

SOCIAL AND LABOUR PLAN

**Ergo Mining (Pty) Ltd
2023 – 2027**

**Prepared for Mining Right:
CROWN MINE (GP184MR)**

SLP APPROVED ON 15 JULY 2026



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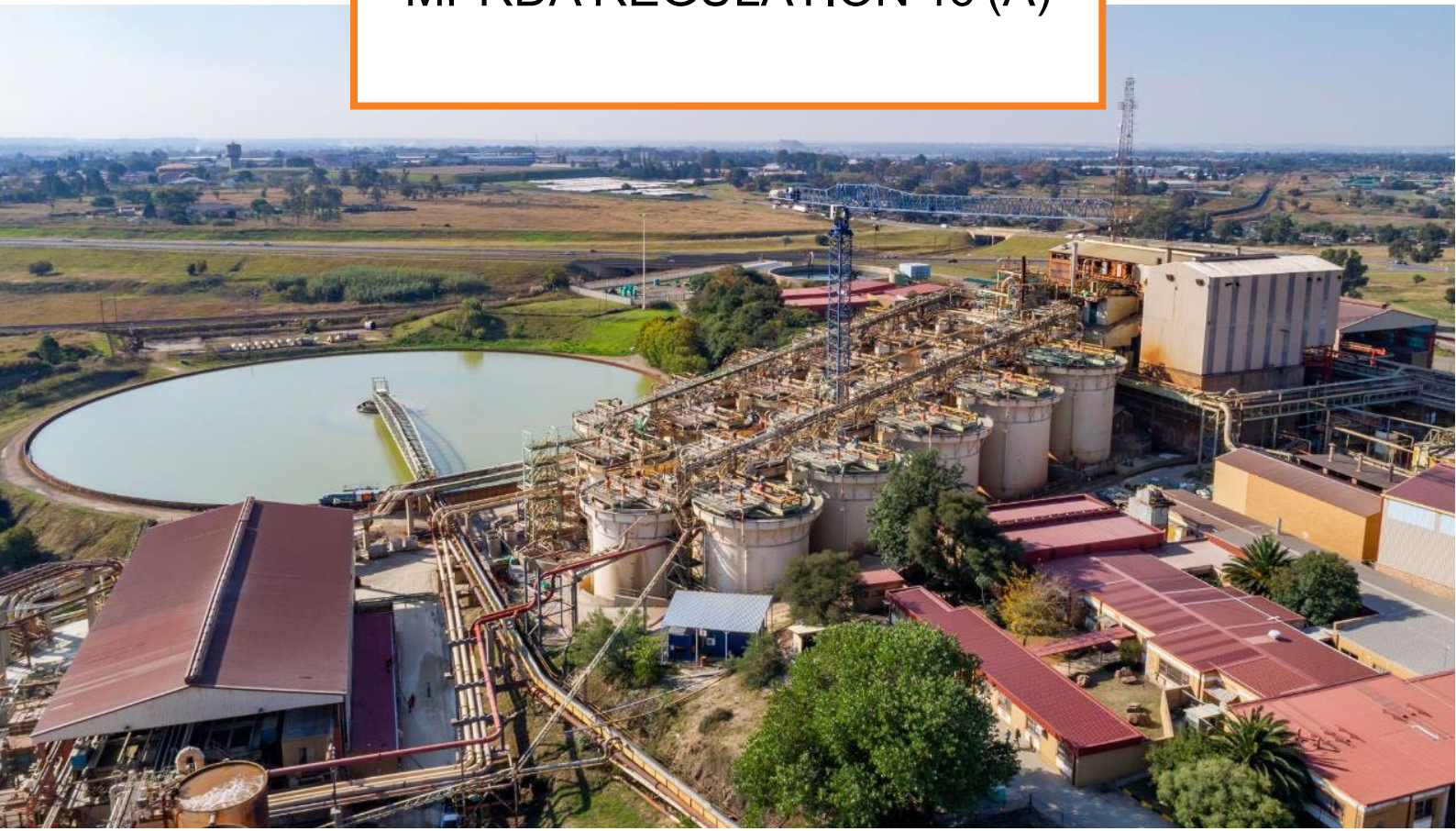
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ABBREVIATIONS AND ACRONYMS

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
EMM	Ekurhuleni Metropolitan Municipality
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 (Figure 1). 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. **(Error! Reference source not found. 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 (GP184MR) 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 GP 185 MR);
- Crown (Crown or GP 184 MR);
- CMR (CMR or GP 186 MR);
- Ergo (Ergo or GP 158 MR); and
- Knights (Knights or GP 187 MR).

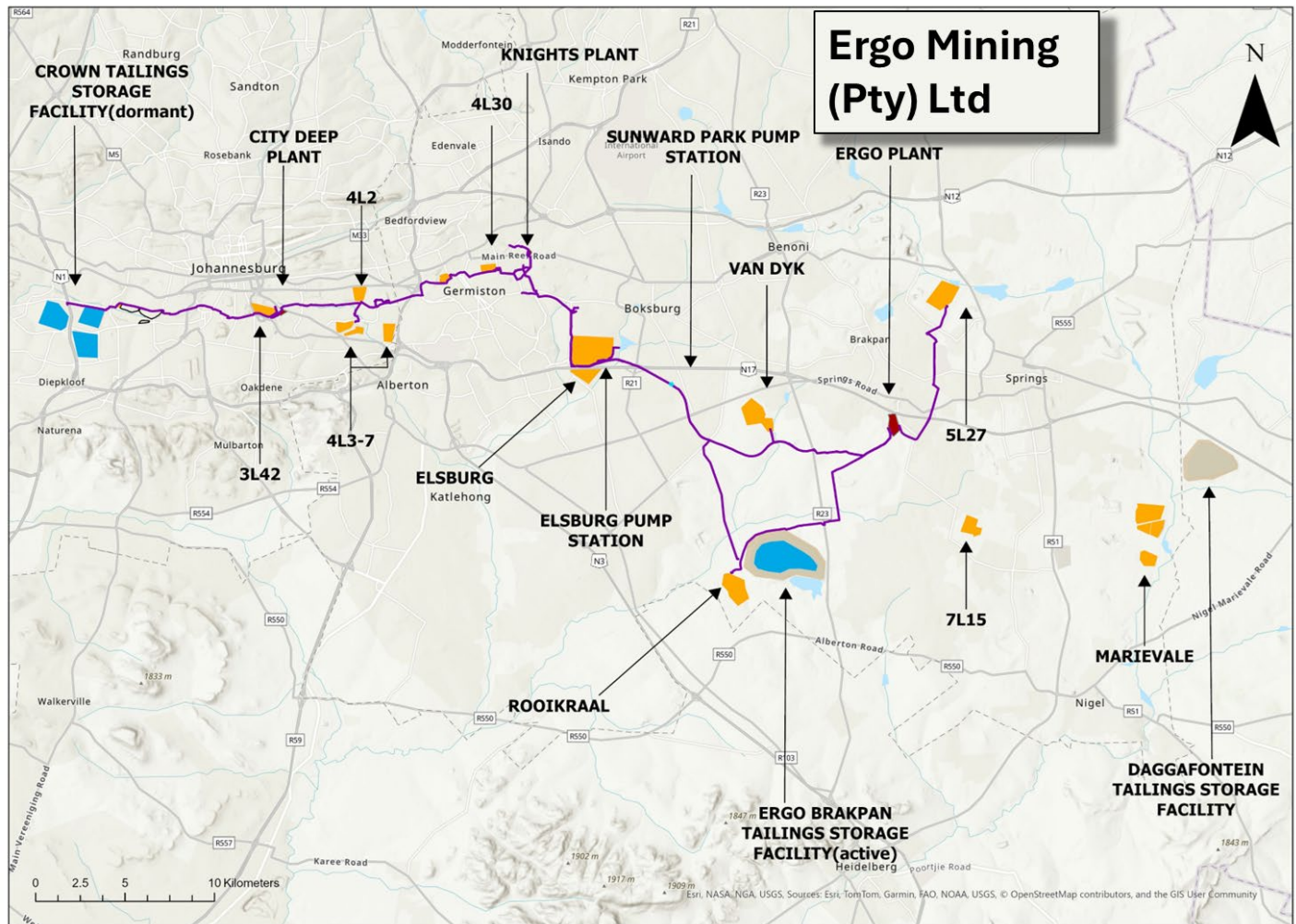


Figure 1: Ergo Mining's Mining Rights

1.4 Introduction To Crown Gold Recoveries (Proprietary) Limited (GP184MR)

The Crown Gold Recoveries Proprietary Limited (herein referred to as "Crown Mine") Mining Right provides rights for the mining of gold, uranium, silver, nickel, pyrite, and associated minerals from surface sources (TSFs and dumps) within the mining area. These deposits represent legacy waste material from historical mining activity and offer an opportunity for resource recovery using modern, low-impact technologies.

1.4.1 Locality

Crown Gold Recoveries Pty Ltd Mining Right are situated approximately 10km south of the Braamfontein, within the Gauteng Province of South Africa. The properties are accessed via the Soweto Highway. The site lies within a well-established mining and industrial zone, making it strategically located for mining related activities.

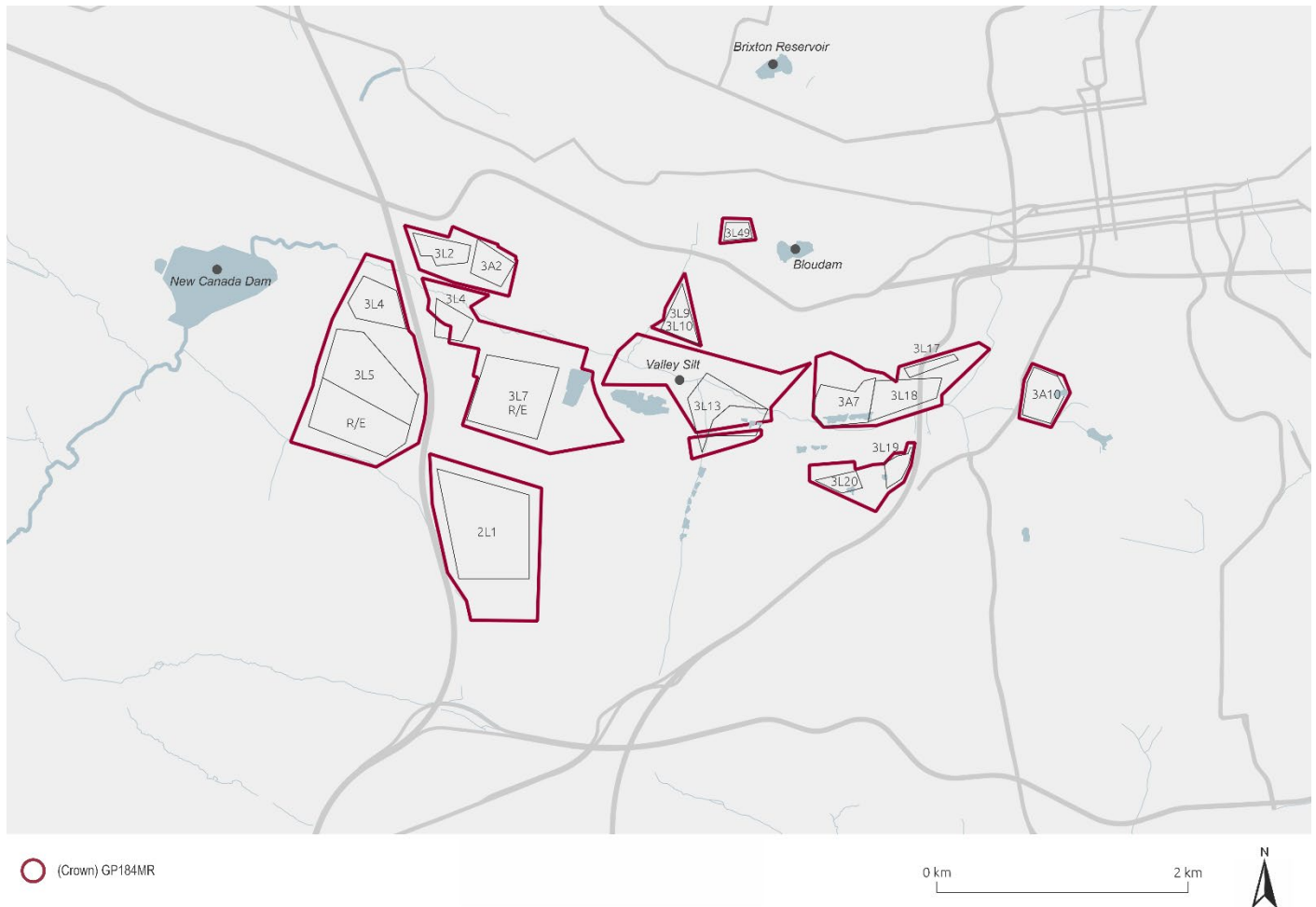


Figure 2: Locality of the Crown Mine Operation

1.4.2 Particulars of the Operation

Table 1: Company Details

Company Name	Ergo Mining (Pty) Ltd.
Operation and Mining Right Number	CROWN Operation GP184MR
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
Life of Mine	25 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 Crown operation:

Table 2: Crown Operational Phases and Timelines

Start-Up	Complete
Pre- Construction	Complete
Construction	Complete
Ramp-Up	2023 - 2024
Steady State Production	2025 - 2046
Ramp-Down	2047

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

Table 3: Crown SLP Applicability

Current Operational Phase	Ramp-up
Human Resources Development	Applicable For 18.1 (Direct Employees) For 18.2 (Community)
Employment Equity Plan	Applicable
Local Economic Development	Applicable
Housing and Living Conditions Plan	Applicable
Procurement	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

Crown Mine current has no appointed core contractors, the forecast of Crown Mine's direct employees for the 5 years is as follows:

Table 4: Crown Mine Employee and Core Contractor Forecast

Years	Current	2023	2024	2025	2026	2027
Number of estimated employees	21	21	21	21	21	0
Core Contractors	No Core Contractors have been planned for this SLP cycle					

1.4.5 Breakdown of Employees per Labour Sending Area

Crown Mine's workforce currently consists of 21 permanent employees as detailed in the table below.

Table 5: Labour Sending Areas of the Crown Mine Workforce as at 31 December 2022

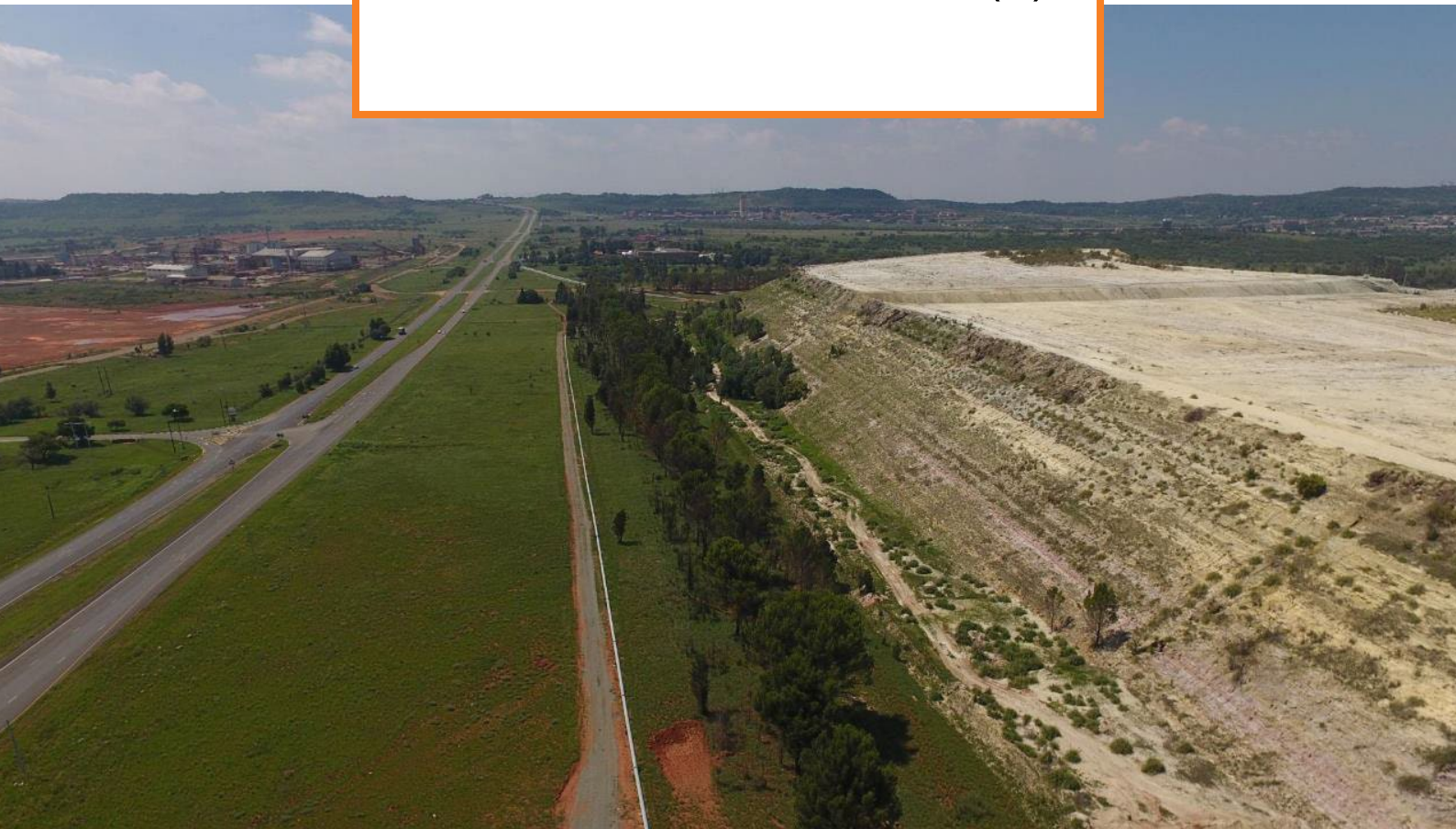
Province	No. of Permanent Employees	Percentage
Eastern Cape		0%
Free State		0%
Gauteng	21	100%
<i>Ekurhuleni Metropolitan Municipality</i>	3	14,3%
<i>Johannesburg Metropolitan Municipality</i>	18	85,7%
KwaZulu-Natal		0%
Limpopo		0%
Mpumalanga		0%
North West		0%
Northern Cape		0%
Western Cape		0%
Non-South Africans		0%
Total	21	100%

100% of Crown Mine's permanent employees 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 Crown 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, Crown Mine has not yet appointed Core Contractors at this stage. The targets and provision of the HRD Programme outlined in this section will apply to Crown Mine's permanent workforce, as well as to community members where possible. For the proper implementation of the HRD Programme, Crown 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

Crown Mine 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, 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 Crown 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

Crown 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 Crown Mine are to:

- Improve the quality of life of employees;
- Expand employees' prospects for work enhancement at Crown 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: Crown Mine Direct 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	1			1	1	1
		Grade 0/Pre				0					0	1			1	1	1
		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				0	0	0
		Grade 8/Std 6				0					0				0	0	0
1	Grade 9/Std 7/ABET 4				0					0	2			2	2	2	
Further Education and Training (FET)	2	Grade 10/Std 8/N1				0	2				2				0	2	2
	3	Grade 11/Std 9/N2				0					0	1			1	1	1
	4	Grade 12/Std 10/N3			4	4	1				1	7			7	8	12
Higher Education and Training (HET)	5	Higher Certificates/Advanced National Certificate Vocational				0					0				0	0	0
	6	Diplomas/Advanced Certificates				0					0	1			1	1	1
	7	Bachelor Degrees/Advanced Diplomas				0					0				0	0	0
	8	Postgraduate Degrees (Honours)/Professional Qualifications		1		1					0				0	0	1
	9	Masters Degrees				0					0				0	0	0
	10	Doctoral Degrees				0					0				0	0	0
Total			0	1	4	5	3	0	0	0	3	13	0	0	13	16	21

2.4 Adult Education and Training (AET)

Crown will assist in improving the foundations for Skills Development by increasing literacy rates through participation in AET. In addition to advertising AET in the surrounding communities, Crown will continuously monitor the foundational learning needs of employees and acknowledges the current two (2) employees who require an assessment to ascertain their current schooling level. Crown will therefore conduct interviews with these employees to determine whether they are interested in attending AET. If they are interested in enrolling, Crown will implement an assessment with the aim to enrol them into AET in the next Generation SLP.

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 9** provides five-year plans detailing targets for AET for the surrounding communities.

Table 9: AET Targets: Community Members by Crown

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	R534 291	10	R534 291	5	R267 146	6	R320 575	6	R320 575	37	R1 976 877
AET Level 4	10	R534 291	10	R534 291	5	R267 146	6	R320 575	6	R320 575	37	R1 976 877
TOTAL SLP PROVISION	20	R1 068 582	20	R1 068 582	10	R534 291	12	R641 149	12	R641 149	74	R3 953 755

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 Crown mine.

2.5.1 Core Business Skills Training Targets

A detailed breakdown of the 5-year training Programme targets for Crown Mine direct employees and Indirect employees are provided in **Table 10** below. 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

Crown 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 11 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 10: Accredited Core Business Skills Training: Crown Mine Direct Employees

Programmes	Duration	2023		2024		2025		2026		2027		Total	
		Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment
Operator and Licencing	5 days	10	R33 979	10	R34 319	10	R34 659	10	R35 016	9	R31 927	49	R169 900
TOTAL SLP PROVISION		10	R33 979	10	R34 319	10	R34 659	10	R35 016	9	R31 927	49	R169 900

Table 11: 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 in the 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.

Crown undertakes to provide Learnership opportunities to 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 12 below.

Table 12: Five (5) year QCTO Accredited Learnerships Commitments – Community by Crown

Programmes	Duration	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	36 Months	8	0	R374 355	0	8	R598 967	8	0	R355 637	0	8	R336 919	8	0	R205 895	24	16	R1 871 773
TOTAL BENEFICIARIES		8	0		0	8		8	0		0	8		8	0		24	16	
TOTAL SLP PROVISION		8		R374 355	8		R598 967	8		R355 637	8		R336 919	8		R205 895	40		R1 871 773

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. In this regard the following activities must be undertaken:

- Crown Mine employees need to be complemented with skills through job related short courses.
- The career pathing planning process must be regularly reviewed, and progress monitored on an annual basis.

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. Crown will use its Career Progression Programme as a primary mechanism to empower its employees and meet the employment needs of the Company.

Table 13: Career Progression Targets

HRD Programme	Comment	2023	2024	2025	2026	2027	Total
		Target	Target	Target	Target	Target	Target
Advanced Generic Management Program	Junior Leadership	0	0	1	0	1	2
Management Development Program	GIBS MDP	0	0	1	0	1	2
Engineering Learnership Programme	18,1	1	1	0	0	1	3
Internship (Graduate Development Programme)	Internal Internship (From Bursary Pool)	1	0	0	1	1	3
Internship (In-Service)	Partnership with FET college	0	0	0	1	1	2
TOTAL		2	1	2	2	5	12

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. Crown Mine will use its Career Progression Programme as a primary mechanism to empower its employees and meet the employment needs of the Company

Crown Mine will actively promote Career Progression and succession opportunities among its employees. Crown 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;
- Crown 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 Crown 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 Crown 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
- Crown 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

Crown Mine will throughout the life of the Mine assess the opportunities for portable skills. 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. No specific Portable skills targets have been established for Crown Mine, as outlined in the Preamble. The Portable Skills targets are outlined in the table below.

Table 14: Accredited Portable Skills Targets – Community 18.2

Programmes	Duration	2023		2024		2025		2026		2027		Total	
		Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment	Target	Financial Commitment
Carpentry Skills Program	3 months		R0		R0		R0	2	R100 000		R0	2	R100 000
Driver's Licence	4 weeks	1	R50 000	1	R50 000	1	R50 000		R0		R0	3	R150 000
Plumbing Skills Program	3 months		R0		R0		R0		R0	2	R100 000	2	R100 000
TOTAL SLP PROVISION		1	R50 000	1	R50 000	1	R50 000	2	R100 000	2	R100 000	7	R350 000

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 Crown Mine to remain compliant in terms of its Employment Equity obligations in accordance with the Mining Charter.

Table 15: 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.

Crown Mine's Mentorship Plan will represent a carefully planned and professional intervention to facilitate a larger initiative to support employee and Skills Development within the Operation. Crown 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 16 provides a summary of the mentorship targets for Crown Mine for the next 5 years.

Table 16: Crown Mine Mentorship Targets

Employee Categories	2023	2024	2025	2026	2027	Total
	Target	Target	Target	Target	Target	Target
Metallurgy	1	1	1	1	1	5
Engineering	1	1	1	1	1	5
Finance, HR	1	1	1	1	1	5
TOTAL SLP PROVISION	3	3	3	3	3	15

***The Crown 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

Crown 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 Crown 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 17 and will be updated annually.
- With regards to internal mentorship of employees, Crown Mine has implemented the following mechanisms:
 - Establish mentoring implementation structures within Crown 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 17: 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

Crown 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 plan helps to develop individuals, thus supplying the operation with its required skills. Apart from business related qualifications, the Mine is also aware of the need to develop qualified individuals from other sectors of the economy, whose communities have been affected by the Mine.

Crown Mine will continue implementing a bursary Programme, which has become feasible through the creation of more diversified, semi-skilled and skilled positions at the Mine. Crown 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. Crown Mine's approach to bursaries can be seen in the company's bursary policy.

2.11.2 Bursary Targets

Error! Reference source not found. provide Crown Mine's Study Assistance and Bursary targets for 2023 – 2027. The 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 Crown Mine bursaries.

Crown 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 Crown 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 20.

Table 18: Bursary: Direct Employees Crown Mines (Internal 18.1)

Programmes	2023			2024			2025			2026			2027			Total		
	Target		Financial	Target		Financial	Target		Financial	Target		Financial	Target		Financial	Target		Financial
	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment
Engineering	1	0	R30 000	0	1	R30 000	0	0	R0	1	0	R100 000	0	1	R60 000	2	2	R220 000
Support Services	0	0	R0	0	0	R0	1	0	R100 000	0	1	R60 000	0	0	R0	1	1	R160 000
TOTAL BENEFICIARIES	1	0		0	1		1	0		1	1		0	1		3	3	
TOTAL SLP PROVISION	1		R30 000	1		R30 000	1		R100 000	2		R160 000	1		R60 000	6		R380 000

Table 19: Bursary Targets: Crown Mine Community (External 18.2)

Programmes	2023			2024			2025			2026			2027			Total		
	Target		Financial	Target		Financial	Target		Financial	Target		Financial	Target		Financial	Target		Financial
	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment
Support Services	1	0	R70 000	0	1	R70 000	1	0	R100 000	0	1	R60 000	1	0	R100 000	3	2	R400 000
TOTAL BENEFICIARIES	1	0		0	1		1	0		0	1		1	0		3	2	
TOTAL SLP PROVISION	1		R70 000	1		R70 000	1		R100 000	1		R160 000	1		R100 000	5		R400 000

Table 20: 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 Crown Mine.	HR Manager
Annual assessment and revision of the implementation Programme	HR Manager

2.11.4 Internship Targets

Error! Reference source not found. provide Crown Mine's Study Assistance and Bursary targets for 2023 – 2027. The Bursary Programme will be linked to the Employment Equity Programmes.

The Internship Programme targets are listed in **Table 21**.

Table 21: Internship Targets - Community Crown

Programmes	2023			2024			2025			2026			2027			Total		
	Target		Financial	Target		Financial	Target		Financial	Target		Financial	Target		Financial	Target		Financial
	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment	New	Cont	Commitment
Engineering Graduate	1	0	R300 000	0	1	R300 000	0	0	R0	0	0	R0	1	0	R300 000	2	1	R900 000
Support Services Graduate	0	0	R0	0	0	R0	1	0	R400 000	0	1	R400 000	0	0	R0	1	1	R800 000
TOTAL BENEFICIARIES	1	0		0	1	R0	1	0	R400 000	0	1		1	0		3	2	
TOTAL SLP PROVISION	1		R300 000	0		R300 000	1		R400 000	0		R400 000	1		R300 000	3		R1 700 000

2.12 Human Resources Development Summary Commitments - Targets

Table 22: Total HRD Headcount Targets (2023 - 2027)

Programmes	2023	2024	2025	2026	2027	Total
	Target	Target	Target	Target	Target	Target
AET Target - Community	20	20	10	12	12	74
Core Business Skills - Direct Employees	10	10	10	10	9	49
Internal (18.1) Bursaries - Direct Employees	1	1	1	2	1	6
External (18.2) Bursaries - Community	1	1	1	1	1	5
External (18.2) Learnerships - Community	8	8	8	8	8	40
Internal Internship - Direct Employees	1	1	1	1	1	5
Portable Skills Training Employees (18.2) - Community	1	1	1	2	2	7
Mentorships	3	3	3	3	3	15
Career Progression Plan	2	1	2	2	5	12
TOTAL SLP PROVISION	47	46	37	41	42	213

2.13 Human Resources Development Summary Commitments – Financial Provision

Table 23: Total HRD Financial Provisions (2023 - 2027)

Description	2023	2024	2025	2026	2027	Total
	Target	Target	Target	Target	Target	Target
AET Targets: Community Members (18.2)	R1 068 582	R1 068 582	R534 291	R641 149	R641 149	R3 953 753
Core Business Skills Training: Direct Employees (18.1)	R33 979	R34 319	R34 659	R35 016	R31 927	R169 900
QCTO Accredited Learnerships Commitments – Community by Crown (18.2)	R374 355	R598 967	R355 637	R336 919	R205 895	R1 871 773
Portable Skills: Direct Employees (18.1)	R50 000	R50 000	R50 000	R100 000	R100 000	R350 000
Busaries: Community (External 18.2)	R70 000	R70 000	R100 000	R60 000	R100 000	R400 000
Bursaries: Direct Employees (External 18.1)	R30 000	R30 000	R100 000	R160 000	R60 000	R380 000
Internships: Community (External 18.2)	R300 000	R300 000	R400 000	R400 000	R300 000	R1 700 000
TOTAL	R1 926 916	R2 151 868	R1 574 587	R1 733 084	R1 438 971	R8 825 426

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

DRDGOLD currently reports on a consolidated basis, which includes its various operations. Transformation within DRDGOLD 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 Crown Mine's permanent employees are contained in **Form S in Table 24**, with **Table 24** outlining the Crown Mine targets for the SLP period.

Crown Mine'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 24 illustrates Crown Mine's strategy to improve on the current EE statistics over the next five years.

Table 24: Crown Mine Form S Employment Equity Statistics as at 31 December 2022

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)											0	0%	0%
Junior Management (Paterson C)					5			4	1		10	50%	0%
Semi - Skilled (Paterson B)	1				5						6	100%	17%
Unskilled (Paterson A)	2				3						5	100%	40%
Grand Total											21	36%	8%
Core & Critical Skills	3				13			4	1		21	76%	14%
Support											0	0%	0%
Grand Total											21	38%	7%
Disability											21	0%	0%

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

2.14.3 Employment Equity Targets

Table 25: Crown Mine Employment Equity Targets for the 5-year SLP period

Levels	2023/24		2024/25		2025/26		2026/27		2027/28	
	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%	

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

2.14.4 Employment Equity Action plan

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

Table 26: Strategic Action Plan for the Implementation of EE at Crown Mine Mining (Pty) Ltd

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 Mine's 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:

- Crown 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:
 - Selecting, training and empowering candidates at lower levels from within the organisation to progress, where possible, into position that may arise. This would be the preferred first option;
 - Recruiting candidates from outside of the Company, only as a last resort, after every effort has been made by Crown 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.
- Crown Mine will implement the action plan in

- **Table 27** to create opportunities for the participation of HDPs on a managerial level, which will be updated annually.

Table 27: 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 Crown 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 Crown Mine.	HR Manager

Crown Mine 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 Crown Mine 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), Crown Mine will aim to represent women in positions that were traditionally considered “male only”, on the Mine.
- With reference to the employee empowerment Programme, Crown 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, Crown 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 28**.

- 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 28: Action Plan for the Participation of Female HDP's

ACTION	RESPONSIBLE PERSON
Discussion and brainstorming 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 Crown 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 (**Section 3.4 below**)
- Crown 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 Crown Mine to understand the baseline statistics within South Africa, within the Gauteng province, within the affected District, Local and Metropolitan 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).

GP184MR (Crown Mine) is situated in the west of Johannesburg adjacent to the N1 Western Bypass. The Figure below highlights the geographic context of all Ergo Mining operations. GP184MR Crown Mines is depicted in yellow.

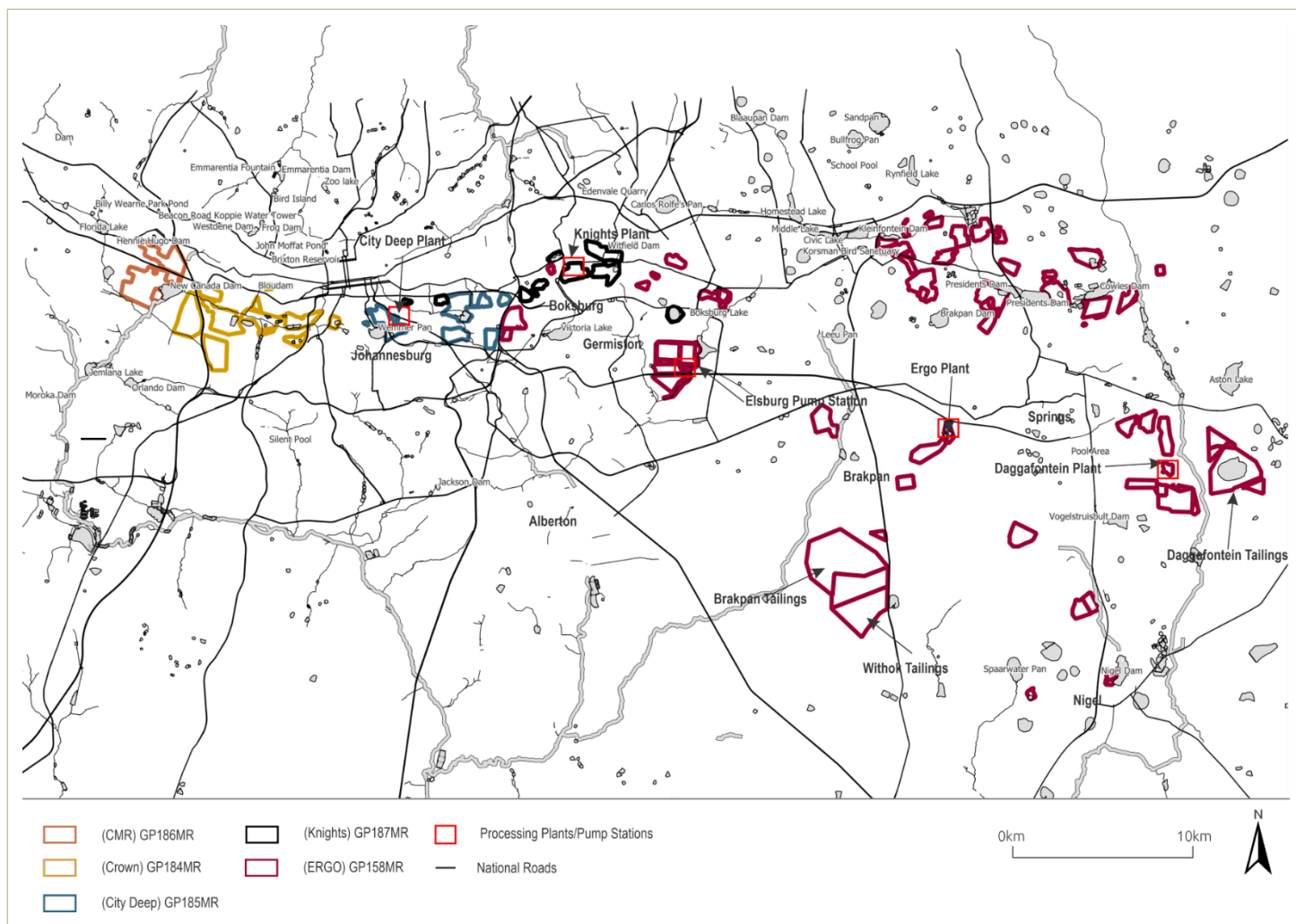


Figure 3: Location of Ergo Mining's Mining Rights across City of Johannesburg from the West to City of Ekurhuleni on the East.

3.2.2 Relevant Findings of the SEBS

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 Crown Mine footprint.

Table 29: Socio-economic Baseline Indicators

Key Indicator		SA	Gauteng	CoJ MM
1. Demographics				
1.1 Gross Population		55 653 654	13 399 724	4 949 346
		100%	24%	9%
1.2 Population by gender	1.2.1 Female	51%	49,6%	49,9%
	1.2.2 Male	49%	50,4%	50,1%
	1.2.3 Other	0%	0%	0%
2. Social				
2.1 Households headed by	2.1.1 Females	38.9%	35,9%	37,7%
	2.1.2 Children	0.23%	0,11%	0,10%
2.2 Highest level of education	2.2.1 None	8.7%	3,9%	5,7%
	2.2.2 Primary	13,2%	9%	8,9%
	2.2.3 Some secondary	33,1%	30,2%	30,7%
	2.2.4 Matric	32,6%	37,7%	38,2%
	2.2.5 Post-secondary certificate or diploma	5%	5,6%	6%
	2.2.6 Undergraduate degree	4%	6,5%	6,4%
	2.2.7 Post graduate degree	1,7%	2,2%	2,6%
	2.2.8 Doctorate	0.2%	0,2%	0,3%
3. Economic				
3.1 Main economic drivers		Hospitality (28%)	¹ Community Services (22,9%)	² Finance (28,1%)
		Tertiary Services (25%)	Mining (17,7%)	Community Service (24,7%)
		Mining (22%)	Trade (16,8%)	Trade (14,7%)
		Agriculture (18%)	Financial Services (11,1%)	(Manufacturing 11%)
3.2 Annual economic growth (last 10 years)		5%	1,9%	³ 1,72%

¹ Gauteng Province Socio-Economic Review and Outlook (SERO) 2021

² City of Johannesburg (2020)

³ City of Johannesburg GAU (202)

Key Indicator		SA	Gauteng	CoJ MM
3.3	Contribution to GDP	100%	⁴ 35,6%	14%
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	82
	4.1.2 Owned housing	69.4%	55%	51,7
4.2	Households with access to			
	4.2.1 Electricity	86.3%	93%	93,6
	4.2.2 Piped water in the house	45.3%	63.5%	64.8%
	4.2.3 Piped water within the plot	34.3%	28.2%	29.4%
	4.2.4 Reticulated flush toilet	65.7%	86%	90.2%
	4.2.5 Formal waste removal services	85.1%	85%	87%
	4.2.6 The Internet	15,4%	12%	15%

Source: Community Survey 2016

⁴ [Gauteng increase contribution to South Africa's and Africa's gross domestic product | South African Government \(www.gov.za\)](http://www.gov.za)

3.2.2 The Impact of Mining

Mining impacts local communities both positively and negatively. **Table 30** provides an overview of the impact of associated with all Ergo Mining's operations 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 30: Crown Mine's Impacts relating to Local Economic Development

Issue	Impact	
	Positive	Negative
1. Microeconomic contribution	- Indirect business activities e.g., lodges, food industry, etc. - Increased local spending - Local circulation of income	- Perceived discrimination of locals - Hostility towards the mine - Deepening socio-economic inequalities within the communities
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	Resentment of and hostility towards outsiders (including people from other districts and provinces)
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 (SMMs)	- 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.
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:** Crown 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:** Crown Mine advertised notice on local newspaper of both CoJ and CoE for Broad-Based consultations on the new generation SLP 2023-2027.
- **Invitation Letters:** Crown Mine disseminated meeting invitation letters to both CoJ and CoE municipalities, Social partners, and community stakeholders to inform them of the SLP consultation. Ergo Mining’s existing external stakeholder database was used.
- **Facilitation of meetings:** Crown 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 31 below shows a summary of all meetings held with Crown Mine internal and external stakeholders.

Table 31: Broad-based Engagements held with respect to GP184MR (Crown)

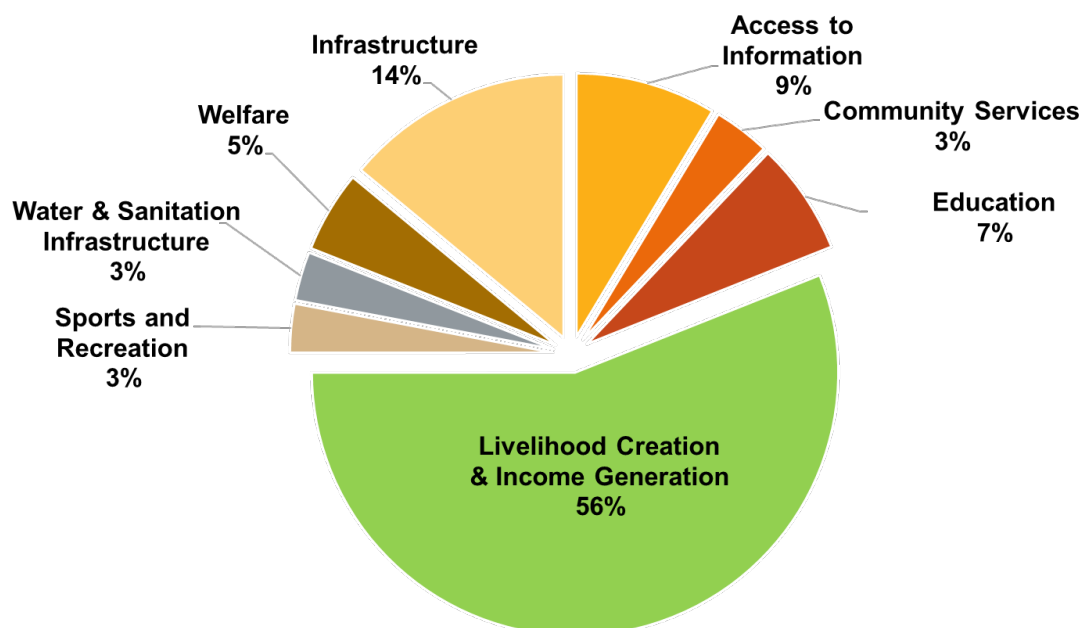
Stakeholder Grouping	Stakeholder	Community /Area	Dates (YYYY/MM/DD)
City of Johannesburg Metropolitan Municipality (External Stakeholders)	City of Johannesburg Metropolitan Municipality (External Stakeholders)	Region (City of Johannesburg)	2024/09/26
	City of Johannesburg Office of Economic Development	Region (City of Johannesburg)	2023/11/22
	CoJ Economic Development and Regional CRUMs	Region (City of Johannesburg)	2022/09/23
	CoJ Region B- Ward 68 Councillor	Riverlea, Riverlea Ext. 1 , Riverlea Ext. 2, Riverlea Ext. 5, Riverlea Ext.9, Riverlea Ext. 10	2023/02/14
	CoJ Region D - Regional Director	Diepkloof, Orlando, Noordgesig	2022/10/26
Community Beneficiaries (Focus Groups)	Diepkloof Zones 6 community beneficiaries	Diepkloof Zones 6	2023/02/09
	Naledi Community Beneficiaries	Naledi	2023/02/09
Sector Departments (Provincial and Local Sector Departments)	Department of Agriculture	Region (City of Johannesburg)	2023/10/18
		Provincial	2024/01/24
	Department of Economic Development – The Innovation Hub	Provincial	2023/11/03
			2024/01/19
			2024/01/24
	Department Of Education	Provincial	2023/11/29
			2024/11/20
			2024/11/26
	Department of Mineral Resources and Energy	Provincial	2023/11/16
		Provincial	2025/02/24
	Gauteng Department of Education	Provincial	2023/09/28
			2023/10/23
			2023/11/07
			2023/11/29
			2024/01/02
	Gauteng Department of Social Development (GDSD)	Provincial	2025/04/30
	GDE Ergo Mining Partners	Provincial	2024/08/26
	GDSD - Substance Abuse Prevention, Treatment and Rehabilitation	Provincial	2024/09/04
			2025/03/24
			2025/05/14
	MEC Gauteng Department: Social Development	Provincial	2024/03/12
Social Partners & Community Structures	JMEEF, Meadowlands Community Structures	Meadowlands	2022/11/24
	Johannesburg Mining Environmental & Economic Forum (JMEEF)	Meadowlands	2022/11/03

Pennyville Community Structures & Riverlea Structures	Pennyville, Riverlea	2022/11/28
Pennyville Forum	Noordgesig, Noordgesig Ext, Pennyville phase 3, Mamlankunzi, Part of Orlando East, Diepkloof Zones 3	2022/11/11
Region D - Diepkloof Community Structures (Ward 26 & 27)	Diepkloof	2022/11/25
Region D - Orlando Community Structures (Ward 28 & 29)	Orlando	2022/11/28
Region D Communities (Diepkloof, Orlando, Noordgesig)	Diepkloof, Orlando, Noordgesig	2023/02/17
Region D Ward Councillors (Ward 26, 27, 28 & 29)	Diepkloof Zones 6, part of Zones 5, Zones 2 & Zones 1, Diepkloof Ext phase 1,2,3, part of Zones 4 & Zones 5, Zones 1 & part of Zones 2	2022/11/07
Riverlea Community Structures	Riverlea	2022/11/23
Riverlea Secondary School		2025/01/23
SANCO: CoJ	Region (City of Johannesburg)	2023/12/04

3.3.2 Outcomes of Broad-Based Consultations Held

Crown Mine employed a scientific approach to analyse the data obtained during the Broad-Based Consultation process. Inputs were 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 Johannesburg Metropolitan Municipality

The City of Johannesburg is a category A Metropolitan Municipality which is the biggest of the three Metros of the Gauteng Province and is one of the eight in South Africa. Johannesburg is one of the most advanced commercial cities in Africa, and the mainstay of the South African and regional economy. The urban conglomerate takes the lion’s share in terms of population size: it accounts for approximately 36% of Gauteng’s population and 9% of South Africa’s population. With a 14.9% share of contribution to the national Gross Domestic Product (2018), it can be said that Johannesburg is the engine room to South Africa’s economy.

The City of Johannesburg is faced with a plethora of challenges facing Johannesburg, which are as follows:

1. Growing inability of the city to adequately service informal settlements with adequate water, sanitation, and hygiene services.
2. Dilapidated infrastructure which is not in keeping with the metro’s burgeoning population and economic growth. The Apartheid urban structure is a major driver of inequality and poverty in the metro. Most of the urban poor do not only live in deplorable conditions, but they are also far removed from their places

of work, leading in part to the sprouting of informal settlements not far off, and even in close proximity, to what ideally should be “blue chip” land use zones.

3. Growing concerns about food insecurity.
4. Increasing crime rates, particularly in the last decade with kidnappings, abductions and digital crime becoming a menace.
5. Relatively low literacy level:
 - 30,7% of the population has some secondary education with no Matric
 - Only a small percentage, that is 6% of the population has some (non-degree level) tertiary education
 - Almost 6% of the population has no formal education
6. Unemployment: Unemployment rate (official) increased from 28,8% in the 1st quarter of 2018 to 32,7% in the 1st quarter of 2020.
7. Severe pressure is put on municipal resources due to demands for services to a poverty-stricken population. Approximately 8% people of the metro’s population had zero income in 2016. Economic dependence on the state welfare system is high; almost 1 in 10 of community members are unable to pay for basic services.
8. Heightened vulnerability of women and children in Johannesburg’s households because of Covid-19.

The COVID pandemic compounded the above challenges and further highlighted the interrelationship between the economy and livelihoods. Most households could not cope up within the first month of the lockdown, putting a spotlight on socio-economic resilience of most of the city’s population.

Therefore, it became apparent that the city needs to prioritise fostering resilience at the individual, institutional, and community levels. **“Rebuilding a resilient Joburg”** is the rallying strategic thrust which aptly defines its “2040 Paradigm” as per the Figure below.

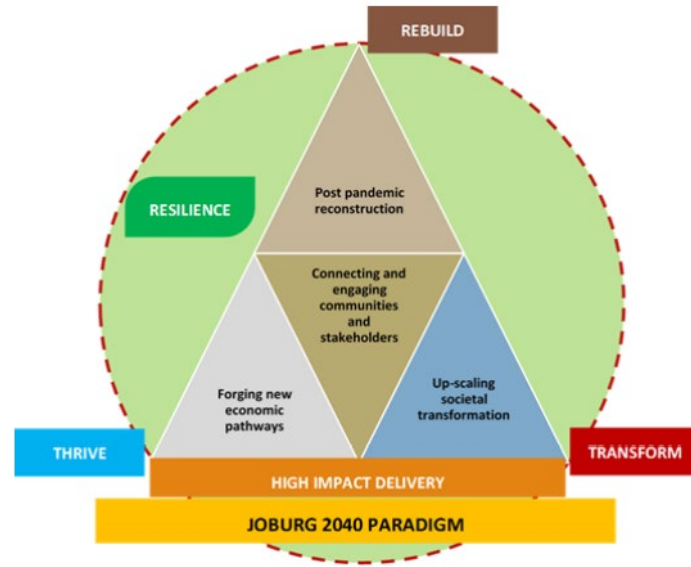


Figure 4: Johannesburg 2040 Paradigm

Source: City of Johannesburg Integrated Development Plan; 2021-26

The Figure's depiction of the city's development paradigm encapsulates Johannesburg's strategic posture, which consists of four interlinked themes:

1. Post-pandemic reconstruction (focus on infrastructure, health, food and safety);
2. Forging new economic pathways (4IR, conducive environment, employment creation, support to enterprises);
3. Up-scaling societal transformation (addressing poverty, inequality, access, housing, transport); and
4. Connecting and engaging communities and stakeholders

Informed by the cited development paradigm, the City of Johannesburg has formulated the following strategic objectives:

- Strategic Objective 1: A city that gets the basics right
- Strategic Objective 2: A safe and secure city
- Strategic Objective 3: A caring city
- Strategic Objective 4: A business-friendly city
- Strategic Objective 5: An inclusive city
- Strategic Objective 6: A well-run city
- Strategic Objective 7: A smart city

3.5 Crown Mine LED Principles and Design Criteria

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

- **Implement in partnerships:** As evidenced in the socio-economic baseline assessment (See Annexure 1) Crown 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.** Crown 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 Crown Mine's LED initiatives, where small projects that do not reach broadly won't achieve the desired impact.
- **Analysis of the practical application of the mine's previous SLP**, considering 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 Johannesburg Integrated Development Plan; 2021-2026.
- Priority needs identified during the **Broad-Based Stakeholder Consultation process**.

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

Table 32: Project Plan for Project 1: Riverlea Secondary School Renovations and Upgrade

Project Name	Riverlea Secondary School Renovations and Upgrade	Classification of Project/ Type of Project	Infrastructure
Project Background	<u>Identified need:</u> Riverlea Secondary School Overview and Infrastructure Challenges Riverlea Secondary School serves as the primary secondary educational institution for learners from Soweto, Riverlea, Ennerdale, Fleurhof and adjacent communities in Johannesburg. The school currently enrolls 720 learners within a facility designed to accommodate nearly 1,000 learners, but deteriorated infrastructure prevents full capacity utilization. Critical facilities including classrooms, the administrative block, ablution facilities, assembly hall, and security perimeter require comprehensive rehabilitation, with several classrooms deemed unsafe for educational use. This has resulted in classroom shortages necessitating rotating schedules and repurposing of administrative spaces for instruction. A recent fire incident and compromised perimeter security have further exacerbated these challenges through additional facility damage and ongoing vandalism. The planned Department of Education infrastructure upgrade was suspended due to budgetary constraints, with no definitive timeline for future implementation. Educational Excellence and Environmental Context Despite substantial infrastructure limitations, the school demonstrates remarkable academic performance under dedicated leadership, with matriculation pass rates increasing from 80% to 87% in the previous year and projections indicating potential achievement of 90% for 2025. The school operates within an environment affected by legacy mining activities, specifically gold tailings dumps contributing to environmental pollution and health concerns. DRDGOLD Ergo Mining has been conducting comprehensive reclamation operations in this region for three decades, continuing environmental rehabilitation under Crown Mines and CMR mining rights. <u>Motivation for project based on:</u> 1. Multiple Meetings with the relevant 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 Johannesburg 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 Johannesburg 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. Strategic LED Investment Opportunity: The school and community is situated amidst large gold tailings dumps left behind from a century of mining in this region and causes environmental pollution and dust. Ergo Mining has been undertaking reclamation operations of these dumps and valleys over the last 30 years and will continue cleaning up and reclamation these dumps under the Crown Mines, City Deep and CMR mining rights. Ergo Mining sees this as a legacy project to refurbish the Riverlea Secondary School and improve the access, quality and infrastructure of the education environment in order to provide the best education to the feeder communities of the school. Given that the school is located in the centre of its mining reclamation operations in this region, there is no better opportunity for the Company to provide beneficial social and economic impact to the surrounding communities than this project, which will provide an excellent educational environment for generations of youth to come. It is the aim that this refurbishment project will lead to generations of youth having the best foundation education to further their educational careers at University and become the best professionals and leaders in various fields within the economy. Identified Need: The following critical needs were identified through site visits by engineering and architectural specialists and confirmed by school and Gauteng Department of Education stakeholders • Structural damage resulting from multiple fire incidents • Vandalism affecting numerous buildings • Reduction in classroom capacity (loss of ±10 rooms) • Deterioration of internal building finishes and services • Compromised site security due to damaged perimeter fencing • Aging water and sewer reticulation • Non-compliance with safety and operational requirements
Project Description	At a minimum this project will deliver the following: 1. Demolition of fire-damaged buildings which are currently a health, safety and security risk 2. Construction of a minimum of 10 new classrooms on the same footprint of the demolished site 3. Construction of ablution facilities to service the learners 4. Refurbishment of the current fire-damaged school hall (interior and roofing) 5. Improvement of the office administration facilities to allow good management of the school; 6. Generalised electrical upgrades to ensure compliance with safety standards 7. Generalised water and sewer upgrades to damaged, aging and non-compliant infrastructure

	8. Perimeter fencing and security.				
	Key Performance Areas		Key Performance Indicators		
Output	KPA 1: Stakeholder Engagement and Legal Compliance		KPI 1.1: 100% completion of stakeholder engagements (Riverlea High School executive, SGB, Ward Councillor, Gauteng Department of Education) by October 2025 KPI 1.2: 100% of Memorandums of Agreement, endorsements, and approval processes finalized and legally executed by December 2026		
	KPA 2: Technical Planning and Procurement Excellence		KPI 2.1: Detailed engineering and architectural assessment completed by December 2026 with full bill of quantities and scope of work documentation KPI 2.2: Tender process completed within scheduled timeframe (3 months) with minimum 3 qualified local contractor submissions KPI 2.3: Contractor appointment finalized by February 2027, with contract value within approved budget parameters KPI 2.4: Majority of appointed sub-contractors sourced from surrounding communities		
	KPA 3: Project Delivery and Quality Assurance		KPI 3.1: Construction refurbishment completed within scheduled timeframe (by end November 2027) with zero critical delays KPI 3.2: 95% quality compliance achieved during final monitoring and evaluation, with all identified snags resolved by February 2028 KPI 3.3: Formal handover ceremony successfully executed in March 2028 with attendance of key stakeholders (DMPR, Department of Education, Ward Councillor, and community representatives) KPI 3.4: Project delivered within approved budget with cost variance not exceeding ±5% underbudget.		
Geographical Location of Project	District Municipality	City of Johannesburg			
	Local Municipality	City of Johannesburg			
	Village/ Community Name	Riverlea			
Targeted Beneficiaries	Current and future learners (estimated over 10 years) based on Riverlea Secondary having 720 learners in 2025 = an estimation of 7 200 - 10 000 beneficiaries over 10 years.		Responsible Entity (Inclusive of all roles)	Ergo Mining and Department of Education (relevant district department)	

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 by Dec 2027 Final inspections and Handover by March 2028
Short Term	10	10	5	5	30				
Medium Term					0	Total 5-Year Budget Commitment			
Long Term					0	R5 million (Five Million Rand) contribution from the Crown Mining Right towards a R15 million (Fifteen Million Rand) project budget, co-funded from other Mining Rights in the same region, held by Ergo Mining.			
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 final DMPR approval	
2026		Awaiting final DMPR approval		Conclude engagements with the Riverlea High School executive, the SGB, the Ward Councillor, and the Gauteng Department of Education.		Finalise Memorandums of Agreement, Endorsements, and related Approval Processes by December 2026.		Undertake detailed engineering and architectural assessment of the refurbishment of the school, compile bill of quantities, and compile a scope of work by middle by December 2026 Appoint main contractor by December 2026.	
2027		Undertake the construction and refurbishment of the school from January 2027 – October 2027 (10 months).						1) Final monitoring, evaluation and snags in Dec 2027 – Jan 2028. 2) Formal ceremony of the refurbishment of the Riverlea High School in March 2028 with the Department of Mineral and Petroleum Resources, the	

		<i>Department of Education, the Riverlea Ward Councillor, the Community and other dignitaries.</i>
Completion Date and Exit Strategy		
Handover of the Riverlea High School to the School executive staff, the SGB, and the Gauteng Department of Education for good upkeep and maintenance of the refurbished facilities in March 2028. Clear requirement for maintenance and upkeep of the facility will be captured into the Memorandum of Understanding between Ergo Mining and Gauteng Department of Education.		



Figure 5: View 1 - Riverlea Secondary School Site Layout



Figure 6: View 2 - Architectural Design for Riverlea Secondary School



Figure 7: View 3 - Architectural Design for Riverlea Secondary School

Table 33: Project Plan for Project 2: School Science Lab Installation at Anchor Comprehensive School

Project Name	School Science Labs Installation at Anchor Comprehensive School (City of Johannesburg)	Classification of Project/ Type of Project	Infrastructure and Equipment
Project Background	Identified need: A science laboratory is essential at the secondary school level because it transforms abstract concepts into tangible learning experiences that students can see, touch, and manipulate. Laboratory work develops critical thinking skills as students form hypotheses, conduct controlled experiments, analyse results, and draw evidence-based conclusions. Beyond academic learning, lab experiences prepare students for potential STEM (science, technology, engineering and maths) careers by teaching proper safety protocols, equipment handling, and collaborative research methods. Anchor Comprehensive School (within Ergo Mining's western footprint) does not have a functional Science Laboratory. Learners at this school are deprived of the opportunity to learn fundamental scientific skills, opportunities to perform experiments, and develop critical thinking skills required for scientific enquiry. Motivation for project based on 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 STEM subjects. 2. Alignment with City of Johannesburg 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 Johannesburg 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 STEM (science, technology, engineering and maths) 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. Direct requests to improve facilities as schools were received. Detailed reports and proposals were received from Principals requesting installation of Science Laboratories.		
	An existing classroom at Anchor Comprehensive School has been identified to be converted to a fully functional Science 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, chemical storage fridges and - Provision of science laboratory equipment to accommodate approximately 40 learners at one time (according to specification provided by Department of Education)		
	Key Performance Areas	Key Performance Indicators	
Output	KPA 1: Infrastructure Modification and Upgrade	KPI 1: 100% completion of classroom modifications by end of December 2026	

	KPA 2: Fully equipped Science Laboratory					KPI 2: All necessary infrastructure, furniture, equipment and materials supplied and installed, and ready for use by end of December 2026.			
Geographical Location of Project	District Municipality		City of Johannesburg						
	Local Municipality		City of Johannesburg						
	Village/ Community Name		Soweto						
Targeted Beneficiaries	Current and future learners (estimated over 5 years) based on Anchor Comprehensive having 900 learners in 2025 = 4 500 beneficiaries over 5 years.					Responsible Entity (Inclusive of all roles)		Ergo Mining and Department of Education (relevant district department)	
Classification of Jobs:	Male Adults	Female Adults	Male Youths	Female Youths	Total No. of Jobs Created	Project Start Date	April 2026	Project end Date	December 2026
Short Term	4	0	2	2	8				
Medium Term	0	0	0	0	0	Total 5-Year Budget Commitment			
Long Term	0	0	0	0	0	R1 500 000 (One Million Five Hundred Thousand Rand)			
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		Detailed Scope of Works developed (aligned to DBE norms and standards) Tender process (focus on sourcing local suppliers) Establish Project Steering Committee (comprising appropriate-level		Commencement of Scope of Work Regular progress reporting and tracking with the Project Steering Committee		Finalisation of Scope of Works Regular progress reporting and tracking with the Project Steering Committee Formal Handover to Department of Education	

		<i>Management from Dept of Education, SGB, Principal, Ergo Mining, Representatives of Service Providers)</i> <i>Appointment of Service Providers</i>		
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.				

3.7 Summary of LED Programmes

Table 34: Summary of LED Programmes

Project Number	Project Name	Description	Beneficiaries	Total LED Budget	Implementation Year
PROJECT 1	Riverlea Secondary School Renovations and Upgrade	Ergo Mining is partnering with Riverlea High School and key stakeholders to refurbish classrooms, ablutions, security, offices, and the hall, improving learning conditions while creating local business and job opportunities for the surrounding community.	Current and future learners - estimated 7 200 – 10 000 beneficiaries over 10 years.	R 5 000 000	2026 - 2027
PROJECT 2	School Science Lab Installation at Anchor Comprehensive School	An existing classroom at Anchor Comprehensive School will be converted into a fully functional science lab with layout modifications, electrification, plumbing, enhanced security, lab furniture, IT equipment, storage, chemical equipment, and a fridge, accommodating about 40 learners.	Current and future learners - estimated 4 500 beneficiaries over 5 years.	R 1 500 000	2026
			Total LED budget	R 6 500 000	

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

In line with the implementation of Crown 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.

3.9 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. Crown 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. Crown 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.

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

3.10.1 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.

3.10.2 Procurement Baseline

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

Table 35: Crown Mine Procurement Baseline (Form T) as at 31 December 2022

Mining Goods	Expenditure	Target	Achieved	Weighting	Score
Historically Disadvantaged Persons Owned and Controlled Company	R57 782 519	21%	22%	5,0%	5,0%
Women and Youth Owned and Controlled	R30 328 409	5%	11%	5,0%	5,0%
BEE Compliant Company	R113 204 643	44%	42%	5,0%	4,8%
Total BEE Expenditure	R201 315 571	70%	75%	15,0%	14,8%
Total mining goods expenditure	R266 894 459				
Services	Expenditure	Target	Achieved	Weighting	Score
Historically Disadvantaged Persons Owned and Controlled Company	R39 440 979	50%	24%	5,0%	2,4%
Women Owned and Controlled	R16 180 687	15%	10%	5,0%	3,3%
Youth Owned and Controlled	R849 358	5%	1%	5,0%	0,5%
BEE Compliant Company	R34 181 346	10%	21%	5,0%	5,0%
Total BEE Expenditure	R90 652 371	80%	55%	20,0%	11,2%
Total services expenditure	R165 321 764				
Samples	R3 491 993	100%	100%	2,5%	2,5%
Research and Development in South Africa	R14 652	100%	100%	2,5%	2,5%
Total procurement	R450 176 344			40,0%	31,0%

3.10.3 Procurement Targets

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

Table 36: Crown 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%

3.10.4 Procurement Implementation Plan

Table 37: 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

Crown 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.

3.10.5 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 Crown 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

Crown 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, Crown Mine aims to positively impact the successful transformation of the South African society, through:

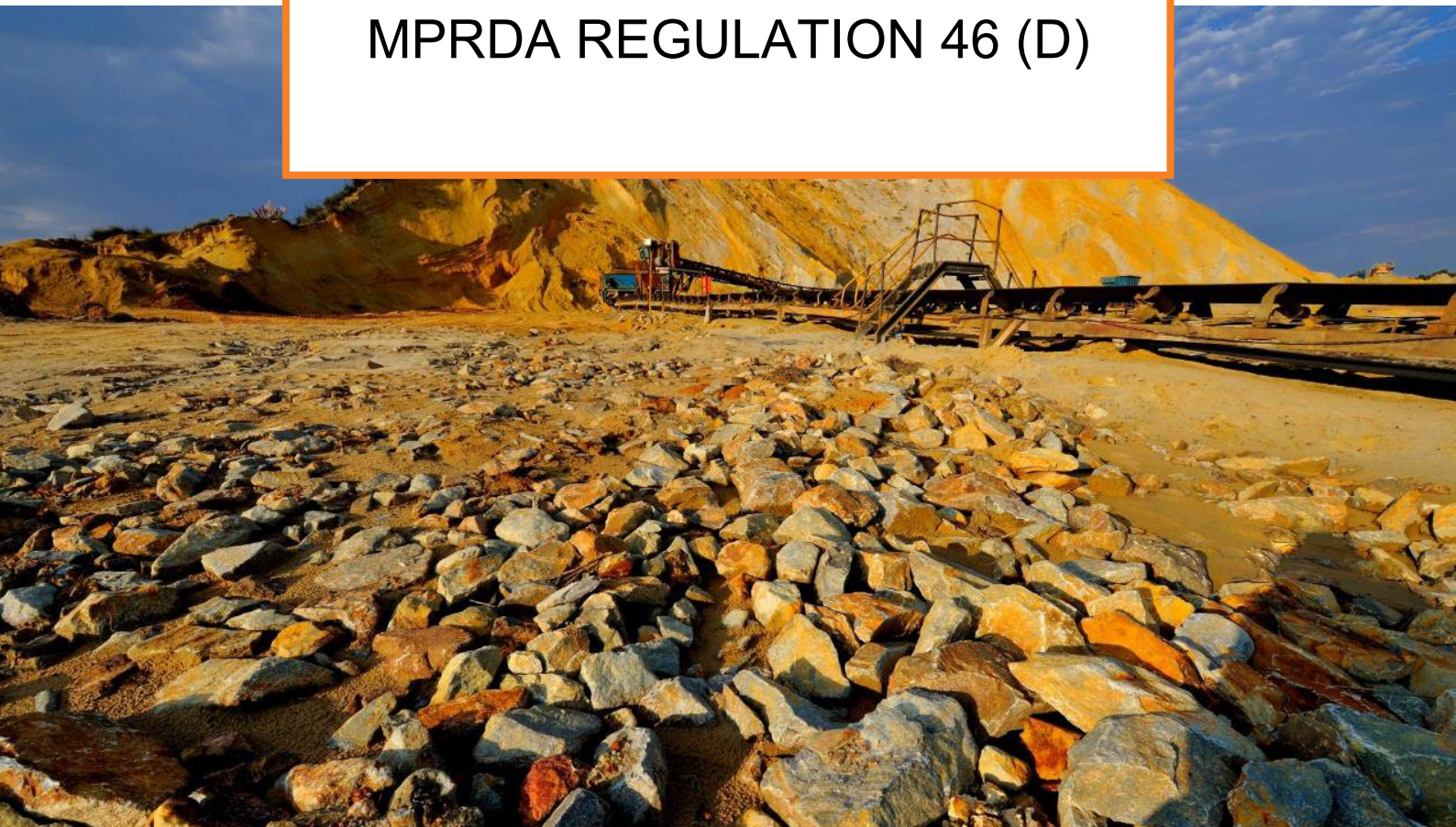
- Providing local SMEs an opportunity to participate in our procurement activities
- Produce sustainable local SMEs through Enterprise and Supplier Development

- 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 Crown Mine has been and will continue to be in full consultation with recognised organised labour. The sections which follow represent a detailed downscaling and retrenchment plan for the operation. Crown 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 Crown 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 Crown 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. The 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 Crown 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 Crown 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 38**.

Table 38: 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, Crown 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.

Crown 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.

Crown 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.

Crown 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

Crown 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 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.** Crown 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 (EE) 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 Crown 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 Crown operation has been calculated based on the employee numbers, and totals to R294 000 over the 5 years. **No further contributions will therefore be required annually, since the full amount is immediately accessible.**

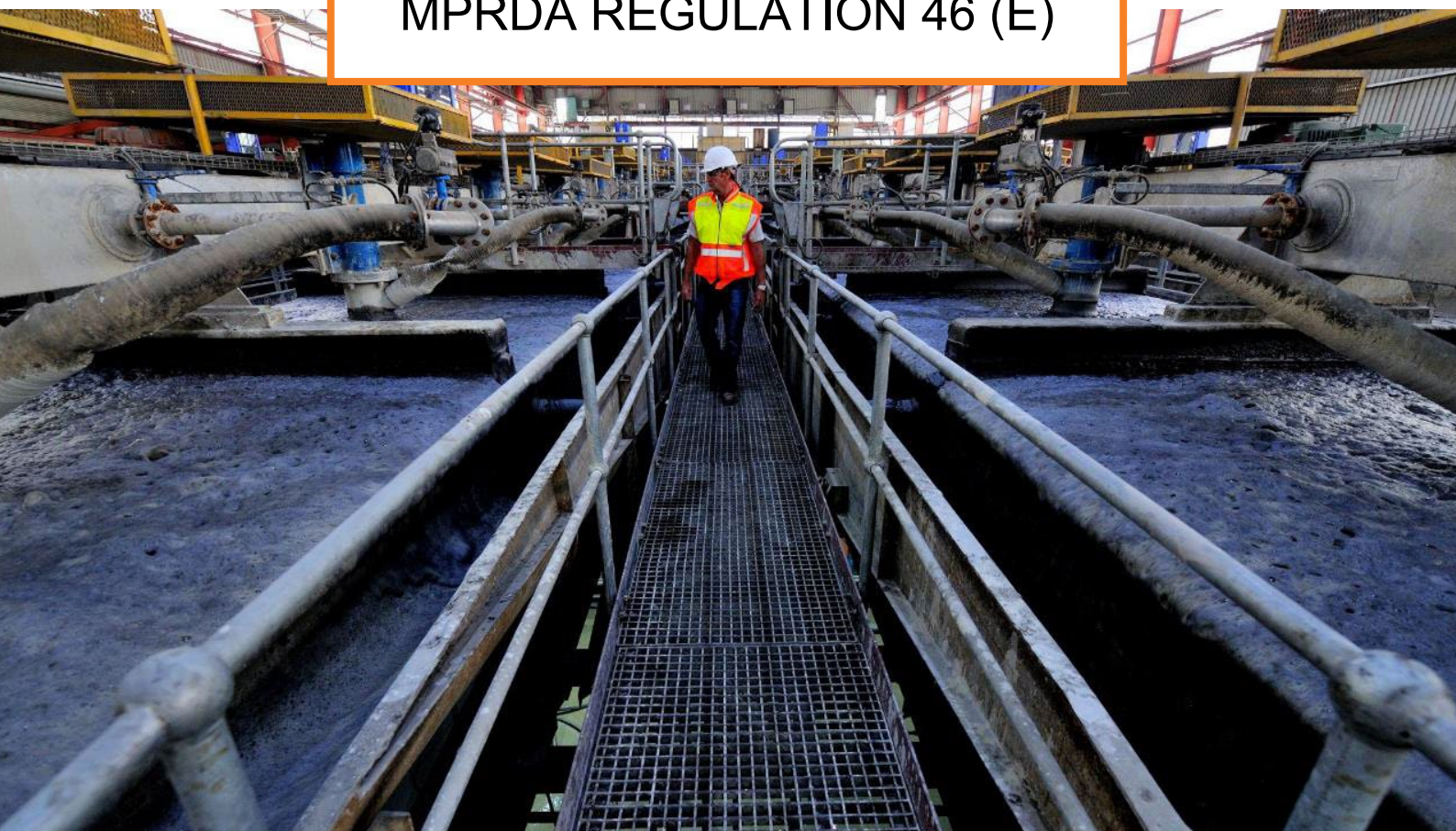
Table 39: Crown Downscaling & Retrenchments Financial Provision

Downscaling And Retrenchments	2023	2024	2025	2026	2027	TOTAL
						R 294 000

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.” Crown Mine has made financial provision for each component of the SLP as described.

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

Table 40: Crown Mine SLP Financial Provision Summary for the total SLP

SLP Elements	5 Year Financial Provision
Total Human Resource Development	R8 825 426
Total Local Economic Development	R6 500 000
Total Downscaling & Retrenchments	R294 000*
Total SLP Provision	R15 619 426

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