

ASSMANG (PTY) LTD

MAKGANYANE IRON ORE MINE

SOCIAL AND LABOUR PLAN

TSANTSABANE

LOCAL MUNICIPALITY

NORTHERN CAPE PROVINCE

September 2025

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EXECUTIVE SUMMARY

1. Assmang (Pty) Ltd (***“the Applicant”***), applied to the Department of Mineral Resources and Energy (***“DMRE”***) for a mining right, accompanying environmental authorisation and waste management activities, for the mining of Manganese Ore, Iron Ore, and Diamonds (General) over Portion 2 (a Portion of Portion 1), Remainder Portion, Remainder Portion of Portion 1 and Portion 3 of the Farm Makganyane No. 667, Tsantsabane Local Municipality, Northern Cape Province.
2. The application is made in accordance with Section 22 of the Mineral and Petroleum Resources Development Act, 2002 (as amended) (***“MPRDA”***); the National Environmental Management Act, 1998 (as amended) (***“NEMA”***); the Environmental Impact Assessment Regulations, 2014 (as amended) (***“EIA Regulations”***) and the National Environmental Management: Waste Act, 2008 (as amended) (***“NEM:WA”***). Furthermore, this Social and Labour Plan (***“SLP”***) will be subjected to public participation simultaneous to the environmental impact assessment, as prescribed by the EIA Regulations, as well as the MPRDA Regulations, as amended.
3. The estimated financial provision made for Human Resources Development for the 1st and 2nd cycles of this SLP amounts to R2 773 000.00 (Two Million Seven-Hundred and Seventy-Three Thousand Rand) respectively. It should be noted that mining production will only commence during the 5th year of the mining right. Furthermore, it is estimated that for the first three years of the mining right, there will be no employees at the mine. However, it is foreseen that the number of positions available from the 4th year of the mining right will be an estimated 50 permanent employees. Further provision has been made for sub-contractor employees. In terms of Local Economic Development expenditure for the 1st and 2nd SLP cycles, it is estimated to be a total amount of R10 818 000.00 (Ten Million Eight Hundred and Eighteen Thousand Rand). It is the Applicants intention to strive to uplift the local community, with a focus on community education, to alleviate the unemployment rate of the area, whether directly or indirectly.
4. It is foreseen that total financial provision, inclusive of the management of downscaling, for the first two cycles of the SLP is estimated at R 16 912 000.00 (Sixteen Million Nine Hundred and Twelve Thousand Rand).

1. PREAMBLE (REGULATION 46(A))

Name of Company/Applicant	Assmang (Pty) Ltd
Name of mine/production operation	Makganyane Iron Ore Mine
Physical Address	24 Impala Road Chislehurst Gauteng 2196
Postal Address	PO Box 782058 Sandton Gauteng 2146
Telephone number	+27 (0) 11 779 1300
Email address	assmang@premcorp.co.za
Website	https://www.assmang.co.za
Location of mine or production operation	Approximately 24km north-west of Postmasburg on the opposite side of the R385 provincial road, Tsantsabane Local Municipality, in the Northern Cape Province. The application area comprises of 1549.61 hectares.
Commodity / Mineral	Manganese ore, Iron ore, Diamonds (General)
Life of mine	10 years
Financial year end	July - June
Reporting year	2026
Responsible person	Mr. Andre Joubert
Geographic origin of employees (mine employees and labour sending areas)	
(a) Mine community	(b) Labour sending area
Province	Province
Northern Cape	Northern Cape
District municipality	District municipality
ZF Mgcawu	ZF Mgcawu
Local municipality	Local municipality
Tsantsabane	Tsantsabane

2. HUMAN RESOURCE DEVELOPMENT PROGRAMME (*REGULATION 46(B)*)

It is important to point out, from the onset, that the Applicant proposes to have a permanent staff complement of approximately 50 (fifty), with an estimation of 30 (thirty) contract workers. Commencement of mining employment will be during the fourth year of operations.

The Applicant's primary focus will be to present both a Skills Development and Human Resources Development Plan that is simplistic, but more importantly attainable and which will address the requirements of the employees, local community members and the municipality. The Applicant therefore intends to focus on strategic development initiatives, within pockets of the workforce, rather than a blanket training initiative for all employees.

The Applicant has fully embraced the concept of sectoral training and has access to the activities of the Sector Education and Training Authority ("**SETA**") and the Mining Qualifications Authority ("**MQA**"). An internal training co-ordinator/Skills Development Facilitator will be appointed to implement the training initiatives.

2.1. COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

Skills development levies of all the employees will be paid to the South African Receiver of Revenue as per the legal requirement. Where possible, all training opportunities will be facilitated through the MQA.

Table 2.1: Seta Information

Name of SETA	Mining Qualifications Authority (MQA)
Registration number with relevant SETA	To be confirmed once mine is operational
Has your company appointed a Skills Development Facilitator. If yes, provide name	SDF will be appointed once mine is operational
To which institution have you submitted your workplace skills plan? (i) Department of Labour (ii) Mining Qualifications Authority (iii) Mine Health and Safety	Mining Qualifications Authority

The Skills Development Facilitator ("**SDF**") will be the main liaison person with the MQA and will have access to company information directly on the MQA Database using a user ID and password. The appointed skills development facilitator will be responsible for the development and submission of the annual workplace skills plan for Makganyane Iron Ore Mine.

The roles of the Skills Development Facilitator will be:

- To assist in developing the Workplace Skills Development plan.
- To ensure the reporting on the SLP is submitted as and when required.
- To advise on the implementation, monitoring and review mechanism of the SLP.
- To serve as a resource in all aspects of skills development, including skills programmes and learnership development.
- To advise on quality assurance requirements as set out by the MQA.
- To serve as a liaison person between the organisation and the MQA.
- To, where possible, assist the employees to claim grants for the training courses which have been undertaken.

The strategic and specific training interventions will form part of the five years' workplace skills development plan that will also take cognisance of the commitments made within this Social and Labour Plan.

2.2. SKILLS DEVELOPMENT PLAN (REGULATION 46(B)(I) IN CONJUNCTION WITH REGULATION 11(G))

The Applicant regards training as an important activity and a simplistic, yet effective and attainable training programme will be established. The objectives of the skills development plan for the Makganyane Iron Ore Mine will be as follows:

- Ensure that selected employees have the ongoing skills required for successful continuation of the mining operations (workplace skills).
- To implement plans to ensure succession of management and career development is achieved through the identification of talent and development of the identified talent.
- Develop plans to provide employees with both life skills and portable skills that they may need either upon closure of the mine or should they choose to leave the employment of the mine.
- Provide Adult Basic Education Training ("**ABET**") training to ensure all employees can obtain an education level of at least ABET 4.

2.2.1. Education levels of the workforce

The applicant is unable to indicate the current education levels of the employees, as no employees have been appointed at this stage. It is however foreseen that the mine will have a staff complement of approximately 50 (fifty) permanent employees and 30 (thirty) contract workers, upon commencement of mining activities, which is foreseen to be during the 4th year

of operations. The positions available will consist of *inter alia* management, operators, engineering and equipment maintenance, clerical and general. It is foreseen that the mine will employ approximately 9 senior managers, 21 skilled technical and academically qualified workers (junior management) and 20 semi-skilled workers.

2.2.2. Illiteracy level and ABET needs.

As soon as the mine is in operation will the Applicant be in a position to identify employees with an education level lower than ABET 4. These employees will be afforded the opportunity to become functionally literate. The success of the ABET will be based on the commitment of the employee to accept and embrace the opportunity for ABET training and to comply with the rules and requirements of such a programme.

If the employees do not wish to take part in the programme, alternative and suitable means of contribution to the development and education of the employees and/or local community members will be investigated and incorporated into this plan.

As far as practically possible, the Applicant intends to liaise with the Department of Higher Education and Training: Northern Cape Regional Office, to enrol relevant employees at the Northern Cape Community Education and Training College (NCCETC) for such employees to become functionally literate. In the event that this initiative is not viable, the Applicant intends to research and implement alternative ABET training opportunities.

2.2.3. Training planned in respect of ABET needs (*Regulation 46 (b)(i)*)

Staff and present level of competence

The below table indicates the planned ABET training for the initial five-year period. This is based on the presumption that all employees who have a current education level of less than ABET 4 will want to participate in the ABET programme.

Table 2.2: Planned ABET Training for a five-year period

Level	2025	2026	2027	2028	2029	Total
ABET 1	To be confirmed once mine is operational, as at this stage the employee education levels are not available to the Applicant.					
ABET 2						
ABET 3						
ABET 4						
Total No.						
Budget	0	0	0	R120 000	R140 000	R260 000

The applicant's intention will be for all employees to obtain an educational level of at least ABET level 4. The implementation plan will be confirmed as soon as the mine is operational, and the relevant employees have been identified. In the event that the budget allocated for this initiative is not sufficient this will be supplemented accordingly.

Action plan:

- The identified employees will be invited to a workshop designed to inform them about ABET training and encourage them to make use of the opportunity at their own discretion.
- Employees will be expected to enrol for ABET training as outlined in the table above until they reach ABET 4. Should new employees be enrolled within the next 5 years any ABET training they may require will be included in the subsequent SLP.
- ABET will be offered on the basis of balance between the employee's own personal time and the company time and the cost will be covered by the company.
- Transport will be offered to and from the classes for the interested employees if so required should the ABET be presented off site.
- In the event that the employees are not willing or interested to take part in ABET initiatives, further investigation into possibilities will be made into the development and funding of educational programs in the local areas.
- The above budget includes cost of the training course, material, equipment and transport (where necessary). Costs such as the employee's salaries have not been incorporated here.

2.2.4. Portable Skills Programme and Core Business Training

The Applicant recognises that the changing nature and demands of any business can result in a reduction in the number of employees at any stage of the business's life. In addition, the Applicant also recognises that employees may seek alternative employment during their careers. In recognition of the above the Applicant will implement the following portable skills plan.

Action plan:

- Table 2.4 below provides an indication of the portable skills that Makganyane Iron Ore Mine will aim to provide employees which will be useful both during their employment as well as after employment at Makganyane Iron Ore Mine.
- The fields identified in the table below is provisional and might change dependent on operational requirements.

- Employees showing interest and ability will be provided with the opportunity to attend a portable skills training workshop over the five-year period.
- Employees will be requested to sign an attendance register.
- The training will be provided by outsourced companies.
- After attending the portable training courses, employees will be provided with a certificate of attendance.

Table 2.3: Portable skills & Core Business training targets

Type / area of training	Number of employees				
	2025	2026	2027	2028	2029
Welding Skills				8	8
Engineering Skills				7	7
Machinery operations				8	
Firefighting				6	
Vehicle licences					8
Induction				All employee	All employee
BUDGET	0	0	0	R200000	R250 000
TOTAL BUDGET	R450 000-00				

2.2.5. Core Business Training & Induction

In addition to the Portable Skills training described above Makganyane Iron Ore Mine will also provide all employees training in the following:

- HIV/AIDS Awareness programme
- Tuberculosis awareness training
- Health and Safety training
- Risk assessment training
- Environmental Awareness training
- Introduction to Fire Fighting
- Safety Rep Training
- Multi-Skilled Operator / Driver Training.

The above training will also form part of the employee induction training undertaken when commencing with employment and with recommended refresher courses.

2.2.6. Internal Learnerships

Experience has taught that internal learnerships are not always practical by reason of the fact that full time employees earning a specific salary do not often want to (nor can they afford to) sacrifice their salary and accept the stipend offered as part of a learnership programme. In the circumstances the applicant will direct it's commitment towards external learnerships and artisan training. Having said that, it is not to say that the door is closed to an employee who would like to participate in a learnership programme. In the event that an employee shows an interest in the learnership programme, such employee will be afforded the opportunity to apply for a particular learnership together with the external applicants. Employees will also have the opportunity to apply for an internal bursary at Makganyane Iron Ore Mine.

2.2.7. External Learnerships and Artisan Training

Table 2.4: External Learnership & Artisan Training

Field/ area of training	Targets and timelines									
	2025	2026		2027		2028		2029		Budget
	New intake	New	Continuous	New	Cont.	New	Cont.	New	Cont.	
Diesel Mechanic						2	0	0	2	R280 000
Electrician						2	0	0	2	R280 000
Fitting & turning						2	0	0	2	R280 000
Total No	0	0	0	0	0	6	0	0	6	12
Budget	0	0	0	0	0	R400 000	0	0	R440 000	R840 000

Learnership/artisan programmes will continue for a maximum period of 12 months. Each learner will receive a monthly stipend for the duration of the learnership/artisan programme, which amount will be calculated upon implementation of the program, once mining operations commence.

The learnership/artisan programme will be advertised to local community members who have completed their schooling or are in the process of completing a tertiary qualification, and who are interested in and show an aptitude for learning a trade. The Applicant firmly believes that the learning of a trade will benefit community members and provide them with a useful skill which will open many doors with regards to employment opportunities in the future. An interview process will be completed in order to identify the successful candidate.

2.2.8 School Support and Post Matric Programme

School Support

As soon as mining activities in terms of this application has commenced, Makganyane Iron Ore Mine will implement a school support programme in which school going children of employees will be sponsored with regards to either school fees, school clothing, sporting equipment, sport clothing, stationary or any relevant educational supplies. Applications must be made to the financial manager of the mine by the employee parent, for the learners/scholars to be considered for this sponsorship. If the application is successful, the mine will make payment of the relevant educational sponsorship directly to the applicable service provider. Academic or sport reports will have to be submitted to the mine by the relevant parents.

Post Matric

As soon as the mining activities have commenced Makganyane Iron Ore Mine will implement a post matric programme in which employee's children and/or community youth members, who have finished matric will be sent for motor vehicle learners and driver licence lessons. Progress reports will have to be submitted to the mine, by the appointed service provider.

Field/ area of training	Targets and timelines					
	2025	2026	2027	2028	2029	Budget
School support	0	0	0	R35 500	R2000	R37 500
Post Matric	0	0	0	R35 500	0	R35 500
Budget	0	0	0	R71 000	R2000	R73 000

2.3. FORM R: HARD TO FILL VACANCIES (ANNEXURE 2)

Table 2.5: Hard to fill Vacancies.

Occupational Level	Job title of vacancy	Main reason for being unable to fill vacancy
Top management	None	None
Senior management	None	None
Professionally qualified and experienced specialists and middle management	None	None

Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	None	None
Semi-skilled and discretionary decision making	None	None
Unskilled and defined decision making	None	None

2.4. CAREER PROGRESSION PLAN (*REGULATION 46(B)(II)*)

2.4.1. Career Development Matrix

Career development is aimed at providing better employment opportunities to employees and to develop the skills, competencies and education levels of employees so as to equip them to progress within their existing place of employment, alternatively take up employment in a key position in a different company.

2.4.2. Career Progression Plan (*Regulation 46(b)(ii)*)

An employee progression along a career development path at Makganyane Iron Ore Mine will depend on possible growth and subsequent vacancies within the operation, the employee obtaining the necessary educational level, experience and / or competencies to cope with the complexities of a position with greater responsibility (i.e career development).

The rate of career development for an individual employee will depend on numerous factors, such as:

- The talent and education level of the employee.
- The aspirations and age of the employee.
- Staff turnover of the Mine.
- The availability of a vacant position which represents a career development move. This is influenced by the growth or reduction in activity of the mine and the actual labour turnover rate.

The objectives of a career development path are:

- To develop the competencies and education levels of employees in order for them to fill key positions (management, diesel mechanics, production foreman, fitter and turners and plant operators).
- To give opportunities to Historically Disadvantaged South Africans (HDSAs) and to progress towards Work Skills Plan and Employment Equity (EE) targets.

2.4.3. Action plan to implement Career Development paths:

- Implement a plan to identify the talent pool and aspirations of all the employees. This will be done through informal interviews with employees to determine the individual aspiration and through obtaining feedback from the various supervisors about the competencies of the individuals. A record of aspirations and current talent will be maintained by the mine.
- High potential candidates are to be identified and linked to an accelerated skills development and mentorship plan.
- As and when roles are vacated within Makganyane Iron Ore Mine the position will firstly be offered internally. Should none of the employees have the required skills or aspiration to fill the role, then the mine will have no other choice but to source the skill from outside the company.
- If an employee must be sourced outside, the mine can amend its skills development plan to be able to ensure that the skills for future fulfilment of the role are available internally if such aspirations exist.

Table 2.7 Five Year Career Progression Plans

See Table 2.7 attached for an indication of the Training and Development in respect to the employees over a five-year period. This will be used for updating future progress of employees.

This 5-year progression plan will be confirmed as soon as employees have been employed and within the first year of commencement of mining operations.

Table 2.6: Five Year Career Progression Plan

No	Name	Position	Grade	Age	Ethnic	Educational Level	Qualification to be achieved	Mentorship	Learnership	2025	2026	2027	2028	2029
1.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC

The above table will be completed once mining operations have commenced, as the information was not available on submission date.

2.5. MENTORSHIP PLAN (REGULATION 46(B)(III))

The Applicant regards mentorship as helping people to realise and maximise their potential through learning and skills development. Mentoring is a joint venture between the mentor and the mentee whereby the mentor guides the mentee in terms of personal and career development.

The Applicant intends to implement a mentorship plan through the action plan listed below, which constitutes a provisional mentorship plan.

Action plan:

- The Applicant will undertake a survey to identify both potential mentors and mentees to take part in the mentorship programme. Mentors will need to be experienced senior employees who are respected and have a personal trait which is conducive to the contribution of their knowledge and acting as a role model. Mentees must be employees who have demonstrated high potential and interests to develop their careers with the Makganyane Iron Ore Mine.
- Develop a strategy for implementing a mentorship programme. The strategy should provide guidance on the reasonable expectations of both the mentor and mentee.
- Assign mentees to mentors. This must be done considering personalities of both the mentor and mentee. Mentees will be either male or female, depending on the workforce profile of the mine at that stage.
- Implement the mentorship programme. Each mentorship programme is to run for a minimum period of one year.
- Once per annum the mentor is to provide feedback to the mentee on performance and strengths and weaknesses and if the mentorship requires a longer period, the mentorship will go on for a longer period, dependent on individual requirements.
- At the end of the mentorship programme the mentee must provide feedback on the success of the mentorship.
- Every year the mentorship programme must be evaluated and improved based on the feedback of the mentors and mentees.
- Table 2.8 provides an indication of the number of employees that the Applicant intends to have within the mentorship programme.
- It is most likely the managers who will fulfil mentorship roles to individuals identified for advancement, as they are the only management positions that oversee other personnel.

The following positions are regarded as positions which oversee other personnel at the operation:

- Site/Plant Manager
- Site Clerk

- Mechanical Technician
- Welder – Skilled Artisan
- Plant Supervisor.

The following mentees could be assigned to the mentors described above:

Table 2.7: Mentorship plan targets

		TARGET			GENDER	
MENTORING PROGRAMME	CAREER DELIVERABLES	DURATION	HDSA	NON-HDSA	FEMALE	MALE
Engineering	TBC	1 Year	5	2	2	5
Management	TBC	1 Year	5	2	2	5
Mechanical	TBC	1 year	5	2	2	5

Responsibility of a Mentor:

- To act as a role-model for the mentee.
- Provide advice in terms of skills development.
- Provide advice on career development.
- To provide practical training concerning on the job skills.
- To provide encouragement to the mentee.

2.6. BURSARY AND INTERNSHIP PLAN (REGULATION 46(B)(IV))

2.6.1. Internal Bursaries

Makganyane Iron Ore Mine will make internal bursaries available to employees who want to study on a part time basis. The Applicant actively optimises on the utilisation of the skills, abilities and efforts of all its employees. To this end the Applicant will encourage and assist its employees in realising their aspirations for personal growth and career advancement. The Applicant will promote, within budget, employee applications for study assistance aligned to the Company's needs, provided the following basic principles are adhered to:

- Studies must be job specific, and company related.
- The employee can apply for the internal bursary at the beginning of each year to cover the costs for that year. The employee must provide Makganyane Iron Ore Mine with proof of the cost of the course as well as the course material.
- Study route, accreditation and educational institutions must be approved by the Company.

No specific budget amount has been set aside for internal bursaries at this stage as it will depend on the employee's participation and needs as to who would like to study part time and the cost of such course, while working at Makganyane Iron Ore Mine. A survey will be conducted during the first year of mining operations to ensure compliance with the SLP commitments.

2.6.2. External Bursary Plan

Table 2.8: Tertiary Learnership Targets – External Bursary

Bursary field	Targets and timelines									
	2025	2026		2027		2028		2029		Total Budget
	New intake	New	Continuous	New	Cont.	New	Cont.	New	Cont.	
Mechanical Engineering	0	0	0	0	0	2	0	0	2	R400 000
Metallurgical Engineering	0	0	0	0	0	2	0	0	2	R400 000
Total No	0	0	0	0	0	4	0	0	4	8
Budget	0	0	0	0	0	R400 000	0	0	R400 000	R800 000

In order to identify potential students in need of assistance who would benefit from the external bursary programme, the applicant will liaise with the local authority and/or local community and/or local institutions to ascertain how to best source potential students and thereafter develop an application process. Aspiring students from the Tsantsabane Municipal Region will be furnished with the opportunity to study Mechanical Engineering and Metallurgic Engineering (or any other mining related engineering field) at an educational institution of their choosing (to be approved by the mine). The applicant will:

- Fund the tertiary course in whole or in part depending on the facts and circumstances relevant to each particular student (internal and external).
- Fund the learning material in whole or in part.
- Fund the student accommodation in whole or in part.
- The student will also receive a monthly allowance dependant on the amounts paid in terms of the above listed expenses.

The students will be required to enter into an agreement with the Applicant in terms of which they *inter alia* agree to apply themselves and dedicate his/her best effort to achieve a pass in each year of study. If it becomes clear to the applicant that any one or more student/s are not fully committed to their studies, the applicant reserves the right to terminate that particular student's bursary and offer the bursary to another student.

2.6.3. Internship plan (Regulation 46(b)(iv))**Table 2.9: Internship targets**

Internship field	Targets and timelines									
	2025	2026		2027		2028		2029		Total Budget
	New intake	New	Continuous	New	Cont.	New	Cont.	New	Cont.	
Mechanical Engineering						2	0	3	0	R175 000
Metallurgical Engineering						2	0	3	0	R175 000
Total No						4	0	6	0	
Budget	R24000	0	0	0	0	R150000	0	R200000	0	R350 000

The internship plan will target HDSA graduates within the local community, who have completed their mechanical engineering or metallurgical engineering course (or any other tertiary course as approved by the applicant) and who wishes to complete their practical training. Candidates will be sourced with assistance from the local authority and/or local institutions as well as through an application process.

The internship program will be offered to at least 2 (two) candidates per annum, for a period of 12 (twelve) months at a time. The applicant will ensure that the candidates have been properly selected prior to the commencement date and will ensure that they are notified of the commencement date not less than 3 weeks prior thereto.

The internship program will be aimed at exposing mechanical or metallurgic engineering graduates to the mining industry.

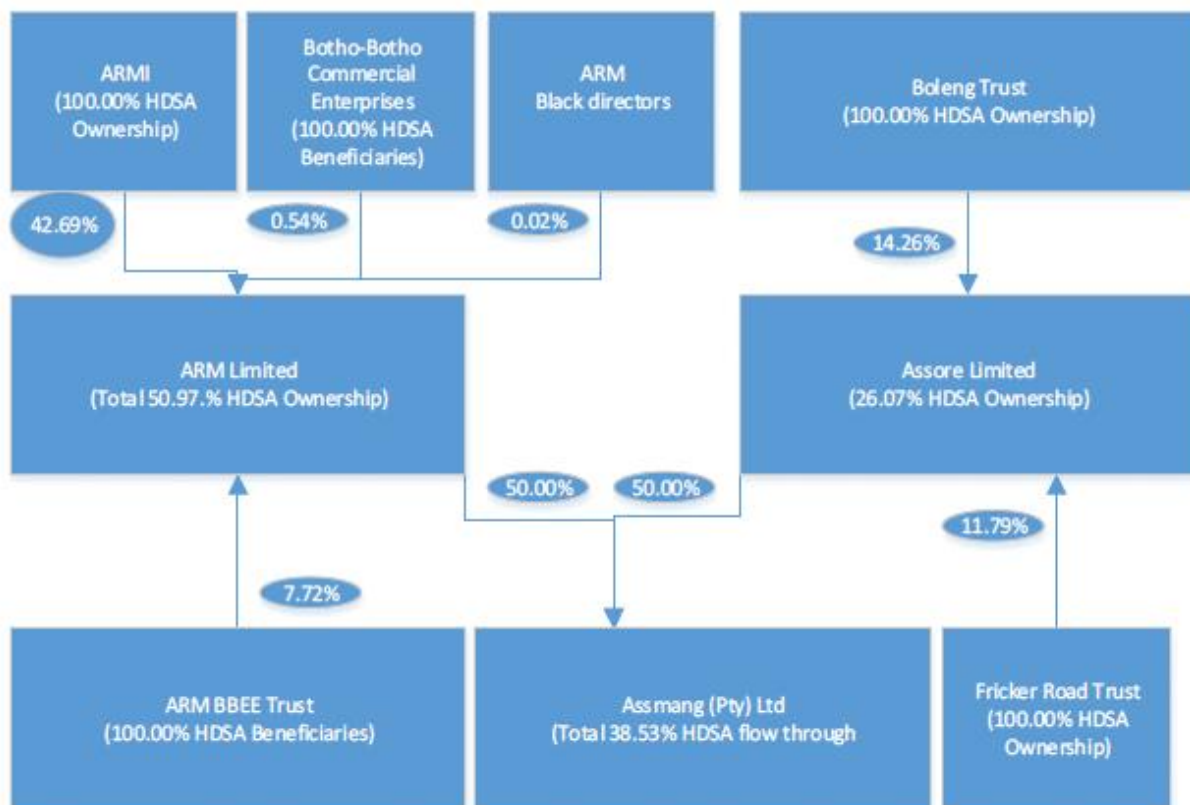
2.7. EMPLOYMENT EQUITY PLAN (REGULATION 46(B)(V))

Refer to Form S, Annexure 3 attached hereto.

Objective and purpose of employment equity plan

The objective of the Employment Equity Act 55 of 1998 is to create equity in the workplace by the furtherance of opportunities and fair labour practices.

HDSA in management



Assmang is 50% owned by ARM and 50% by Assore. The Black Economic Empowerment (BEE) status of Assmang is accordingly ascertained by examining the BEE status of the two shareholders. ARM has an effective 50.97% Historically Disadvantaged South Africans ownership base, which comprises of African Rainbow Minerals & Exploration Investments Proprietary Limited (ARMi) owning 42.69%, Botho- Botho Commercial Enterprises (Pty) Ltd owning 0.54%, the ARM Broad Based Economic Empowerment (BBBEE) Trust owning 7.72% and Black ARM directors owning 0.02%. The BEE flow through from ARM to Assmang is therefore 25.49% $((7.72+42.69+0.54+0.02) / 2)$.

Assore has an effective 26.07% Historically Disadvantaged Person (HDP) ownership base comprising of Boleng Trust owning 14.28% and Fricker Road Trust owning 11.79%. The BEE flow through from Assore to Assmang is 13.04% $((14.28+11.79) / 2)$. The total HDP flow through from ARM and Assore to Assmang is therefore 38.53 %. It should be noted that Assmang has not sold any assets to its beneficiaries. It also does not have ESOPs for employees however it has a cash scheme. The below table is an estimated participation targets, which actual progress will be reported on accordingly, once mining operations have commenced.

Table 2.10: Targets for HDSA participation in management

Management levels	2025	Min progress to be achieved	2026	Min progress to be achieved	2027	Min progress to be achieved	2028	Min progress to be achieved	2029	Compliance Target
Board	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Exec Management	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Snr Management	30%	30%	40%	40%	55%	55%	55%	60%	60%	60%
Middle Management	40%	40%	50%	50%	50%	55%	55%	60%	60%	60%
Junior Management	50%	50%	50%	55%	55%	60%	60%	70%	70%	70%
Core skills	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%

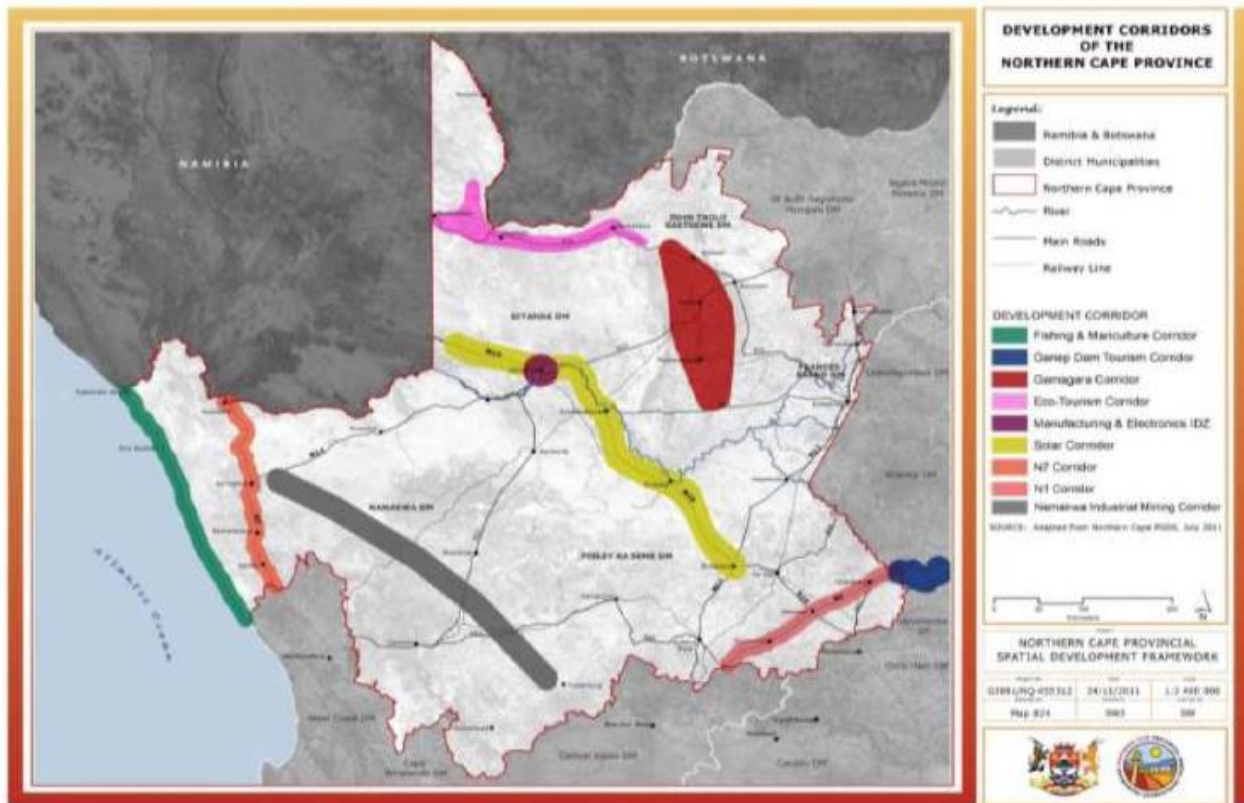
3. MINE COMMUNITY ECONOMIC DEVELOPMENT (*REGULATION 46(C)*)

3.1. SOCIAL AND ECONOMIC BACKGROUND INFORMATION (*REGULATION 46(C)(I)*)¹

3.1.1. Introduction

Tsantsabane Local Municipality is situated in the ZFM District Municipality and covers geographic area of 5 887km² (Surveyor General, 2008). Tsantsabane Local Municipality is bordered by Siyancuma LM, //Dawid Kruiper LM, Kheis LM, Gamagara LM and Kgatelopele LM. The municipal area falls in the Gamagara Corridor. The NCPSDF (2012: 68) defines the Gamagara Corridor as “comprises the mining belt of the John Taolo Gaetsewe and Siyanda (ZF Mgcawu) districts and runs from Lime Acres and Danielskuil to Hotazel in the north. The corridor focuses on the mining of iron and manganese”. The municipality comprises of seven (7) wards, and it is also a host to the Lohantla South Africa Military Training Base. The proposed mining right application is situated in ward 6.

¹ Tsantsabane Local Municipality – Final 2020/21 Revised Integrated Development Plan



3.1.2. Population

According to Statssa (2016) and CSIR (2022), TLM in 2021 had a population 43 758 people, which reflected an increase of 8 678 people between 2011 (had a population of 35 093) and 2021, also indicating a population increase of 17 345 between 2001 (had a population of 31 014) and 2021. As such, by 2031 it is expected that TLM will reach 55 345 people, adding an approximate number of 11 590 to the 2021 figures. This population growth trend is expected to increase the number of people that the municipality must provide services to, keeping in mind that the municipality is currently facing challenges in meeting its present demand on water, sanitation, and electricity provision.

Table 11: Population Dynamics

Settlement	Population 1996	Population 2001	Population 2011	Population 2021	Change 2001-2021	Change 2011-2021
Beeshoek Mine	954	965	551	634	-332	83
Boitshoko	6105	6643	8140	9402	2759	1261
Glosam SP	180	177	117	131	-46	14
Goedgedacht SP	2153	538	748	963	425	214
Groenwater SP	169	522	739	1043	522	304
Lohatliha Military	80	43	146	196	152	49
Marenteng	1760	3304	3383	4395	1091	1012
Near Groenwater (New)	15	3	12	22	19	11
Near Iftimasum Motalib (New)	388	438	1478	2948	2510	1471
Near Skeyfontein (New)	55	4	13	22	18	9
New Town	3026	4322	6249	7158	2836	910
Postdene	5493	5379	6928	8047	2668	1120
Postmansburg SP	2019	794	4293	5978	5184	1685
Skeyfontein (New)	59	4	13	18	14	5
Rest of area	3947	3277	2271	2801	-476	530
Grand Total	26402	26413	35080	43758	17345	8678

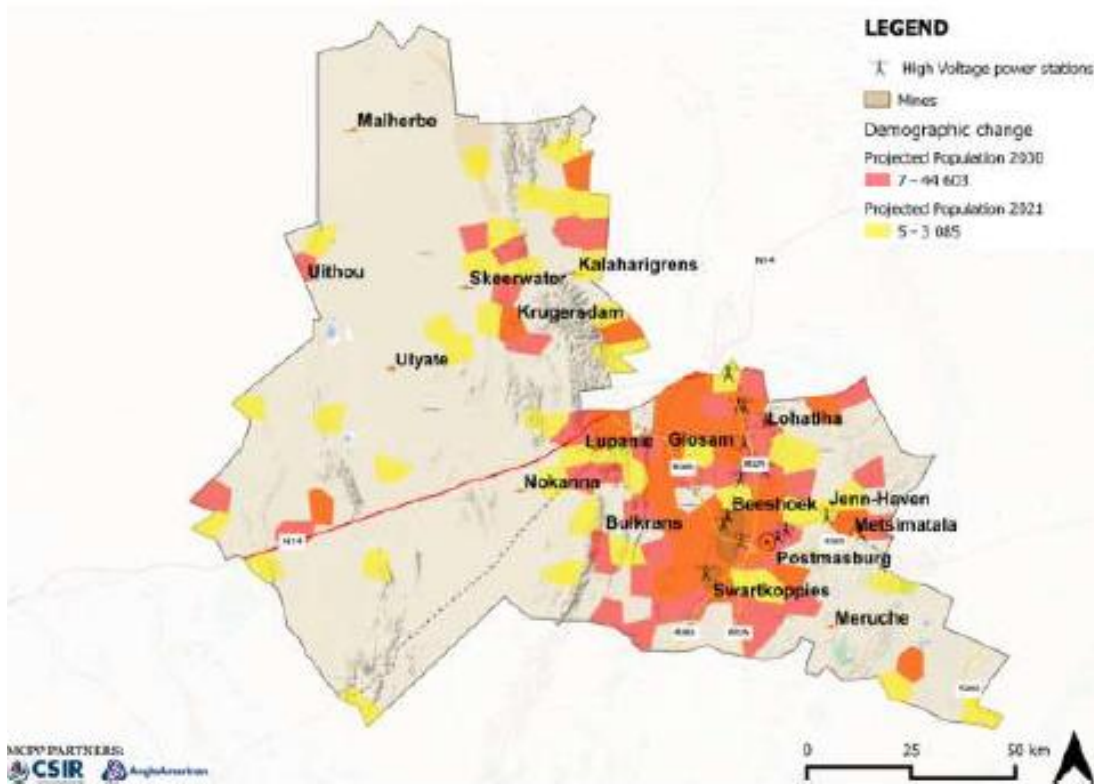


Figure 1: Tsantsabane population projection map

3.1.3. Age and Gender Population Profile

The 2021 Stats SA data on Tsantsabane Local Municipality on age and gender distribution, enables populations comparison from earlier periods 2011, 2016 until 2021 to be drawn for purpose establishing trends but also for forecast planning. These data include whether specific age bands in the population are growing or declining (Table 13). The graphical comparison in the form of an overlaid growth pyramid below shows the TLM population age and gender breakdown for the years 2011, 2016 and 2021.

Table 12: Age and gender distribution of population of Tsantsabane Local Municipality

Age group	Sum of 2011		Sum of 2016		Sum of 2021		2011	2016	2021
	Female	Male	Female	Male	Female	Male	Total	Total	Total
Total	17323	18243	19079	20433	21054	22704	35566	39512	43758
0-4	1951	1922	1978	1926	2147	2050	3873	3904	4197
5-9	1571	1552	1745	1678	1712	1618	3124	3423	3330
10-14	1501	1560	1621	1627	1827	1819	3061	3247	3646
15-19	1428	1440	1444	1457	1536	1493	2868	2901	3029
20-24	1710	1926	1704	1943	1692	1994	3635	3647	3686
25-29	1724	2168	1921	2541	1930	2614	3892	4462	4544
30-34	1379	1832	1790	2462	2021	2878	3211	4252	4899
35-39	1248	1430	1450	1707	1918	2225	2678	3157	4143
40-44	982	1047	1076	1225	1217	1448	2030	2302	2665

45-49	843	882	895	1024	1002	1237	1725	1919	2238
50-54	803	717	880	781	986	905	1520	1661	1891
55-59	619	596	659	661	709	756	1214	1320	1465
60-64	541	491	621	629	708	748	1032	1249	1456
65-69	415	280	518	324	619	389	696	842	1008
70-74	256	226	333	232	419	271	483	565	690
75+	352	173	445	217	611	259	525	662	870

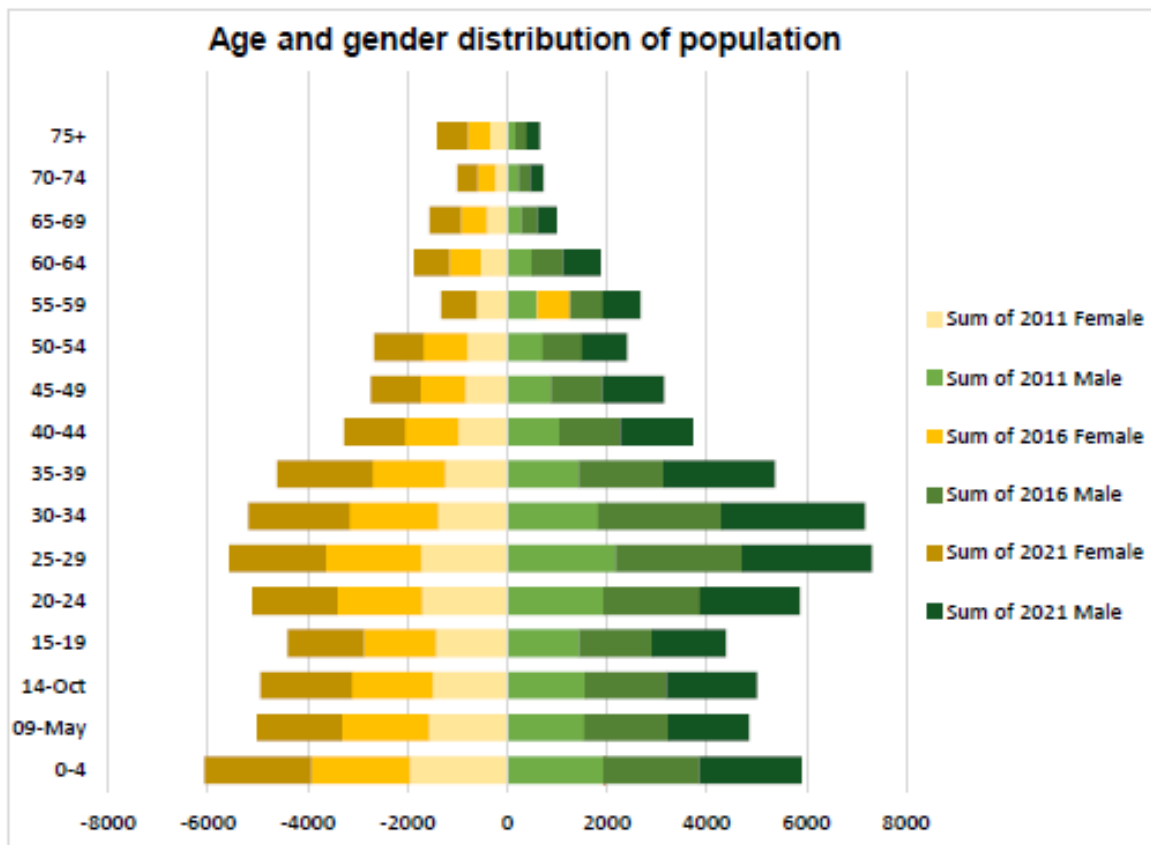


Figure 2: Trends in age and gender distribution of population for years 2011, 2016 and 2021

This information is critical to support decision making in the prioritization of resources allocation to sustain basic service delivery and facilitation of social and economic development within the Tsantsabane Local Municipal area. TLM and key stakeholders must reflect on the following issues:

- Implications of age distribution in the Municipality for the provision of social development services (e.g. community facilities; educational facilities; settlement planning; etc)
- Implication of age distribution on employment in the Municipality and on socio-economic development by key stakeholders.
- Implications on municipality and key stakeholders to address gender inequalities and how effectiveness of development interventions and its benefit to the elderly, disabled, women, men, and children.

3.1.4. Education levels

It is important to understand the level of education of people in a particular area, as one is then able to have a clear understanding the human resource capital of the area and gauge its potential to respond to socio-economic environmental factors both for social and economic development

of the area. From the 2011 StasSA Census data the following is the educational data for Tsantsabane Local Municipal area.

Table 13: Education Levels

Group	Percentage
No Schooling	4,6%
Some Primary	41%
Completed Primary	6,4%
Some Secondary	32,1%
Completed Secondary	13,7%
Higher Education	1%
Not Applicable	1,2%

The above picture when compared with the 2019 Kumba Kolomela Social Impact Assessment Survey conducted in the whole of Tsantsabane Local Municipality through 1284 respondents there is no improvements. The graphs below show data for both school and post-school education.

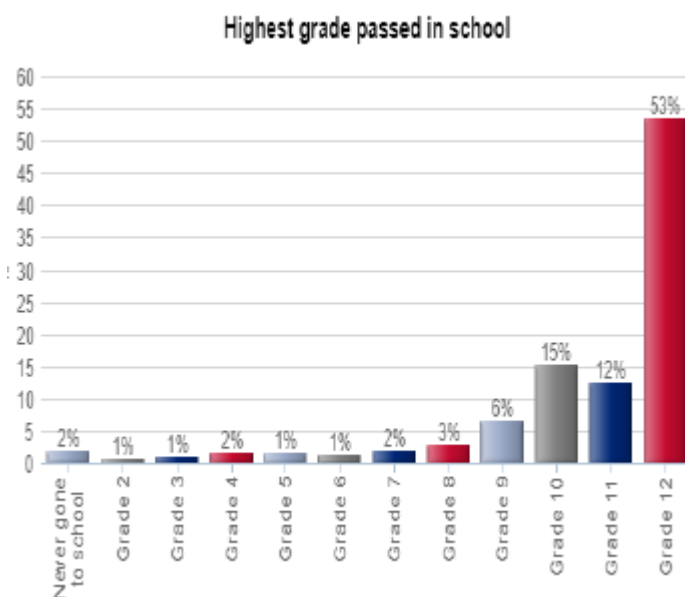


Figure 3: Highest grade passed in school

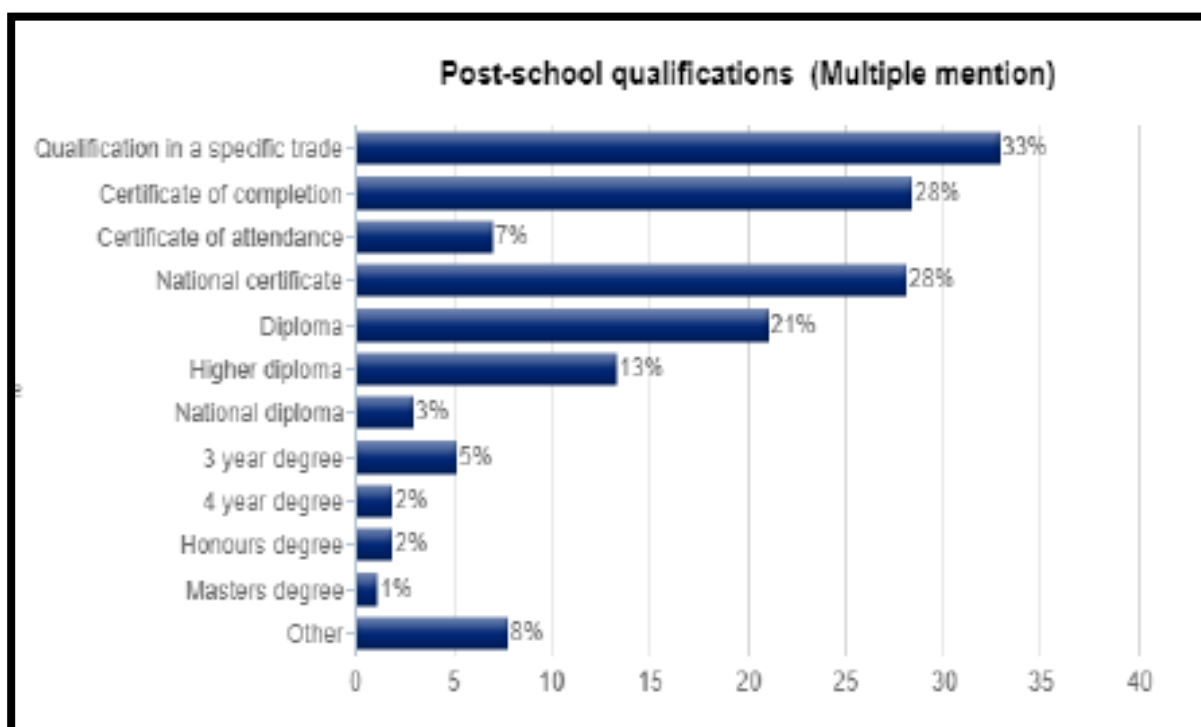


Figure 4: Post-school qualifications

From the above it is evident that the Municipality and all key stakeholders need to put concerted efforts to address the structural flaws that contribute to the above concerning picture on education levels in Tsantsabane Local Municipality. The statistics indicate that although a high number of students enrolling for primary school, a very low number of students complete grade 12. This has resulted in a very low probability for tertiary education enrolment or employment opportunities. Only 5% of those who enrolled for grade 1 make it into tertiary. Less than 15% of the population has a tertiary qualification or have completed Grade 12. It must, however, be mentioned that the education level is affected negatively by the urbanization process, in the past since it mostly involves matriculates and those with a better qualification, due to the local lack of job opportunities. This can also be attributed to the fact that the nearest University of Technology (Central University of Technology, in Bloemfontein) is almost 400km away and the Sol Plaatje University has recently started a limited offering of some courses. In response to this situation the municipality has made provision in its Mountain View and Greenfield Township establishment project (part of the Mix typology Human Settlement Bulk & Link Infrastructure Project) provided for space for two primary and secondary schools respectively. And through the ZFM District Intergovernmental Forum the Regional Department confirm that the Provincial Government has approved the building of high school English medium Secondary Education School. With regards to education levels per gender, the diagram below depicts data of a concerning picture of low education level in general and its negative impact particularly on the ability of females to gain exposure and perform well at various levels of education system. The general implications are

dire for the whole population and its ability to take advantage of socio-economic opportunity presented by the mining and solar industry investment in the area both with regards to enterprise development and employment.

3.1.5. Employment Status

The 2011 Census by StasSA depicts that unemployment figures has drastically reduced from 4 466 in 2001 to 3 795 in 2011 this shows a decrease of 15%. Employment has increased by 69% in 2011, this is attributable to various socio-economic sectors investment in the area linked to the upsurge in mining and solar industrial investment. The 2019 Kumba Kolomela Social Impact Assessment Survey conducted in the whole of Tsantsabane Local Municipality capturing 4039 respondents give the following details in terms of employment status and per sector in the Tsantsabane Municipal Area.

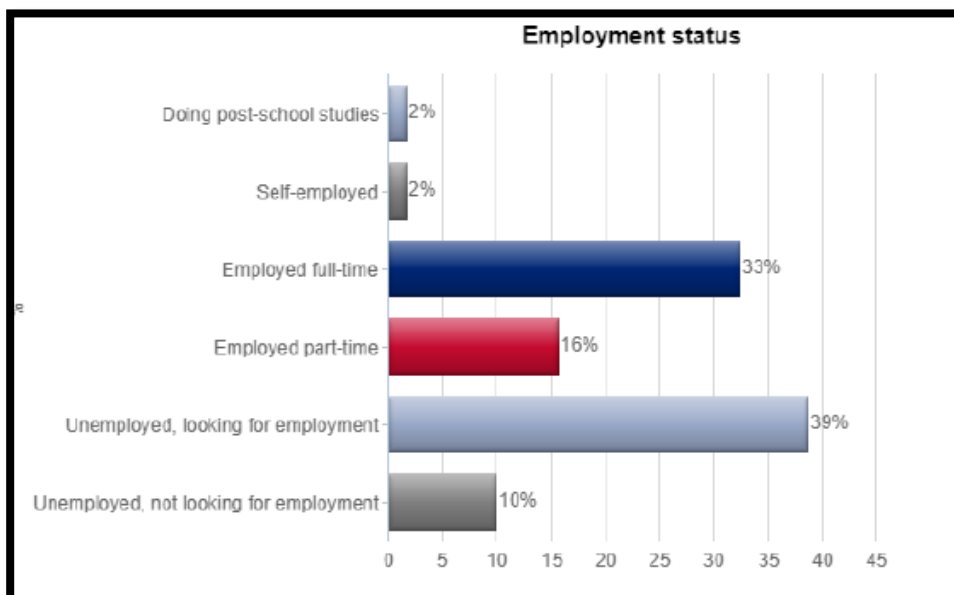
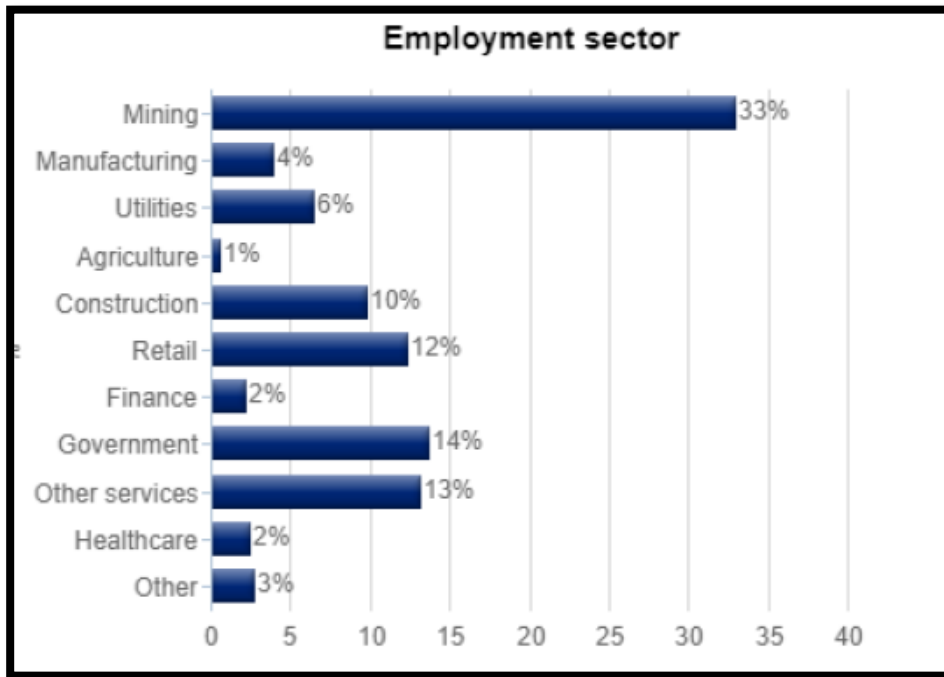


Figure 5: Employment status.



Whilst the above picture creates comfort the concern for Tsantsabane Municipal Council remains the sustainability of this picture or its positive impact on local population given the data of education levels, impact on special groups (youth, women & disabled), impact of COVID 19 pandemic on the above. Moreover, the concern remains the importing and extraction nature of solar and mining industries in relation to production requirements and lack of beneficiation respectively. The review of the TLM local economic development strategy and spatial development framework documents must put focus on creating sustainability beyond life of mining investment.

3.1.6. Income Levels

Income variable is one of the variables that measure individual and household welfare. It is an important variable that assists in generating indicators relating to poverty and development. Statistics on income levels also facilitate planning and resources allocation” (Stats SA, Roambi). Most people in the Tsantsabane municipal area have no monthly income. The following depict the income levels as per StasSA data from 2011 Census.

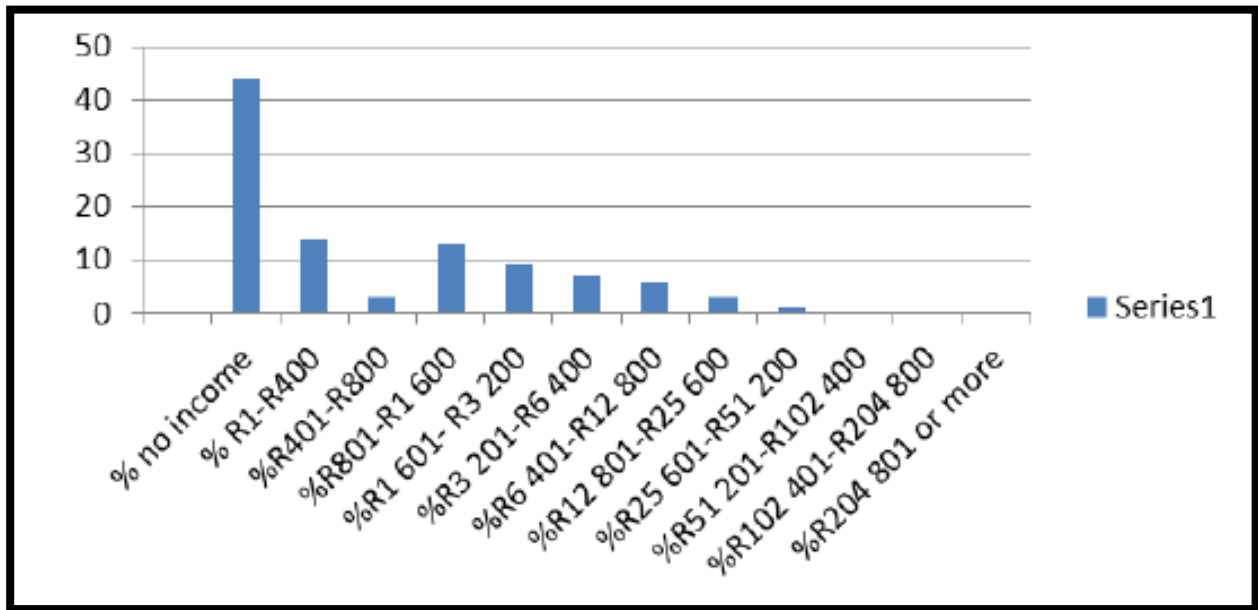


Figure 6: Income level

However, the 2019 Kumba Kolomela Social Impact Survey assessment gives additional details on household income and various government grant incomes this is based on 1289 respondents, further confirming the dire poverty situation of the community. This situation has indeed changed to the worst given the socio-economic decline caused by COVID 19 pandemic, the June 2021 unrest, and recent KZN and TLM flooding events

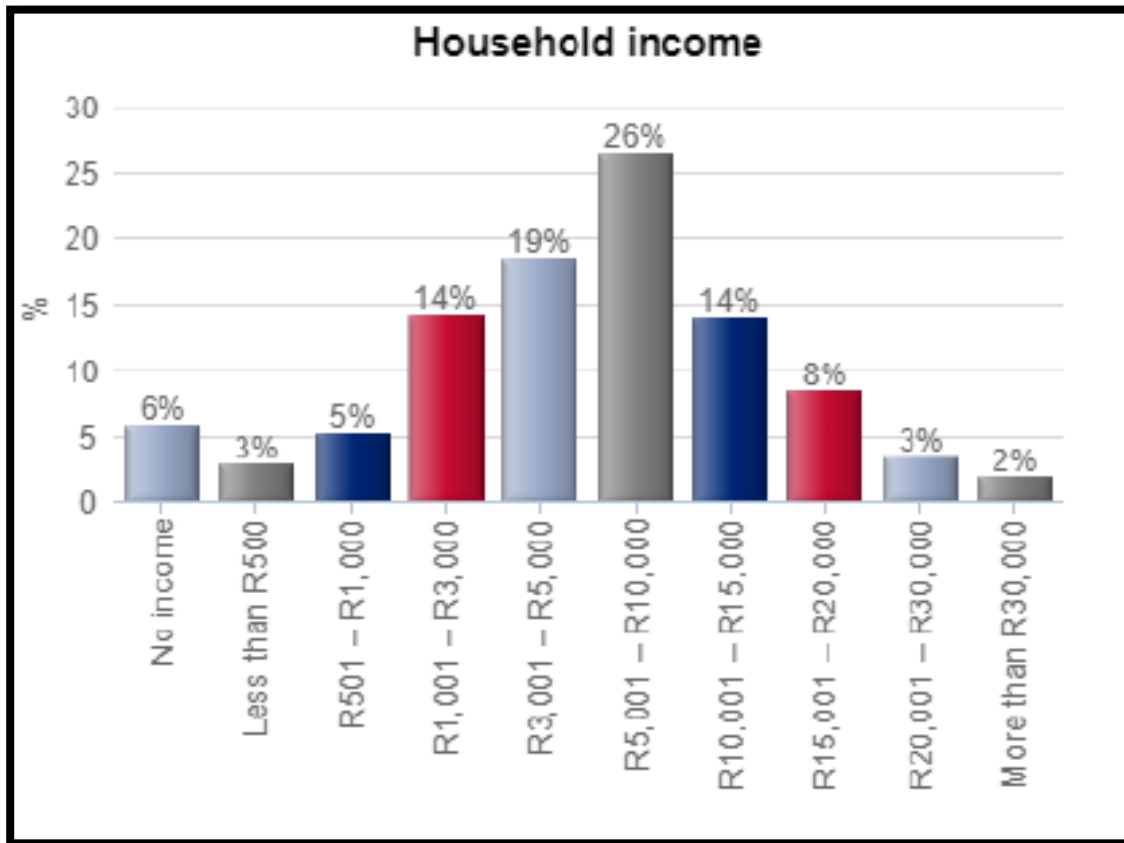


Figure 7: Household income

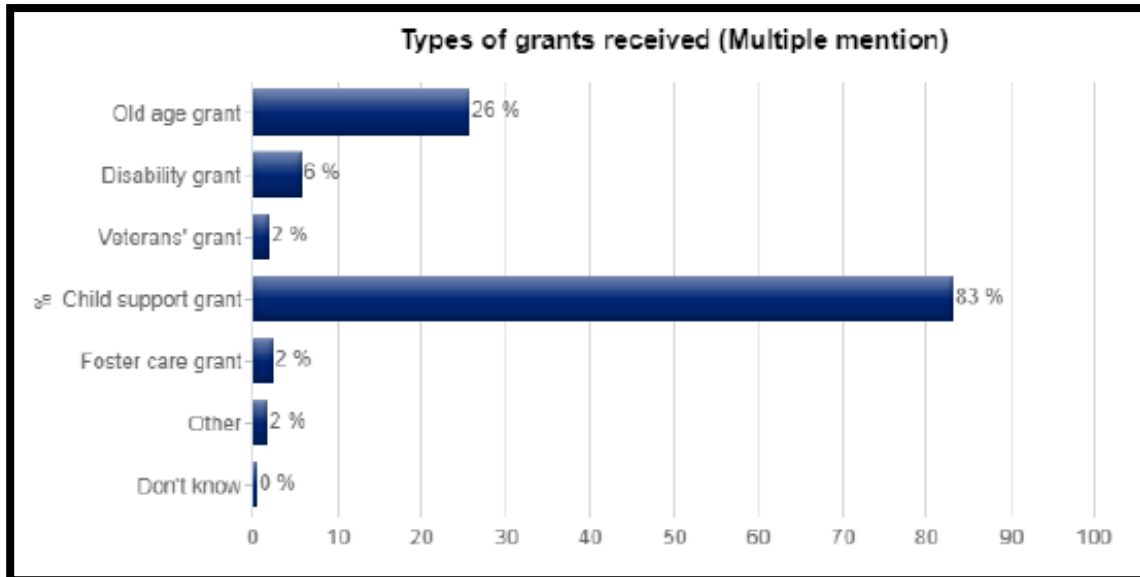


Figure 8: Types of grants received.

3.1.7. Infrastructure

Access to Basic Services:

The constitution of South Africa mandates local government to make sure that people have access to basic services, such as access to proper sanitation, clean/drinkable water, energy, and waste removal. The following graphic and excel representation below provide a high-level summary of the basic services delivery status at the Tsantsabane Local Municipality as per StasSA 2011 Census.

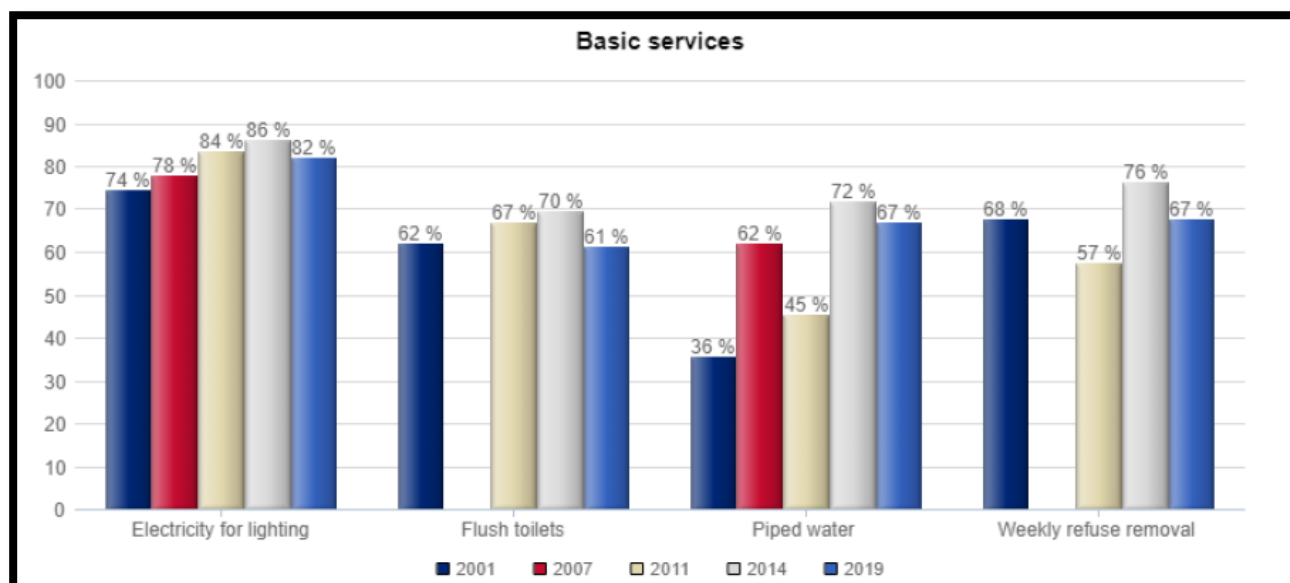


Figure 9: Basic Services

Basic services	2001	2007	2011	2014	2019	2020
Electricity for lighting	74,4 %	77,8 %	83,5 %	86,2 %	81,9 %	80,8 %
Flush toilets	61,7 %		66,7 %	69,6 %	61,0 %	64,8 %
Piped water	35,5 %	62,0 %	45,3 %	71,5 %	66,9 %	56,2 %
Weekly refuse removal	67,5 %		57,4 %	76,1 %	67,4 %	67,1 %

There are backlogs service delivery in settlement areas of Tsantsabane Municipality that through incremental service delivery interventions are progressively addressed. These are as result of inward migration due to mining and solar investment but also illegally land grabs. These illegal land grab impact negatively on service delivery of Water and Sanitation, Electricity and Refuse Removal mostly informal settlements. Following the recent township establishment of Mountain View and Greenfield there is verified backlog for service delivery of water, sanitation, electricity, refuse removal for 2600 and 2158 respectively. Despite that the municipality as reflected in the above graphs and table we are a higher level of service in almost all the formalized areas, namely

Postmansburg Town, Boichoko, Whitecity, Newtown, Groenwater, Jean Heaven, Postdene, Maranteng, Skeifontein 1, Stasie area, and Carnation. In these areas we provide electricity (mainly by ESKOM, except Postmasburg Town and Carnation), refuse removal water and sanitation.

3.1.8. Housing

The Municipality is still to review its Integrated Human Settlement Sector Plan aimed at addressing its human settlement demand linked exponent growth (in between 2001 and 2011 census years). Then the Integrated Human Settlement Sector Plan identified a housing backlog to be at 3500 houses. The municipality has planned to fast track the institutional housing development in all areas of the municipality to deal with the housing backlog. The following depict the 2011 Census data on this matter.

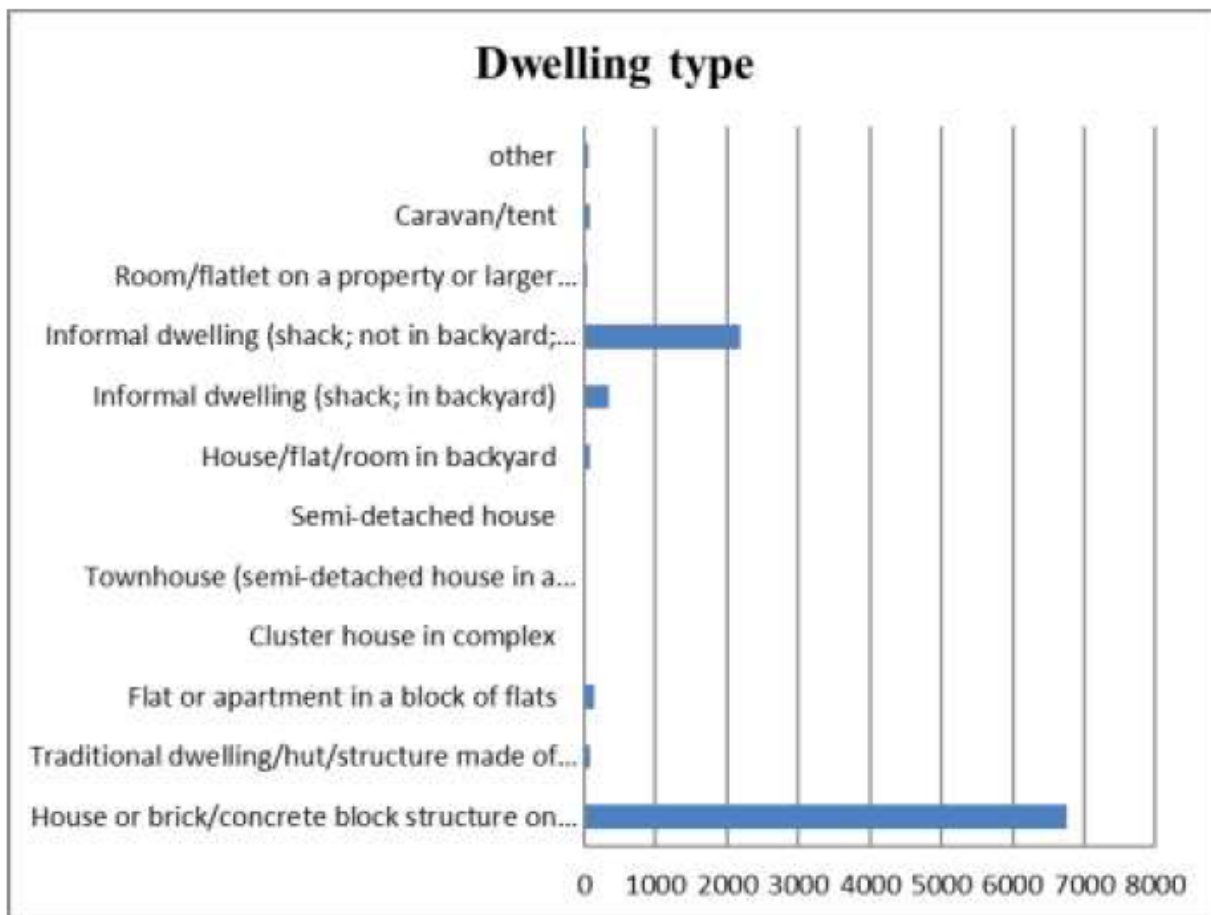


Figure 10: Dwelling types.

The in-migration has prompted a growth in need for human settlement to ever increasing figure beyond 5718 based on informal settlement units in the area. The graph below depicts the 2019 Kumba Kolomela Survey Assessment on the dwelling types.

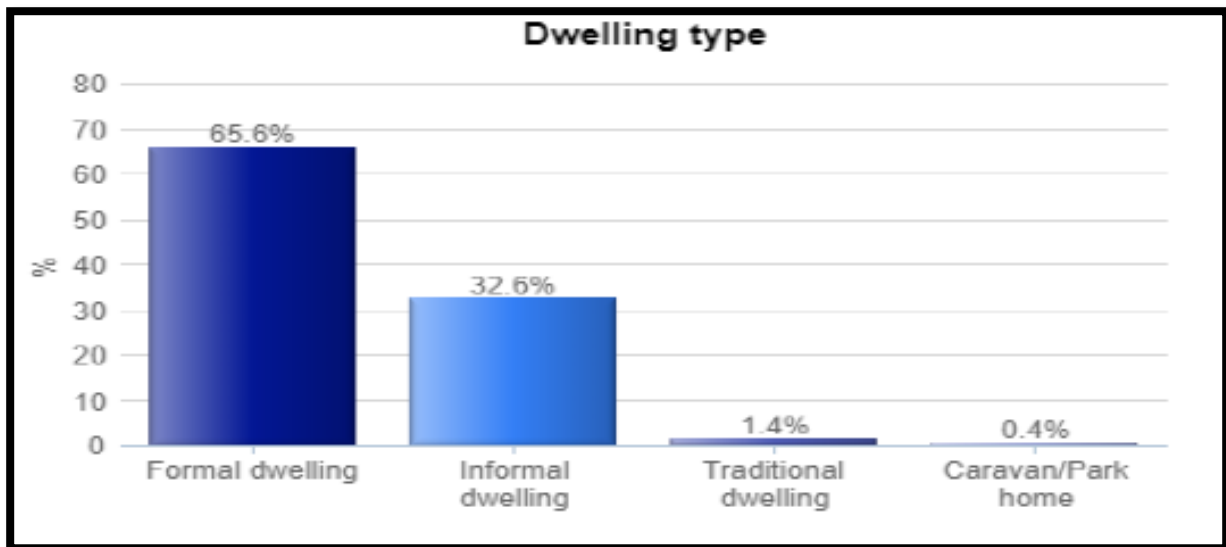


Figure 11: Dwelling types

3.2. KEY ECONOMIC ACTIVITIES (REGULATION 46 (C) (II))

3.2.1. Key Economic Activities in the Mining Community

Activity	Percentage of Employment
Mining	33%
Other services	16%
Government	14%
Retail	12%
Construction	10%
Utilities	6%
Manufacturing	4%
Healthcare	2%
Finance	2%
Agriculture	1%

3.2.2. Mining Companies in the Area

There are numerous mines in the direct vicinity of Makganyane Iron Ore Mine, of which some are listed below:

Name of Mining Company	Commodity
Kolomela	Iron Ore
Sishen	Iron Ore
Beeshoek	Iron Ore
Kumani	Iron ore

3.3. NEGATIVE IMPACT OF THE MINING OPERATION

	Yes	No	If yes, how will this be addressed
Relocation of people		x	
Exhumation of graves		x	
Influx of people		x	
Other		x	

3.4. INFRASTRUCTURE AND POVERTY ERADICATION PROJECTS - NEEDS OF AREA (REGULATION 46(c)(iv))**Table 3.14: Needs of the Area**

General	Specific	Type of need	Municipality
To be confirmed once negotiations with the municipality and community is complete			Tsantsabane

3.5. Project plan format (Regulation 46(c)(iii))

See table 3.2 below.

Type of project and locality

The Applicant is in the process of liaising with the Tsantsabane Local Municipality, ward councillors and local community members in the identification and approval of a Local Economic Development Project.

3.5.1. Stakeholder's involved in the project

The primary stakeholders involved in the project will *inter alia* be the following:-

- The Applicant
- The local authority
- Landowners
- SMME suppliers and local labour
- The Department of Mineral Resources & Energy
- Department of Forestry, Fisheries and Environment

3.5.2. Sustainability of the project

To be confirmed once negotiation processes with the Tsantsabane Municipality, ward councillors and community members is complete.

3.5.3. Financial provision over a 10-year timeframe

- **1st SLP Cycle**

Year 1: 0 (it is estimated that the mine will make no profit)

Year 2: 0 (it is estimated that the mine will make no profit)

Year 3: 0 (it is estimated that the mine will make no profit)

Year 4: R1 352 250.00

Year 5: R1 352 250.00

Total 1st Cycle = R 2 704 500.00

- **2nd SLP Cycle**

Year 1: R4 056 750.00

Year 2: R4 056 750.00

Year 3: 0 (it is estimated that the mine will make no profit)

Year 4: 0 (it is estimated that the mine will make no profit)

Year 5: 0 (it is estimated that the mine will make no profit)

Total 2nd Cycle = R8 113 500.00

Total (1st + 2nd Cycle) = R10 818 000.00

3.5.4. Company's exit strategy after implementation

The applicant will arrange a handover event, with the local authority, stakeholders and community members, after which the applicant will request the local authority to provide written confirmation which confirms its fulfilled obligations in respect of the project/s.

Table 3.15: Project Plan

Project Name	To be confirmed. Negotiations with the local municipality and local community is underway.			Classification of project	To be confirmed. Negotiations with the local municipality and local community is underway.			
Background & Timeframe	To be confirmed once negotiations with the Tsantsabane Municipality has been finalised.							
Geographical Location	Local Municipality	Village / Town	Project Start Date		Project End Date			
Northern Cape	Tsantsabane	Postmasburg	Year 1 – Possibly 2025		Year 5 - Possibly 2029			
Output	Key performance indicators and areas	Responsible Entity	2025 (Year 1)	2026 (Year 2)	2027 (Year 3)	2028 (Year 4)	2029 (Year 5)	Total
Tsantsabane / Postmasburg	Community Consultation & local authority	Assmang	0	0	0	R1 352 250	R1 352 250	R 2 704 500
Completion	2029	Exit strategy	See Paragraph 3.5.4 above			Total	R 2 704 500.00	

3.6. MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS (*REGULATION 46(C)(IV)*)

3.6.1. Current status of available dwelling for employees –

Table 3.16: Status of available dwellings for employees

	Mark (x) where appropriate	Percentage
Hostels	N/A	
Own home	N/A	
Rentals	N/A	
Other (employees will live off site in their own homes within the local community)	X	100%

3.6.2. Municipality's plan to address housing²

The objective of the IDP states that all informal settlements must be formalized within five (5) to ten (10) years. Through Public Private Partnerships between the municipality, Kumba Resources and the Northern Cape Department of Housing, partnerships have been established to speed up the development of residential housing project. We can initiate other agreements, MOU's and SLA's with other countries or municipalities to fill the gap of mix housing within the municipal area. According to the SDF the following Spatial Framework Proposals were made: Future residential extensions of Postdene and Postmasburg. Future residential extensions of Newtown and Boichoko townships. In-fill planning opportunities should be exploited as well as densifying large properties within the residential neighborhoods through high density developments. Future Golf Estate for upper housing market. Possible future residential extension for the west of Postdene. Possible long-term future residential extension integrating Boichoko with Postmasburg and Newtown. Possible future residential development on Portion 3 & 5 of the farm Pensfontein No. 475. The Tsantsabane SDF has indicated that it will include estimates of the demand for housing units across different socio-economic categories and the planned location and density of future housing developments. Tsantsabane Municipality through National Human Settlement Program has a R21 million fund committed towards housing development with an aim to deliver 265 houses per year. Tsantsabane intends to manage and provide a support system to allocate new houses to beneficiaries; assist with the registration of beneficiaries for RDP houses and set up systems to assist with the relocation of informal settlers to formal houses.

The remaining gaps in the housing backlog is as follows:

- Proper maintenance of existing bulk and link infrastructure;
- Economic and social development at risk due to infrastructure deterioration,

² Final revised Integrated Development Plan of the Tsantsabane Local Municipality, 23 June 2020

- Adherence to statutory plans such as the SDF,
- Verification process as per the Department of Human Settlement's Standards,
- Housing need (demand) that is higher than the actual approved allocation (supply)

3.6.3. Preferred requirements for housing and living conditions of the workforce

See paragraph 3.8.4 below. Housing will not be required having regard to the distance of the mine from the local community. Furthermore, where possible, employees will be sourced from the local community and most (if not all) employees will have their own existing housing. Future employees will also be sourced from the local community, where possible, whom will most likely already have their own existing housing or rental agreements in place. In the event that an employee is sourced from outside the Tsantsabane Municipality and has to work away from home, the employee will be paid a living out allowance until such time as the employee relocates to the local municipality, at which time the employee will be provided with a once-off relocation allowance.

3.6.4. Housing and living conditions plan over a five-year period

Table 3.17: Housing and living conditions

Type of accommodation	2025 Baseline	2026 25%	2027 50%	2028 75%	2029 100%
Home ownership					
Family units					
Single quarters					
Other – Employees will have established households that either they rent/own off site	Most likely	Will remain	Will remain	Will remain	Will remain

Please refer to paragraph 3.8.3 above.

The underlying principles of the housing strategy is to promote a socially stable community through housing and improved living conditions, which is supported by the following approach:

- A focus on local recruitment. It is foreseen that 100% of the employees of Makganyane Iron Ore Mine will reside within the local Tsantsabane Municipality.
- Makganyane Iron Ore Mine will support the Infrastructure and Basic Services projects identified, which will provide skills, finance and encouragement for the development of community related infrastructure.
- Active promotion of home ownership through annual awareness campaigns and continuous consultations with worker representatives, as well as the local authority.

- The Applicant intends to implement regular awareness programmes to inform all employees of the benefits of good nutrition, balanced diets and correct method of food preparation to maximize nutritional benefits of food.
- Water and Sanitation awareness, including the use of nutrition in the management of HIV/Aids and Tuberculosis.
- Makganyane Iron Ore Mine will provide employee transport to and from the site, where necessary, at no cost to the employee.
- The employees will also undergo annual medical examinations, at the expense of Makganyane Iron Ore Mine.

3.7. PROCUREMENT PROGRESSION (*REGULATION 46(C)(VI)*)

The DMRE procurement reporting tool is attached as Form T, Annexure 4.

The Applicant undertakes to do the following in order to facilitate procurement progression: -

- **STEP 1:** Identify a supplier list which suppliers have BEE status and what level;
- **STEP 2:** Submit a list of the suppliers together with the product/service each supplier is able to provide to the local authority and request a list of all the SMME and/or BEE suppliers on their database who could potentially meet the applicant's needs;
- **STEP 3:** The applicant will investigate each supplier taking *inter alia* the following into account namely:
 - Quality of the product/service;
 - Price of the product/service;
 - Availability of the product/service;
 - The applicant's needs.
- **STEP 4:** The applicant will select the most suitable SMME/BEE suppliers (if any) where possible and contact each supplier in order to obtain a quotation. Should the quotation be acceptable to the applicant the supplier will be selected. It must be pointed out that if there is no suitable SMME/BEE supplier for a specific product or service, the applicant may make use of an alternate suitable supplier which may or may not have a poor BEE rating/no BEE rating;
- **STEP 5:** Facilitate the efficient transition from the old supplier to the new SMME/BEE supplier (where required) and ensure that procurement from SMME/BEE suppliers is upheld and where possible improved upon

The aforesaid process will be implemented and upheld for the 5-year duration of this Social and Labour Plan.

4. PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT (REGULATION 46(D))

4.1. THE ESTABLISHMENT OF THE FUTURE FORUM (REGULATION 46(D)(I))

Makganyane Iron Ore Mine will establish a Future Forum, as contemplated in Regulation 46(d)(i) of the MPRDA Regulations, within the first year of mining operations.

The function of the Future Forum will be to:

- Promote discussions between the company and the employees.
- To jointly debate potential solutions to any potential job losses.
- To jointly engage in strategic planning to avoid / minimise any job losses.
- To initiate turnaround and / or redeployment or other appropriate strategies to minimise job losses.
- To jointly structure and implement solutions to prevent job losses.

The Future Forum will meet at least **quarterly** to discuss the following issues, if applicable at that time:

- Problems or challenges,
- Possible solutions to the problems and challenges, and
- The future of the mine.

If there is the potential for downscaling or retrenchments, members of the Future Forum will be called to a meeting immediately. Possible solutions or alternative to downscaling and retrenchment will be discussed with all present.

4.2. JOB LOSS PREVENTION AND

4.3. MANAGEMENT OF RETRENCHMENTS (REGULATION 46(D)(II))

Consultation with the Department of Labour

The mine will contact the Department of Labour and inform them of the intention to downscale and / or retrench. Should the Department of Labour feel the necessity to be involved in the process, the mine will either meet with them to discuss the alternative or they can send a representative to the meeting outlined below.

Consultation with Staff and Representatives

The process described below has been developed to include the procedures outlined in Section 52 of the Minerals and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002) and Section 189 or Section 198A, whichever section may be applicable, of the Labour Relations Act, 1995 (Act No. 66 of 1995).

- Call a meeting with the future forum to discuss the potential downscaling because of the economic conditions. When calling this meeting, ensure that the following person(s) have been invited:
 - any person whom the employer is required to consult in terms of a collective agreement,
 - if there is no collective agreement that requires consultation, a workplace forum, if the employees likely to be affected by the proposed dismissals are employed in a workplace in respect of which there is a workplace forum;
 - if there is no workplace forum in the workplace in which the employees likely to be affected by the proposed dismissals are employed, any registered trade union whose members are likely to be affected by the proposed dismissals, or
 - if there is no such trade union, the employees likely to be affected by the proposed dismissals or their representatives nominated for that purpose.
- At the meeting, the employer must disclose, in writing:
 - the reasons for the proposed dismissals,
 - alternatives considered before proposing the dismissals, and the reasons for rejecting alternatives,
 - the employee/s likely to be affected and the job category in which he/she/they are employed,
 - the proposed method for selecting which employee/s to dismiss,
 - the time period during which the dismissals are likely to take effect,
 - the severance pay proposed,
 - any assistance that the employer proposes to offer to the employee likely to be dismissed, and
 - the possibility of the future re-employment of the employee/s who is/are dismissed.
- The group must discuss the information presented by the employer and either accept what the employer proposes or suggest alternatives.
- The consultation process during the meeting must ensure:

- The employer allows the other consulting party an opportunity to make representations about any matter on which they are consulting.
 - The employer must consider and respond to the representations made by the other consulting party and, if the employer does not agree with them, the employer must state the reasons for disagreeing.
- Subject to the restrictions listed below, an employer must disclose all relevant information to a trade union representative, if any, in order for the representative to
 - perform their functions as outlined in Section 14(4) of the Labour Relations Act, 1995:
 - that is legally privileged,
 - that the employer cannot disclose without contravening a prohibition imposed on the employer by any law or order of any court,
 - that is confidential and, if disclosed, may cause substantial harm to an employee or the employer, or
 - that is private personal information relating to an employee, unless that employee consents to the disclosure of that information.
 - All issues must be resolved by the end of the meeting.
 - With particular reference to selecting employees for dismissal, the employer must make the selection according to selection criteria:
 - that have been agreed to by the consulting parties, or
 - if no criteria have been agreed, criteria that is fair and objective.
 - Minutes of the meeting must be taken.

Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided (*Regulation 46(d)(iii)*)

Where retrenchment or closure of the mine is unavoidable the mine will consider the following measures to assist the employee/s who will be affected, inclusive of but not limited to:-

- The applicant will contact other companies in the same/similar industry and ascertain whether they have any vacant posts suited to the employee's skill set;
- Determine whether there is a suitable position available at a different site owned and operated by the applicant or any of its contractors;
- Assist the employee in obtaining UIF benefits;
- Provide the employee with a certificate of service confirming the employee's retrenchment;
- In the event that the applicant would be able to re-employ in the future (at the mine or at any other site), the employee will be offered the position first.

4.4. MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMIES WHERE RETRENCHMENT OR CLOSURE OF THE MINE IS CERTAIN (*REGULATION 46(D)(IV)*)

Considering the high unemployment rate of the area, the impact on the region and local economy should the mine shut down will be significant since the mine intends to employ approximately 50 permanent employees and 30 contract workers from within the local municipality, which employment will also contribute to the GDP of the municipality.

4.4.1. Management of Retrenchments

In the event that dismissals ensue as a direct result of the mine's operational requirements, the applicant will ensure that consultations take place with the affected employee/s alternatively his/her/their representative (if any) as required by section 189(1) of the Labour Relations Act 66 of 1995.

The applicant will ensure that it complies with its obligations in terms of the Labour Relations Act in so far as severance pay is concerned.

The Department of Labour offers a number of services and skills programmes and information for employees who are about to be retrenched. The applicant will inform the affected employee/s of the existence of these services and skills programmes.

The applicant will together with a suitably qualified person in the field of labour law ensure that the affected employee/s receives substantial information and advice regarding *inter alia* the following: -

- Appropriate centres able to assist the employee such as Social Plan Centres, Job Advice Centres, Labour Centres etc.
- Counselling for the employee to promote their absorption into the labour market.
- How to cope with retrenchment.
- How to draw on support of the community, friends and family.
- What opportunities there are to obtain further training.
- Knowing his/her legal rights.
- Managing money matters.
- Self-employment opportunities and training programmes.
- Job hunting tips.
- Registration as a job seeker.
- Labour market opportunities, local economic development opportunities and other employment opportunities.

5. FINANCIAL PROVISION (REGULATION 46(E)(I), (II) AND (III))

	Financial provision for a 5-year period					
Item	Year 1 2025	Year 2 2026	Year 3 2027	Year 4 2028	Year 5 2029	Total
Human Resources Development	0	0	0	R1 341 000	R1 432 000	R2 773 000
Local Economic Development	0	0	0	R1 352 250	R1 352 250	R2 704 500
Management of Downscaling	0	0	0	R516 000	R551 000	R1 067 000
Total	0	0	0	R3 209 250	R3 335 250	R6 544 500

6. UNDERTAKING (REGULATION 46(F))

	Herewith I, the person whose name and identity number are stated below, confirm that I am the Applicant, or the person authorised to act as representative of the Applicant in terms of the resolution submitted with the application, and undertake to implement this Social and Labour Plan and adhere to the proposals set herein.
	Final version for submission to the competent authority to be signed

7. ANNEXURES

7.1. Annexure 1: Form Q (DME 327)

DEPARTMENT: MINERALS AND ENERGY
EMPLOYEES

Petroleum Resources Development Act, 2002 (Act No. 28 of 2002))



REPUBLIC OF SOUTH AFRICA - THE NUMBER AND EDUCATION LEVELS OF
[in terms of regulation 46(b)(i)(aa) of the Social and Labour Plan of the Mineral and

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No schooling / Unknown	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 0 / Pre	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 1 / Sub A	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 2 / Sub B	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 3 / Std 1 / ABET 1	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 4 / Std 2	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 5 / Std 3 / ABET 2	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 6 / Std 4	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 7 / Std 5 / ABET 3	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 8 / Std 6	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Grade 9 / Std 7 / ABET 4	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
	3	Grade 11 / Std 9 / N2	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
	4	Grade 12 / Std 10 / N3	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Higher Education and Training (HET)	5	Diplomas / Certificates	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
	6	First degrees / higher diplomas	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
	7	Honours / Master's degrees	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
	8	Doctorates	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
TOTAL			TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC

7.2. Annexure 2: Form R (DME 328)



DEPARTMENT: MINERALS AND ENERGY REPUBLIC OF SOUTH AFRICA

HARD-TO-FILL VACANCIES AS AT SEPTEMBER 2025

[in terms of regulation 46(b)(i)(bb) of the Social and Labour Plan of the Mineral and Petroleum Resources Development Act, 2002
(Act No. 28 of 2002)]

INSTRUCTIONS:

1. For any enquiries, contact the relevant Regional office or designated agency during office hours (refer to List 1).
2. Complete the form in block letters and in black pen.
3. Complete the form in English and do not use abbreviations (e.g. Street not St).

Occupational Level	Job title of Vacancy	Main Reason for being unable to fill the vacancy
Top Management	None	None
Senior Management	None	None
Professionally qualified and experienced specialists and mid-management	None	None
	None	None
	None	None
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	None	None
	None	None
	None	None
	None	None
Semi-skilled and discretionary decision making	None	None
	None	None
	None	None
	None	None
Unskilled and defined decision making	None	None
	None	None
	None	None

7.3. ANNEXURE 3: FORM S (DME 325)

**DEPARTMENT: MINERALS AND ENERGY
REPUBLIC OF SOUTH AFRICA**

EMPLOYMENT EQUITY STATISTICS AS AT SEPTEMBER 2025

[in terms of regulation 46(b)(v) of the Social and Labour Plan of the Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002)]

OCCUPATIONAL LEVELS	Male				Female				TOTAL	Disabled	
	African	Coloured	Indian	White	African	Coloured	Indian	White		Male	Female
Top Management	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Senior Management	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Professionally qualified and experienced specialist and mid-management	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Semi-skilled and discretionary decision making.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Unskilled and defined decision making	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
TOTAL PERMANENT	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Non-permanent employees	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
TOTAL	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC

7.4. ANNEXURE 4: FORM T (DME 326)



**DEPARTMENT: MINERALS AND ENERGY
REPUBLIC OF SOUTH AFRICA**

PROCUREMENT AS AT SEPTEMBER 2025

[in terms of regulation 46(c) (vi) of the Social and Labour Plan of the Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002)]

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total capital goods procurement	HDSA Composition	Provider and Address	Percentage of total capital goods procurement	HDSA Composition	Provider and Address	Percentage of total capital goods procurement	HDSA Composition
To be confirmed once mine is operational.								

7.5. ANNEXURE 5: QUESTIONNAIRE

SOCIAL AND LABOUR PLAN QUESTIONNAIRE FOR MAKGANYANE IRON ORE MINE EMPLOYEES				
“PLEASE COMPLETE AND RETURN TO THE TEAM LEADER”				
BACKGROUND INFORMATION				
NAME:		IDENTITY NUMBER:		GENDER (M OR F):
POSITION:		RESPONSIBILITIES		
RACE:	African:	Coloured:	Indian:	White:
HOME ADDRESS: (Family)			WORK ADDRESS: <i>(Only required if different to family address)</i>	
NUMBER OF DEPENDENTS: <i>(How many people do you support with your salary?)</i>				
WHAT PROBLEMS DO YOU THINK NEEDS TO BE ADDRESSED IN THE COMMUNITY WHERE YOUR FAMILY LIVES?				
EDUCATION AND TRAINING				

WHAT IS YOUR HIGHEST SCHOOLING LEVEL?	
DO YOU HAVE A TERTIARY EDUCATIONAL QUALIFICATION, IF YES WHAT?	
DO YOU HAVE ANY OTHER QUALIFICATIONS AND IF YES, WHAT?	
WHAT TRAINING COURSES HAVE YOU DONE IN THE LAST 2 YEAR?	
WORK SKILLS NEEDS ANALYSES	
WHAT ADDITIONAL WORK SKILLS DO YOU THINK WOULD BE USEFUL FOR YOU TO PERFORM YOUR JOB ?	
WHAT IS YOUR WORKING AMBITION IN THE NEXT 5 YEARS?	
WHAT IS YOUR IDEAL JOB AT THE MINE?	
PORTABLE SKILLS NEEDS ANALYSES	
IF YOU WERE NOT WORKING AT THE MINE, WHAT WORK WOULD YOU WANT TO DO?	
IF YOU WERE NOT WORKING AT THE MINE, WHAT WORK DO YOU THINK YOU COULD DO?	