SOCIAL AND LABOUR PLAN

Ergo Mining (Pty) Ltd
2023 – 2027

Prepared for Mining Right:
Knights Division (GP187MR)

SLP APPROVED ON 30 APRIL 2026

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS AND ACRONYMS

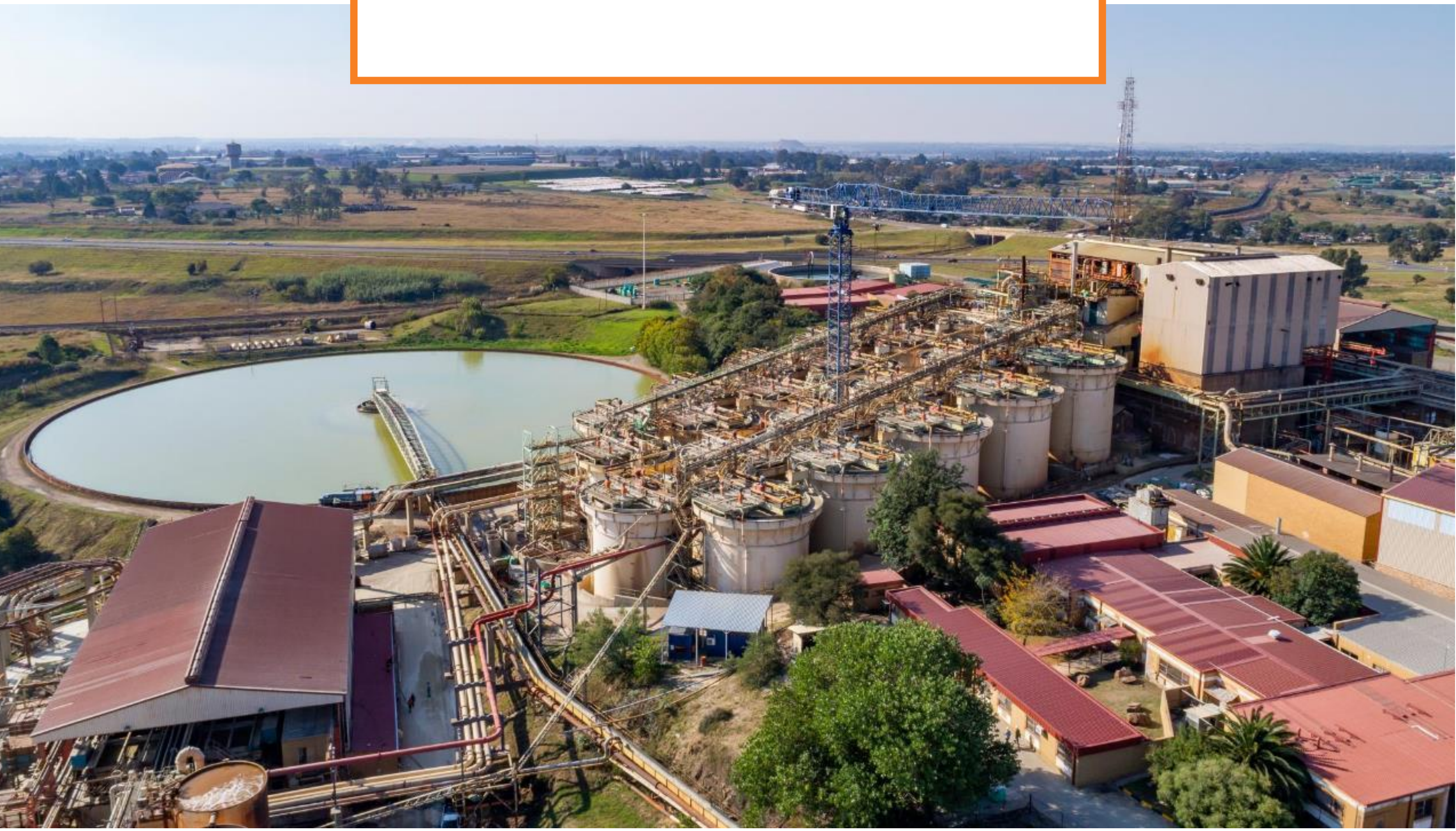
ABBREVIATION	DESCRIPTION
AET	Adult Education and Training
ATR	Annual Training Report
B-BBEE	Broad-Based Black Economic Empowerment
CoE	City of Ekurhuleni Metropolitan Municipality
CoJ	City of Joburg Metropolitan Municipality
DMPR	Department of Mineral and Petroleum Resources
DoL	Department of Labour
EE	Employment Equity
FET	Further Education and Training
FF	Future Forum
HDPs	Historically Disadvantaged Persons
HET	Higher Education and Training
HLC	Housing and Living Conditions
HR	Human Resources
HRD	Human Resources Development
IDPs	Integrated Development Plans
LED	Local Economic Development
MCIII	Mining Charter III (2018)
MHSA	Mining Health Safety Act
MOU	Memorandum of Understanding
MPRDA	Mineral and Petroleum Resources Development Act, 2002
MQA	Mining Qualifications Authority
MRD	Draft Minerals Resources Development (MRD) Bill, 2025
NQF	National Qualifications Framework
PESD	Procurement, Enterprise and Supplier Development
RDP	Reconstruction and Development Programme
SEBS	Socio-Economic Baseline Study
SETA	Sector Education and Training Authority
SHEQ	Safety, Health, Environment, and Quality
SLP	Social and Labour Plan
WSP	Workplace Skills Plan

SECTION 1

PREAMBLE:

INTRODUCTION AND BACKGROUND TO THE OPERATION

MPRDA REGULATION 46 (A)



1 INTRODUCTION AND BACKGROUND INFORMATION

1.1 Introduction to Ergo Mining Proprietary Limited Company and Operations

Ergo Mining Proprietary Limited (Ergo Mining/the Company) is a wholly owned subsidiary of DRDGold Limited, a company that is listed on both the Johannesburg Stock Exchange (JSE: DRD) and the New York Stock Exchange (NYSE: DRD).

1.2 Critical Context and Principles Relevant for this SLP

The business of Ergo Mining is the reclamation and retreatment of gold from Tailings Storage Facilities (TSFs) and sand dumps. By undertaking such reclamation, Ergo Mining rehabilitates the environment by removing material from TSFs and sand dumps and also recovers land and releases it back to the greater Johannesburg and Ekurhuleni areas for redevelopment purposes. Ergo Mining's operations extend over a vast footprint in Gauteng, which span the municipalities of Johannesburg and Ekurhuleni. Ergo Mining's main operations (depicted below) include Knights, Crown Mines, Consolidated Main Reef (CMR), ERGO and City Deep, all of which operations are interlinked. (**Figure 1** below).

Ergo Mining operates using a shared-service business model, thereby enabling economies of scale, reducing costs and making mining of this nature feasible from an economic perspective.

The implication for each of its Mining Rights is that functions such as Procurement, Finance, Human Resources, Human Resources Development, Stakeholder Engagement and Mine Community Development operate to service all Mining Rights on behalf of the company, Ergo Mining.

In preparation of this submission of a Social and Labour Plan for this Mining Right (GP187MR) the following principles have been applied:

- **General:** All Ergo Mining operations are managed on an integrated globular level based on a "single mining complex" principle. For the purposes of this individual Mining Right's SLP, the relevant information has been unbundled, split and ring-fenced. The programmes of this Mining Right's SLP do not stand alone but are interdependent on the other Mining Rights and managed through the Ergo Mining as shared services.
- **Human Resources Development:** Although senior management, permanent workforce (employees) and contractors are managed in a centralised manner and one payroll and supply management system, through the Ergo Mining, these have been split and ring-fenced for this Mining Right's SLP, as best as possible.
- **Employment Equity:** Employment equity is managed and reported to the Department of Labour for the Ergo mining operations on an integrated basis. For purposes of this Mining Right's SLP it has been split and ring-fenced, as best as possible.

- **Procurement:** Procurement programmes are managed in a centralised and integrated manner by Ergo Mining. For purposes of this Mining Right's SLP it has been split and ring-fenced, as best as possible.
- **Stakeholder Relations:** Stakeholder management and community engagement processes are managed by Ergo Mining for all Mining Rights, SLPs, and related communities.
- **Local Economic Development (LED):** LED priority needs and Projects have been identified based on the outcomes of in-depth broad-based consultation processes with stakeholders and communities located across Ergo Mining operations for all its Mining Rights and SLPs, including this Mining Right. This is supported by Socio-Economic Baseline Studies, detailed on-going engagement with relevant government authorities and stakeholders, endorsement processes, memorandums of understanding, and letters of commitment.
- **Financial Provision:** The financial provision for Ergo Mining's SLPs is calculated on a globular integrated level based on the "single mine complex". For purposes of this Mining Right's SLP it has been split and ring-fenced as best as possible, based on the following principles:
  - The Mining Right's financial revenue model and contribution towards Ergo Mining's integrated operations.
  - The point within life cycle of the Mining Right I.e. ramp-up phase, full-scale production, ramp-down phase, care & maintenance.
  - The location of key communities impacted by the Ergo Mining operations adjacent to individual Mining Rights.
  - The common zone of socio-community footprint / impact shared by more than one Mining Right.
  - Focussing financial expenditure on projects and programmes that will the greatest possible socio-economic impact for communities.

1.3 Mineral Rights and Ownership

Ergo Mining is the owner of each of the following Mining Rights, of which the localities are addressed in Figure 1 below:

- City Deep (City Deep or GP185MR);
- Crown (Crown or GP184MR);
- CMR (CMR or GP186MR);
- Ergo (Ergo or GP158MR); and
- Knights (Knights or GP187MR).

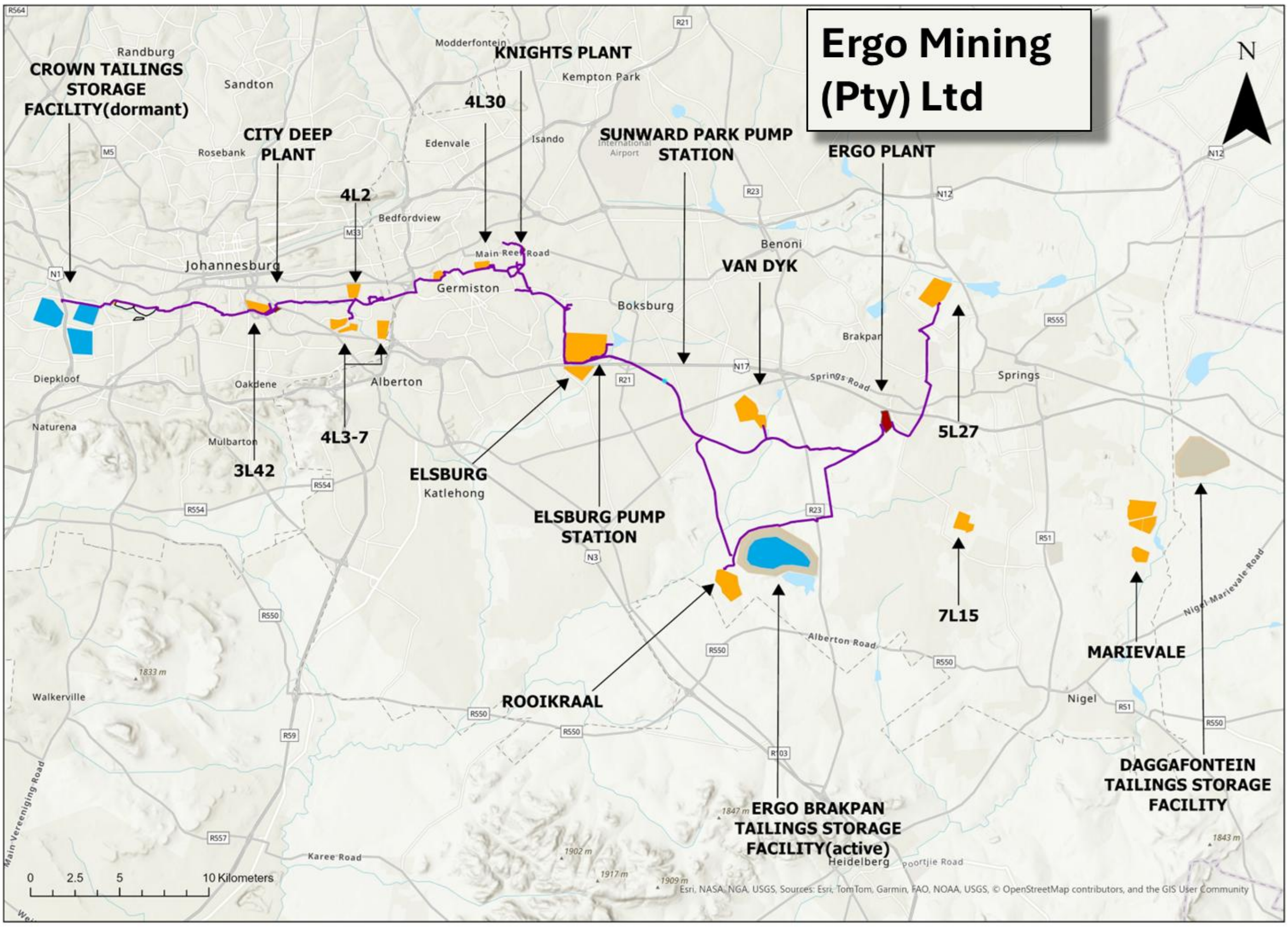


Figure 1: Ergo Mining's Mining Rights

1.4 Introduction To Knights Division (GP187MR)

Knights Mining Right is located within the historical gold mining corridor of the Central Witwatersrand and are accessible via a network of urban and industrial roads, including Turf Club Road, Elandsfontein Road, and the M1 South freeway, which link the area to major industrial zones and TSF and sand dump reclamation infrastructure.

1.4.1 Locality

As illustrated in the figure below, the site lies within a well-established mining and industrial zone, making it strategically located for environmental and infrastructure-related activities.

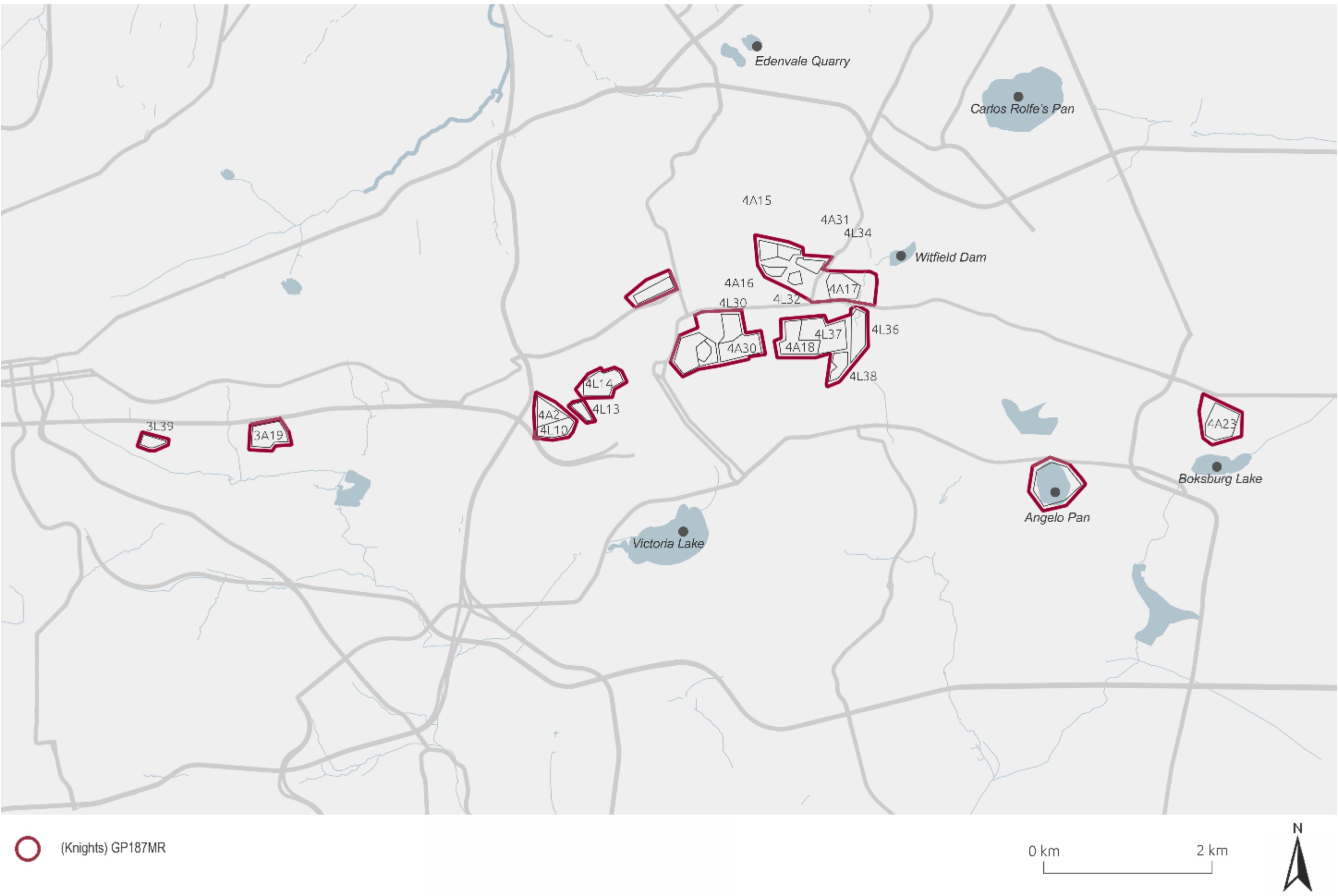


Figure 2: Locality of the Knights Operation[1]

1.4.2 Particulars of the Operation

Table 1: Company Details

Company Name	Ergo Mining (Pty) Ltd.
Operation and Mining Right Number	Knights Division GP187MR
Physical Address	Ergo Mining (Pty) Ltd. Vlakfontein Road Vulcania Brakpan
Postal Address	P.O. Box 12442 Selcourt Springs 1567
Responsible person	Wayne Swanepoel: GM HR
Telephone & Fax	T: 011 742 1003 F: 086 695 7457
Commodity	Gold

[1] Knights Mining Right includes Rooikraal – not shown in Figure 2

Life of Mine	12 years
Breakdown of Employees per Sending Area	Available in section **1.3.5**
Financial Year End	30 June

1.4.3 Operational Phases and Anticipated Timelines

The following indicative high-level timeline provides context to the Operational phase of the Knights operation:

Table 2: Knights Operational Phases and Timelines

Start-Up	Complete
Pre- Construction	Complete
Construction	Complete
Ramp-Up	Complete
Steady State Production	**2023** - 2033
Ramp-Down	2034

In terms of SLP design principles, the below table details which elements are applicable to Knights Operation for this SLP cycle, given the current phase of the Operation.

Table 3: Knights SLP Applicability

Current Operational Phase	Steady State Production
Human Resources Development	Applicable For 18.1 (Direct and Indirect Employees) For 18.2 (Community)
Employment Equity Plan	Applicable
Local Economic Development	Applicable
Housing and Living Conditions Plan	Applicable
Procurement, Enterprise and Supplier Development	Applicable
Downscaling and Retrenchment	Applicable (Although no downscaling is planned, a provision has been made)

1.4.4 Total Employees Forecast for the 2023 - 2027 SLP Period

The forecast for the Knights operation’s direct and indirect employees for the 5 years is as follows:

Table 4: Knights Employee and Core Contractor Forecast

Years	Current	2023	2024	2025	2026	2027
Permanent employees	124	124	124	139	126	126
Core Contractors	167					

1.4.5 Breakdown of Employees per Labour Sending Area

Knights workforce currently consists of 124 permanent employees and 167 core contractors working across the various operations. The current Core Contractor for this Operation, has been appointed to provide services and their employees have been included throughout this SLP.

The geographic origin from which Knights workforce is indicated in the table below:

Table 5: Labour Sending Areas of the Knights Workforce and Core Contractor Workforce, as at 31 December 2022

Province	No. of Permanent Employees	No. of Contractor Employees #1	No. of Contractor Employees #2	Percentage
Eastern Cape				**0%**
Free State				**0%**
Gauteng	**124**	**70**	**97**	**100%**
City of Johannesburg	*14*			*6,33%*
Ekurhuleni Metropolitan Municipality	*109*		*97*	*93,21%*
Sedibeng District Municipality	*1*			*0,45%*
KwaZulu-Natal				**0%**
Limpopo				**0%**
Mpumalanga				**0%**
North West				**0%**
Northern Cape				**0%**
Western Cape				**0%**
Non-South Africans				**0%**
Total	**124**	**70**	**97**	
	291			**100%**

1.4.6 Local Recruitment

100% of Knights permanent employees, including the indirect employees from the core contractors, as well as other non-core contractors, are from the Ekurhuleni and Johannesburg Metropolitan Municipalities (incorporating the city of Johannesburg, Southern Johannesburg and West Rand).

SECTION 2

HUMAN RESOURCES DEVELOPMENT PROGRAMME

MPRDA REGULATION 46 (B)

2 HUMAN RESOURCES DEVELOPMENT PROGRAMME

2.1 Introduction

This section will outline Knights Mine's Human Resource Development (HRD) Programmes as required by Regulation 46 of the Mineral and Petroleum Resources Development Regulations, 2004 (Regulations to the MPRDA). Ergo Mining takes full cognisance of the provisions of section 101 of the MPRDA to include Core-Contractors (where applicable) as part of the workforce. As mentioned in the Preamble Section, Knights currently has two core contractors, also referred to as indirect employees. The targets and provision of the HRD Programme outlined in this section will apply to Knight Mine's permanent workforce, as well as targets that the core contractors have supplied. For the proper implementation of the HRD Programme, Knights Mine will utilise accredited providers, where necessary, for their training needs, to ensure the on-going facilitation of transferrable, accredited skills amongst employees.

2.2 Compliance with Skills Development Legislation

Knights Mine operation will comply with the requirements of the Skills Development Act (No 97 of 1998) and will submit Workplace Skills Plans (WSP) and annual training reports to the Mining Qualifications Authority (MQA) at the end of April each year as per the requirements of Regulation 46 (b) (i). **Table 6** shows the SETA registration details. The policy is also integrated with the paying and claiming of levies and grants with the MQA.

Table 6: Details of SETA registration

Name of SETA	Mining Qualifications Authority
Registration number with the relevant SETA	L280767049
Has your company appointed a Skills Development facilitator? If yes provide name	Adelaide Ngubeni
Proof of submission (Date of last submission of WSP)	April 2022

The integrated HRDP will seek to maximise the productive potential of employees and those of core contractor, through the implementation of the following plans:

- Skills Development;
- Mentorship;
- Internship and Bursary;
- Career Progression;
- Portable Skills; and
- An Employment Equity Plan.

The strategic actions in **Table 7** will be implemented by Knights Mine with regard to the HRDP.

Table 7: Action Plan for Implementing the HRDP

ACTION	DELIVERABLES
MHSA and skills training programme	Mining Health and Safety and Mining Induction
Core training programme	Equipping employees with skills to safely and efficiently carry out their jobs
Career Progression	Providing employees with skills that enable career progression in a mining environment
Portable skills training programme	Giving employees skills at the appropriate times, which are portable to other industries external to Mining
Plan integrating with the relevant Sector Education and Training Authority, MQA (SETA) requirements, paying and claiming of levies.	Integrate skills development legislation, and will include developing and submitting a Workplace Skills Plan (WSP) and Annual Training Report

Knights Mine's Skills Development Plan focuses on equipping employees with skills to enhance their progression and development in the mining industry.

The objectives for Skills Development at Knights Mine are to:

- Improve the quality of life of employees;
- Expand employees' prospects for work enhancement at Knights Mine;
- Enhance safety, productivity and the competitiveness of the employee;
- Improve the levels of return on the investment in education and training;
- Encourage the use of the workplace as an active learning environment;
- Allow new employees to gain relevant work experience;
- Advance the employment prospects of employees through education and training; and
- Utilise the Workplace Skills Plan as a vehicle to align skills development with both business growth strategies and employment equity plans.

The Ergo Mining Operations (Pty) Ltd Skills Development Plan links with Skills Development legislation and includes the annual submissions of a Workplace Skills Plan (WSP) and Annual Training Reports (ATR) including payment of Skills Development levies to relevant authorities.

2.3 Education Levels of Workforce

The baseline education levels of the workforce are provided in **Table 8.**

Table 8: Form Q: Functional Literacy and Numeracy as at 31 December 2022: Knights Mine Employees

Band	NQF Level	Old System	Non-Designated				Designated										Total
			Foreign Nationals		White Male	Non-Designated Sub-Total	Female				Sub-Total	Male			Sub-Total	Designated Sub-Total	
			Female	Male			African	Coloured	Indian	White		African	Coloured	Indian			
General Education and Training (GET)		No Schooling				0					0				0	0	0
		Grade 0/Pre				0					0				0	0	0
		Grade 1/Sub A				0					0				0	0	0
		Grade 2/Sub B				0					0				0	0	0
		Grade 3/Std 1/ABET 1				0					0				0	0	0
		Grade 4/Std 2				0					0				0	0	0
		Grade 5/Std 3/ABET 2				0	1				1				0	1	1
		Grade 6/Std 4				0					0				0	0	0
		Grade 7/Std 5/ABET 3				0					0				0	0	0
		Grade 8/Std 6				0					0				0	0	0
	1	Grade 9/Std 7/ABET 4				0	2				2				0	2	2
Further Education and Training (FET)	2	Grade 10/Std 8/N1				0					0	19	1		20	20	20
	3	Grade 11/Std 9/N2				0	2			1	3	10			10	13	13
	4	Grade 12/Std 10/N3		2	6	8	16				16	60	3		63	79	87
Higher Education and Training (HET)	5	Higher Certificates/ Advanced National Certificate Vocational			1	1					0				0	0	1
	6	Diplomas/ Advanced Certificates				0					0				0	0	0
	7	Bachelor Degrees/ Advanced Diplomas				0					0				0	0	0
	8	Postgraduate Degrees (Honours)/Professional Qualifications				0					0				0	0	0
	9	Masters Degrees				0					0				0	0	0
	10	Doctoral Degrees				0					0				0	0	0
Total			**0**	**2**	**7**	**9**	**21**	**0**	**0**	**1**	**22**	**89**	**4**	**0**	**93**	**115**	**124**

Table 9: Form Q: Functional Literacy and Numeracy as at 31 December 2022: Core Contractor #1

Band	NQF Level	Old System	Non-Designated				Designated										Total
			Foreign Nationals		White Male	Non-Designated Sub-Total	Female				Sub-Total	Male			Sub-Total	Designated Sub-Total	
			Female	Male			African	Coloured	Indian	White		African	Coloured	Indian			
General Education and Training (GET)		No Schooling				0					0				0	0	0
		Grade 0/Pre				0					0				0	0	0
		Grade 1/Sub A				0					0				0	0	0
		Grade 2/Sub B				0					0				0	0	0
		Grade 3/Std 1/ABET 1				0					0				0	0	0
		Grade 4/Std 2				0					0				0	0	0
		Grade 5/Std 3/ABET 2				0					0				0	0	0
		Grade 6/Std 4				0					0				0	0	0
		Grade 7/Std 5/ABET 3				0					0	1			1	1	1
		Grade 8/Std 6				0					0				0	0	0
	1	Grade 9/Std 7/ABET 4				0					0				0	0	0
Further Education and Training (FET)	2	Grade 10/Std 8/N1				0					0				0	0	0
	3	Grade 11/Std 9/N2				0					0				0	0	0
	4	Grade 12/Std 10/N3			1	1	12	2		1	15	45	3	1	49	64	65
Higher Education and Training (HET)	5	Higher Certificates/ Advanced National Certificate Vocational			2	2					0				0	0	2
	6	Diplomas/ Advanced Certificates			1	1					0				0	0	1
	7	Bachelor Degrees/ Advanced Diplomas				0					0				0	0	0
	8	Postgraduate Degrees (Honours)/ Professional Qualifications				0				1	1				0	1	1
	9	Masters Degrees				0					0				0	0	0
	10	Doctoral Degrees				0					0				0	0	0
Total			**0**	**0**	**4**	**4**	**12**	**2**	**0**	**2**	**16**	**46**	**3**	**1**	**50**	**66**	**70**

Table 10: Form Q: Functional Literacy and Numeracy as at 2025: Core Contractors #2

Band	NQF Level	Old System	Non-Designated				Designated										Total
			Foreign Nationals		White Male	Non-Designated Sub-Total	Female				Sub-Total	Male			Sub-Total	Designated Sub-Total	
			Female	Male			African	Coloured	Indian	White		African	Coloured	Indian			
General Education and Training (GET)		No Schooling				0					0				0	0	0
		Grade 0/Pre				0					0				0	0	0
		Grade 1/Sub A				0					0				0	0	0
		Grade 2/Sub B				0					0				0	0	0
		Grade 3/Std 1/ABET 1				0					0				0	0	0
		Grade 4/Std 2				0					0				0	0	0
		Grade 5/Std 3/ABET 2				0					0	6			6	6	6
		Grade 6/Std 4				0					0	5			5	5	5
		Grade 7/Std 5/ABET 3				0					0	11			11	11	11
		Grade 8/Std 6				0					0				0	0	0
	1	Grade 9/Std 7/ABET 4				0					0				0	0	0
Further Education and Training (FET)	2	Grade 10/Std 8/N1				0					0	8			8	8	8
	3	Grade 11/Std 9/N2				0					0	10			10	10	10
	4	Grade 12/Std 10/N3				0	6				6	44			44	50	50
Higher Education and Training (HET)	5	Higher Certificates/ Advanced National Certificate Vocational				0	1				1	1			1	2	2
	6	Diplomas/Advanced Certificates				0	1				1	2			2	3	3
	7	Bachelor Degrees/ Advanced Diplomas				0	1				1	1			1	2	2
	8	Postgraduate Degrees (Honours)/Professional Qualifications				0					0				0	0	0
	9	Masters Degrees				0					0				0	0	0
	10	Doctoral Degrees				0					0				0	0	0
Total			**0**	**0**	**0**	**0**	**9**	**0**	**0**	**0**	**9**	**88**	**0**	**0**	**88**	**97**	**97**

2.4 Adult Education and Training (AET)

Knights Mine will assist in improving the foundations for Skills Development by increasing literacy rates through participation in AET.

2.4.1 AET Targets

The operation is committed to the development and transformation of its employees as well as the affected communities within which they operate. **Table 11, and Table 12** provide five-year plans detailing targets for AET for direct and indirect employees as well as the surrounding communities.

Table 11: AET: Direct Employees – 18.1 (Knights Mine)

AET Level	2023		2024		2025		2026		2027		Total	
	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment
AET Level 3	3	R168 202	1	R104 283	1	R104 283	1	R104 283	1	R104 283	7	R585 335
TOTAL SLP PROVISION	3	R168 202	1	R104 283	1	R104 283	1	R104 283	1	R104 283	7	R585 335

Table 12: AET: External – 18.2 (Knights Mine)

AET Level	2023		2024		2025		2026		2027		Total	
	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment
AET Level 3	10	R200 000	10	R250 000	10	R250 000	10	R300 000	10	R300 000	50	R1 300 000
AET Level 4	10	R200 000	10	R250 000	10	R250 000	10	R300 000	10	R300 000	50	R1 300 000
TOTAL SLP PROVISION	20	R400 000	20	R500 000	20	R500 000	20	R600 000	20	R600 000	100	R2 600 000

2.5 Operational (Core Business) Skills Training

The purpose of core skills programme is to equip employees with the required skills and competencies to successfully implement their employment responsibilities. These Programmes are also designed to equip employees with the required capacity and skills to progress to higher levels of employment within Knights Mine.

2.5.1 Core Business Skills Training Targets

A detailed breakdown of the 5-year training Programme targets for Knights Mine direct employees and Indirect employees are provided in **Table 13** through **Table 15.** This excludes induction training done with all employees on an annual basis. The primary focus of the skills Programmes is on training individuals in skills required by the Mine, to enable employees' individual Career Progression and to ensure safe and productive operations.

2.5.2 Core Business Skills Action plan

Knights Mine will actively promote education and skills training opportunities among its employees as well as reassess and refine the Mine's Skills Development Programme. **Table 16** provides a set of action plans for this.

- Skills development Programmes will be offered to employees at the on-site training centre with accredited external service providers where required.
- The currently available and required skills will be determined through a skills assessment. The training Programme will then be refined to address any shortcomings.
- The Skills Development Programme will link with the Career Progression Plan, Mentorship Plan, Internship and Bursary Plan and Employment Equity Plan.

Table 13: Core Business Skills: Direct Employees – 18.1 (Knights Mine)

Programmes	2023		2024		2025		2026		2027		Total	
	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment
Leadership development (D Band)					1	R92 000					1	R92 000
Mineral processing (Skills Programs)	26	R161 664	4	R27 825	5	R45 375	5	R50 000	5	R55 000	45	R339 864
Management development	1	R45 445			1	R110 000	1	R121 000	1	R135 000	4	R411 445
Mine tech support (Tech Skills and Operator Licensing)	113	R209 882	108	R205 012	20	R96 800	20	R106 000	20	R120 000	281	R737 694
Supervisory Training	14	R47 396	1	R2 540	5	R66 550	5	R66 550	5	R73 200	30	R256 236
Engineering Skills Program	0		1	R27 825	1	R60 500	1	R66 500	1	R73 200	4	R228 025
TOTAL SLP PROVISION	154	R464 387	114	R263 202	33	R471 225	32	R410 050	32	R456 400	365	R2 065 264

Table 14: Core Business Skills: Indirect Employees – 18.1 (Core Contractors #1)

Programmes	2023		2024		2025		2026		2027		Total	
	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment
Conveyor Belt	20	R7 000	35	R16 450	15	R7 050	10	R4 700	10	R4 700	90	R39 900
Track Monitor Unit Training	30	R18 000	20	R13 000	15	R9 750	20	R13 000	20	R13 000	105	R66 750
Work Skills Personalities	0	R0	10	R10 000	10	R10 000	5	R5 000	5	R5 000	30	R30 000
First Aid Training	0	R0	16	R7 520	0	R0	10	R4 700	0	R0	26	R12 220
SheQ Rep Training	0	R0	9	R423	0	R0	5	R2 350	0	R0	14	R2 773
Basic Fire Fighting	0	R0	13	R6 110	0	R0	10	R4 700	0	R0	23	R10 810
Legal Liability Training	0	R0	5	R2 250	5	R2 250	5	R2 250	5	R2 250	20	R9 000
Lock Out Training	35	R12 250	0	R0	10	R4 700	0	R0	10	R4 700	55	R21 650
Safe Slinging	20	R7 000	0	R0	5	R2 250	0	R0	6	R2 700	31	R11 950
Front End Loader Training	0	R0	0	R0	0	R0	0	R0	0	R0	0	R0
TOTAL SLP PROVISION	105	R44 250	108	R55 753	60	R36 000	65	R36 700	56	R32 350	394	R205 053

Table 15: Core Business Skills: Indirect Employees – 18.1 (Core Contractors #2)

Programmes	2023		2024		2025		2026		2027		Total	
	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment
Connecting and Disconnecting of Pipes					10	R500	10	R550	10	R605	30	R1 655
Control of Hazardous Energy Lock out / Tag out	5	R9 056									5	R9 056
Control PH level in a Met Plant	2	R3 000									2	R3 000
Conveyor Belt	1	R1 886									1	R1 886
Deposit by means of cyclone method	10	R15 500									10	R15 500
Deposit Tailings onto Tailings			5	R9 000							5	R9 000
Determine Relative density			4	R7 200							4	R7 200
De-Watering Screen	2	R3 000									2	R3 000
Handle Organic Reagent in a Met Plant	12	R18 000									12	R18 000
Handle Waste Material in Met Plant	2	R3 000									2	R3 000
Hazard Identification & Risk Assessment	8	R14 400	21	R37 800							29	R52 200
High Pressure Monitoring (Functional)					8	R14 400	8	R15 840	8	R17 424	24	R47 664
High Pressure Monitoring (SOP)					10	R500	10	R550	10	R605	30	R1 655
HIRA					10	R18 000	10	R19 800	10	R21 780	30	R59 580
Hydraulic Reclamation / Track gun			5	R9 000							5	R9 000
Perfom Minor Mechanical Maintenance in a Met Plant	4	R25 000									4	R25 000
Perform one one			4	R10 000							4	R10 000
SHE Rep	4	R10 000			10	R25 000	10	R27 500	10	R30 250	34	R92 750
Thicken Slurry in a Met Plant	17	R25 500									17	R25 500
Transfer fluids by means of pumps			20	R36 000							20	R36 000
TOTAL SLP PROVISION	67	R128 341	59	R109 000	48	R58 400	48	R64 240	48	R70 664	270	R430 645

Table 16: Action Plan for Skills Programmes

ACTION	RESPONSIBLE PERSON
Conduct a Skills Audit to identify training needs aligned to the core business functions	Human Resources Manager
To verify and record all qualifications of employees.	Human Resources Manager
Develop a comprehensive skills training plan with targets, budgets and timeframes (in line with commitments made in the SLP and the business plan)	Human Resources Manager
Compile findings and include them into Workplace Skills Plan	Human Resources Manager
Provide training and education in accordance with specified guidelines, skills gaps and in line with HDP in management targets	Human Resources Manager

2.6 Learnerships

A Learnership is a registered and accredited learning programme that includes practical work experience, as well as theoretical studies, thereby integrating both workplace and institutional learning. Through a learnership programme, people are able work towards a qualification whilst employed. It provides both vertical and horizontal articulation within the qualifications framework and produces meaningful competencies for productive work. The structured learning part of the learnerships will include the unit standard categories required to make up a qualification, i.e. fundamental learning, core learning and specialisation. Work experience has to relate to the structured learning and prepare the learners for competence assessment.

Knights Mine undertakes to provide Learnership opportunities to both employees (18.1) as well as community members (18.2). Placement of learners, particularly 18.2's will be determined by the existence of employment opportunities at the time of their completion.

2.6.1 Learnership Targets

The 5-year targets which indicate the new enrolments and roll-over per annum, as the learnerships run over 3 years are indicated in **Table 17, Table 18, and Table 19.**

Table 17: Learnerships: Direct Employees – 18.1 (Knights Mine) – 3-year Programmes

Programmes	**2023**			**2024**			**2025**			**2026**			**2027**			**Total**		
	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitmen t
Engineering	1		R400 000	1		R400 000	1		R400 000	1		R400 000	1		R400 000	5	0	R2 000 000
TOTAL BENEFICIARIES	1	0		1	0		1	0		1	0		1	0		5	0	
TOTAL SLP PROVISION	1		R400 000	1		R400 000	1		R400 000	1		R400 000	1		R400 000	5		R2 000 000

Table 18: Learnerships: External – 18.2 (Core Contractors #1) – 12-month Programmes

Programmes	2023			2024			2025			2026			2027			Total		
	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment
Mining Non-Technical	73		R4 380 000	7		R420 000	7		R420 000	7		R420 000	7		R420 000	101	0	R6 060 000
TOTAL BENEFICIARIES	73	0		7	0		7	0		7	0		7	0		101	0	
TOTAL SLP PROVISION	73		R4 380 000	7		R420 000	7		R420 000	7		R420 000	7		R420 000	101		R6 060 000

Table 19: Learnerships: External 18.2 (Knights Mine) – 3-year Programmes

Programmes	2023			2024			2025			2026			2027			Total		
	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment
Mining Non-Technical							10		R5 000 000		10	R4 500 000				10	10	R9 500 000
Engineering	30		R4 013 890	30	30	R6 542 224	30	60	R8 803 195		60	R8 092 501		30	R2 117 639	90	180	R29 569 449
TOTAL BENEFICIARIES	30	0		30	30		40	60		0	70		0	30		100	190	
TOTAL SLP PROVISION	30		R4 013 890	60		R6 542 224	100		R13 803 195	70		R12 592 501	30		R2 117 639	290		R39 069 449

Table 20: Learnerships: Indirect Employees – 18.1 (Core Contractor #2) – 1 to 12 month programme

Programmes	2023			2024			2025			2026			2027			Total		
	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment
Demonstrate knowledge related to various activities				1		R1 800	1		R1 980	1		R2 178	1		R2 396	4	0	R8 354
Transfer material by means of conveyor belt				2		R3 600	2		R3 960	2		R4 356	2		R4 792	8	0	R16 708
Classify material				1		R1 800	1		R1 980	1		R2 178	1		R2 396	4	0	R8 354
Control feed rate by means of a feeder				1		R1 800	1		R1 980	1		R2 178	1		R2 396	4	0	R8 354
Determine Relative density				1		R1 800	1		R1 980	1		R2 178	1		R2 396	4	0	R8 354
Handle organic reagent safely				5		R8 750	5		R9 625	5		R10 588	5		R11 646	20	0	R40 609
Deposit Tailings ont tailings dam				2		R3 600	2		R3 960	2		R4 356	2		R4 792	8	0	R16 708
Mineral processing fundamentals				2		R3 000	2		R3 300	2		R3 630	2		R3 993	8	0	R13 923
Demonstrate knowledge related to various activities				2		R2 200	2		R2 420	2		R2 662	2		R2 928	8	0	R10 210
Handle waste material				2		R122	2		R134	2		R148	2		R163	8	0	R567
Perform size separation				1		R1 100	1		R1 210	1		R1 331	1		R1 464	4	0	R5 105
Thicken Slurry				1		R1 100	1		R1 210	1		R1 331	1		R1 464	4	0	R5 105
Transfer fluids by means of pumps				1		R1 100	1		R1 210	1		R1 331	1		R1 464	4	0	R5 105
Handle acid safely				2		R3 600	2		R3 960	2		R4 356	2		R4 792	8	0	R16 708
Handle inorganic Reagent				2		R3 600	2		R3 960	2		R4 356	2		R4 792	8	0	R16 708
Hydraulic Reclamation / Track gun				2		R3 600	2		R3 960	2		R4 356	2		R4 792	8	0	R16 708
Perform dense medium separation				6		R10 800	6		R11 880	6		R13 068	6		R14 375	24	0	R50 123
Classify material				2		R2 200	2		R2 420	2		R2 662	2		R2 928	8	0	R10 210
Control feed rate by means of a feeder				2		R2 200	2		R2 420	2		R2 662	2		R2 928	8	0	R10 210
First aid				2		R1 000	2		R1 100	2		R1 210	2		R1 331	8	0	R4 641
Handle acid safely				3		R4 500	3		R4 950	3		R5 445	3		R5 990	12	0	R20 885
Offload organic reagent				3		R4 500	3		R4 950	3		R5 445	3		R5 990	12	0	R20 885
Perform minor maintenance				3		R4 500	3		R4 950	3		R5 445	3		R5 990	12	0	R20 885
TOTAL BENEFICIARIES	0	0		49	0		49	0		49	0		49	0		196	0	
TOTAL SLP PROVISION	0		R0	49		R72 272	49		R79 499	49		R87 449	49		R96 194	196		R335 415

2.6.2 Learnership Action plan

Knights Mine will continue to provide learnerships to equip employees with the necessary skills to improve efficiency in their work **Table 21** highlights the Action plans Knights Mine will take into consideration. The following will be taken into consideration when refining the learnership programmes:

- Offering learnerships registered by the MQA in terms of the Skills Development Act. The company will enter into learnership agreements with Learners in accordance with Sections 16, 17 and 18;
- Enabling the Learner to assume higher levels of responsibility within the workplace and in this way, develop intellectual, interpersonal and communicative skills;
- Providing the Learner with appropriate training in the working environment; and
- Facilitating access to appropriate learning facilities through Knights Mine and independent training providers.

Table 21: Learnership Action Plan

ACTION	RESPONSIBLE PERSON
Evaluate the future skills needs of employees and the current workforce for potential candidates to be enrolled in Learnership Programmes.	HR Manager
Consultation with the Training Committee on the proposed Learnership Programme.	HR Manager
Provide the Learner with appropriate training in the working environment.	HR Manager
Provide appropriate facilities to the Learners and provide adequate Learner supervision.	HR Manager
Conduct on-the-job assessment of Learners and provide records of learning.	HR Manager

2.7 Career Progression Plan - Regulation 4b (b)(ii)

2.7.1 Introduction

The Career Progression Plan aims to illustrate a career path for employees, indicating possible routes to move or change from one role or position to another within a specific discipline. This will be achieved through defining competencies, such as skills and experience required by the various job categories. The operations training and development Programme thus becomes a mechanism for developing employees' capabilities to progress to either a different post within their same level or higher. The path of Career Progression could also be applied during selection and recruitment, training and development and talent management.

The objective of career pathing is to ensure that the selected employees advance into technical and managerial positions in line with the requirements of the Broad-Based Socio-Economic Empowerment Charter.

2.7.2 Career Progression Targets

The Career Progression Programme is based on the needs of the Company. This plan will change according to the change in Company needs. Knights Mine will use its Career Progression Programme as a primary mechanism to empower its employees and meet the employment needs of the Company.

HRD Programme		Comment	2023	2024	2025	2026	2027	Total
1	Advanced Generic Management Program	Junior Leadership		2	1	1	1	5
2	Management Development Program	MDP	1	0	0	0	1	2
3	Engineering Learnership Programme	18,1	0	0	0	1	1	2
4	Internship (Graduate Development Programme)	Internal Internship (From Internal Bursary Pool)	0	0	0	0	1	1
5	Internship (In-Service)	Partnership with FET college	0	0				0
	TOTAL SLP PROVISION		1	2	1	2	4	10

2.7.3 Career Progression Action plan

The Career Progression Programme is based on the needs of the Company. This plan will change according to the change in Company needs. Knights Mine will use its Career Progression Programme as a primary mechanism to empower its employees and meet the employment needs of the Company

Knights Mine will actively promote Career Progression and succession opportunities among its employees. Knights Mine will refine the current Career Progression Programme**.** The Career Progression Programme will be implemented by means of the following:

- Career pathways will be developed;
- Knights Mine will continue to implement a Career Progression policy, procedure and Programme, which recognises the mature state of the operation, is operation specific and contextually relevant to the employment levels, organogram, workforce, skills need, and Employment Equity needs of Knights Mine;
- The Career Progression Programme will be implemented for a five (5) year period and will be reassessed every five (5) years;
- Career progression should be used to improve the sustainability of the Company, business efficiency, employee development, productivity, employee satisfaction and labour stability;
- The Career Progression Programme will be linked to the Skills Development Programme, Learnership Programme, Internship and Bursary Programme, Mentorship Programme and Employment Equity Programme;
- These must be closely aligned and linked to scarce skills needs, job-related skills and employee development/progression at Knights Mine;
- Mechanisms are in place for individuals to progress from lower skilled working levels to higher skilled working levels and management levels should job opportunities arise and positions become vacant;

- The Career Progression Plan will ensure that the qualifications, aspirations, developmental needs, and potential capabilities of employees are accounted for in line with the needs and capabilities of the Mine; and
- Knights Mine will identify those employees who demonstrate potential, require further skills in their current position, as well as employees who need skills aimed at Career Progression to fill a future position.

2.8 Portable skills Programmes

2.8.1 Introduction

Knights Mine will continue offering skills training Programmes throughout the life of the Mine. Greater focus on portable skills will be necessary when there is a possibility of retrenchment, downscaling and a possible closure of the mine. The aim of the programme is to equip employees with alternative skills to utilise outside the mining environment.

2.8.2 Portable Skills Targets

The 5-year targets set for portable skills training at Knights Mine for direct employees and community members are reflected in

Table 22**.** Additional courses will be considered as the need arise.

2.8.3 Portable Skills Action plan

Presently Knights Mine is anticipating the operation to enter a Downscaling phase within the next 3 years. Therefore, the mine will be greatly focused on equipping its employees with suitable portable skills to enable them to find other forms of livelihood in other sectors of the economy.

Table 22: Portable Skills: Direct Employees - 18.1 (Knights Mine)

Programmes	2023		2024		2025		2026		2027		Total	
	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment
PC Training			1	R4 095	50	R500 000					51	R504 095
Driver's Licence	2	R4 936	2	R4 936	2	R60 000	3	R90 000	2	R4 936	11	R164 809
TOTAL SLP PROVISION	2	R4 936	3	R9 031	52	R560 000	3	R90 000	2	R4 936	62	R668 904

Table 23: Portable Skills: External – 18.2 (Knights Mine)

Programmes	2023		2024		2025		2026		2027		Total	
	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment
Digital Entrepreneurship	8	R400 000	8	R400 000	8	R400 000	8	R400 000	8	R400 000	40	R2 000 000
TOTAL SLP PROVISION	8	R0	8	R0	8	R0	8	R2 000 000	8	R0	40	R2 000 000

Table 24: Portable Skills Training Programme Action Plan

ACTION	RESPONSIBLE PERSON
Determine suitable economic opportunities/sectors outside of mining, through consultation with relevant stakeholders and review of the municipality's Integrated Development Plan	HR Manager
Conduct a survey to determine which portable skills are in demand by Mine employees	HR Manager
Compile a detailed portable skills training Programme	HR Manager
Evaluate and appoint suitable training Service Providers as required	HR Manager

2.9 Hard-to-fill vacancies

Hard-to-fill vacancies represent both currently filled and vacant positions that are difficult to satisfy due to the limited availability of relating skills. This may represent future challenges for Knights Mine to remain compliant in terms of its Employment Equity obligations in accordance with the Mining Charter.

Table 25: Hard-to-fill Vacancies as per Annexure II of the MPRDA regulations

Occupational level	Job title of vacancy	Main reason for inability to fill when vacant
Top Management	None	N/A
Senior Management	None	N/A
Skilled technical and academically qualified workers, junior management, supervisors	None	N/A
Semi-skilled and discretionary decision making	None	N/A
Unskilled and defined decision-making	None	N/A

2.10 Mentorship Plan - Regulation 46 (b) (iii)

2.10.1 Introduction

Mentorship is a key process and tool in the support of people development, Employment Equity, HRD planning, and performance management. It is a formal relationship between a mentor and a mentee and is established to enhance the mentee's career by building skills and knowledge. This is a continuous process and ensures that the mentee's potential is unlocked, which benefits everyone, including the mine.

Internal mentorship refers to “in-house” mentorship whereby lower-level employees are paired with higher level employees in order for a transfer of skills to take place.

External mentorship refers to the coaching of outside BEE companies who have an interest in being involved in mining.

Knights Mine Mentorship Plan will represent a carefully planned and professional intervention to facilitate a larger initiative to support employee and Skills Development within the Operation. Knights Mine currently has a mentorship programme in place that focuses on transferring of skills within the company.

2.10.2 Mentorship Targets

- The Mentorship Plan focuses on mentoring the identified employees to progress into earmarked positions should they become available or to ensure competency in a specific skill;
- The Mentorship Plan is linked to Skills Training, Learnerships, Career Progression, Internships, and Employment Equity:
- The Mentorship Plan is based on both the aspirations of the employee and business requirements of the company.

Table 26 provides a summary of the mentorship targets for Knights Mine for the next 5 years.

Table 26: Mentorship Targets

Employee Categories	2023	2024	2025	2026	2027	Total
	Target	Target	Target	Target	Target	Target
Internships	0	4	0	0	0	4
Learnerships	0	0	0	2	0	2
Bursaries	2	2	2	2	2	10
AET - Direct Employees	3	4	0	0	0	7
TOTAL SLP PROVISION	5	10	2	4	2	23

***The Knights Mine mentorship program focuses developing individuals to advance into higher positions. These individuals however will stay on the program until such positions become available.**

2.10.3 Mentorship Action Plan

Knights Mine promotes mentorship opportunities among its employees in the company's talent pool.

- The Mentorship Programme focuses on mentoring and coaching employees into more specialised positions. This will be aligned with the skills and Employment Equity requirements of Knights Mine.
- The Mentorship Programme is linked to the Skills Development Programme, Learnership Programme, Career Progression Programme, Internships and Bursary Programme, and Employment Equity Programme.
- An action plan for the implementation of the mentorship Programme is provided in Table 27 and will be updated annually.
- With regards to internal mentorship of employees, Knights Mine has implemented the following mechanisms:
    - Establish mentoring implementation structures within Knights Mine;
    - Identify mentors / mentees;
    - Match mentors with suitable mentees;
    - Set relationship goals and plans for learning Programmes; and
    - Implement and monitor mentee's progress and evaluate.

- The mentorship plan has been implemented through the following steps:
  - Transferring skills to the identified employees;
  - Mentoring and coaching employees with regards to learnership opportunities;
  - Ensuring that mentors are sufficiently capacitated for their role;
  - Ensuring that mentees are matched with suitable mentors in terms of personality type etc; and
  - Providing accelerated individualised development Programmes for those employees identified as having potential and aspiration.

Table 27: Mentorship Action Plan

ACTION	RESPONSIBLE PERSON
Continue to implement the Mentorship programme each year according to the mentor/mentee agreements	HR Manager
Annually review the current talent pool and assign mentors to new candidates	HR Manager
Identify new potential mentors and arrange the necessary training for them	HR Manager
Annual assessment and revision of the implementation Programme.	HR Manager

2.11 Internship and Bursary Plan – Regulation 46 (b) (iv)

2.11.1 Introduction

Knights Mine is aware of the need not only to assist its own employees with development opportunities, but also those members of the local community to access tertiary education (bursaries) and experiential work (internships). The bursary and internship plan help to develop individuals, thus supplying the operation with its required skills. Apart from business related qualifications, Knights is also aware of the need to develop qualified individuals from other sectors of the economy, whose communities have been affected by Knights.

Knights Mine will continue implementing an internship and bursary Programme, which has become feasible through the creation of more diversified, semi-skilled and skilled positions at Knights. Knights Mine has a well-documented financial study loan and assistance programme for employees to further themselves in their current professions: metallurgy, engineering, human resources, finance, technical services and environment as well as creating future opportunities for broader exposure to all disciplines within the organisation. Knights Mine’s approach to bursaries can be seen in the company’s bursary policy.

2.11.2 Bursary Targets

This section provides Knights Mine ’s bursary and internship targets for 2023 – 2027. The Internship and Bursary Programme will be linked to the Employment Equity Programmes.

2.11.3 Action plan

The future bursaries will be awarded according to and based on professional qualifications required within the business. The number of opportunities offered will be subject to the financial situation and employment need of the Company. Internships will be offered to students who have completed their academic studies at higher education institutions. This applies to both bursary holders as well as individuals who did not receive Knights Mine bursaries.

Knights Mine will implement the following strategic actions with regard to its internships and bursaries:

- Allowing individuals to work as apprentices to skilled people on the Mine;
- Promoting accelerated and equitable access to bursary and internship opportunities;
- Integrating the intern or bursar as an operating member of the Company should suitable vacancies exist;
- Providing internship and bursary supervisors to function as educators and overseers of the Programmes;
- Involving interns in diverse responsibilities and exposing them to a broad range of challenges;
- Providing continuous evaluation of each internship and bursary;
- Exposing interns and bursars to the network of industry professionals;
- Providing a bursary scheme to cater for Learners who wish to pursue undergraduate or postgraduate studies in mining related sectors;
- Appropriately advertising internship/bursary opportunities within Knights Mine, as well as the necessary selection criteria thereof;
- Identifying selected Learners at pre-tertiary level in order to nurture potential at an early stage. These Learners will be provided with bursaries which are relevant to the current and future market needs of the mining sector and the Company; and
- Providing bursaries which cover fees for registration, tuition, accommodation, and learning materials.
- This plan will be designed for a five (5) year period and will be updated at the end of each period. An action plan has been developed for the compilation of an Internships and Bursaries Plan, as indicated in Table 31.

Table 28: Bursaries: Direct Employees – 18.1 (Knights Mine)

Programmes	2023			2024			2025			2026			2027			Total		
	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment
Engineering				2		R52 000	1		R20 000							3	0	R72 000
Other	2		R58 640		2		1		R30 000	2		R50 000	2		R50 000	7	2	R188 640
TOTAL BENEFICIARIES	2	0		2	2		2	0		2	0		2	0		10	2	
TOTAL SLP PROVISION	2		R58 640	4		R52 000	2		R50 000	2		R50 000	2		R50 000	12		R260 640

Table 29: Bursaries: External - 18.2 (Knights Mine)

Programmes	2023			2024			2025			2026			2027			Total		
	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment
Metallurgy										3		R600 000				3		R600 000
Engineering										2		R400 000				2		R400 000
Other	1	0	R137 067	1	1	R361 226	1	1	R400 000				5	1	R1 200 000	8	3	R2 098 293
TOTAL BENEFICIARIES	1	0		1	1		1	1		5	0		5	1		13	3	
TOTAL SLP PROVISION	1		R137 067	2		R361 226	2		R400 000	5		R1000 000	6		R1 200 000	16		R3 098 293

Table 30: Internships: External - 18.2 (Knights Mine)

Programmes	2023			2024			2025			2026			2027			Total		
	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment	New	Cont.	Financial Commitment
Metallurgical Graduate	1		R300 000		1	R300 000	1		R350 000		1	R350 000	1	1	R1 000 000	3	3	R2 300 000
TOTAL BENEFICIARIES	1	0		0	1	R0	1	0		0	1		1	1		3	3	
TOTAL SLP PROVISION	1		R300 000	1		R300 000	1		R350 000	1		R350 000	2		R1 000 000	6		R2 300 000

Table 31: Internships and Bursaries Action Plan

ACTION	RESPONSIBLE PERSON
Determine business needs in terms of internship and bursary requirements for the future.	HR Manager
Upgrade the implementation Programme for internships and bursaries.	HR Manager
Develop and implement an awareness Programme with employees and local communities for internship and bursary opportunities at Knights Mine.	HR Manager
Annual assessment and revision of the implementation Programme	HR Manager

2.12 Human Resources Development Summary Commitments - Targets

Table 32: Total HRD Headcount Targets (2023 - 2027)

Programmes	2023		2024		2025		2026		2027		Total	
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
AET: Direct Employees – 18.1 (Knights Mine)	3		1		1		1		1		7	
AET: External – 18.2 (Knights Mine)	20		20		20		20		20		100	20
Core Business Skills: Direct Employees – 18.1 (Knights Mine)	154		114		33		32		32		365	
Core Business Skills: Indirect Employees – 18.1 (Core Contractors #1)	105		108		60		65		56		394	
Core Business Skills: Indirect Employees – 18.1 (Core Contractors #2)	67		59		48		48		48		270	
Bursaries: Direct Employees – 18.1 (Knights Mine)	2		2	2	2		2		2		10	2
Bursaries: External - 18.2 (Knights Mine)	1		1	1	1	1	5		5	1	13	3
Learnerships: Direct Employees – 18.1 (Knights Mine)	1		1		1		1		1		5	
Learnerships: External – 18.2 (Core Contractors #1)	73		7		7		7		7		101	
Learnerships: External 18.2 (Knights Mine)	30		30	30	40	60		70		30	100	190
Learnerships: Indirect Employees – 18.1 (Core Contractor #2)			49		49		49		49		196	
Internships: External - 18.2 (Knights Mine)	1			1	1			1	1	1	3	3
Portable Skills: Direct Employees - 18.1 (Knights Mine)	2		3		52		3		2		62	
Portable Skills: External – 18.2 (Knights Mine)	8		8		8		8		8		40	
Mentorships	5		10		2		4		2		23	
Career Progression Plan	1		2		1		2		4		10	
TOTAL SLP PROVISION	473	0	415	34	326	61	247	71	238	32	1699	218
	473		449		387		318		270		1917	

2.13 Human Resources Development Summary Commitments – Financial Provision

Table 33: Total HRD Financial Provisions (2023 - 2027)

Programmes	2023	2024	2025	2026	2027	Total
	Financial Contribution	Financial Contribution	Financial Contribution	Financial Contribution	Financial Contribution	Financial Contribution
AET: Direct Employees – 18.1 (Knights Mine)	R168 202	R104 283	R104 283	R104 283	R0	R585 335
AET: External – 18.2 (Knights Mine)	R400 000	R500 000	R500 000	R600 000	R600 000	R2 600 000
Core Business Skills: Direct Employees – 18.1 (Knights Mine)	R464 387	R263 202	R471 225	R410 050	R456 400	R2 065 264
Core Business Skills: Indirect Employees – 18.1 (Core Contractors #1)	R44 250	R55 753	R36 000	R36 700	R32 350	R205 053
Core Business Skills: Indirect Employees – 18.1 (Core Contractors #2)	R128 341	R109 000	R58 400	R64 240	R70 664	R430 645
Bursaries: Direct Employees – 18.1 (Knights Mine)	R58 640	R52 000	R50 000	R50 000	R50 000	R260 640
Bursaries: External - 18.2 (Knights Mine)	R137 067	R361 226	R400 000	R1 000 000	R1 200 000	R3 098 293
Learnerships: Direct Employees – 18.1 (Knights Mine)	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000
Learnerships: External – 18.2 (Core Contractors #1)	R4 380 000	R420 000	R420 000	R420 000	R420 000	R6 060 000
Learnerships: External 18.2 (Knights Mine)	R4 013 890	R6 542 224	R13 803 195	R12 592 501	R2 117 639	R39 069 449
Learnerships: Indirect Employees – 18.1 (Core Contractor #2)	R0	R72 272	R79 499	R87 449	R96 194	R335 415
Internships: External - 18.2 (Knights Mine)	R300 000	R300 000	R350 000	R350 000	R1 000 000	R2 300 000
Portable Skills: Direct Employees - 18.1 (Knights Mine)	R4 936	R9 031	R560 000	R90 000	R4 936	R668 904
Portable Skills: External – 18.2 (Knights Mine)	R400 000	R400 000	R400 000	R400 000	R400 000	R2 000 000
TOTAL SLP PROVISION	R10 899 714	R9 588 992	R17 632 603	R16 605 224	R6 848 184	R61 678 999

2.14 Employment Equity Plan – Regulation 46 (b) (v)

2.14.1 Introduction

All Ergo Mining operations fully subscribe to the principles of the Mining Charter and strives to achieve more than the minimum requirements. The Company believes that Employment Equity is an integral part of building an effective and representative workforce to ensure equality among its employees. Particular effort will be directed to identify those HDPs with talent and to then provide accelerated training and development initiatives to assist their progression.

2.14.2 Employment Equity Baseline

Ergo Mining currently reports on a consolidated basis, which includes its various operations. Transformation within DRD Gold is guided by the South African Constitution and the MPRDA, which promotes equity and fairness, dignity, transparency and accountability. Importantly, the Constitution not only defines formal equality, but also permits the implementation of affirmative action.

Employment Equity progress is reported on an annual basis to the Department of Labour (DoL) and the Employment Equity Plan will continue to be drafted in accordance with the requirements of the Employment Equity Act and will be published and submitted to the DoL on an annual basis. The objective of this Plan is to ensure the maintenance of equity throughout its operation and to develop strategies to promote affirmative action amongst designated groups.

The Employment Equity statistics for Knights Mine's permanent employees are contained in **Form S** in **Table 34** and **Table 37** display current percentages of HDPs and HDP Females at the Group level.

Ergo Mining's EE Plan does and will continue to:

- Achieve the EE targets as set out in Mining Charter 2018.
- Use HRD programmes in a targeted manner to ensure greater representation of HDPs, women, youth, and people with disabilities at all levels of the organisation.
- Ensure fair and non-discriminatory practices which respect the rights and dignity of all employees irrespective of colour, race, gender and disability.
- Identify and remove potentially discriminating practices; and
- Ensure that staff at all levels are suitably qualified or have the potential to meet the intrinsic requirements of the job;

- Ensure that women are targeted for learnerships, bursaries, internships, career progression and in particular during recruitment process women representation will be taken into consideration by the company.

Table 34 below illustrates on how Knights Mine will improve on the current EE statistics over the next five years.

Table 34: Form S Employment Equity Statistics as at 31 December 2022

Board, Executive and Senior Management are not reported at the Mining Right Level. Only Middle Management and below are reported at a Mining Right Level.

Levels	Female				Male				Foreign National		Grand Total	% Total HDP	% Female
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female			
Board											**0**	0%	0%
Executive Management (Paterson F)											**0**	0%	0%
Senior Management (Paterson E)											**0**	0%	0%
Middle Management (Paterson D)					1			1			**2**	50%	0%
Junior Management (Paterson C)	3	0	0	0	24	2	0	6	2		**37**	78%	8%
Semi - Skilled (Paterson B)	3	0	0	1	26	2	0	0			**32**	100%	13%
Unskilled (Paterson A)	15	0	0	0	38	0	0	0			**53**	100%	28%
Grand Total											124	47%	7%
Core & Critical Skills	21				89	4		7	2		**123**	93%	17%
Support				1							**1**	100%	100%
Grand Total											124	96%	59%
Disability											**124**	0%	0%

Table 35: Form S: Core Contractor #1 Employment Equity Statistics as at 2022

Levels	Female				Male				Foreign National		Grand Total	Total HDP	% Total HDP	Total Female	% Female
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female					
Board											**0**	0	0%	0	0%
Executive Management (Paterson F)											**0**	0	0%	0	0%
Senior Management (Paterson E)								1			**1**	0	0%	0	0%
Middle Management (Paterson D)				1	1			2			**4**	2	50%	1	25%
Junior Management (Paterson C)											**0**	0	0%	0	0%
Skilled Technical/ qualified (Paterson C)											**0**	0	0%	0	0%
Semi - Skilled (Paterson B)	12	2		1	45	3		1			**64**	63	98%	15	23%
Unskilled (Paterson A)					1						**1**	1	100%	0	0%
Grand Total											70	66	31%	16	6%
Core & Critical Skills											**0**	0	0%	0	0%
Support											**0**	0	0%	0	0%
Grand Total											0	0	0%	0	0%
Disability											**70**	0	0%	0	0%

Table 36: Form S: Core Contractor #2 Employment Equity Statistics as at 2025

Levels	Female				Male				Foreign National		Grand Total	Total HDP	% Total HDP	Total Female	% Female
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female					
Board											**0**	0	0%	0	0%
Executive Management (Paterson F)											**0**	0	0%	0	0%
Senior Management (Paterson E)											**0**	0	0%	0	0%
Middle Management (Paterson D)											**0**	0	0%	0	0%
Junior Management (Paterson C)											**0**	0	0%	0	0%
Skilled Technical/ qualified (Paterson C)	1				8						**9**	9	100%	1	11%
Semi - Skilled (Paterson B)	1				24						**25**	25	100%	1	4%
Unskilled (Paterson A)	7				58						**65**	65	100%	7	11%
Grand Total											99	99	38%	9	3%
Core & Critical Skills	9				90						**99**	99	100%	9	9%
Support											**0**	0	0%	0	0%
Grand Total											99	99	50%	9	5%
Disability											**99**	0	0%	0	0%

2.14.3 Employment Equity Targets

Table 37: Employment Equity Targets for the 5-year SLP period

Levels	2023		2024		2025		2026		2027	
	HDP Target	Female Target	HDP Target	Female Target	HDP Target	Female Target	HDP Target	Female Target	HDP Target	Female Target
Board										
Executive Management										
Senior Management	50%	25%	50%	25%	50%	25%	50%	25%	50%	25%
Middle Management	60%	25%	60%	25%	60%	25%	60%	25%	60%	25%
Junior Management	80%	30%	80%	30%	80%	30%	80%	30%	80%	30%
Core & critical Skills	60%	10%	60%	10%	60%	10%	60%	10%	60%	10%
Disability	1.5%		1.5%		1.5%		1.5%		1.5%	

2.14.4 Employment Equity Action plan

Knights Mine will continue to maintain EE targets at a level not lower than those prescribed by the existing Mining Charter at any time.

Table 38: Strategic Action Plan for the Implementation of EE at Knights Mine

Action	Responsible Person
Establish the EE Plan and report on progress on meeting commitments to the Department of Mineral Resources (DMPR)	HR Manager
Communicate the details of the Mines EE Report to all Mine employees. A copy of the report will also be made available to employees for copying and consultation.	HR Manager
Ensure visible support and commitment of managers to the EE process.	HR Manager
Develop fast-tracking procedure for HDPs.	HR Manager
Allocate specific mentors and coaches to HDP individuals exhibiting potential and aspiration for management positions.	HR Manager

2.14.4.1 The Participation of Historically Disadvantaged Persons

The following is relevant to the participation of HDPs:

- Knights Mine will continue to strive towards ensuring that targets as prescribed in the prevailing Mining Charter at the time, in each level of management is composed of HDPs. However, the Company will develop their own employees to fill these quotas where possible. To achieve this the Company will adhere to the following:

i. Selecting, training and empowering candidates at lower levels from within the organisation to progress, where possible, into position that may arises. This would be the preferred first option;
ii. Recruiting candidates from outside of the Company, only as a last resort, after every effort has been made by Knights Mine to implement above step without success.

- This mechanism will result in “true” empowerment of individuals and contribute more to transformation of the mining industry than “poaching” would.
- Knights Mine will implement the following action plan in **Table 39** to create opportunities for the participation of HDPs on a managerial level, which will be updated annually.

Table 39: Participation of HDPs in Management Action Plan

Action	Responsible Person
Determine Employment Equity needs and aggregate positions in management in terms of the requirements of the MPRDA.	HR Manager
Assess the internal Knights Mine Talent Pool of employees for potential HDP candidates that can fill higher level positions should vacancies occur (based on competence and commitment, in line with the Career Progression and Skills Development Plans).	HR Manager
Implement a formal career planning system for HDP employees at Knights Mine.	HR Manager

Ergo Mining will implement the following mechanisms to encourage the participation of HDPs in higher skills and managerial levels:

- Using the Employment Equity report to accurately determine the existing racial and gender mix at the Mine;
- Assess the findings of the Employment Equity Reports regarding the participation of HDPs;
- Providing preference to HDPs for skilled and management positions, should they meet the job requirements;
- Using recruitment strategies for importing suitably qualified HDPs only as a last resort.
- Use Succession planning, career development, and performance management systems to facilitate the development of HDPs into management positions;
- Job opportunities within the Operation will be communicated.
- Continue sensitising and educating employees with regard to issues involving gender, race, and diversity in order to promote a non-discriminatory culture;
- Allocation of specific mentors and coaches to HDP individuals in the talent pool exhibiting potential and aspiration for higher skilled and management positions. In this way they will be sufficiently trained to become more likely candidates for promotion.

2.14.4.2 Participation of HDP Females

The following is relevant to the participation of women in mining:

- In order to address the historical issues of South Africa (which resulted in the majority of South Africans, especially women, being excluded from participating in the mainstream economy), Knights Mine will aim to represent women in positions that were traditionally considered “male only”, on Knights.
- With reference to the employee empowerment Programme, Knights Mine does not favour a policy of recruiting externally, but will rather develop their internal labour resources as far as possible.
- In compliance with the spirit of the MPRDA, Knights Mine will continue to strive to increase the participation of black women in managerial, professional and core mining related positions:
- An **Action Plan** to increase the participation of Female HDP’s is provided in **Table 40.**
- Progress against these plans will be reported annually in accordance with the requirements of the DoL and the DMPR.
- The above-mentioned Tables will be updated annually.

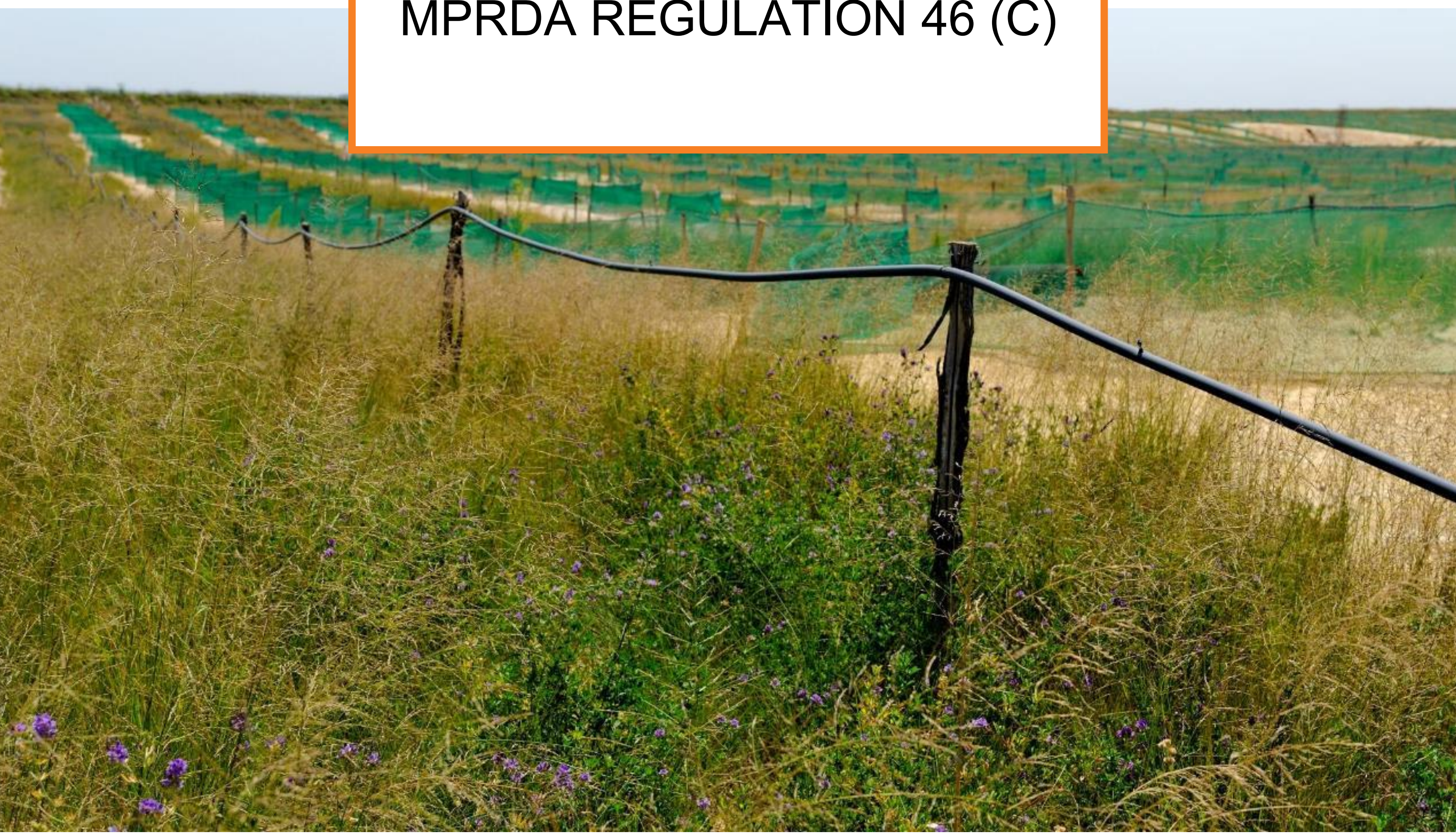
Table 40: Action Plan for the Participation of Female HDP’s

Action	Responsible Person
Discussion and brain-storming of the issues, problems and compliance gaps in terms of Female HDP’s at the woman’s forum. Discussion of issues relating to: • Devising measures to address the potential issues/obstacles preventing the successful integration and retention of women; • Devising measures to change the physical mining environment and adapting the technical equipment to be women-friendly; and • Implementing awareness Programmes to sensitize the perceptions of men towards women.	HR Manager
Ongoing monitoring of the women in mining implementation Programme in line with the Employment Equity Plan.	HR Manager

SECTION 3

LOCAL ECONOMIC DEVELOPMENT PROGRAMME:

MPRDA REGULATION 46 (C)



3 LOCAL ECONOMIC DEVELOPMENT

3.1 Process Followed for the Identification and Selection of LED Programmes

A robust process with key input outcomes were considered in the identification, selection and development of the Knights Mine LED programmes, namely:

- Socio-Economic Baseline Analysis (***Section 3.2 below***)
- Broad-Based Consultation Process and Analysis thereof (***Section 3.3 below***)
- Alignment with Municipal Development Plans and Priorities (***Section3.4 below***)
- Knights Mine LED Goals, Principles and Design Criteria (***Section 3.5 below***)

3.2 Socio-Economic Baseline Analysis

3.2.1 Background Information

As one of the key inputs into the design of the Local Economic Development programmes, a desktop Socio-Economic Baseline Study was conducted in order for Knights Mine to understand the baseline statistics within South Africa, within the Gauteng province, within the affected District and Local Municipalities, as well as its broader communities.

The section below contains the high-level findings of this baseline study, which is more detailed in **Annexure 1** to this document.

Ergo Mining operations (Pty) Limited was established in 2000 and holds various Rights in Gauteng Province. It is the controlling company for various other companies conducting tailings reclamation operations on the Witwatersrand, located within the City of Ekurhuleni Metropolitan Municipality (CoE) and the City of Johannesburg Metropolitan Municipality (CoJ).

GP187MR (Knights) is situated in CoE on the East Rand of the Gauteng province of South Africa. It covers a vast area from Germiston in the west to Springs and Nigel in the east. The Figure below highlights the geographic context of all Ergo Mining operations, (GP187MR) is depicted in black.

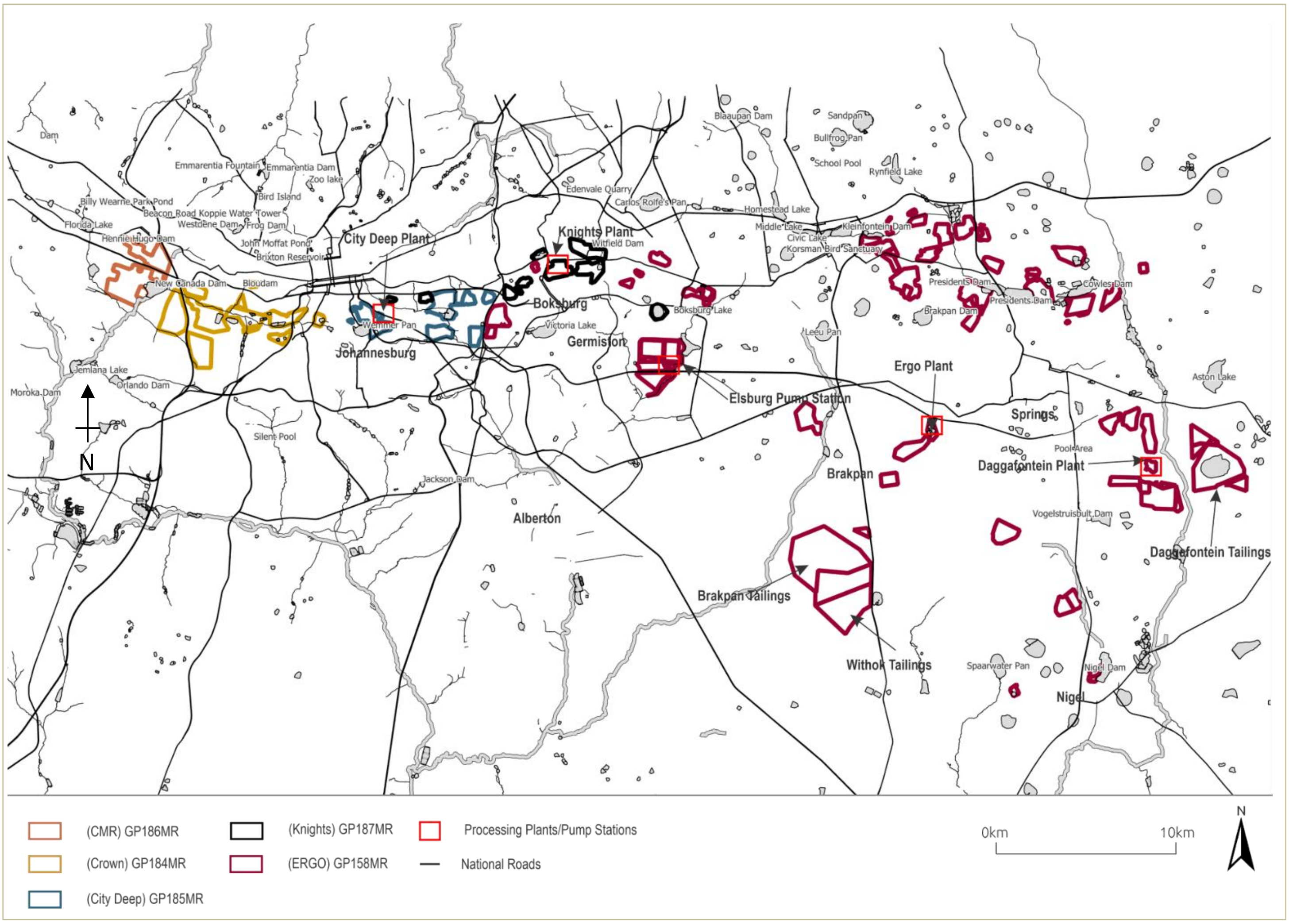


Figure 3: Location of Ergo Mining's Mining Rights across City of Johannesburg from the West to City of Ekurhuleni on the East.

3.2.2 Relevant Findings of the SEBS

Geographically, Gauteng is the smallest of South Africa's nine administrative provinces; it accounts for only 1.5% (18 176 km²) of the country's land area. Administratively, Gauteng is subdivided into five district municipalities: City of Johannesburg (CoJ) Metropolitan Municipality, City of Tshwane (CoT) Metropolitan Municipality, Ekurhuleni Metropolitan Municipality (CoE), Sedibeng District Municipality (SDM), and West Rand District Municipality (WRDM).

The table below summarises the key baseline indicators, comparing National, Provincial and Metropolitan Municipalities relevant to Knights Mine footprint.

Table 41: Socio-economic Baseline Indicators

Key Indicator		SA	Gauteng	Ekurhuleni MM
1. Demographics				
1.1 Gross Population		55 653 654	13 399 724	3 379 104
		100%	24%	6%
1.2 Population by gender	1.2.1 Female	51%	49,6%	48.6%
	1.2.2 Male	49%	50,4%	51.4%
	1.2.3 Other	0%	0%	0%
2. **Social**				
2.1 Households headed by	2.1.1 Females	38.9%	35,9%	32,8%
	2.1.2 Children	0.23%	0,11%	0,11%
2.2 Highest level of education	2.2.1 None	8.7%	3,9%	6,3%
	2.2.2 Primary	13,2%	9%	10%
	2.2.3 Some secondary	33,1%	30,2%	31,9%
	2.2.4 Matric	32,6%	37,7%	38%
	2.2.5 Post-secondary certificate or diploma	5%	5,6%	5,8%
	2.2.6 Undergraduate degree	4%	6,5%	6,1%
	2.2.7 Post graduate degree	1,7%	2,2%	1,3%
	2.2.8 Doctorate	0.2%	0,2%	0,2%
3. **Economic**				
3.1 Main economic drivers		Hospitality (28%)	[2]Community Services (22,9%)	[3]Manufacturing (23%)
		Tertiary Services (25%)	Mining (17,7%)	Finance and Business Services (21.3%)
		Mining (22%)	Trade (16,8%)	Community Services (20%)
		Agriculture (18%)	Financial Services (11,1%)	Trade (15%)
3.2 Annual economic growth (last 10 years)		5%	1,9%	[4]0,92%
3.3 Contribution to GDP		100%	[5]35,6%	21,2%
3.4 Average incomes		30 000	57 500	57 500
4. **Housing and Living Conditions**				
4.1 Households living in	4.1.1 Formal housing	87.2%	82,3	81,3
	4.1.2 Owned housing	69.4%	55%	52,9
4.2 Households with access to	4.2.1 Electricity	86.3%	93%	89,8
	4.2.2 Piped water in the house	45.3%	63.5%	60.3%
	4.2.3 Piped water within the plot	34.3%	28.2%	30.4%
	4.2.4 Reticulated flush toilet	65.7%	86%	88.5%
	4.2.5 Formal waste removal services	85.1%	85%	87%
	4.2.6 The Internet	15,4%	12%	16%

[2] Gauteng Province Socio-Economic Review and Outlook (SERO) 2021
[3] City of Ekurhuleni (2020)

4 City of Ekurhuleni GAU (2020)

[5] Gauteng increase contribution to South Africa's and Africa's gross domestic product | South African Government (www.gov.za)

Source: Community Survey 2016

3.2.3 The Impact of Mining

Mining impacts local communities both positively and negatively. **Table 43** provides an overview of the impact of associated with all Ergo Mining operation's on the local economy and immediate communities, as well as at a macro-economic level. Positive impacts, especially if they are long lasting or sustainable, are desirable.

Table 42: Knights' Impacts relating to Local Economic Development

Issue	Impact	
	Positive	**Negative**
1. Microeconomic contribution	• Indirect business activities e.g., lodges, food industry, etc. • Increased local sending • Local circulation of income	• Perceived discrimination of locals • Hostility towards the mine • Deepening socio-economic inequalities within the communities • Resentment of and hostility towards outsiders (including people from other districts and provinces)
2. Macroeconomic contribution	• Contribution to the provincial and national Gross Domestic Product • Economic development and growth • Stimulation of business activities outside of the area of operation • Investment attraction and retention • Contribution to the fiscus • Contribution to the socio-economic objectives of government	
3. In-migration	• Development of new and upmarket housing stock for the high-income groups • High demand and rentals for rental stock • High competition for jobs, housing, and basic services	• Housing poverty and poor living conditions for low-earning and indigent residents • Increase in informal housing stock (both new settlements and backyard structures) • Poverty and desperation • Perceived exclusionary practices, e.g., unemployment of those with qualifications and exclusions of companies that do not participate in corrupt activities • Social/community unrest • Cultural disintegration and social ills, such as prostitution, crime, substance abuse, etc.
4. Procurement	• Building of capacity of local businesses (SMMEs)	• Perceived and allegations of corruption • Establishment and contestations for recognitions and relevance amongst business forums • Demand for ring-fenced procurement to local businesses
5. Social investment and benefit sharing	• Building of local assets especially social and economic infrastructure	• Perceived discrimination of locals • Hostility towards the mine

		• Deepening socio-economic inequalities within the communities
6. Environmental quality and health	• Growing awareness of the need to conserve ecological and other forms of the environment • Implementation of different measures that are part of the Environmental Management Plans	• Environmental contamination, that is, dust, water contamination, contamination of grazing and farming land
7. Safety	• Employment as a result of the growth of the security sector	• Insecurity and fear (lack of personal, community and business security) • High cost of doing business

3.3 Broad-Based Engagement Process

3.3.1 Process Undertaken and Consultations Held

The Broad-Based Black Economic Empowerment Charter for the Mining Industry (Mining Charter 2018) stipulates that Mines, "in consultation with relevant municipalities, mine communities, traditional authorities and affected stakeholders, identify developmental priorities of mine communities", for inclusion into the Social and Labour Plan.

The process of engagement that has been undertaken for the development of this SLP was aimed to be as broad in reach, and as inclusive, as possible in order to accommodate concerns, suggestions/inputs and needs of the affected and interested communities and stakeholders representing them.

Note: Detailed attendance registers and meeting outcomes can be found in the Portfolio of Evidence.

All Ergo Mining operations undertook the following consultations in compliance with the MCIII requirement. Below is the methodology/approach/process flow used to undertake the process.

- **Classification and Clustering of External Stakeholders**: Knights Mine clustered its external stakeholders according to groups;

  a) Municipal cluster (CoJ and CoE); their responsibility was to provide the overall Local Economic Development strategy of the area.
  b) Community Leaders cluster (Ward Governance, Ward Councillors, and Social Partners); their role was to Assist with mobilising broad-based stakeholders, and to input into the local economic development priorities of represented constituents.
  c) Broad-Based Community cluster (Communities); Their role was to input into the local economic development priorities of represented constituents.

- **Public Notice:** Knights Mine advertised notice on local newspaper of both CoJ and CoE for Broad-Based consultations on the new generation SLP 2023-2027.

- **Invitation Letters:** Knights Mine disseminated meeting invitation letters to both CoJ and CoE municipalities, Social partners, and community stakeholders to inform them of the SLP consultation. Knights Mine used its existing External stakeholder database.
- **Facilitation of meetings:** Knights Mine presented the SLP overview and process followed. external stakeholders were offered the opportunity to then input on the new SLP LED programme.
- **Meeting outcomes**: External stakeholders inputs and suggestions were recorded on minutes of the meetings.
- **Portfolio of evidence**: Stakeholder database, Meeting registers, meeting invitations, meeting agenda, meeting minutes, meeting presentation are found in the Portfolio of evidence.

Note: All meeting correspondences and meeting outcomes can be found in the Portfolio of Evidence.

Table 43 below shows a summary of all meetings held with Knights Mine internal and external stakeholders.

Table 43: Broad-based Engagements held with respect to GP187MR - Knights Mine

Stakeholder Grouping	Stakeholder	Community /Area	Dates *(YY/MM/DD)*
City of Ekurhuleni Metropolitan Municipality	CoE Economic Development	City of Ekurhuleni	22/09/05
	CoE Ward Councillors (Ward 82, 99 & 112)	City of Ekurhuleni	22/11/29
	Ward Councillors of Ward **82, 112, 99, 21, 33, 34** (i.e., Geluksdal, KwaThema, Sallies, Tsakani, Mkhanqwa, Knights areas, & Reigerpark)	Geluksdal, KwaThema, Sallies, Tsakani, Mkhanqwa, Knights areas, & Reigerpark	22/12/07
	City of Ekurhuleni Office Economic Development	City of Ekurhuleni	23/10/02
	City of Ekurhuleni Office of the Executive Mayor	City of Ekurhuleni	23/10/08
	City of Ekurhuleni Office of the Speaker	City of Ekurhuleni	23/10/13
	City of Ekurhuleni: Office of MMC of Economic Development	City of Ekurhuleni	23/11/28
	City of Ekurhuleni Metropolitan Municipality (External Stakeholders)	City of Ekurhuleni	23/12/05
	CoE Economic Development	City of Ekurhuleni	24/09/05
	CoE Economic Development	City of Ekurhuleni	24/09/20
Community Beneficiaries (Focus Groups)	Tsakani Ext 22 community beneficiaries	Tsakani Ext 22	23/02/06
	Tsakani Ext 19 community beneficiaries	Tsakani Ext 19	23/02/06
	Tsakani Marikana informal settlement beneficiaries	Tsakani, Marikana	23/02/07
Community Structures & Social Partners	Ekurhuleni Environmental Organisation (EEO)	Reedville, Mkhanqwa	22/11/02
	Geluksdal Forum	Geluksdal	22/11/02
	KWATSADUZA Unemployment Forum	Kwatsaduza (Duduza, Tsakani and Kwa-Thema	22/11/02
	Rieger Park Community Forum	Reiger Park	22/11/03
	Knights Community Forum Hope of Life	Knights	22/11/07
	Sallies Hostel Community Structures	Sallies Hostel	22/11/09
	Withok Farmers	Withok	22/11/09
	Ekurhuleni Environmental Organisation (EEO), Reedville & Mkhanqwa Community Structures	Reedville, Mkhanqwa	22/11/17

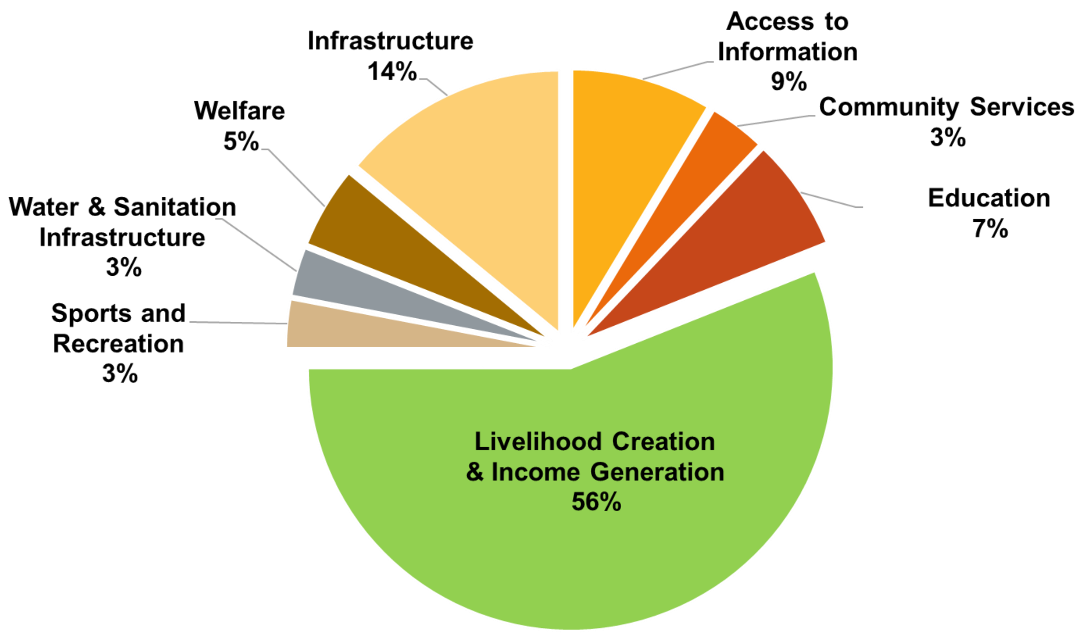
Stakeholder Grouping	Stakeholder	Community /Area	Dates *(YY/MM/DD)*
	Knights Community (Delmore Park Community, Delmore Park, Delmore Gardens, Ramaphosa, Jerusalem, Ulana & Gumede)	Delmore Park Community, Delmore Park, Delmore Gardens, Ramaphosa, Jerusalem, Ulana & Gumede	22/11/23
	Sallies Hostel Community	Sallies Hostel	22/12/01
	Geluksdal Community Structures	Geluksdal	22/12/02
	Geluksdal Community Structures	Geluksdal	23/02/13
	Buhlebemfundo School Governing Body	Tsakani	24/04/11
	Ergo Mining Stakeholder Engagement - Oosrand High School SGB, ReigerPark Forum, Ward Councilor	Reiger Park	24/05/11
	Withok Tailings Storage Facility, Ekurhuleni (TSF) - Open Day Tsakani	Withok, Tsakani	24/09/11
	Community of HOPE Multipurpose Crisis Centre (COHMC)	Reiger Park	24/09/18
	City of Ekurhuleni: Economic Development Department	Kempton Park Offices	24/09/20
	Community of HOPE Multipurpose Crisis Centre (COHMC)	Reiger Park	24/11/11
	Community of HOPE Multipurpose Crisis Centre (COHMC)	Reiger Park	24/12/19
	PalmRidge Community Based Substance Abuse Day Clinic	Katlehong	25/05/05
Sector Departments (Provincial and Local Sector Departments)	Gauteng Department of Education	Provincial	23/09/28
	Gauteng Department of Education	Provincial	23/10/23
	Department of Economic Development – The Innovation Hub	Provincial	23/11/03
	Gauteng Department of Education	Provincial	23/11/07
	Department of Mineral Resources and Energy	Provincial	23/11/16
	Department of Education Johannesburg South District	Provincial	23/11/29
	Gauteng Department of Education	Provincial	23/11/29
	Gauteng Department of Education	Provincial	24/01/02
	Department of Economic Development – The Innovation Hub	Provincial	24/01/19
	Department of Agriculture	Provincial	24/01/24
	Department of Economic Development – The Innovation Hub	Provincial	24/01/24
	Nkanyisa Witpoort Recovery Centre (Life)	Brakpan	24/02/05
	Ekurhuleni: Social Development	City of Ekurhuleni	24/02/06
	Health Gauteng Department of Social Development (SMT)	City of Ekurhuleni	24/02/20
	MEC Gauteng Department: Social Development	Provincial	24/03/12
	GDE Ergo Mining Partners	Provincial	24/08/26
	GDSD - Substance Abuse Prevention, Treatment and Rehabilitation	Provincial	24/09/04
	Department Of Education	Provincial	24/11/20
	Department Of Education	Provincial	24/11/26
	Department of Mineral Resources and Energy (Site-Visit)	Provincial	25/02/24
	GDSD - Substance Abuse Prevention, Treatment and Rehabilitation	Provincial	25/03/24
	Gauteng Department of Social Development (GDSD)	Provincial	25/04/30

Stakeholder Grouping	Stakeholder	Community /Area	Dates *(YY/MM/DD)*
	GDSD - Substance Abuse Prevention, Treatment and Rehabilitation	Provincial	25/05/14
	City Of Ekurhuleni Health Department	Brakpan	25/08/19
	City Of Ekurhuleni Health Department	Geluksdal Clinic	25/09/25

3.3.2 Outcomes of Broad-Based Consultations Held

Knights Mine employed a scientific approach to analyse the data obtained during the Broad-Based Consultation process. Inputs we categorised into themes and summarised.

The themes identified through the broad-based engagement process are contained in the graph below:



3.4 Alignment with Municipal Development Plans and Priorities

3.4.1 Acknowledging the Role of Municipalities in Local Economic Development

Local economic development and better municipal service delivery are vital in the fight against poverty. Municipalities are constitutionally mandated to drive and manage local development. The Municipal Systems Act 32 of 2000 (Act 32 of 2000) requires municipal planning to be developmentally oriented, and that municipalities undertake an integrated development planning process to produce IDPs to (i) achieve the objectives of local government as set out in Section 152 of the Constitution; and (ii) give effect to its developmental duties as required by Section 153 of the Constitution. The Constitution in Section 151 states that developmental local government should make provision for a democratic and accountable government for communities. It also encourages municipalities to ensure the provision of services to communities in a sustainable manner to promote social and economic development. Local government must promote a safe and healthy environment and encourage community involvement in matters of local government. Section 153 of the Constitution further states that “each municipality should structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of those communities”.

Municipalities have various instruments which are meant to assist them in the discharge of their mandate. These include integrated development plans (IDP), spatial development frameworks (SDF), local economic development (LED) strategies, and local by-laws and regulations. Ideally, the IDP must highlight the municipality’s alignment to and contribution towards national and provincial planning frameworks and directives, regional, continental, and international development priorities.

The strategic posture of IDPs, which are the pre-eminent tool for guiding overall development management for the two metros, Johannesburg, and Ekurhuleni, are reviewed underneath.

3.4.1.1 City of Ekurhuleni Metropolitan Municipality

The City of Ekurhuleni is a category A Metropolitan Municipality and one of three metropolitan municipalities in Gauteng province. There are currently 3 774 638 people living in the City of Ekurhuleni comprising 1 299 490 households. Using the upper bound poverty line, 31% of the population lives in poverty. The City’s Gini Coefficient is 0,633 making it a city where inequality is a concern. The unemployment rate in the City of Ekurhuleni is 31,6%, which is higher than the provincial and national average.

During the preparation of the broad-based consultations towards the development of the (draft) IDP for 2022/23 – 2026/27, a total of 91 wards submitted ward needs that are outside of the competency of local government. The 112 community needs **(Annexure 2)** are the competency of provincial and national government. It would therefore be illogical to expect mining companies to usurp the role of provincial and national government dealing with the cited community needs. However, it is critical to understand the plethora and context of the development challenges faced by the residents of Ekurhuleni.

The priorities of the metropolitan municipality are as follows:

1. To deliver reliable, affordable, and substantiable services and ensure improved infrastructure maintenance;
2. To build a clean, capable, and modernised local state;
3. To promote safer, healthy, and socially empowered communities;
4. To protect the natural environment and promote resource sustainability; and
5. To create an enabling environment for inclusive (economic) growth and job creation.

The above priorities speak to the **following challenges** faced by Ekurhuleni:

1. Unemployment remains a significant challenge, with Ekurhuleni's rate of joblessness exceeding the provincial average by more than 1%, at 30.1%;
2. Jobless economic growth leading to sprouting and growth of the informal sector;
3. Decline in economic growth especially due to COVID–19. Informal employment in Ekurhuleni increased by 41 000 over a 10-year period, that is from 135 000 in 2008 to an estimated 176 000 in 2018;
4. Poverty remains stubbornly high in the CoE at over 34%. In 2018, there were 1.71 million people living in poverty;
5. Dependence on the social grants provided by the central government; and
6. Poor to non-maintenance of economic, social and environmental infrastructure

The normative principles that guide the compilation of Ekurhuleni's development frameworks such as the IDP and spatial development frameworks (SDF), sum up the challenges that face the metro. The principles, which are adapted from the National Development Plan, are spatial (1) justice (2) sustainability (3) resilience (4) quality, and (5) efficiency. The table below provides an overview of the alignment of the City of Ekurhuleni's IDP priorities to key development instruments at the provincial and national government spheres.

National Development Plan (NDP) Priorities[6]	National Priorities for Local Government	Gauteng Provinces' Strategic Priorities[7]	City of Ekurhuleni Metropolitan Municipality's Strategic Priorities
CAPABLE, ETHICAL AND DEVELOPMENTAL STATE	Priority 1: Service delivery Priority 2: Governance Priority 3: financial management Priority 5: fighting corruption	Strategic Objective 5: A capable, ethical and developmental state	Strategic Objective 1: To deliver reliable, affordable, and substantiable services and ensure improved infrastructure maintenance Strategic Objective 2: To build a clean, capable, and modernised local state.
ECONOMIC TRANSFORMATION AND JOB CREATION	Priority 1: Service delivery	Strategic Objective 1: Economy, jobs and infrastructure Strategic Objective 7: Sustainable development for future generations	Strategic Objective 5: To create an enabling environment for inclusive (economic) growth and job creation
EDUCATION, SKILLS AND HEALTH	Priority 1: Service delivery	Strategic Objective 2: Education, skills revolution and health	Strategic Objective 3: To promote safer, healthy, and socially empowered communities.
CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND QUALITY BASIC SERVICES	Priority 1: Service delivery	Strategic Objective 1: Economy, jobs and infrastructure	Strategic Objective 1: To deliver reliable, affordable, and substantiable services and ensure improved infrastructure maintenance.
SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT	Priority 4: Infrastructure development	Strategic Objective 3: Integrated human settlements and land release	Strategic Objective 4: To protect the natural environment and promote resource sustainability
SOCIAL COHESION AND SAFER COMMUNITIES	Priority 1: Service delivery Priority 2: Governance	Strategic Objective 4: Safety, social cohesion and food security	Strategic Objective 3: To promote safer, healthy, and socially empowered communities.
A BETTER AFRICA AND WORLD	Priority 2: Governance Priority 1: Service delivery Priority 5: fighting corruption	Strategic Objective 6: A better Africa and the world Strategic Objective 7: Sustainable development for future generations	Strategic Objective 3: To promote safer, healthy, and socially empowered communities.

[6] In terms of the Medium-Term Strategic Framework, that is for South Africa in the next 5 years, 2019 to 2024 as informed by and continuing directly to the 6 priorities of the National Development Plan (Vision 2030)

[7] Priorities as articulated in the 10-year development framework "Growing Gauteng Together: Vision, Priorities and Action Plans of the Gauteng City Regions 2019 to 2030"

3.5 Knights Mine LED Principles and Design Criteria

The following design criteria and principles have guided the identification and selection of LED programmes for the Knights Mine SLP:

- **Implement in partnerships**: As evidenced in the socio-economic baseline assessment (See Annexure 1) Knights Mine mining communities are exposed to the various socio-economic challenges. The combination of social, economic, and environmental vulnerabilities creates a situation where local institutions do not have the resources to respond effectively to threats, nor the capacity to act pre-emptively to reduce those vulnerabilities. **These complex challenges can only be dealt with through a partnership approach, embedded in meaningful participation and empowerment of local communities in both Johannesburg and Ekurhuleni.** Knights Mine, in partnership with other mines, local government, and civic society, can help to alleviate poverty and build a solid base for sustainable communities by strategically investing in relation to, and across, the thematic areas identified. The analysis has confirmed that skills, entrepreneurship, and social cohesion are key drivers of growth, and are essential for effective local economic development.
- **Programmes that impact the masses** due to the widespread and large number of communities that would need to be reached by Knights Mine's LED initiatives, where small projects that do not reach broadly won't achieve the desired impact.
- **Analysis of the practical application of Knights's previous SLP**, taking into account successes and lessons learned on business building in economically depressed periods and areas.
- **Scalability of interventions** to support business building from micro-enterprises into a small enterprise and laying the foundations for further enterprise growth.
- **Close alignment with the Integrated Development Plans (IDP)** of the City of Ekurhuleni (CoE) for 2022-2027.
- Priority needs identified during the **Broad-Based Stakeholder Consultation process**.

3.5.1 Regulation 46 (c) (iii) Infrastructure and Poverty Eradication Projects

Table 44: Project Plan for Project 1: Schools Computer Lab Installation and Infrastructure Upgrades

Project Name	**School Computer Labs Installation and Infrastructure Upgrades (City of Ekurhuleni)**	**Classification of Project/ Type of Project**	**Infrastructure and Equipment**
Project Background	<u>**Identified need:**</u> The advancement of education in the 21st century requires the integration of technology y into the teaching and learning process. In recognition of this, the establishment of an Information Technology (IT) laboratory at two (2) schools in City of Ekurhuleni, namely Buhlebemfundo Secondary and Oosrand Secondary School is planned as a strategic intervention not address the current gaps in digital access and to empower learners with the necessary skills to thrive in a knowledge-based economy. Current learners at the schools have limited exposure to computers and digital resources. **Oosrand Secondary School** (in Reiger Park)has been identified as a School of Specialisation in the fields of Commerce, Entrepreneurship and Tourism. The School has 2045 learners from Grade 8 - 12 with an average of 55 learners per class. There is currently only one IT laboratory with 40 computers. This is **grossly inadequate for a school that offers Digital Technology** as a subject for Grade 8 and 9 and for IT and Computer Application Technology (CAT) at FET level. **Buhlebemfundo Secondary School** (in Tsakane) has no functional IT laboratory. With over 1 800 learners from Grade 8 - 12 per year, this places the youth of this area at a severe disadvantage to peers from schools with functional IT laboratories when it comes to further education, employment and income earning potential. The lack of IT resources negatively impacts their ability to acquire essential ITC skills to pass the subjects at secondary school level, and even more so at a higher education and the workplace level, where basic computer literacy is an entry level requirement. An IT laboratory will directly address this challenge by providing structured access to technology to a greater extent in both schools. <u>**Motivation for project based on**</u> 1. Multiple Meetings with the relent **Department of Education** district authorities have identified the urgent need for assistance to improve accessibility and quality of education related to IT and Fourth Industrial Revolution skills. 2. **Alignment with City of Ekurhuleni strategic objective** to create an enabling environment for inclusive (economic) growth and job creation and key priority in the Municipal Ten-Point Plan. City of Ekurhuleni aims to deliver an enabling environment for its young people to actively participate as drivers of change. The evolution towards a Smart City must therefore create future industries, businesses, and opportunities for young people to find employment and career paths within the technology, innovation and other 4th Industrial sectors. 3. **Findings and Outcomes from the Broad-Based Consultations Process**: Skills and capacity development remains a top priority for communities as they are eager to pursue opportunities that will help them improve their quality of life and be active participants in the economy. This remains true for youth who have limited employment opportunities, but who are committed to actively improving their income earning potential.		

<table>
<tr><td>Project Description</td><td colspan="9">

- An existing classroom at each school (Buhlebemfundo Secondary and Oosrand Secondary School) has been identified to be converted to a fully functional IT laboratory.

At a minimum this project will deliver:

- Adaptation of that classroom to suit the purpose (key modifications to physical layout, adaption of electrical and networking infrastructure)
- Improved security measures
- Provision of furniture, storage areas, and
- Provision of computer equipment to accommodate approximately 40 learners at one time (according to specification provided by Department of Education).
</td></tr>
<tr><td></td><td colspan="5">Key Performance Areas</td><td colspan="4">Key Performance Indicators</td></tr>
<tr><td>Output</td><td colspan="5">KPA 1: Infrastructure Modification and Upgrade

KPA 2: Access to Digital Resources</td><td colspan="4">KPI 1: 100% completion of classroom modifications of both schools by end of December 2026

KPI 2: All IT related infrastructure and furniture installed and ready for use by end of December 2026 in both schools.</td></tr>
<tr><td rowspan="3">Geographical Location of Project</td><td colspan="2">District Municipality</td><td colspan="7">City of Ekurhuleni</td></tr>
<tr><td colspan="2">Local Municipality</td><td colspan="7">City of Ekurhuleni</td></tr>
<tr><td colspan="2">Village/ Community Name</td><td colspan="7">Tsakane, Brakpan and Reiger Park</td></tr>
<tr><td>Targeted Beneficiaries</td><td colspan="5">Current and future learners at both schools (estimated over 5 years) based on
• Buhlebemfundo having 1800 learners and
• Oosrand having 1900 learners in 2025
• = 18 500 beneficiaries over 5 years.</td><td colspan="2">Responsible Entity (Inclusive of all roles)</td><td colspan="2">Ergo Mining (Knights) and Department of Education (relevant district department)</td></tr>
<tr><td>Classification of Jobs:</td><td>Male Adults</td><td>Female Adults</td><td>Male Youths</td><td>Female Youths</td><td>Total No. of Jobs Created</td><td rowspan="2">Project Start Date</td><td rowspan="2">April 2026</td><td rowspan="2">Project end Date</td><td rowspan="2">December 2026</td></tr>
<tr><td>Short Term</td><td>4</td><td>0</td><td>2</td><td>2</td><td>8</td></tr>
<tr><td>Medium Term</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td colspan="4">Total 5-Year Budget Commitment</td></tr>
</table>

Long Term	*0*	*0*	*0*	*0*	*0*	***R3 000 000 (Three Million Rand) for the SLP period.*** *R1 500 000.00 will be allocated to the laboratory for each school.*

Timeline and Annual Implementation Activities

YEAR	**QUARTER 1**	**QUARTER 2**	**QUARTER 3**	**QUARTER 4**
2023	*N/A*	*N/A*	*N/A*	*N/A*
2024	*N/A*	*N/A*	*N/A*	*N/A*
2025	*N/A*	*N/A*	*N/A*	*N/A*
2026		*a) Detailed Scope of Works developed* *b)Tender process (focus on sourcing local suppliers)* *c) Establish Project Steering Committee (comprising appropriate-level Management from Dept of Education, SGB, Principal, Ergo, Representatives of Service Providers)* *d) Appointment of Service Providers*	*a) Commencement of Scope of Work* *b) Regular progress reporting and tracking with the Project Steering Committee*	*a) Finalisation of Scope of Works* *b) Regular progress reporting and tracking with the Project Steering Committee* *c) Formal Handover to Department of Education*
2027	*N/A*	*N/A*	*N/A*	*N/A*

Completion Date and Exit Strategy

The target completion date is December 2026 with a formal handover to the Department of Education.
A Memorandum of Understanding (MoU) will be signed by Department of Education and Ergo Mining. This will stipulate the Roles and Responsibilities of both the DoE and Ergo Mining for the duration of the Project and a clear maintenance plan of be implemented by DoE commencing at Handover.

Table 45: Project Plan for Project 2 - Geluksdal Community Clinic – New Level 2 Clinic Construction

Project Name	**Geluksdal Community Clinic – New Level 2 Clinic Construction**	**Classification of Project/ Type of Project**	**Infrastructure**
Project Background	**<u>Current Status:</u>** The Geluksdal clinic is situated in Ward 82 (Geluksdal) in the City of Ekurhuleni. It services more than 20 000 community members in Geluksdal, with recorded statistics of over 3 500 patients per month. It currently provides basic primary health care service plus dentistry (specialised primary health care service) **<u>Identified need:</u>** The Geluksdal Clinic is currently in a severely dilapidated state, with both structural issues and operational challenges impacting its ability to deliver adequate health services. The following key concerns were raised following a site visit by engineering and architectural specialists and stakeholders: • Dilapidated and aging infrastructure, reducing access to essential primary healthcare services • Health and safety risks due to non- compliance with Department of Health infrastructure standards • Poor patient flow and infection control measures • Unreliable energy and water services in the area, requiring backup power and water systems • Severe shortage of essential medical equipment The poor state of the clinic has resulted in thousands of people not having access to quality healthcare provision. The Gauteng and Ekurhuleni Department of Health do not have resources or funds to undertake the refurbishment and improvement, although it has been identified as a key development priority. The joint assessment by Ekurhuleni Department of Health and DRDGOLD Ergo Mining has identified that the urgent refurbishment and improvement of the existing facility is feasible and requires immediate action. **Motivation for project based on.** 1. Multiple Meetings with local municipal leadership and **City of Ekurhuleni Health Department** have identified the urgent need for assistance for the Clinic 2. **Alignment with City of Ekurhuleni strategic objectives** to promote safer, healthy and socially empowered communities. Aligned with the Gauteng Department of Health priority clinic due for upgrade. No funds available from the Department or Ekurhuleni to upgrade this clinic in the medium term future. 3. **Findings and Outcomes from the Broad-Based Consultations Process**: During consultations with Geluksdal and surrounding communities, community members expressed the dire situation of the clinic, its poor condition, limited accessibility and overall inability to provide essential and basic medical care for the needs of the people. 4. **Geluksdal community** is located in the immediate footprint of ERGO plant operations and therefore it is a priority to Ergo Mining to provide essential medical access and benefit to thousands of households through this project.		

<table>
<tr>
<td rowspan="1">Project Description</td>
<td colspan="2">
Objective:
This project has been designed to address the challenges identified in the existing facility. This project is to construct a new Level 2 facility on a property in close proximity to the existing Primary Health Care (Level 1) Clinic. The new Level 2 clinic will have improved capacity, functionality, and quality of care.
Initially the Level 1 clinic will move to the new facility allowing the Department of Health to increase services to the Level 2 functionality seamlessly

Location:
In consultation with the Department of Health, a suitable piece of land was identified for the new build. The land is fully serviced with sewerage, water and electrical infrastructure.

Scope of Work:
Based on a) Preliminary assessment, conceptual design and cost estimated by qualified professionals and 2) the minimum norms, standards and specifications of the Department of Health for a Level 2 clinic facility, the following scope is committed:

Public Areas
• Covered entrance and patient drop-off; Reception and patient records; Main waiting area; Public ablution facilities; Pharmacy collection point
Clinical Areas
• 8 consultation rooms ; Treatment room; Emergency / trauma treatment room ; Minor procedure room
• Dental procedure room ; Maternal and child health consultation rooms ; Immunization room ; Counselling rooms ; Observation area (approximately 4 beds)
Pharmacy / Dispensary
• Dispensary ; Secure medicine store ; Pharmacist workstation; Medicine collection counter
Support Areas
• Clean utility room ; Dirty utility room ; Medical waste storage ; Equipment store ; Records storage
Staff Facilities
• Clinic manager office ; Administration office ; Staff tearoom ; Staff lockers and ablution facilities
External Site Infrastructure
• Ambulance access and emergency entrance ; Patient drop-off zone ; Staff and patient parking areas ; Medical waste collection area ; Backup generator area ; Backup water storage tanks ; Stormwater infrastructure; Landscaping
Security Measures
• Perimeter fencing and site security ; External lighting

Estimated Building Size
Based on the anticipated services and operational requirements of a Level 2 clinic serving the Geluksdal community, the proposed facility is expected to have an approximate gross floor area of: 1,300 m² – 1,500 m²
This size aligns with typical primary healthcare facilities designed to support the projected patient load.
</td>
</tr>
<tr>
<td></td>
<td>Key Performance Areas</td>
<td>Key Performance Indicators</td>
</tr>
</table>

Output	***KPA 1: All relevant approvals, specifications and designed signed off***	***KPI 1.1:** All letters of endorsement, approvals, scopes of work and MoU signed by end of December 2026*
	KPA 2: Construction of new facility	***KPI 2.1**: 100% completion of critical scope of work by end of 2027*
	KPA 3: Community Impact and Accessibility	***KPI 3.1**: 24 local jobs created during construction phase* ***KPI 3.2:** Zero service interruptions during critical renovation phases,*

Geographical Location of Project	District Municipality	City of Ekurhuleni Metropolitan Municipality
	Local Municipality	City of Ekurhuleni Metropolitan Municipality
	Village/ Community Name	Geluksdal and surrounds

Targeted Beneficiaries	Residents of Geluksdal (estimated to be approximately 20 000)	**Responsible Entity *(Inclusive of all roles)***	*Department of Health (Ekurhuleni) and Ergo mining (Knights)*

Classification of Jobs:	**Male Adults**	**Female Adults**	**Male Youths**	**Female Youths**	**Total No. of Jobs Created**	**Project Start Date**	*April 2026*	**Project end Date**	*Construction to end in December 2027* *Final fixes and sign-off in February 2028 and handover in March 2028*
Short Term	*12*	*2*	*8*	*2*	*24*				
Medium Term	*N/A*	*N/A*	*N/A*	*N/A*	*0*	Total 5-Year Budget Commitment			
Long Term	*N/A*	*N/A*	*N/A*	*N/A*	*0*	*R15 000 000 (Fifteen Million Rand) of the total project budget of R35 000 000 which will be co-funded by Ergo's various other mining rights*			

Timeline and Annual Implementation Activities

YEAR	**QUARTER 1**	**QUARTER 2**	**QUARTER 3**	**QUARTER 4**
2023	*N/A*	*N/A*	*N/A*	*N/A*
2024	*N/A*	*N/A*	*N/A*	*N/A*
2025	*N/A*	*N/A*	*N/A*	*Awaiting DMPR approval*
2026	*Awaiting DMPR approval*	*Conceptual Scope of Works developed*	*Commencement of detailed design and specialist studies*	*Signoff of detailed design and completion of all specialise studies* *All approvals and agreements completed*

		Establish Project Steering Committee (comprising Senior and local management from Dept of Health, Ward Councillor and Municipal Representatives, Ergo, Representatives of Service Providers) *Appointment of Service Providers for detailed design*	*Commencement of all approvals and agreements developed* *Regular progress reporting and tracking with the Project Steering Committee*	*Regular progress reporting and tracking with the Project Steering Committee*
2027	*Site establishment* *Procurement of long lead time items* *Commencement of construction* *Regular progress reporting and tracking with the Project Steering Committee and key stakeholders*	*Continuation of construction activities* *Regular progress reporting and tracking with the Project Steering Committee*	*Continuation of construction activities* *Regular progress reporting and tracking with the Project Steering Committee*	*Completion of construction activities* *Regular progress reporting and tracking with the Project Steering Committee* *Final snagging completed in Q1 2028 with final handover in March 2028.*
Completion Date and Exit Strategy				
The target completion date is December 2027 with a formal handover to the Department of Health. A Memorandum of Understanding (MoU) will be signed by Department of Health and Ergo Mining. This will stipulate the Roles and Responsibilities of both the DoH and Ergo Mining for the duration of the Project and a clear maintenance plan of be implemented by DoH commencing at Handover.				

Figure 4: View 1 - Architectural Design for the new Geluksdal Clinic

Figure 5: View 2 - Architectural Design for the new Geluksdal Clinic

Figure 6: View 3 - Architectural Design for the new Geluksdal Clinic

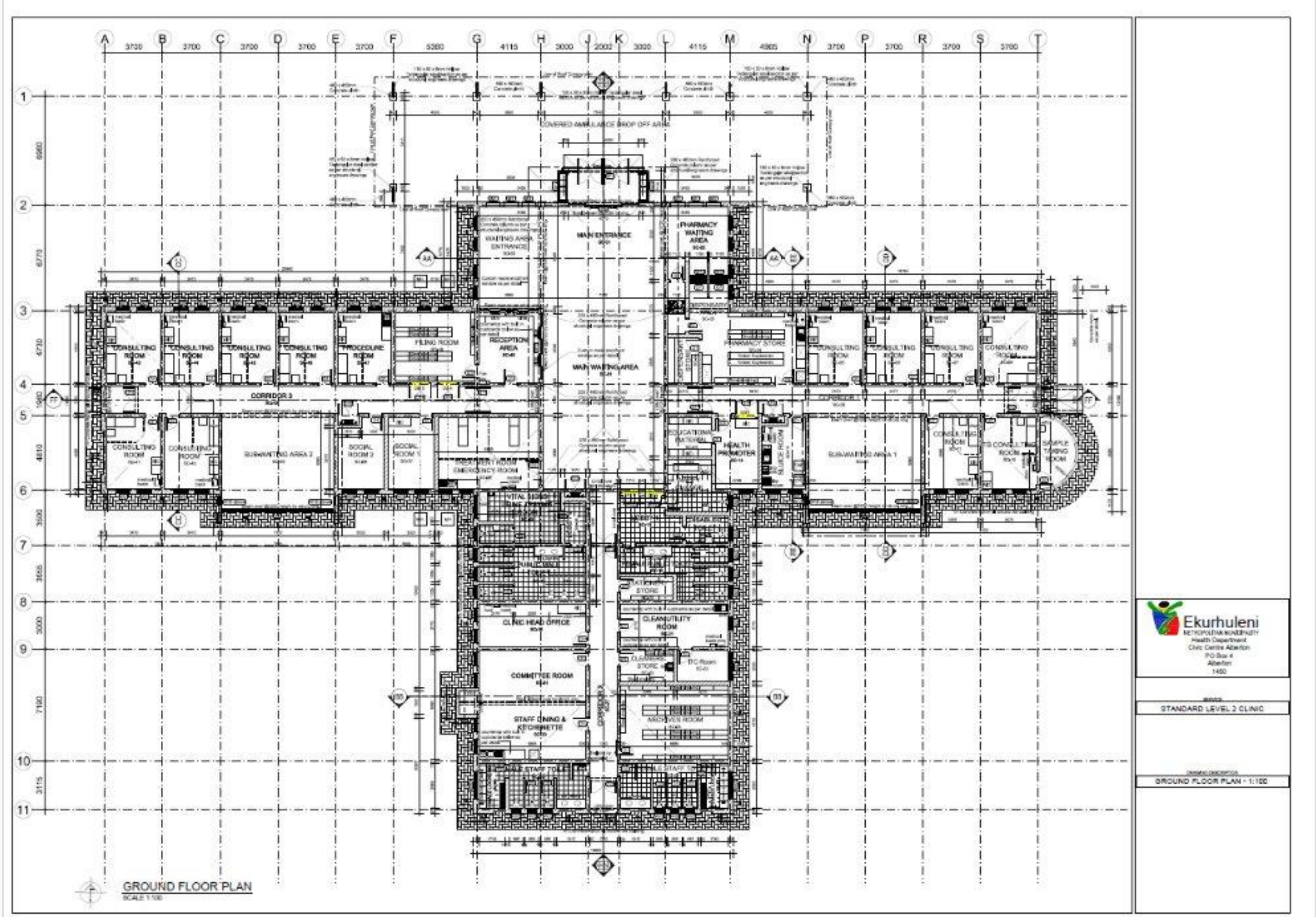


Figure 7: View 4 - Geluksdal Clinic Floor Plan

3.6 Summary of LED Programmes

Table 46: Summary of LED Programmes

Project Number	Project Name	Description	Beneficiaries	Total LED Budget	Implementation Year
PROJECT 1	**Schools Computer Lab Installation and Infrastructure Upgrades**	An existing classroom at Buhlebemfundo and Oosrand Secondary Schools will be converted into a fully equipped IT lab, including layout modifications, enhanced security, upgraded electrical and networking infrastructure, and new furniture, storage, and computer equipment to accommodate about 40 learners.	Current and future learners at both schools (estimated 18 500 beneficiaries over 5 years.	R 3 000 000	2026
PROJECT 2	**Geluksdal Community Clinic – New Level 2 Clinic Construction**	Construction of a primary healthcare clinic comprising public reception and waiting areas, clinical consultation and treatment rooms, a pharmacy and dispensary, support and utility areas, staff facilities, and external site infrastructure including parking, security, and emergency access. The facility will serve the Geluksdal community across a estimated gross floor area of approximately 1,400 m².	Residents of Geluksdal (estimated to be approximately 20 000)	R 15 000 000 (of the total project budget of R35 000 000)	2026 - 2027
			Total LED budget	**R 18 000 000**	

3.7 Measures to address Housing, Living Conditions and Nutrition – Regulation 46 (c) (iv)

In line with the implementation of Knights Mine's Housing and Living Conditions Plan, the following initiatives are currently being implemented and will be reported on annually.

- During 2016 all Ergo Mining operations, in consultation with organised labour, agreed upon setting aside R12,000,000 to establish an employee home ownership scheme. This scheme allows first time homeowners who qualify for a bond through a recognised bank to qualify for a R75 000 purchase price discounted home loan from the Company. Since inception 18 applicants have received bond approval and purchased new homes.
- All Ergo Mining operations' employees receive a Living Out Allowance of R3000 per month.
- Housing Steering Committee has been reinitiated to address engage labour to assist employees to access sustainable and affordable housing.
- At the request and in Consultation with organised labour during 2018 all Ergo Mining operations have implemented an IEMAS pension-fund backed home loan scheme.

3.8 Health Care and Nutrition

Regulation 46 (c) (v) requires that mines put measures in place to ensure that employees have adequate access to a well-balanced diet and meals. Knights Mine does not provide an explicit nutrition programme for its employees in that it does not have hostels, single quarters, or controlled catering environments for its staff. Regulation 46 (c) (v) requires that mines put measures in place to ensure that employees have adequate access to a well-balanced diet and meals. Knights Mine does not provide any meals for its employees as it does not have hostels, single quarters, or controlled catering environments for its staff. As an empowerment initiative however, canteens have been established where employees are able to purchase meals.

3.9 Procurement, Enterprise and Supplier Development – Regulation 46 (c) (vi)

3.9.1 Introduction

The Broad-Based Black Economic Empowerment Charter for the Mining Industry ("Mining Charter") was amended and released by the Department of Mineral and Petroleum Resources (DMPR) in September 2018. The Mining Charter 2018 requires that mining companies submit a new five-year Procurement plan, indicating annual targets which progressively increase towards complying with the new procurement targets of the Mining Charter 2018.

According to the Mining Charter, Local Procurement, Supplier Development and Enterprise Development are one of the key instruments to achieve both competitiveness and transformation in the mining industry.

3.9.2 Procurement Baseline

The table below reflects the baseline for Procurement as at 31st December 2022.

Table 47: Knights Mine Procurement Baseline (Form T) as at 31 December 2022

Mining Goods	Expenditure	Target	Achieved	Weighting	Score
Historically Disadvantaged Persons Owned and Controlled Company	R152 973 793	21%	22%	5,0%	5,0%
Women and Youth Owned and Controlled	R80 291 614	5%	11%	5,0%	5,0%
BEE Compliant Company	R299 698 662	44%	42%	5,0%	4,8%
Total BEE Expenditure	**R532 964 069**	**70%**	**75%**	**15,0%**	**14,8%**
Total mining goods expenditure	**R706 578 017**				
Services	**Expenditure**	**Target**	**Achieved**	**Weighting**	**Score**
Historically Disadvantaged Persons Owned and Controlled Company	R104 416 288	50%	24%	5,0%	2,4%
Women Owned and Controlled	R42 836 850	15%	10%	5,0%	3,3%
Youth Owned and Controlled	R2 248 597	5%	1%	5,0%	0,5%
BEE Compliant Company	R90 491 904	10%	21%	5,0%	5,0%
Total BEE Expenditure	**R239 993 638**	**80%**	**55%**	**20,0%**	**11,2%**
Total services expenditure	**R437 673 846**				
Samples	R9 244 723	100%	100%	2,5%	2,5%
Research and Development in South Africa	R38 789	100%	100%	2,5%	2,5%
Total procurement	**R1 191 799 596**			**40,0%**	**31,0%**

3.9.3 Procurement Targets

The following targets are committed to by Knights Mine for the 5-year SLP cycle. These targets have been based on both the baseline for Knights Mine procurement and the Mining Charter requirements.

Table 48: Knights Mine Five Year Targets for Procurement

MEASURE	2023	2024	2025	2026	2027
Mining Goods	66%	67%	68%	69%	70%
HDP owned & controlled companies	19%	19,5%	20%	20,5%	21%
Woman &/or Youth owned & controlled companies	5%	5%	5%	5%	5%
BEE compliant companies	42%	42,50%	43%	43,50%	44%
Services	48%	56%	64%	72%	80%
HDP owned & controlled companies	22%	29%	36%	43%	50%
Woman owned & controlled companies	15%	15%	15%	15%	15%
Youth owned & controlled companies	1%	2%	3%	4%	5%
BEE compliant companies	10%	10%	10%	10%	10%
Research and Development	100%	100%	100%	100%	100%
South African based research & development entities.	100%	100%	100%	100%	100%
Sample Analysis	100%	100%	100%	100%	100%
South African based facilities or companies.	100%	100%	100%	100%	100%

3.9.4 Procurement Implementation Plan

Table 49: Procurement Implementation Plan

ACTION	RESPONSIBLE PERSON
Develop and implement a strategy, policy and procedure for the tracking and reporting of procurement against set targets	Procurement Manager
Implement enterprise and supplier development for the achievement of procurement targets	Procurement Manager
Ensure that procurement compliance requirements are communicated to core contractors through the on-boarding process	Procurement Manager
Capacity building of information owners and core contractors on procurement compliance requirements	Procurement Manager

Knights Mine will be implementing various initiatives as part of its effort to complying with the procurement targets that have been committed to. These initiatives are listed below:

1. Identify and ring-fence a percentage of specific services and goods, which will be phased in over a period of 3 years, given that new entrants need to be identified and onboarded.

2. A detailed strategy will be implemented for non-compliant companies that may encompass the following measures following a spend analysis:
    - Have concrete and measurable plans in place for the suppliers to reach an acceptable level of compliance
    - Identify non-core spend that can be allocated to alternative, compliant suppliers
    - Encourage use of compliant sub-contractors to enable skill transfer
3. Continue to rely on the validity and credibility of officially issued BEE certificates by approved verification agencies. In addition to this, a small number of verifications will be performed on certain high spend compliant suppliers.

3.9.5 Enterprise and Supplier Development Programme

Enterprise and supplier development is done through the implementation of the following:

- Communicate development opportunities, orientation to the process of selecting suppliers for development and to capacitate regarding procurement target and criteria
- Establishing a procedure for the evaluation of suppliers and enterprises for the identification of potential development
- Ensure that the required Enterprise/ Supplier development contracts are in place

Interventions planned to be implemented by Knights Mine within this 5-year SLP period include the following:

- Identification of a suitable business development organisation that can provide the necessary training, networking opportunities and financial education and assistance to the SMMEs as part of the envisioned ESD program.
- Actively engaging with our host communities and have established communication channels

Knights Mine is committed to providing opportunities for local businesses to participate in the Enterprise and Supplier Development value chain. Participation by local community businesses is one way of contributing to the economic development of communities around our mining operations.

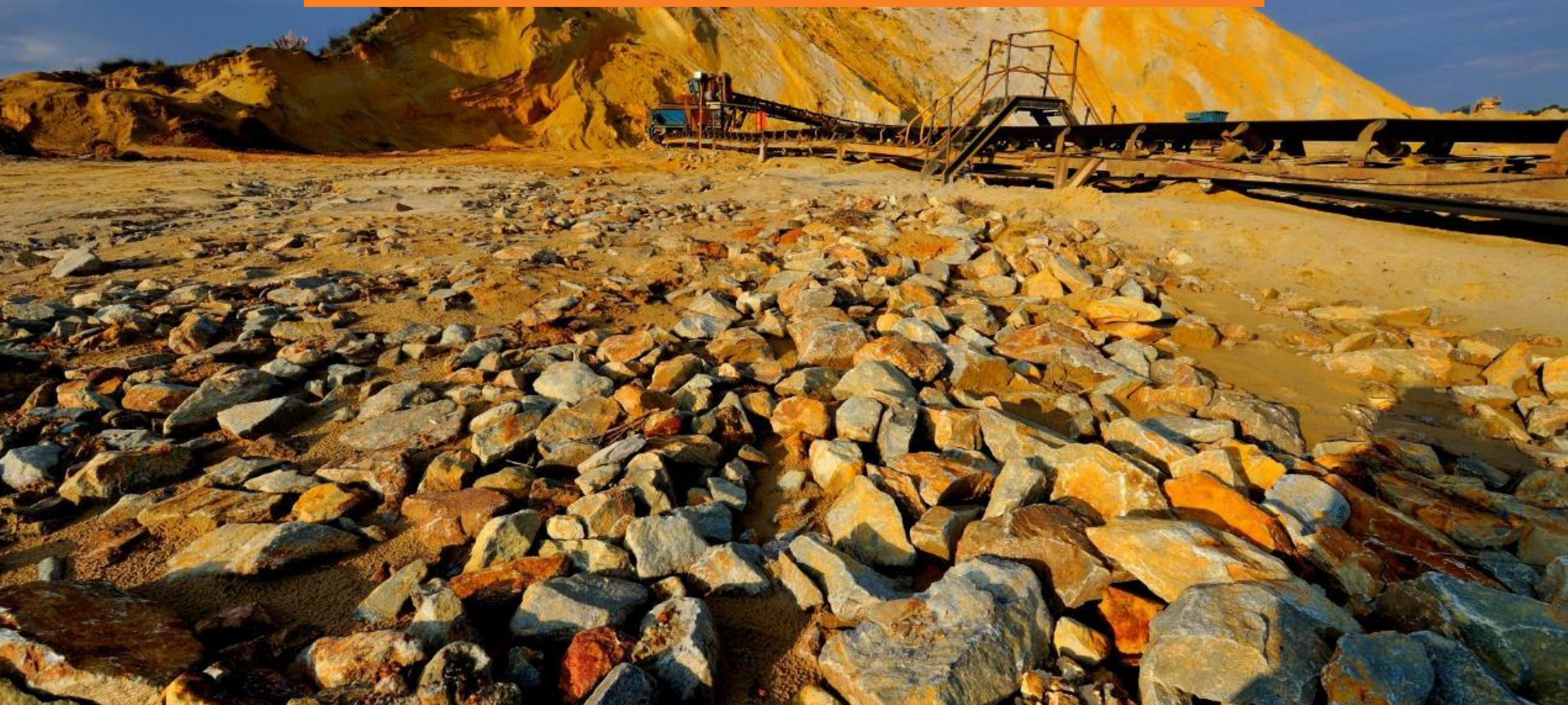
Through supporting and developing SME Enterprises owned by our host communities, Knights Mine aims to positively impact the successful transformation of the South African society, through:

- Providing local SMEs an opportunity to participate in our procurement activities
- Produce sustainable local SMEs through Enterprise and Supplier Development
- Create job opportunities through procurement
- Support local SMEs to become sustainable beyond our mining activities

SECTION 4

PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENT:

MPRDA REGULATION 46 (D)



4 PROGRAMME FOR MANAGING DOWNSCALING AND RETRENCHMENT – REGULATION 46 (D)

Downscaling and retrenchment at Knights Mine will be in full consultation with recognised organised labour when it gets to that point. The sections which follow represent a detailed downscaling and retrenchment plan for the operation. Knights Mine will follow the procedures for downscaling and retrenchment as set out by the DoL and the Labour Relations Act.

The calculation of the figures described below is based on the downscaling and retrenchment policy, which allows for employees to be paid out four weeks for the first year of service and thereafter two weeks for each completed year thereafter the employee has worked for Knights Mine. This amount is available at any given time to ensure that sufficient provision in the event of unforeseen closure or downscaling.

All Ergo Mining operations have an established Future Forum that has a constitution signed by all parties. The forum meets regularly and involves representatives from Knights Mine's management and employees and serves to promote ongoing consultation between employees and management.

All contractors and service providers for the company are required to comply with the commitments and procedures outlined in this section. The following activities are in the process of being undertaken with regards to downscaling and retrenchment.

4.1 Establishing a Future Forum - Regulation 46 (d) (i)

The establishment of a Future Forum (FF) is required under Regulation 46 (d) (i) of the MPRDA. A FF is a labour management body that will focus on the implementation and monitoring of the SLP. The purpose is to provide a formal vehicle, where all affected parties can discuss challenges and possible solutions to problems facing the Mine that may have the potential of leading to possible retrenchments in the future.

Ergo Mining established a consolidated (representing all the Ergo Mining Operations) Future Forum in 2014 with the National Union of Mineworkers and the United Association of South Africa and more recently with the Recognition of AMCU have established their participation in this forum. The core functions of the Future Forum are summarized as follow:

- promote on-going discussions between the union(s) and Knights Mine regarding the future of the Company;
- proactively identify problems, challenges and possible solutions with regards to productivity and employment;
- identify production and employment turn-around strategies; and
- implement strategies agreed between the parties.

4.2 Mechanisms to Save Jobs and Alternatives to Avoid Decline in Employment - Regulation 46 (d) (ii and iii)

The company has developed and will implement turnaround strategies and mechanisms to save jobs, prevent unemployment and avoid downscaling through:

- Consulting with the DoL, the DMPR, and surrounding mining companies to assess any potential opportunities to mitigate the effects of retrenchment or closure;
- Liaising with the Productivity South Africa to identify other economic sectors or ventures where employees could be absorbed;
- The established Social Plan Technical Support Facility will be called upon to assist with reaching solutions to issues relating to downscaling and retrenchment, and
- Absorbing employees into the sustainable LED projects being implemented by the mine, as described in previous sections.

When Knights Mine approaches a downscaling phase, or is considering likely large-scale retrenchments, notification will be given to the following government authorities as stated in **Table 50.**

Table 50: Notification Process for Downscaling and Closure

Notification to the Chairperson of the Minerals and Mining Development Board	Notification to the Minister of Labour
Where the operation foresees a physical depletion of the mineral being mined and/or becomes marginal where the profit/revenue ratio is less than 10%	Where the operation contemplates or intends large scale retrenchments (10% or more OR cumulatively more than 500 people of the workforce, whichever is less)
Where the operation contemplates or intends large scale retrenchments (10% or more OR cumulatively more than 500 people of the workforce, whichever is less) in a period of one year	

In addition to these authorities, the following additional interested parties will also be notified:

- The Future Forum for the operation
- The DoL's Rapid Response Team
- The DoL's Labour Centres
- The DTI's projects aimed at the development of SMMEs
- Any community liaison structures established by the company
- Tertiary institutions
- Funding organisations
- Local recruitment agencies and any relevant employer organisations

The purpose of such broad notification is to call upon these interested parties to provide support and assistance through early involvement in downscaling.

4.3 Regulation 46 (d) (iv) Socio Economic Impact of the Downscaling and Closure.

Where retrenchments are unavoidable, Knights Mine will follow the procedures for downscaling and retrenchment as set out by the DoL and Labour Relations Act.

The following plan will be implemented to manage the downscaling and retrenchment process:

- Managing unavoidable retrenchments humanely, i.e. through the formulation of an appropriate retrenchment proposal in consultation with the relevant parties;
- Establishing strong lines of communication with affected employees to ensure proper understanding of the process. Accurate, updated and consistent information with regard to retrenchments or downscaling will be issued to employees on a regular basis;
- Providing affected employees with standardised information relating to the severance packages, retirement funds, and other support mechanisms and services that will be available to them;
- Managing employee morale to prevent adverse spin-off effects within the operation;
- Providing employees with assistance regarding the receipt of retrenchment packages and other employee benefits such as UIF, etc.;
- Calling on the assistance of the established Retrenchment Response Team (RRT), which will liaise with the Future Forum on issues relating to downscaling; and,

Consulting the DoL's Labour Centres to provide:

- Financial counselling;
- Psychological counselling;
- Entrepreneurial development and training; and
- Job search coaching

4.4 Mechanisms to Ameliorate Social and Economic Impact on Individual Regions and Economies where Retrenchment or Closure is certain.

Knights Mine will assist affected employees in finding alternative forms of employment or sustainable livelihoods. This will be done where employees cannot be integrated or redeployed to other plants, and where they are not of retirement age. This phase is managed jointly by the company in partnership with the Department of Provincial and Local Government. The focus of this phase will be re-skilling of the workforce (through the HRD Programme) which will equip them for alternative employment after the closure of the mine.

Knights Mine has formulated an integrated HRD Programme (**Section 2**), which will be implemented throughout the remaining life of the operation, and will attempt to enable employees to access alternative livelihood opportunities after closure. These programmes will be linked to the IDP, i.e. the paths of development identified for the Ekurhuleni and Johannesburg Metropolitan Municipalities.

The following action plan will be implemented during this phase:

- Establishing a retrenched employee database including information regarding existing skills, experience, and expertise. This database will be used to identify potential employment opportunities within or outside of the company;
- Identifying appropriate people from the retrenched pool to be considered for potential SMME opportunities within the company and the DTI;
- Appropriately train and re-skill retrenchees in order to find alternative employment within the company, or in the open job market;
- Educating affected employees with regard to sustainable means by which to utilise their retrenchment packages. This will include education on investment opportunities that may be available;
- Implementing a Job Advice Centre to counsel retrenchees and assist them in locating alternative employment or income generating opportunities, once retrenchment has taken place and
- Establishing a "job-help" facility to assist employees in seeking alternative employment after decommissioning, e.g. through formulating employee CVs, interaction with potential employers and other opportunities, training in interview techniques, etc.

Knights Mine is not actively planning for its closure at present. It is also acknowledged that when this becomes necessary the unions, who are the recognised representatives of employees, will be consulted at all necessary instances during the phase of the SLP.

4.5 Implementing mechanism for the SLP

4.5.1 Communication Process

Knights Mine will continue to implement a consistent SLP communication process, which strives for active participation of; employees, affected communities, Government authorities, and other stakeholders. Consultation with key stakeholders will take place by means of consultative forums and committees. All Ergo Mining's Operations will establish and implement the following forums:

- ***Future Forum.*** A Future Forum (Section 4.1) was established for all Ergo Mining operations and provides an opportunity for managers, unions, and employees to meet and discuss issues related to the SLP. The Forum attempts to formulate solutions to challenges and issues that arise from time to time.
- ***Local Economic Development Forum***. Knights Mine will interact with the LED Forum for the City of Johannesburg and Ekurhuleni once this has been fully established.
- ***Monthly Forum****.* This forum involves management, employee representatives and unions and discusses issues related to health and safety, financials and business issues and housing.
- ***Employment Equity Forum***. The EE Forum for all Ergo Mining operations involves representatives from management and employees. Key issues revolve around the implementation of HRD programmes

(skills development etc.) and also progress towards meeting HDP and targets for females within the workforce.

- ***Career Development Forum***. A career development forum has been established. In this forum, managers meet to discuss progress with regard to individual career paths and the achievement of HDP targets.

The operation of these forums ensures that the workforce is kept fully informed of all changes at the operation and will ensure that the proper mechanisms are available for the implementation of the SLP.

4.6 Responsibility and Accountability

The Managing Director of Ergo Mining will be held *accountable* to the DMPR for the implementation of the Knights Mine Social and Labour Plan, while the Human Resources Manager of Ergo Mining Operations will be held responsible and will report to the Managing Director for the undertaking of operation-specific programmes and initiatives.

4.7 Financial Provision for Downscaling and Retrenchments

Ergo Mining has an ABSA account in which it made an initial cash provision of R13 000 000 for any possible downscaling and retrenchments at any of their Mining Right operations. With interest accruing this amount now stands at R17 100 000 (as at end December 2022).

The portion allocated to the Knights operation has been calculated based on the employee numbers, and totals to R 4 074 000 over the 5 years. **No further contributions will therefore be required annually, since the full amount is immediately accessible.**

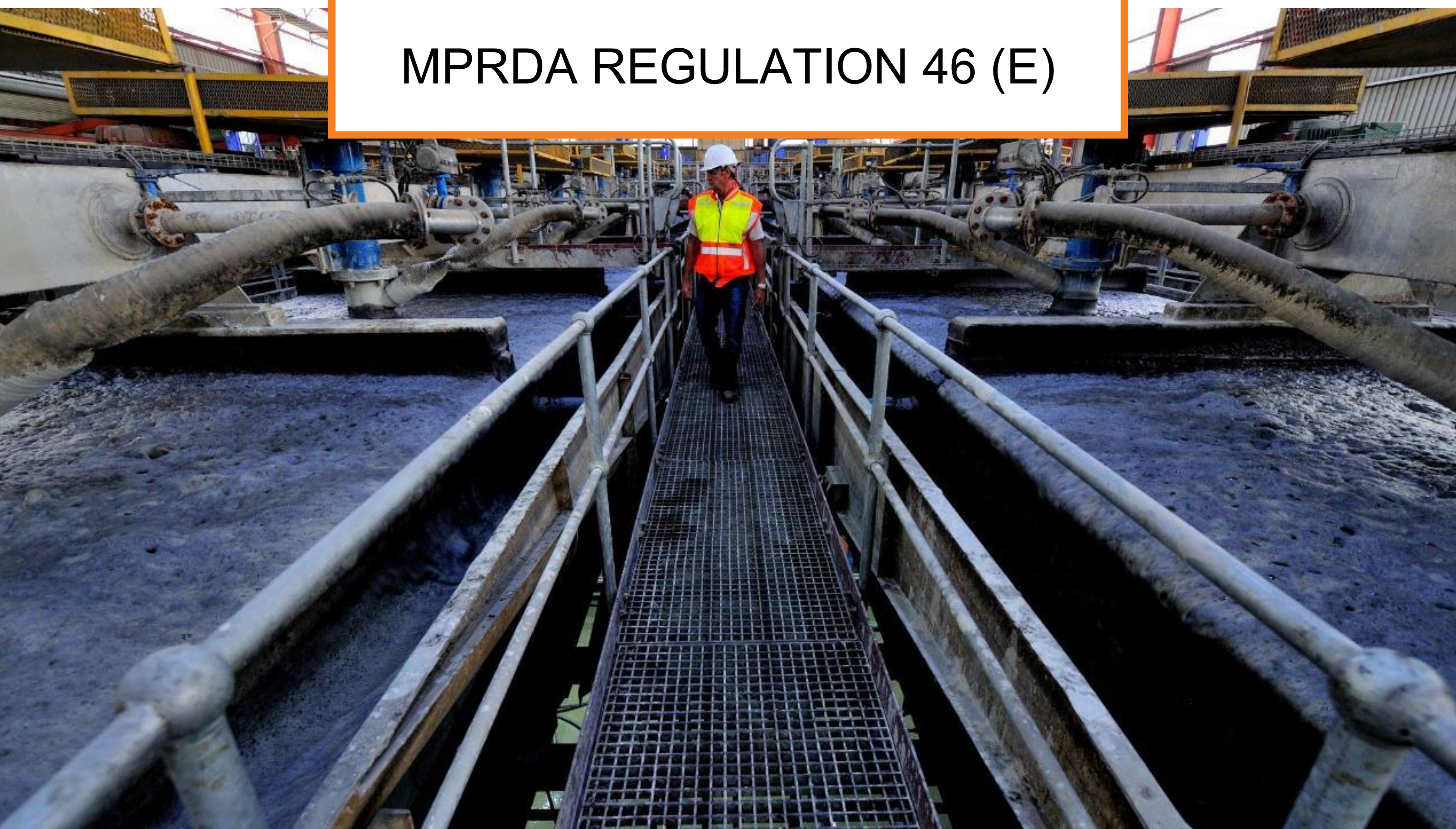
Table 51: Knights Downscaling & Retrenchments Financial Provision

	2023	2024	2025	2026	2027	TOTAL
Downscaling And Retrenchments						**R 4 074 000**

SECTION 5

FINANCIAL PROVISION FOR IMPLEMENTING THE SOCIAL AND LABOUR PLAN

MPRDA REGULATION 46 (E)



5 FINANCIAL PROVISION FOR IMPLEMENTING THE SLP (REGULATION 46 (E))

Section 23(1)(e) of the MPRDA state that "The Minister must grant a mining right if the applicant has provided financially and otherwise for the prescribed social and labour plan." Knights Mine has made financial provision for each component of the SLP as described.

The table below presents a summary of the financial commitment by Knights Mine to each element of the SLP for the five (5) year period.

Table 52: Knights Mine SLP Financial Provision Summary for the total SLP

SLP Programmes	5 Year Financial Provision
Human Resource Development - Knights	**R54 647 885**
Human Resource Development - Core Contractors	**R7 031 114**
Local Economic Development	**R18 000 000**
Management of Downscaling	**R4 074 000***
Total SLP Provision	**R83 752 999**

* Commitment for Management of Downscaling and Retrenchment has already been provided