support and develop SMMEs and serve as a key enabler in advancing enterprise capabilities and strengthening our local supply chain.

The programme delivers sustained stakeholder value by:

Securing our licence to operate while achieving financial sustainability

We align our ESD programme objectives to meet regulatory and statutory requirements across local, provincial and national government, while offering commercially viable enterprise support solutions that drive Exxaro's strategic growth.

Reducing supply chain risk across the business

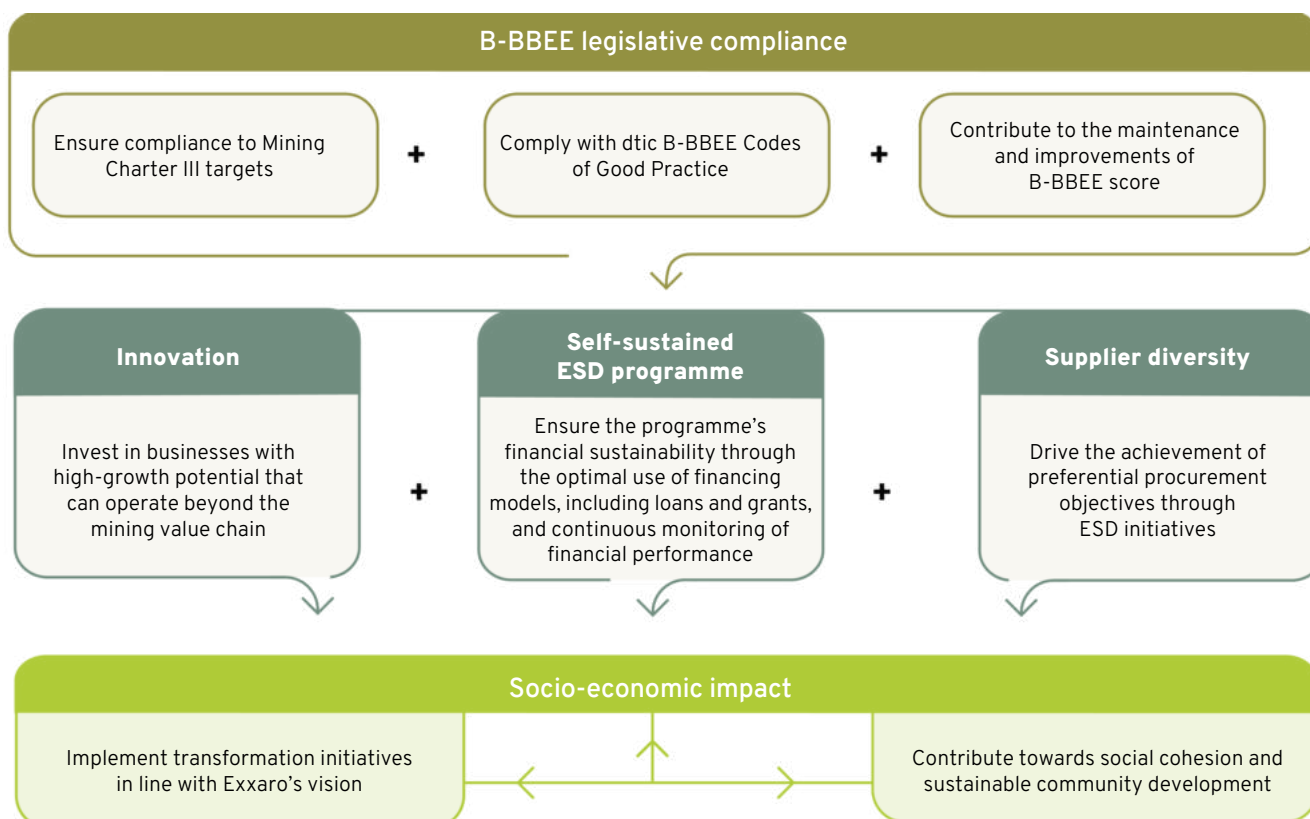
By diversifying the quantum and quality of vendors close to our operations, we lower supply-side risks, improve delivery timelines and decrease transaction costs.

Growing black-owned businesses to support economic transformation

Our initiatives focus on increasing the number and capacity of black-owned businesses. By providing market access opportunities and targeted business support, we enable these enterprises to thrive.

ESD strategic objectives

Our ultimate goal of economic transformation is supported by the following strategic objectives:



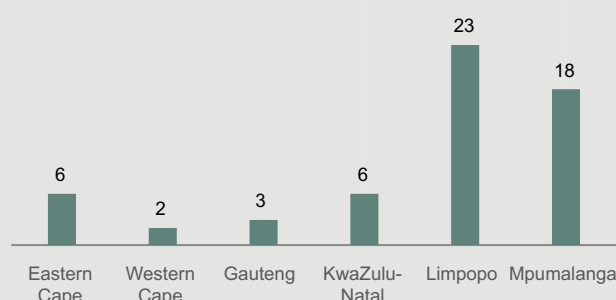


How we performed

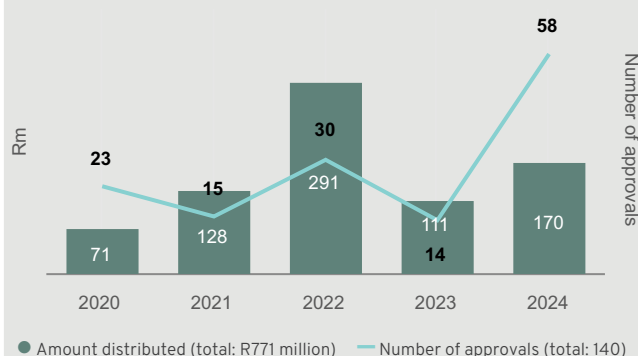
	2024	2023	2022
Approved spend (Rm)	169.8	111.3	291.2
Jobs retained (number)	286.0	355.0	1037.0
Beneficiaries (number)			
Qualifying small enterprises (QSEs) and exempt micro-enterprises (EMEs)	58	14	30
Youth-owned	22	1	16
Women-owned	21	9	9

The provincial breakdown of beneficiaries highlights the focus on beneficiaries from host communities.

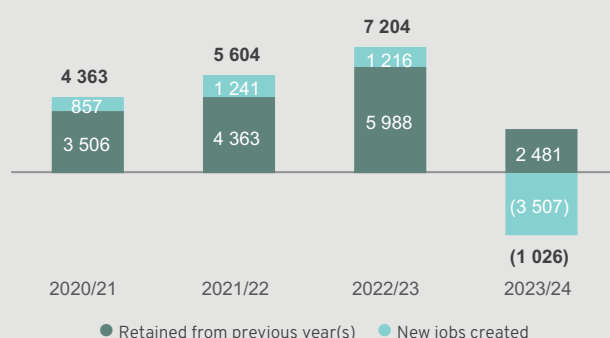
Provincial spread of supported QSEs and EMEs (total: 58)



ESD approvals per year



ESD programme beneficiaries



The decline in job figures in 2023/24 is attributed to the graduation of the 2018 cohort (after being part of the programme for five years as per B-BBEE regulations) and the 2 649 jobs they added to the jobs figure, as well as an actual job loss of 858 jobs attributable to contract losses/end of contracts.

Of our total approved spend, over R130 million was dispersed through grants and zero-interest loans in 2024. Since the programme's inception, ESD approvals have consistently increased, overcoming setbacks experienced during the COVID-19 pandemic and economic downturn since 2020. By the end of 2022, the programme achieved self-sustainability, enabling new beneficiaries to be supported through loan repayments rather than requiring additional budget allocations.

Funding from repayments played a pivotal role in securing Exxaro's overall B-BBEE performance target. The ESD programme aims to achieve a target score of 9 out of 15 points, with anticipated performance in 2024 reaching 13.72 points, contributing significantly to Exxaro's level 3 (or better) B-BBEE status.

Efforts to leverage co-funding have bolstered the programme's impact. Although a youth-focused fund with a provincial development finance agency faced delays due to financial challenges, engagements with two development finance institutions to raise co-funding through Exxaro's loan administration service provider are set for favourable completion in 2025. Additionally, under the MSP, R30 million was secured from the Sedfa and R100 million from the Land Bank to support emerging farmers, demonstrating the programme's ability to amplify resources and enhance its reach.

Loan fund management

Loans advanced

R117.28 million

(2023: R184.95 million)

Loan repayments

R84.69 million

(2023: R103.48 million)

Outstanding loan book

R378.14 million

(2023: R339.20 million)

Settled loans

R88.70 million

(2023: R62.38 million)

Contributing to enterprise and supplier development continued

Non-financial support

GIBS contractor development programme

47

beneficiaries graduated from the programme

(2023: 50)

The accredited course includes customised mining and Exxaro-specific content to maximise its impact and relevance. To broaden our impact, we have initiated a project to identify an implementation partner for an expanded version of the programme.

SAICA Enterprise Development financial excellence programme

57

beneficiaries graduated from the programme

(2023: 58)

The programme provides monthly access to a business and finance coach as well as accounting, back office, tax, human resource management and Companies and Intellectual Property Commission compliance support. The latest cohort celebrated their graduation in November 2024 (read the case study below).

Empowering local contractors

Building a local supplier pipeline

The ESD Hub in Lephalale aligns its intake with the localisation objectives of Grootegeluk, with incubatees positioned in areas the BU has earmarked for future opportunities. Sub-contractors in explosives handling and fuel logistics are supported by the ESD programme, supply chain management and co-developed with existing suppliers.

Supporting first-time contractors

The ESD programme has supported several sub-contractors and first-time contractors, with compliance workshops conducted to ensure host community small enterprises meet legislative requirements. We will amplify and mature these initiatives during 2025.

Community initiatives implemented

SMME day

We rolled out SMME day in communities surrounding our mines in collaboration with Sedfa and other small enterprise development organisations. This initiative addressed perceptions that our ESD support programme does not cater for the broader SMME sector by partnering with other development institutions to support micro and survivalist enterprises.

Pitch for funding programme

We introduced a pitch for funding programme in collaboration with Sedfa in nine host communities. Through this initiative, we provided 27 small enterprises with grant funding of R250 000 each to support their business growth.

Future focus



Our primary focus in 2025 will be:

- Implementing programmes that support the micro and survivalist segment of the SMME sector, such as the pitch for funding programme and a purchase order fund
- Collaborating with supply chain management on developing transformed suppliers in strategic goods and services



Creating post-mining economies

To ensure optimal land use and management, and create lasting positive social and economic impact, Exxaro focuses on the agricultural sector. All mined and rehabilitated land, or land no longer required for mining, is reallocated immediately for agricultural activities. This serves as an effective vehicle for supporting the development of agri-enterprises and local economic activity and sustainability in host communities.

Key measures of success include total land under management and in use or to be used by emerging farmers, increase in yields (crop farming), increase in revenue generated by farmers (crop and cattle farming), jobs (seasonal and permanent) created and retained, number of farmers trained and sustainable farmers who can operate independently and deliver on their offtake agreements.



Showcasing mixed farming in action

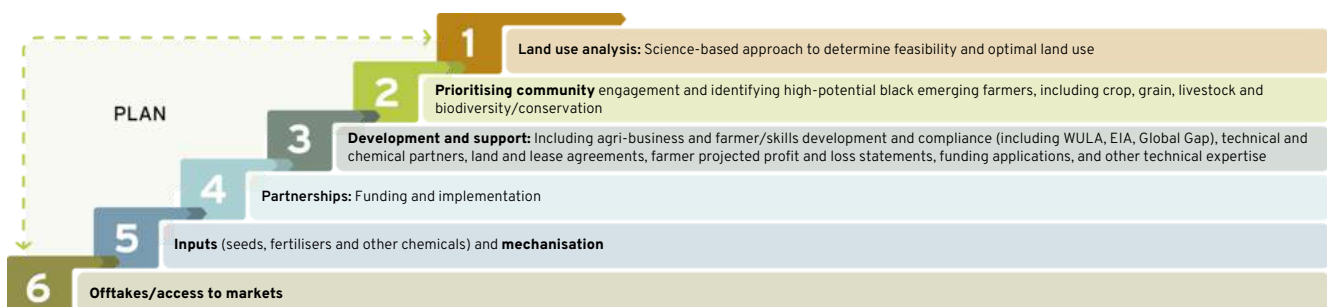
MBB Agriculture is poised to be a successful black farming enterprise on the back of the MSP's support. The MSP supported the mixed agriculture business to raise R15 million to purchase inputs and mechanisation for planting and spraying.

MBB Agriculture is a 100% black-owned farming enterprise that leases 718ha of land from Exxaro in Mpumalanga. The land is used for maize and livestock farming – 275ha is planted with maize and there are 173 cattle. The MSP has assisted the farmer in ensuring that he has a resilient beef breed that can satisfy various offtake agreements. The programme also helped the farmer raise R15 million (50% grant and 50% loan) from a development finance institution for the 2024 summer planting season.

The farmer's combined farming activities demonstrate sustainable management practices and strategic use of financial and technical support to enhance productivity and profitability.

Our MSP approach at a glance

Strategic objective	Rationale	Approach
We aim to effectively develop black emerging farmers, transforming them from subsistence to commercial farmers. We also provide access to resources that guarantee the commercial viability and sustainability of their agri-enterprises. We do this by creating market access opportunities and raising funding through development finance institutions and internally with Exxaro.	<p>Providing holistic support will better position emerging farmers to commercialise their businesses, grow in a viable and sustainable manner, create jobs and improve economic activity for their families and communities.</p> <p>The support provided includes farmer and skills development, funding, land preparation, inputs, mechanisation, planting, harvest and post-harvest support, and access to markets.</p>	<p>The support provided to emerging farmers is preceded by identifying, assessing and profiling these farmers.</p> <p>Support includes needs assessments and implementation, business plans and financial models, crop and animal production best practices training and mentorship. We secure land leases, partnership with funders, agri-specialists and product offtakers on behalf of the farmers.</p>



Creating post-mining economies continued

How we performed

At year end, the MSP supported 662 farmers, grouped into 36 projects across six provinces.

Province	Type of farming	Number of projects	Number of farmers
Limpopo	Crops	4	230
Mpumalanga	Livestock, grain, fruit and poultry	13	32
Gauteng	Essential oils	1	1
KwaZulu-Natal	Livestock, grain, forestry and essential oils	15	297
Western Cape	Honey	1	1
Eastern Cape	Livestock	2	101
Total		36	662

The MSP has 10 608.5ha under management. Key performance relates to the funding provided by Exxaro's funding instruments towards supporting the farmers, and additional funding leveraged from development financial institutions. Most of the funding went towards pre-operational costs, such as compliance and infrastructure and input costs for operational farmers.

2024

Funding provided* R63.3 million

Additional funding leveraged R15.0 million

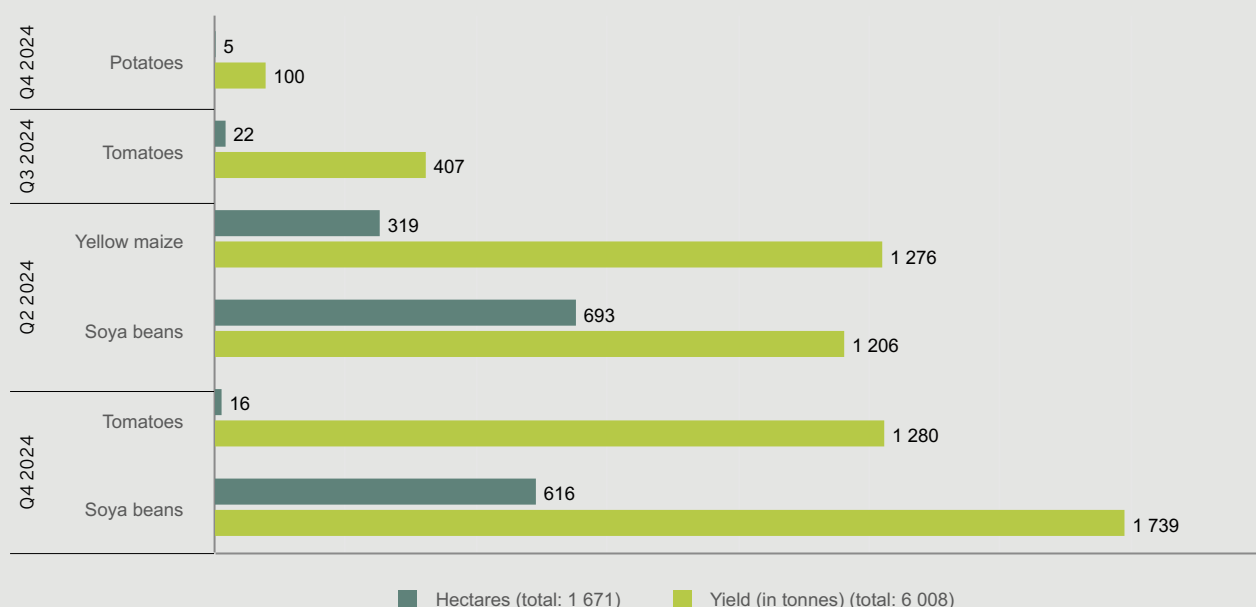
% female farmers 54%

% youth farmers 23%

* The funding includes the technical, non-financial support provided to the farmers.

During 2024, nine of the 36 projects planted soya beans, yellow maize, tomatoes and potatoes on 1 671ha of land. Despite challenges such as frost and insufficient water supply, the farmers managed to harvest over 6 000t. The quarterly breakdown of the harvests is tabled below:

Harvest quarterly breakdown





Driving supply chain sustainability

Exxaro drives sustainable growth and reduces supply chain risks by embedding socio-economic development and environmental responsibility into procurement practices. Through the adoption of our supplier code of conduct and supply chain sustainability policy, we have demonstrated success in leveraging our procurement spend to empower local black-owned SMMEs and deliver on our preferential and green procurement commitments.



Showcasing support for SMMEs in action

Recognising the cash flow challenges faced by many small businesses, Exxaro launched an initiative offering early payments for services and goods provided by our SMMEs.

The initiative targets the settlement of invoices from SMME vendors within 15 working days, significantly ahead of standard payment terms, thereby enhancing cash flow and helping these businesses thrive. Since the launch of the programme, Exxaro has paid over R1.5 billion to 1 205 SMMEs in accordance with the set favourable payment terms. Timely access to funds has proven especially critical for smaller vendors, enhancing their financial resilience and market competitiveness.

By prioritising prompt settlement, Exxaro has also strengthened relationships with our SMME vendors, increasing trust by demonstrating a tangible commitment to supporting SMMEs.

Our supply chain management approach at a glance

Incorporating the principles of sustainability in our supply chain is one way of demonstrating our sensitivity to the environmental and socio-economic challenges facing South Africa. This is underpinned by:

Accountability and responsibility

Performance measures and decision-making structures within Exxaro are in accordance with the relevant governance practices.

Regulatory compliance

Aligning our inclusive procurement targets with guidance as set out in the MPRDA, Mining Charter III and B-BBEE codes.

Beyond compliance

Where opportunity allows, Exxaro achieves performance above regulatory targets.



CENNERGI

Cennergi monitors its procurement share from B-BBEE suppliers, QSEs, EMEs and women-owned vendors against commitments and targeted percentages in the implementation agreement between Cennergi and the DEE.

Tsitsikamma community windfarm and Amakhala Emoyeni have set procurement goals of 60% total procurement from B-BBEE suppliers, 10% from QSEs and EMEs, and 5% and 2.5% respectively from women-owned vendors.

The LSP has set procurement goals of 40% from B-BBEE suppliers, 10% from QSEs and EMEs, 3% from women-owned vendors and 3% from youth-owned vendors.

Supply chain policy

Since updating our supply chain sustainability policy in 2023, we have progressed against our ESG imperatives and supply chain priorities as follows:

Environmental	<ul style="list-style-type: none"> Data is essential for informed decision making. As part of our ongoing efforts to assess our performance in green procurement, we undertook a comprehensive data environmental labelling exercise which yielded positive progress on the visibility of our spend on green procurement
Social	<ul style="list-style-type: none"> Exxaro sourced goods and services to the value of R1.57 billion from 502 local community vendors We achieved level 2 B-BBEE compliance, with preferential procurement scores improving from 26.44 points in 2023 to 27.47 points in 2024 Exxaro achieved a success rate of 98% preferential payment on invoices generated by our SMMEs
Governance	<p>Dominant supply chain governance themes include:</p> <ul style="list-style-type: none"> Enhancing ethical supply chain practices through ethics awareness sessions conducted throughout the supply chain organisation Identifying conflicts of interest with vendors using technology and removing conflicted suppliers from the vendor database Addressing supply chain risks associated with B-BBEE fronting and fraud by incorporating effective due diligence on vendors

Driving supply chain sustainability continued

Enhancing green procurement practices



We monitor and review procurement data, enabling us to assess our progress on green procurement. Our efforts in enhancing our systems to track and report green procurement are part of a continuous improvement in this area.

Key initiatives include:

- **Ensuring accurate data capture** by correctly identifying and recording green products in procurement processes
- **Developing comprehensive reporting solutions** to track and measure expenditure on green products

How we performed

Local procurement and localisation

	2024	2023	2022
Procurement spend directed to local black-owned SMMEs	R1.08 billion	R1.3 billion	R1.09 billion
Number of local black-owned SMMEs supported through procurement spend	291	263	246
Value of local contracts awarded	R1.2 billion	R1.9 billion	R0.53 billion
Number of local vendors awarded contracts	38	31	38

Ethical procurement

We drive ethical and sustainable procurement through:

- Verifications to ensure our vendors comply with conflict of interest guidelines
- Advanced technology that detects potential conflicts of interest involving our vendors and employees
- Mitigating supply chain risks related to B-BBEE fronting and fraud by implementing thorough due diligence practices for vendors

Our e-procurement software reduces the risk of fraud and maintains cost efficiency.

Preferential procurement

Exxaro fully complies with the requirements of relevant regulations on preferential procurement.



CENNERGI

Cennergi met its preferential procurement targets for 2024 and did not incur any termination points.

Green procurement

2024 goods procured

1.15% spent on resource-efficient procurement

0.92% spent on energy-efficient procurement

0.48% spent on environmental preferable procurement

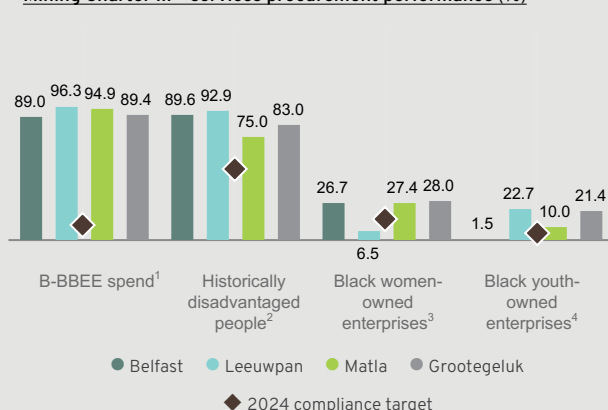
6.40% spent on reverse logistics

Combined 8.9% spent on green procurement

Mining Charter III

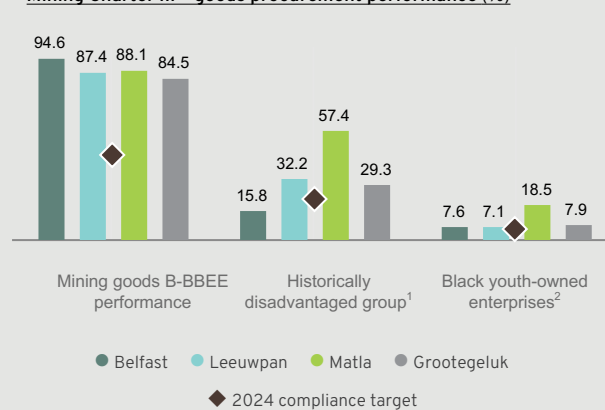
As a mining right holder, Exxaro measures our inclusive procurement by assessing our performance against Mining Charter III for procuring of mining goods and services from designated groups. Exxaro maintained the achievement of our target of 40 points (2023: 40) on the Mining Charter III in 2024.

Mining Charter III – services procurement performance (%)



- ¹ Procurement from entities with more than 25% black ownership and at least level 4 on the B-BBEE scorecard.
² Procurement from entities with HDP as majority owners.
³ Procurement from entities with black women as majority owners.
⁴ Procurement from entities with black youth as majority owners.

Mining Charter III – goods procurement performance (%)



- ¹ Procurement from entities with HDP as majority owners.
² Procurement from entities with black youth as majority owners.

Future focus



Our primary focus in 2025 will be:

- Enhancing B-BBEE preferential procurement compliance focusing on EMEs and QSEs
- Increasing procurement opportunities for SMMEs from host communities through focused opportunities
- Driving ethical and sustainable procurement by refining the supplier onboarding and due diligence process
- Improving systems and enabling technologies to accurately track green procurement



Upholding and respecting human rights

The mining industry faces increasing scrutiny for its role in resource extraction, climate change and impacts on indigenous peoples. By upholding human rights through robust policies, legal compliance, stakeholder engagement and contributions to community wellbeing, Exxaro supports a fairer, more equitable society while safeguarding our social licence to operate and ensuring mutual long-term success.

	Why this matters	Our response
Honouring human rights Page 106 to 108	Respecting the fundamental and universal human rights and freedoms of every person is a key aspect of corporate social responsibility.	We champion fundamental human rights, including the basic freedoms of dignity, fairness, equality and respect for our employees, communities and other stakeholders. 

Partnering for sustainable community development

Employees, communities and suppliers	We ensure human rights are respected across all our stakeholder groups by driving responsible business practices across our organisation and supply chain. We address all human rights concerns related to our business and respond promptly to grievances.
Government and regulators	Engagements with the DMRE, DoH and DoE ensure compliance with the regulations that protect community and worker rights.
Industry alliances	Through the Minerals Council, we work with industry peers to promote responsible practices and address key human rights concerns within the mining sector.
Global frameworks	As a signatory of the UNGC, we align our practices with universal human rights principles and leverage the framework to guide responsible business conduct.
Research and education institutions	Collaborations with universities support research and innovative projects that empower communities and protect their natural resources.



Showcasing respect for human rights in action

Access to clean water, education and economic opportunities are fundamental human rights that drive sustainable community development.

At Tshikondeni, Exxaro engaged extensively with the community to identify priority needs, ensuring that its initiatives deliver meaningful and lasting impact. Through this process, the focus shifted from the initial plan for an ESD and skills development centre to addressing a more urgent need for potable water, alongside skills development and agricultural support.

To meet the community's immediate water needs, Exxaro launched a sand water extraction project, breaking ground in January 2025. At the same time, recognising the importance of skills development in the area, we funded an NPO computer literacy programme for school children and unemployed youth. Additionally, eight local farmers received support through infrastructure, agricultural training and market access facilitation in partnership with Tiger Brands.

These initiatives empower communities, enhance livelihoods and uphold the fundamental right to sustainable resources.

Upholding and respecting human rights continued

Our human rights management approach at a glance

We are committed to respecting and protecting the human rights of people, in line with our purpose.

Exxaro's human rights policy supports the objectives of our Sustainable Growth and Impact, Social Impact and DEI strategies and our management approach ensures:

Accountability and responsibility

The SERC oversees the group's activities and output as a responsible corporate citizen, including the protection of human rights, on behalf of the board. The RBR committee is responsible for risk and compliance oversight, while the remuneration committee focuses on fair and responsible remuneration within the group. The executive committee ensures the implementation of our human rights policy.

Regulatory compliance

At a minimum, we uphold the human rights set out in legislation, including the South African Constitution, the BCEA and the Labour Relations Act.

Beyond compliance

We align our processes with the following guidance:

- The Minerals Council South Africa's Human Rights Framework, which outlines management practices for South African mining companies
- The UN Guiding Principles on Business and Human Rights
- The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, which guides us in upholding basic human values
- The Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, which set standards for responsible business conduct
- The UNGC principles, addressing human rights, labour, environmental and anti-corruption standards

Recognising that potential for adverse human rights impacts, we are committed to conduct regular due diligence reviews to identify, prevent and mitigate such risks across our operations. This process assesses actual and potential human rights impacts, integrates and acts upon findings, tracks responses and communicates how impacts are addressed.

We are committed to:



Preventing discrimination, harassment and racism



Regularly reviewing our human rights processes and policies



Providing secure whistleblower channels through our fraud and ethics hotline



Encouraging open and honest communication between employees and supervisors



CENNERGI

Cennergi ensures human rights considerations are adequately managed and addressed through human resources policies and a code of conduct and grievance procedure aligned with South African human rights legislation.

Cennergi is also committed to the IFC's Performance Standard 2 on labour and working conditions, which requires companies to treat their workers fairly, provide safe and healthy working conditions, avoid using child or forced labour and identify related risks in their primary supply chain.

Employees can report human rights violations to supervisors, line managers, the people and performance department or anonymously through Exxaro's fraud and ethics hotline.

Volunteerism initiatives

Our employees actively participate in social responsibility initiatives. We have established food gardens in schools and, to ensure sustainability, provided training to employees. Furthermore, through our PIT symposium, a fundraising concert raised R21 000 for the Zodwa School for children living with disabilities. This amount was matched by Exxaro, resulting in a total donation of R100 000.

Prevention and mitigation

We address key human rights issues in the following areas:

Governance and ethics

Our board oversees the management of reputational impacts across the following dimensions:

- Economic: ensuring economic transformation while preventing, detecting and responding to fraud and corruption
- Social: protecting public health and safety, consumer rights and community development, alongside universal human rights
- Environmental: safeguarding the natural environment
- Governance: ensuring Exxaro remains ethical and compliant

We prioritise human rights protection throughout our value chain, favouring contractors and suppliers that align with our values as outlined in our supplier code of conduct. Ethics awareness is promoted through our Mining with Morals theme, a strategic initiative that shapes our ethical culture, mitigates ethical risks and protects Exxaro's reputation.



[Fraud and ethics hotline](#) (page 118)



Equal opportunities/ non-discrimination and transformation

Our DEI strategy protects employees' human rights by preventing discrimination, harassment and racism. It aligns with the South African Constitution and other national legislation, the National Gender Policy Framework and the UN Convention on the Elimination of all Forms of Discrimination against Women. We provide training for leaders and employees on critical topics such as gender equity and identity, LGBTQIA+ inclusion, racial equity, disability competence and creating an inclusive culture.

 [Our DEI strategy](#) (page 75)

Human rights in the workplace

Exxaro strictly prohibits forced or compulsory labour and does not employ individuals under the legal minimum age of 18, adhering to ILO conventions on child labour. We support legitimate workplace apprenticeships, internships and similar initiatives in full compliance with applicable laws. To safeguard employees' physical and mental health, we enforce reasonable working hours, leave and holidays, aligned with ILO conventions. Disciplinary and grievance mechanisms are transparent and ensure fair treatment when required.

 [Maintaining sound employee relations](#) (page 80)

Security

Our response to protest actions is guided by the Regulation of Gatherings Act, 1993 (Act 205 of 1993), stakeholder management policy, human rights policy and our security strategy, which aligns with the Voluntary Principles on Security and Human Rights. To uphold human rights in security practices, we conduct ongoing training that includes induction programmes, security personal training and refresher courses to ensure employees and security teams are equipped with an understanding of human rights principles and our stance against discrimination.

Freedom of association and the right to collective bargaining

We respect the right of employees to form or join labour unions without fear of reprisal, intimidation or harassment. We foster constructive dialogue with legally recognised union representatives freely chosen by our employees. We engage in good faith with these representatives to build trust and maintain positive labour relations.

 [Maintaining sound employee relations](#) (page 78)

Safety and health in the work environment

We uphold the highest safety standards and strive for zero harm in all workplaces through rigorous management systems, protocols and dedicated safety programmes at each operation.

 [Prioritising safety](#) (page 67) and [promoting health and wellness](#) (page 71)

Environmental management and conservation

To safeguard the environment and support community resilience, we prioritise early mine closure planning and rehabilitation throughout the lifecycle of operations. Our mineral succession planning programme addresses mine closure impacts by supporting black emerging farmers with access to resources that enable them to commercialise their businesses. The programme ensures a positive legacy through secondary economic activities in areas where Exxaro (previously Kumba and Iscor) has operated mines. Support focuses on funding, market access, inputs, machinery and training for sustainability. This approach aligns with our commitments to responsible mining, decarbonisation and climate change mitigation.

 [Integrating mine closure and rehabilitation](#) (page 54)

Respect for all communities

Communities have a fundamental right to access quality water, affordable electricity and protection from noise, air pollution and hazardous materials. As a responsible corporate citizen, we uphold the cultural values of local communities, including traditional authorities in host communities. Our efforts focus on advancing self-sufficiency, sustainability and protecting health, safety and the natural environment. When resettlement is necessary, we follow the DMRE's mine community resettlement guidelines. For non-mining-related resettlements, we are guided by the IFC's Performance Standard 5 and the Minerals Council's Human Rights Framework to ensure ethical and equitable practices.

 [Building sustainable communities](#) (page 87)

Children's rights

Exxaro believes that every child has the right to access education and be treated in a manner that considers their age. Our 2024 social investment strategy prioritised human capital development, focusing on ECD, whole school development, skills development, and agricultural and entrepreneurial skills. Our ECD programmes are designed to ensure children are school-ready and have the opportunity to thrive. Recognising the importance of quality education beyond early childhood, Exxaro, also through our Grootegeeluk and Matla SLPs, committed to improving school infrastructure. These infrastructure projects, identified through stakeholder engagement, create conducive learning environments for students and teachers, promoting equal access to education.

Upholding and respecting human rights continued

Monitoring, measuring and reporting

In 2024, the strategic resilience and governance function completed an internal due diligence analysis to reinforce alignment with Exxaro's Sustainable Growth and Impact strategy.

The analysis focused on:

- Evaluating our governance processes, policies and operating practices for compliance with national regulations and international standards, accompanied by actionable recommendations
- Identifying and assessing actual and potential human rights impacts and risks across operations and communities
- Ensuring alignment with the United Nations Guiding Principles on Business and Human Rights and the FTSE Russell indicators on human rights, while promoting positive relationships with host communities

The analysis highlighted several strengths, including Exxaro's human rights policy, which aligns with both local industry standards and international best practice. Key highlights included:

- Conducting annual independent compliance audits at all operations, covering environmental management, water use, air quality, SLPs, health and safety, with oversight from the combined assurance forum
- Subscription to the Minerals Council South Africa's human rights framework, reinforcing industry best practice, including respect for all communities and supply chain responsibility
- Robust governance structures, including board policy approval, oversight by two board committees and an internal escalation process for complaints received from the South African Human Rights Commission

The findings, consisting mainly of process improvements, were presented to the SERC on 22 October 2024 and incorporated into ongoing governance processes to enhance accountability and reinforce our commitment to honouring human rights.

How we performed

	2024	2023	2022
Human rights grievances lodged against Exxaro	None	None	None
Employees participating in DEI courses such as workplace harassment and diversity and inclusion	136	196	None
Fraud and ethics allegations reported	252	191	213
Allegations reported via the fraud and ethics hotline	220	164	186
Percentage of allegations resulting in disciplinary inquiries	4%	23%	20%
Disciplinary hearings concluded	5	22	42
Cases brought before the Council of Conciliation, Mediation and Arbitration (CCMA)	4	2	None

Of the five disciplinary hearings concluded in 2024, four ended with a verdict of guilty (2023: 19), while one resulted in a not-guilty verdict (2023: one).

With regard to CCMA cases, the Commissioner decided in favour of Exxaro twice (2023: once) and there was no instance where the matter was resolved through a mutual agreement (2023: once). Two other matters lodged with the CCMA in 2024 are still outstanding.

Improving our performance

The due diligence conducted identified process improvements and operational challenges requiring management action. Key areas for improvement include:

- Aligning policies with Exxaro's new organisational structure, following the 2023/2024 operational effectiveness process
- Developing a formal communication plan to ensure all stakeholders, including suppliers, fully understand Exxaro's human rights commitments and grievance procedures
- Enhancing the supplier code of conduct to formalise and align grievance mechanisms across all operations

In addition, a recommendation was made to expand Exxaro's policy commitment on child labour to include broader children's rights, aligning with our Sustainable Growth and Impact strategy.

These enhancements will strengthen Exxaro's human rights management approach, ensuring compliance, transparency and meaningful engagement with all stakeholders.

Future focus



Our primary focus in 2025 will be:

- Ensuring that our human rights processes are aligned to the UNGC on Human Rights, meet legal requirements and promote positive community relations
- To continue addressing the fundamental human rights issues in our communities, such as access to potable clean water, good quality education and decent work