

EVANDER GOLD MINES SOCIAL AND LABOUR PLAN

IMPROVING THE LIVES OF OUR COMMUNITIES

EVANDER GOLD MINES (Pty) Ltd
MINING LICENCE MP30/5/1/2/2/126MR
REGISTRATION NO. 1963/006226/07

2023 – 2027




CONTENTS

1. Introduction.....	1
2. Human Resources and Development.....	7
3. Local Economic Development Programme	25
4. Responsible management of downscaling and retrenchments.....	40
5. Financial Provision.....	42
6. Undertaking.....	43



**Evander Gold Mines' Social and
Labour Plan commitments.**



ABBREVIATIONS

The following abbreviations are found in this document.

EGM	Evander Gold Mines	MP	Mpumalanga
AET	Adult Education Training	MR	Mineral Rights
ATR	Annual Training Report	MPRDA	Mineral and Petroleum Resources Development Act, Act 28, 2002
PAR	Pan African Resources PLC		
DMRE	Department of Mineral Resources and Energy	MQA	Mining Qualification Authority
GMM	Govan Mbeki Local Municipality	NDM	Nkangala District Municipality
EGM	Evander Gold Mines (Pty) Ltd	NQF	National Qualification Framework
EE	Employment Equity	PIT	Professional in Training
FET	Further Education Training	(Pty) Ltd	Proprietary Limited
GET	General Education and Training	RSA	Republic of South Africa
GDP	Gross Domestic Product	SA	South Africa
		SACN	South African Cities Network
HIV	Human Immunodeficiency Virus	SAMREC	South African Code for the Reporting of Exploration Results, Mineral Resources and Mineral Reserves
HET	Higher Education and Training	Code	
HDSA	Historically Disadvantaged South Africans	SEAT	Socio Economic Assessment Toolbox
HR	Human Resources	SETA	Sector Education and Training Authority
IDP	Integrated Development Plans	SLP	Social and Labour Plan
ISO	International Organization for Standards	TAP	The Achiever Programme
		TB	Tuberculosis
		TVET	Technical and Vocational Education and Training
LED	Local Economic Development		
MMC	Mine Manager's Certificate		

1 INTRODUCTION

Purpose

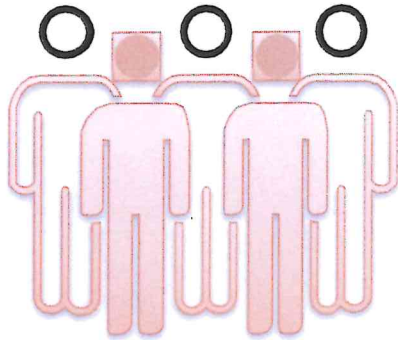
The purpose of the Mineral and Petroleum Resources Development Act, 2002 (Act No 28 of 2008) MRPDA is amongst others to transform the Mining industry in South Africa. Therefore, it is a requirement of the Act that Social and Labour Plans must be submitted as a pre-requisite for granting of Mining or production rights.

This Social and Labour Plan will outline Evander Gold Mining's commitments for the new five-year cycle commencing on 2023 – 2027.

Name of the company	Evander Gold Mining (Pty) Ltd
Name of the mine	Evander Gold Mines (Pty) Ltd
Physical address	EVANDER GOLD MINES Off Rotterdam Road Evander
Postal address	C/o EVANDER GOLD MINES Private Bag X1012 Evander 2280 Mpumalanga Province
Telephone number	+27 (0) 17 620 1617
Fax number	+27 (0) 17 632 1603
Mine address	EVANDER GOLD MINES Off Rotterdam Road Evander
Mine postal address	C/o EVANDER GOLD MINES Private Bag X1012 Evander 2280 Mpumalanga Province
Location of mine	EVANDER GOLD MINES Off Rotterdam Road Evander
Commodity	Gold
Life of mine	14 years (2023 – 2036)
Breakdown of employees persending area	See section 2.5.2
Financial year	July to June

EVANDER GOLD MINES IS COMMITTED TO UPLIFTING EMPLOYEES AND THE LOCAL COMMUNITIES

To reach this goal, we have developed a **Social and Labour Plan** to:



1. ASSIST IN DEVELOPING EMPLOYEES AND COMMUNITIES

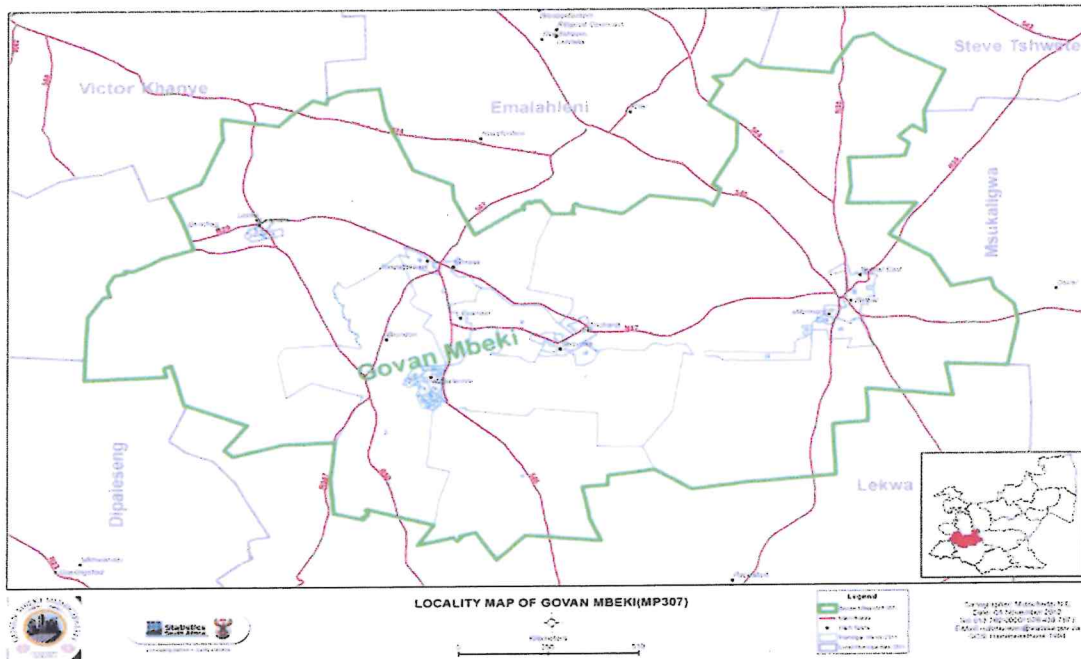


2. GROW THE LOCAL ECONOMY



3. WORK TOWARDS UPLIFTING OUR COMMUNITIES

EVANDER GOLD MINES



1.1 MORE ABOUT EVANDER GOLD MINES


Evander Gold Mines (Pty) Ltd (EGM) is situated close to the town of Evander, approximately 120km east-south-east of Johannesburg, and forms part of the Govan Mbeki Municipality of the Gert Sibande District Municipality within the Mpumalanga province. EGM is a wholly owned subsidiary of the Pan African Resources PLC Group, a company listed on the JSE Limited in South Africa and on the AIM market of LSE in London and has an ADR programme in the USA.

EGM consists of two operations, namely the Evander underground operations and the Elikhulu surface mining operations as well as advanced projects with SAMREC Code compliant Mineral Resources. These are held under a converted new order mining right with DMRE reference number MP30/5/1/2/2/126MR valid until 28 April 2038.

EGM provides permanent employment to 236 employees and 1306 contractors as at October 2022, with the current life of mine estimated to 2036.

MIGRANT LABOUR (Labour Sending Areas)

As part of the focus on uplifting communities that surround our gold mining operations, we make every effort to source labour from our local communities where possible. EGM's permanent workforce distribution is as follows:

COUNTRY OF ORIGIN	PROVINCE	NO. OF EMPLOYEES	% PER AREA
Lesotho 		2	0.85
Swaziland 		3	1.28
Mozambique 		15	6.35
Zimbabwe 		2	0.85
Sub-total migrant labour only		22	9.33
South Africa 	Gauteng	23	9.74
South Africa	Mpumalanga	107	45.33
South Africa	Eastern Cape	40	16.94
South Africa	KwaZulu-Natal	7	2.96
South Africa	Free State	5	2.11
South Africa	Limpopo	24	10.16
South Africa	North West	6	2.54
South Africa	Northern Cape	0	0
South Africa	Western Cape	2	0.84
Sub total RSA only		214	90.67
Total strength		236	100

1.2 MORE ABOUT THE SOCIAL AND LABOUR PLAN

The purpose of the Social and Labour Plan (SLP) is to help ensure effective transformation and promote economic growth in the areas where EGM operates. The SLP is also a requirement in terms of the MPRDA to provide assurance to the DMRE on a 5 year commitment of the mine's contributions on targets as set out in the SLP document, and compliance is a requirement for maintain EGM's mining right in good standing.

The SLP requires applicants and holders for mining and production rights to develop and implement comprehensive Human Resources Development programmes, Mine Community Development/Local Economic Development plans, Housing and Living Conditions plans, an Employment Equity plan, and plans to save jobs and manage downscaling and/or retrenchments as more fully set out in the various chapters of this SLP document.

EGM's SLP has been compiled in accordance with the following legislation and regulations as required:

- ✓ Mineral and Petroleum Resources Development Act and Regulations Act No. 28 of 2002
- ✓ DMRE Guidelines for Social and Labour Plans
- ✓ Broad-based Socio-Economic Empowerment Charter for the South African Mining Industry, also known as the Mining Charter Scorecard
- ✓ Skills Development Act No. 97 of 1998
- ✓ Employment Equity Act No. 55 of 1998
- ✓ Labour Relations Act of 1995
- ✓ Basic Conditions of Employment Act of 1997
- ✓ Broad-based Black Economic Empowerment Act No. 53 of 2003

1.3 THE OBJECTIVES OF THE SOCIAL AND LABOUR PLAN ARE TO:



Promote employment and advance the social and economic development of employees.

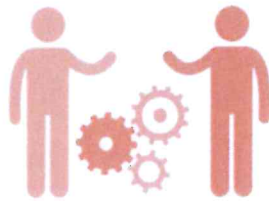


Contribute to the transformation of our industry.

Ensure that the holder of the mining right contributes to the socio-economic development of the communities in which the mine operates, including major labour sending areas.

SECTION 2

HUMAN RESOURCE DEVELOPMENT



2.1 INTRODUCTION

This section will outline EGM's Human Resource Development (HRD) Programmes as required by section 46(b) of the Regulations to the MRPDA.

EGM believes that a workforce with the right skills, experience and training is one of the industry's most basic needs to ensure safe operations and productivity, and therefore invests significant resources in developing the skills of its employees.

To reach our objective of empowering historically disadvantaged people with skills in the mining industry, EGM provides world class skills development programmes to employees across our business, while also extending capacity building initiatives to members of our immediate communities.

EGM will continue to focus on the following areas for the next five years:

- The Skills Development plan
- Career progression and planning
- Mentorship plans
- The internship, graduates and bursary plan
- The employment equity plan

2.2 COMPLIANCE WITH SKILLS DEVELOPMENT

EGM is Mining Qualifications Authority (MQA) accredited in terms of its skills development programmes and ensures that where training is outsourced, the institution is also fully MQA accredited and has the necessary expertise to provide compliant education and skills training. This ensures that employees are provided with a full range of programmes. EGM has submitted its Workplace Skills Plan and Annual Training Reports throughout the previous SLP reporting period (2018–2022), which were both accepted. EGM also pays levies and claim grants in line with the provisions of set out by the MQA. The EGM Skills Development levy number is L090782154.

2.3 SKILLS DEVELOPMENT FACILITATOR

EGM has a dedicated skills development facilitator, who is responsible for coordinating the compilation of the Workplace Skills Plan (WSP) and Annual Training Report (ATR) in consultation with EGM's Skills Development Committee. This Committee meets quarterly to discuss and monitor compliance, current programmes, skills development planning and operational requirements. The committee includes management and employee representatives.



Details of the SETA registration

Name of SETA	Mining Qualifications Authority (MQA)
Registration with SETA	L090782154.
Skills Development Facilitator	Tshepo Mosiane
Submission dates	Annually on 30 April

2.4 BASELINE SITUATION (FORM Q)



The number and education levels of employees at EGM as at September 2022 is shown in Table 2.1 below:

BAN	NQF LEVEL	System	M A L E				F E M A L E				TOTAL	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Female	Male
	1	No schooling/ Unknown	0	0	0	0	0	0	0	0	0	0
		Pre-AET / Grade 1-3	0	0	0	0	0	0	0	0	0	0
		AET 1 / Std 2, Grade 4	6	0	0	0	0	0	0	0	0	6
		AET 2 / Std 3/4, Grade 5/6	9	0	0	0	0	0	0	0	0	9
		AET 3 / Std 5/6, Grade 7/8	4	0	0	0	1	0	0	0	1	4
		AET 4 / Std 7, Grade 9	4	0	0	0	1	0	0	0	1	4
	2	Grade 10/ Std 8/N1	9	0	0	0	2	0	0	0	2	9
		Grade 11/ Std 9/N2	21	0	0	2	13	0	0	0	13	23
		Grade 12/ Std 10/N3	43	0	0	4	14	1	1	1	17	47
	5-10	Diplomas/ Certificates	37	1	1	16	13	0	0	4	17	55
		First degrees/ higher diplomas	10	0	0	1	5	1	0	0	6	11
		Honours degree	8	0	0	1	0	0	0	0	0	9
		Master's degrees	1	0	0	0	1	0	0	0	1	1
		Doctorates	0	0	0	0	0	0	0	0	0	0
		Total									58	178

236

The number and education levels of contractor employees at EGM as at September 2022 is shown in Table 2.2 below:

Band	10 pt scale (NQF)	LEVEL OF EDUCATION	Female	Male	Total
General Education & Training (GET)	Below NQF 1	No schooling	1	11	12
		Pre-AET / Grade 1-3	0	10	10
		AET 1 / Std 2, Grade 4	1	19	20
		AET 2 / Std 3/4, Grade 5/6	1	37	38
		AET 3 / Std 5/6, Grade 7/8	3	76	79
Further Education & Training (FET)	1	AET 4 / Std 7, Grade 9	11	197	208
	2	Std 8 / Grade 10, NATED 1 / NCV Level 1	52	277	329
	3	Std 9 / Grade 11, NATED 2 / NCV Level 2	27	171	198
	4	Std 10 / Grade 12, NATED 3 / NCV Level 3	47	289	336
Higher Education & Training (HET)	5 - 6	Higher Certificate/ National Diploma/ Advanced Certificate/ NATED 4 - 6	11	130	141
	7	Advanced Diploma/ B-Tech Degree/ Bachelor's Degree (360 credits)	2	19	21
	8	Bachelor Honour's Degree/ Postgraduate Diploma/ Bachelor's Degree (480 credits)	0	2	2
	9	Master's Degree	0	1	1
		Grand Total	156	1239	1395

2.5 SKILLS DEVELOPMENT PLAN

The key objective of a HRD programme is to produce a skilled, trained and diverse workforce to meet the demands of a modern industry. It is to further develop skills that enhance productivity of the workforce and improve the employment opportunities for Historically Disadvantaged Persons. In this regard, EGM has invested 5% of leviable wages (excluding the statutory skills development levy) on essential skills development as well as artisan, internship, learnership, apprentice, graduate programmes, bursaries, literacy and numeracy skills for employees and non-employees (community members), as defined in the Mining Charter III.

2.6 ADULT EDUCATION TRAINING

EGM has committed funds for an Adult Education and Training (AET) programme. Employees are encouraged to participate in AET lessons to improve their educational level and to bring all employees below the literacy level to obtain basic Training. The AET programme includes permanent employees and qualifying long-term contractor employees. The AET training plan for both employees and long-term contractors is shown in Table 2.3 below.

AET Level	Target and Timelines (Timelines in calendar years)					TOTAL
	2023	2024	2025	2026	2027	
	Cont	New	New	New	New	
Pre-AET	0	0	0	0	0	0
AET 1	2	1	1	2	0	6
AET 2	1	2	1	1	2	7
AET 3	1	1	1	1	1	5
AET 4	3	1	1	1	1	7
Total number	7	5	4	5	4	25
Budget	R800 000	R850 000	R950 000	R950 000	R600 000	R4 150 000

AET training plan for employees and long-term contractors

ABET Implementation Plan



ABET Implantation Plan 2023-2027
Plan to provide the mine employees and long-term contractors' employees with the opportunity to become functional literate and numerate.
<p>Objective:</p> <ul style="list-style-type: none">• To provide employment and advance the social and economic welfare of all South Africans.• To utilize and expand skills base for empowerment of Evander Gold Mining employees.• To offer employees opportunities for development. <p>Beneficial change:</p> <p>Employees:</p> <ul style="list-style-type: none">✓ Greater personal income.✓ Increased happiness ad wellbeing.✓ Improved health.✓ Enhanced community cohesion. <ul style="list-style-type: none">• The Mine:<ul style="list-style-type: none">✓ Improved literacy levels of employees✓ Advancement in career-skills development✓ Strong partnership.✓ Improved productivity and performance.✓ Empowered communities with education and skills and non-reliance on the mine for employment.• Families:<ul style="list-style-type: none">✓ Income.✓ Health.✓ Independence.✓ Motivation.
<p>Beneficiaries:</p> <ul style="list-style-type: none">• Evander Gold Mining Employees.• Communities around our Mines.• The operations. <p>South Africa – Country with literate citizens.</p>
<p>Implementation Plan:</p> <ul style="list-style-type: none">• Mine HOD's to nominate candidates for the part time attendance.• Employee Individual Development Plans to be consulted as well for candidates.

2.7 LEARNERSHIPS


Learnerships are advertised both internally for employees and externally in the local communities. This provides both employees and qualifying members of the community the opportunity to gain qualifications from participating in the learnership programmes. Contracts are granted for the entire learnership period and where opportunities arise, these qualifying learners may be appointed as full time artisans at EGM. Priority is given to historically disadvantaged South African (HDSA) candidates when skills are required.

The tables below show the learnership targets for this current SLP period.

2.7.1 LEARNERSHIPS (INTERNAL – 18.1)

	TYPE/AREA OF TRAINING	TARGETS AND TIMELINE										TOTAL BUDGET
		2023		2024		2025		2026		2027		
		New	Cont	New	Cont	New	Cont	New	Cont	New	Cont	
	Engineering	0	2	3	0	0	3	0	3	2	0	5
	Mining	0	0	1	0	0	1	0	1	1	0	2
	Total Number	0	2	4	0	0	4	0	4	3	0	7
	Budget	R0	R500 000	R1 000 000	R0	R0	R1 200 000	R0	R1 500 000	R2 000 000	R0	R6 200 000

2.7.2 LEARNERSHIPS (EXTERNAL – 18.2)

	TYPE/AREA OF TRAINING	TARGETS AND TIMELINE										TOTAL BUDGET
		2023		2024		2025		2026		2027		
		New	Cont	New	Cont	New	Cont	New	Cont	New	Cont	
	Engineering	0	3	2	3	0	5	0	2	3	0	5
	Total Number	0	3	2	3	0	5	0	2	3	0	5
	Budget	R0	R1 200 000	R750 000	R1 350 000	R0	R2 350 000	R0	R1 040 000	R1 500 000	R0	R8 190 000

2.8 PORTABLE SKILLS TRAINING

EGM, in partnership with accredited specialist service providers, will offer specifically designed accredited skills programmes to equip exiting and in-service employees, as well as members of the host communities, with the ability and entrepreneurial skills to become self-reliant or pursue new career opportunities within other sectors of the economy. Once the skills programme is completed, the candidate will be provided with the necessary accreditation and tool box/starter kit where applicable, to commence with activities that will enable them to earn an income. EGM will therefore commit to the following:

For members of the community:

Continue with the community skills program that is designed to reduce overreliance on jobs at the mine and contribute to a reduction in the number of the unemployed community members by:

- Equipping individuals with accredited skills that would enable them to earn an income
- Enabling access to development opportunities at EGM which prioritises supplier opportunities to existing and new small/emerging enterprises (procurement and development projects)
- To link them to feasible Social and Labour Plan LED or other projects in and around the mine, where feasible.

TYPE/AREA OF TRAINING	SKILLS TRAINING 2023-2027					TOTAL BUDGET
	2023	2024	2025	2026	2027	
 Basic Mechanic	0	5	2	2	2	11
Basic Bricklaying	0	5	2	2	2	11
Basic Farming / Vegetable Production	0	5	2	2	2	11
Basic Sewing	0	5	2	2	2	11
Competent B and Construction Team Training	20	10	10	10	10	60
Total number	20	30	18	18	18	104
Budget	R80 000	R335 000	R230 000	R250 000	R270 000	R1 165 000



For employees

Portable skills training is one of the most sustainable methods of mitigating the effects of employer downscaling and industry job losses. It gives affected employees the opportunity of viable long-term independence from the mining industry's uncertainties as a result of economic downturns. For this reason, it is important that EGM plans to make resources available for portable skills training in advance, although it is also possible to make arrangements to provide for training after the downscaling occurs and employment has been reduced. EGM plans to start such training before the need arises, thereby minimising the impact on affected employees and enabling them to take up alternative employment as soon as the need arises.

The objective of this programme is to provide portable skills training to employees who show an interest in obtaining such training, special emphasis on employees who are incapacitated or recently retrenched for them to remain economically active, employable or self-sustaining within their communities or elsewhere.

EGM currently provides these voluntary skills training programmes to employees to learn skills which are applicable outside of the mining industry. The availability of the portable skills training is advertised through pamphlets, and mine TV information screens and when training officers conduct induction.


Once the skills programme is completed, the candidate will be provided with the necessary accreditation and tool box/starter kit where applicable. EGM will therefore commit to the following:

Downscaling

- When EGM needs to down scale, portable skills training is provided to the affected employees as part of the down scaling agreement with the relevant parties, such as organised labour
- Costs are stipulated in the down scaling agreement and the choice of courses are up to the discretion of the down scaled employee, where available
- A separate procedure is followed in the event the company commences with down scaling, which works together with the down scaling agreement that is developed at the time. Should a new down scaling agreement not be available, the previous accepted agreement will be applied automatically.

DISCIPLINES	PORTABLE SKILLS					TOTAL
	2023	2024	2025	2026	2027	
Basic Farming	0	5	5	5	5	20
Basic Cooking	0	5	5	5	5	20
Basic Plumbing	0	5	5	5	5	20
Basic Computer	0	5	5	5	5	20
Basic Tiling	0	5	5	5	5	20
Basic Decor	0	5	5	5	5	20
Basic Mechanic	0	5	5	5	5	20
Total	0	35	35	35	35	140
Budget	R0	R350 000	R420 000	R500 000	R600 000	R1 870 000

2.9. HARD TO FILL VACANCIES

OCCUPATION LEVEL	JOB TITLE OF VACANCY	MAIN REASON FOR BEING UNABLE TO FILL THE VACANCY
Top management	N/A	N/A
Senior management	N/A	N/A
 Professionally qualified and experienced specialists and middle management	Engineer	The incumbent should hold a Government Certificate of competency, which is difficult to obtain.
	Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Technician
Plant Metallurgists		This skill is not always available internally or locally.
Semi-skilled and discretionary decision making	N/A	N/A
Unskilled and defined decision-making	N/A	N/A



1. Core Critical Skills

Type of Skills	Core Critical Skills 2023-2027										TOTAL
	2023		2024		2025		2026		2027		
Rock Drill Operators	2		2		2		2		2		10
Planned Budget	Novice R57 143	Promotion R28 571	Novice R60 000	Promotion R30 000	Novice R63 000	Promotion R31 500	Novice R66 150	Promotion R33 075	Novice R69 459	Promotion R34 725	R245 875
Winch Operator	2		2		2		2		2		10
Planned Budget	Novice R38 065	Promotion R19 048	Novice R40 000	Promotion R20 000	Novice R42 000	Promotion R21 000	Novice R44 100	Promotion R22 050	Novice R46 365	Promotion R23 153	R210 500
Loco Operator	2		2		2		2		2		10
Planned Budget	Novice R38 065	Promotion R19 048	Novice R40 000	Promotion R20 000	Novice R42 000	Promotion R21 000	Novice R44 100	Promotion R22 050	Novice R46 365	Promotion R23 153	R210 500
Learner Miner	2		2		2		2		2		10
Planned Budget	Novice R101 587	Promotion R50 794	Novice R106 666	Promotion R53 333	Novice R111 959	Promotion R56 000	Novice R117 599	Promotion R58 800	Novice R123 479	Promotion R61 745	R581 330
Total number	2		2		2		2		2		10
Total Budget	Novice 234 920	Promotion R117 461	Novice R246 666	Promotion R123 333	Novice R258 989	Promotion R129 500	Novice R271 949	Promotion R135 975	Novice R285 547	Promotion R142 774	R1 347 124
Grand Total											R1 347 124


Note: The financial provision will be updated on the main document that will be submitted

Evander Gold Mines
 Sakhela Pillane
 Human Resource Manager
 Date: 11/06/2023

2.10. CAREER PROGRESSION AND MENTORSHIP

This section covers the career progression plan of Operation that is in line with the skills development plan and will show how opportunities are given to employees to progress through the employment levels.

The career progression plan at an individual level, maps out growth opportunities within



specific career paths in both technical (specialist) and management roles in the mine. The process identifies career options for employees who are assisted to develop skills so that they are better prepared and suitably qualified to assume positions that match their individual career goals with the needs of the mine (organizational needs). Employees can navigate through various career progression scenarios (or be assisted to do so) and quickly identify requirements of various positions. Career management at the operation links with other HRD activities such as mentorship and coaching, managing the talent pool, and employment equity.

Factors that are considered for effective career progression Planning:

- **Opportunity for all employees:** Career progressions is available to all employees based on their career interests, availability of positions employment equity, potential assessments and excellent performance.
- **Cross discipline and multi-disciplinary:** An employees may move from one discipline to another depending on personal career interests aligned to identified organizational needs.
- **Performance Management:** Career progression plans are managed and monitored during performance management discussions between an employee and his/her supervisor at management levels, with top performers usually considered for opportunities to advance to higher levels within the organization.
- **Career interests:** Each employee's career interests are considered, within reason, when career progression plans are discussed and agreed through IDPs.
- **Availability of positions:** Career progression takes place based on positions that becomes vacant or availability in the mine or other Evander Gold Mining operations and employees are promoted and/or transferred to other positions for additional career exposure.
- **Employment equity targets:** Career progression plans takes cognizance of operation's requirements to meet employment equity targets.
- **Employee development plan support career progression:** The mine provides the opportunity for advancement to higher levels of the organization by encouraging employees to have personal development plans. Although opportunities are given to employees, each individual takes ownership of his/her career goals and objectives.

The career management process identify the education, training, and experience needs for the workforces.



The steps that are covered in contributing to effective career management include:

For employees:

Step 1: Assess existing skills required to meet business objectives:

This includes the following:

- Identify the skills required to succeed in the current job.
- Identify the gaps required to be closed in order to succeed in the current job.
- Identify relevant skills that the employee possesses that are not currently being utilized.

Step 2: Identify potential areas for growth and development

This includes the following

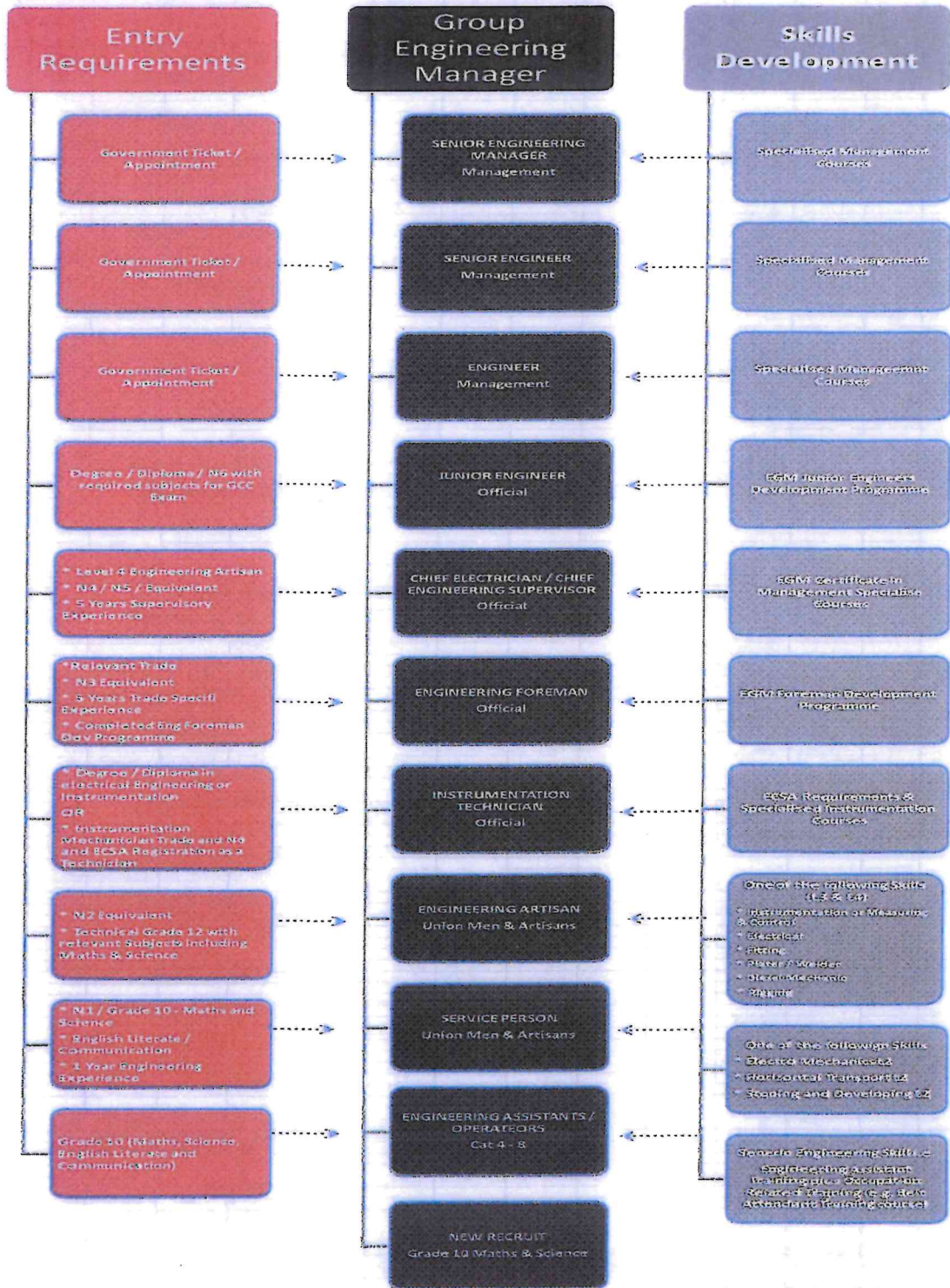
- Identify the areas of the employee's current job that could be enhanced with additional training or coaching.
- Identify additional skills or responsibilities that may enhance the employee's ability to contribute to achieving the mine's goal and objectives.
- Identify employee's interest and/or goals.

Step 3: Identify training mentoring coach or other development opportunities so that the employee can successfully apply new and knowledge.

Step 4: Continuous evaluation of employee development plan and providing employee feedback.

Engineering Career Path

ENGINEERING CAREER PATH



Revision Date: _____

Approved: Engineering Manager: _____

Figure 2 – 1: Engineering Career Pathing

METALLURGY Career Pathway

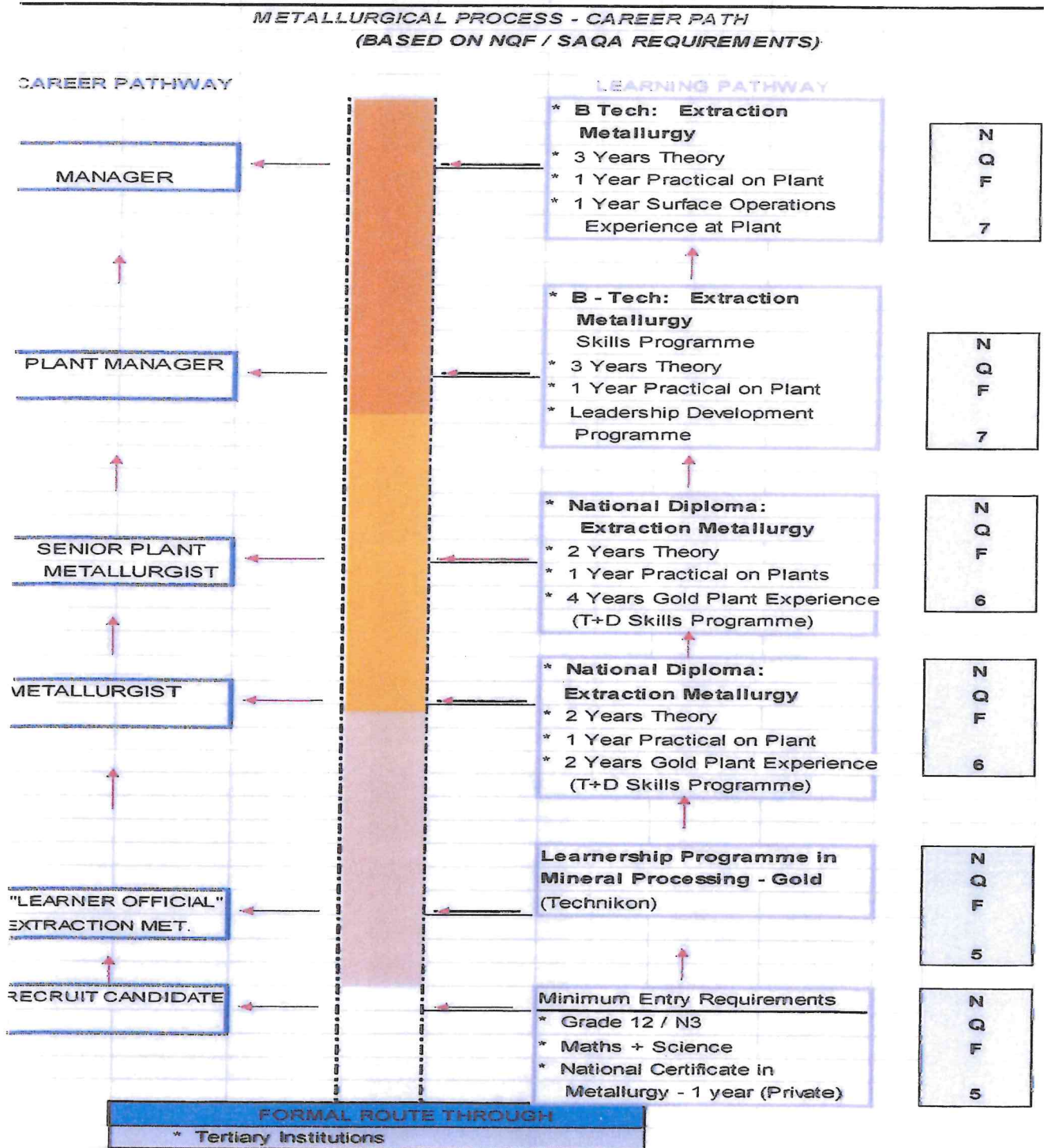


Figure 2 – 2: Metallurgy Career Path

2.11. Management Development for employees

EGM is committed to ensuring growth and development for its employees. There is focus on developing each management and supervisory levels to employee who display good behavioral attributes, knowledge, skills, experience and potential required to succeed in the organization.

PROGRAMME	TARGETS AND TIMELINES					TOTAL
	2023	2024	2025	2026	2027	
Leadership Development	2	1	1	1	1	6
Management Development	2	2	2	1	1	8
Supervisory Development	4	4	4	3	3	18
Total	8	7	7	5	5	32
Budget	R700 000	R700 000	R770 000	R550 000	R620 000	R3 340 000

2.12. MENTORSHIP PROGRAMME

In order for Evander Gold Mining to develop highly competent leaders and a healthy pipeline of HDSA leaders and professionals, an internal mentorship and coaching programme was developed to encourage and support the development areas identified to be lacking:

MENTORSHIP AND COACHING	
IMPLEMENTATION PLAN	
Objectives:	<ul style="list-style-type: none"> To identify a pipeline of leaders and professional To ensure Evander Gold Mining have resources to effectively meet the future requirements of EGM employment equity plan. To practically enhance the skills of young upcoming leaders
Deliverable benefits:	<ul style="list-style-type: none"> Adequate and competent mentors/coaches. Consistently mentored protégé's/coaches
Objectives:	<ul style="list-style-type: none"> Ongoing training of current mentors/coaches. Develop and support mentors/coaches Monitor the progress of sessions between mentors.



MENTORSHIP PROGRAMME						
DISCIPLINES	TARGETS AND TIMELINE					TOTAL
	2023	2024	2025	2026	2027	
Engineering	1	1	2	2	2	8
Metallurgy	1	1	2	2	3	9
Administration & Support	1	1	1	1	2	6
Instrument Technician	1	1	1	1	1	5
Total Number	4	4	6	6	8	28

2.12.1. Bursaries, Graduate and Internships

At EGM, we recognize the importance and organizational benefits derived from the professional career development of bursars on the programme. Therefore, EGM provides successful candidates with much needed financial support for the education, training and development of skills and knowledge that will be of direct benefit to both the candidates and future needs of the company. Our bursary programme are based on the candidate's academic merits and other elements that are pertinent to EGM and needs of the community.

In the next five years, EGM's focus will be directed at recruitment of local diplomats and graduates for the sole fulfilment of the Internship and Graduates requirements, in line with the MQA Guidelines. The MQA is the regulatory body for mines in governing compliance with education, training and development standards.

2.12.2. Bursaries to be awarded Internally

	TARGETS AND TIMELINE					TOTAL BUDGET
	2023	2024	2025	2026	2027	
Metallurgy (related)	0	1	1	1	1	4
Engineering (related)	1	1	1	1	2	6
Other Study Assistance (HR, Security, Safety, Finance, and Supply Chain)	7	7	8	8	8	38
 Total Number	8	9	10	10	11	48
 Budget	R800 000	R1 000 000	R1 350 000	R1 500 000	R1 850 000	R6 500 000

2.12.3. Community Bursary Programme



Bursary Programme.

BURSARY PROGRAMME
The provision of further education and training with regards to bursary and community bursary students with a services obligation to Evander Gold Mining.
Objectives: To provide the tertiary education and training of bursary students, according to the strategic labour requirement of the Operation, in order to develop future leaders in areas identified as mining core disciplines. Students are allocated bursaries in consultation with the local municipalities, where possible and will allowed to study for a diploma or degree at accredited tertiary institution within South Africa (SA).
The Core Disciplines in Evander Gold Mining give priority to when allocation bursaries are as follows: <ul style="list-style-type: none">• Engineering.• Metallurgy.• Administration and Support Related fields.•
Beneficial Change: The empowerment of young talented South African will be from the local community. These candidates must be achievement oriented, be able to handle challenges of teamwork in the mining environment and have a business mind set.
Beneficiaries: <ul style="list-style-type: none">• Talented South African with passion for core disciplines and the desire to join Evander Gold Mining.• Should the municipality approach Evander Gold Mining to award bursaries for disciplines aligned to their strategic priorities, such requests will also be considered.
Implementation Plan: <ul style="list-style-type: none">• Promotion of this unique opportunity to students with potential.• Assessment of short-listed applicants and selection through the interview process.• Formal bursary contracting with Evander Gold Mining.

2.12.4. Community Bursary Programme

	COMMUNITY BURSARY PROGRAMME										
	Total										
	2023 New	2023 Cont	2024 New	2024 Cont	2025 New	2025 Cont	2026 New	2026 Cont	2027 New	2027 Cont	Total
BEng. / BSc. Extraction Metallurgy	1	0	2	1	0	3	0	3	0	2	3
BSc. Electrical / Mechanical Engineering	0	4	0	2	1	1	1	1	0	1	2
BSc. Geology	0	0	0	0	0	0	2	0	0	1	2
Bachelor Accounting	0	1	0	1	0	0	0	0	0	0	1
BSc. / BCom Finance	0	1	0	1	0	0	0	0	0	0	1
BBusSC Actuarial Science	0	1	0	1	0	0	0	0	0	0	1
Bachelor Medicine	0	0	0	0	1	0	0	1	0	1	1
Total Planned	1	7	2	6	2	4	3	5	0	5	11
Budget	R230 000	R1 610 000	R506 000	R1 520 000	R1 400 000	R1 112 000	R920 000	R2 450 000	R0	R3 400 000	R13 148 000

2.12.5. Internship Training Programme 2023-2027

	TARGETS AND TIMELINE					TOTAL BUDGET
	2023	2024	2025	2026	2027	
Metallurgy	2	2	2	2	2	10
Engineering	2	2	2	2	2	10
Safety	1	1	1	1	1	5
Occupational Hygiene	1	1	1	1	1	5
 Total Number	6	6	6	6	6	30
 Budget	R720 000	R765 000	R810 000	R860 000	R910 000	R4 065 000

Note: Internship students will have twelve (12) months internship period. Each year EGM will be taking additional students as indicated above. The budget depicts the allowance paid to the internship students.

2.12.6. Internships MQA

	TARGETS AND TIMELINE					TOTAL BUDGET
	2023	2024	2025	2026	2027	
 Metallurgy and Engineering	0	2	2	2	2	8

2.12.7. Graduate Training Programme 2023-2027

Discipline	TARGETS AND TIMELINE										TOTAL BUDGET
	2023		2024		2025		2026		2027		
	New	Cont	New	Cont	New	Cont	New	Cont	New	Cont	
Metallurgy	0	4	2	0	0	2	2	0	0	2	4
Engineering	0	3	1	0	0	1	1	0	0	1	2
Environmental	0	1	1	0	0	1	1	0	0	1	2
Human Resources	0	1	1	0	0	1	1	0	0	1	2
Finance	0	1	1	0	0	1	1	0	0	1	2
Total Number	0	10	6	0	0	6	6	0	0	6	12
Budget	R0	R3 200 000	R2 200 000	R0	R0	R2 400 000	R2 500 000	R0	R0	R2 650 000	R12 950 000

Note: Graduates will have a twenty-four (24) month structured programme. Since this is a 24 month programme, there will only be intake once in a two-year period. The budget depicts the allowance paid to the graduate students.



2.13 EMPLOYMENT EQUITY

As part of our normal engagement with internal stakeholders, the Employment Equity Committee has reviewed the challenges experienced during the 2018-2022 SLP period and have revised its strategy to improve EGM's Employment Equity Programme as shown below.

Numerical targets for 2023 to 2027 are set out in the table below:

ANALYSIS OF WORKFORCE, DEMOGRAPHIC AND FEMALE PROFILE

2.14.1 Workforce profile by occupational category and occupational levels as at September 2022

	Occupational Levels	Males				Females				Total	HDSA		
		A	C	I	W	A	C	I	W		M	F	%
	Senior Management	2	0	0	6	2	0	0	0	10	2	2	40%
	Middle Management – Professionally Qualified and experienced specialists	6	0	1	7	3	1	0	0	18	7	4	61%
	Junior management + (Skilled technical and academically qualified workers, supervisors, foremen, and superintendents)	44	1	0	12	11	0	1	4	73	45	16	84%
	Semi-Skilled and Discretionary decision making	22	0	0	0	9	1	0	1	33	22	11	100%
	Unskilled and decision Making	54	0	0	1	24	0	0	0	79	54	24	99%
	Total Permanent	128	1	1	24	49	2	1	5	211	130	57	89%
	Temporary/Internship	12	0	0	6	5	0	1	0	24	12	6	75%
	Total	140	1	1	30	54	2	2	5	235	132	63	83%

2.14.2 Employment Equity Targets Aligned to Mining Charter 2018



Element	Description	Measure	Compliance target	Progress achieved by				
				2023	2024	2025	2026	2027
Employment Equity	Diversification to reflects demographics	Senior Management	50%	40%	40%	40%	40%	50%
		African Females	15%	20%	20%	20%	20%	20%
		Middle Management	60%	72%	72%	72%	72%	72%
		African Females	20%	18%	18%	18%	18%	20%
		Junior Management	70%	76%	76%	76%	76%	80%
		African Females	20%	18%	18%	18%	20%	25%
		Core Skills	60%	97%	97%	97%	97%	99%
		African Females	20%	43%	43%	43%	43%	45%



WOMEN IN MINING

EGM recognises the strength in diversity to be gained from employing women and has successfully increased the number of women employed at our operations. We ensure that women are engaged in all aspects of our business and the integration of women into previously male dominated roles is a priority. Our objective is to attract, retain and advance women in all disciplines and at all levels in the organisation.

Targets for Women participation in mining at EGM (2023 – 2027)

	OCCUPATIONAL LEVELS	2018 Mining Charter Compliance Targets	2023 SLP TARGET	2024 SLP TARGET	2025 SLP TARGET	2026 SLP TARGET	2027 SLP TARGET
	Top management	0	0	0	0	0	0
	Senior management	25%	20%	20%	20%	20%	20%
	Professionally qualified and experienced specialists and mid-management	25%	22%	25%	25%	25%	25%
	Technical and academically qualified workers, junior management, supervisors, foreman and superintendents	30%	22%	25%	25%	30%	30%
	Semi-Skilled and Discretionary decision-making	30%	33%	35%	35%	35%	35%
	Unskilled and defined decision-making	30%	30%	30%	35%	35%	35%
	Total						
	% workforce						

2.14.3 HDSA participation in management

At EGM, priority is given to investment in developing HDSA employees. Preference is therefore given to HDSA candidates during the recruitment process and personal development plans are in place to further the careers of all employees, so that they can participate in the evolving management structures of the company.

HDSA participation in management targets: Evander Gold Mines (2023 – 2027)

Occupational Levels	2018 Mining Compliance Target	2023	2024	2025	2026	2027
		SLP TARGET	SLP TARGET	SLP TARGET	SLP TARGET	SLP TARGET
 Top management	0	0	0	0	0	0
Senior management	60%	40%	40%	40%	40%	50%
 Professionally qualified and experienced specialists and middle management	60%	60%	60%	60%	60%	60%
Sub Total						
 Officials C#	70%	70%	70%	70%	70%	70%
TOTAL						



3 LOCAL ECONOMIC DEVELOPMENT PROGRAMME

The aim of EGM's local economic development initiatives is to aid the transformation of the Gert Sibande District into a hive of economic activity, by encouraging and catalysing strong levels of investment, sustainable job creation outside of mining and improved income levels. This will require building on the distinctive potential of each municipality, preserving the integrity of the environment and avoiding negative competition between regions.

The key local economic development focus areas are in line with the requirements of the local municipalities published Local Economic Development and Municipal Integrated Development Plan (MIDP).

3.1. SOCIO-ECONOMIC BACKGROUND INFORMATION

3.1.1 Govan Mbeki Local Municipality: Municipal Jurisdiction and Physical Boundaries

The Govan Mbeki Local Municipality (LM) is situated in the south-eastern part of Mpumalanga Province, adjacent to the Gauteng Province in the south-west; approximately 150km east of Johannesburg and 300km south-west of Mbombela (the capital city of Mpumalanga). The Govan Mbeki LM is one of the 7 local municipalities under the jurisdiction of the Gert Sibande District Municipality (DM) (the other district municipalities being the Ehlanzeni and Nkangala) and one of the 18 local municipalities within Mpumalanga. The Govan Mbeki DM area is mainly agricultural / rural with 3 urban metropolises, namely; Leandra (towns of Leslie, Lebohang and Eendracht) on the western edge, The Greater Secunda conurbation (towns of Trichardt, Evander, Kinross and Secunda/Embalenhle) in the central part and the towns of Bethal / Emzinoni in the east.

The Govan Mbeki LM has the most diversified economy within the Gert Sibande DM, dominated by the petrochemical industry (the SASOL II and III complexes) and coal and gold mining. Govan Mbeki DM also has the largest underground coal mining complex in the world, which makes it an important strategic area within the national context.

3.1.2 Govan Mbeki Local Municipality

The situational analysis and statistics presented in this chapter indicate the developmental challenges, existing trends and conditions that impact on the Govan Mbeki LM area, including poverty, unemployment and service delivery backlogs. The data is crucial, as it provides the municipality and its social partners with deep insight into local socioeconomic trends and how they impact on development.

According to the latest Stats SA data (2016 Community Survey - CS), Govan Mbeki's population increased from 294 538 in 2011 to 340 091 people in 2016 – the 5th largest population in the province and 30.0% of total population of Gert Sibande DM.

Youth population (15-34 years) formed 41.1% of the total population in 2016. In 2016, the share of the female population was 48.0% and that of males 52.0%. Population grew by 45 553 between 2011 and 2016, a population growth rate of 3.3% per annum (p.a.), which was considerably higher than the annual average economic growth rate of only 0.8% p.a. over the same period.

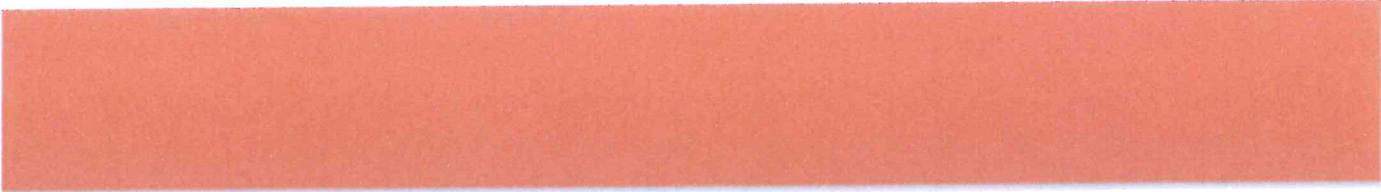
The population growth rate was the 2nd highest in Mpumalanga. The population number for 2021 was estimated at 377 446 or 29.9% of Gert Sibande DM's population.

CSIR Green Book population projection for 2030 is 437 067 (5th largest population in the province) or 33.3% of Gert Sibande DM's population, which will put added pressure on the infrastructure, service delivery and economic/employment opportunities.

3.1.3 Unemployment Rate

The expanded unemployment rate of Govan Mbeki LM was 32.5% in 2020, which was one of the lower unemployment rates in the province, but still relatively high in comparison with the 6% target by 2030. In 2020, the expanded unemployment rate for females was 39.0% and that of males 27.5%.

In 2020, the youth (15-34 yr) expanded unemployment rate was 45.0%. There is concern about the high share of unemployed youth, especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs.



Improvement in the quality and relevance of education and training programmes in line with the economic needs of the province is required to assist with employability of the local population, along with a need to retain businesses and attract new investment. The importance and relevance of the University of Mpumalanga and TVET colleges needs to be supported.

In 2020, Govan Mbeki LM contributed 10.6% to total employment in the province. Between 2016 & 2020, employment increased by 0.2% p.a. The average annual employment growth deteriorated compared with the 2011 to 2015 increase of 3.5% p.a.

The job losses in 2020, due to the COVID-19 lockdown, was estimated at 10 214. In the 4-year period between 2016 and 2020, Govan Mbeki gained only 1 132 jobs, which highlights the devastation COVID-19 brought to the labour market in 2020.

3.1.4 Education

Govan Mbeki's grade 12 pass rate declined from 76.3% in 2014 to 73.7% in 2021, which was the 9th highest/lowest of the 17 municipal areas. It was also the 6th worst in the province in 2020.

Govan Mbeki's pass rate improved by 1.8 percentage points between 2020 and 2021. The area improved its admission rate to university/degree studies of 30.2% in 2020 to 32.1% in 2021 – the 7th highest in the province, and the same as in 2020.

It is important that key interventions are aimed at poorly performing schools to further improve the grade 12 pass rate. There is a huge challenge is to accommodate the educated young people in the area, mainly as a result of inadequate economic opportunities.

Provision of adequate educational & recreational infrastructure, as well as skills development activities is urgently required to meet the needs of the community. In 2020, the functional literacy rate was the 3rd highest/best (88.7%) in the province and showed an improving trend which indicates the existing potential of the learners in the area.

3.1.5 Economic opportunities in the Govan Mbeki LM

The opportunities around manufacturing & mining will benefit greatly from the establishment of the Petro-Chemical Industrial Technology Park in Secunda, planned as part of the MIDP.

The active involvement of Sasol, as the largest industry player in the area, in addressing socio-economic challenges is of vital importance and collaboration between EGM and Sasol will be pursued to gain maximum impact for projects in the area. A LED Forum to facilitate growth and job creation partnerships in this area will be a first step in this direction, and Sasol has made public its investment commitments for the region at their Investment Conference the end of 2020.

EGM's support to SMMEs and cooperatives will include the Social Enterprise Model/Programme and Government Nutrition Programme, which will also contribute to job creation and economic development.

Rejuvenation of township businesses with initiatives to transform townships are other sustainable job creation opportunities that will be investigated.

3.1.6 Economic Landscape of Govan Mbeki

Govan Mbeki LM's contribution to the Mpumalanga economy in 2020 was 11.1%, the 4th largest economy in the province and the largest contributor to Gert Sibande's economy in 2020, at 41.0%. The area is especially dominant in manufacturing and mining with substantial contributions also in finance, construction, trade, community services and transport.

Over the period 1996-2020, the economy of Govan Mbeki LM contracted by 0.2% on an annual basis. For the period 2015-2020 the economy contracted by 2.3% p.a. – weaker than the national & provincial economies for both periods.

Estimated contraction of the economy in 2020 of between -11% & -12% was attributed to the COVID-19 lockdown. Construction, transport, trade and manufacturing were the worst affected industries. Growth of 3.2% is expected in 2021, albeit from a low base. The estimated average annual GDP growth projected for the Govan Mbeki area between 2020 and 2025 is relatively low, at just over 1% p.a.

In 2020, the size of the economy was estimated at R49.6 billion. In 2020, the four largest industries were mining, manufacturing, community services and finance, which together contributed 80% to the economy of Govan Mbeki.

Govan Mbeki holds comparative advantages in mining & manufacturing, when compared with tourism in the rest of the province. In 2015, tourism spend totalled R898.9 million or equal to 2.2% of the local GDP. In 2020, as a result of COVID-19 related factors, it decreased to only R307.3 million, which was equal to less than 1% of the local GDP.

3.2 HOUSEHOLD SERVICES IN GOVAN MBEKI

Between 2011 and 2016, the number of households in Govan Mbeki increased from 83 874 to 108 894 (up 25 020). Household size declined from 3.5 to 3.1 over the same period. The CSIR Green Book projects 178 900 households for the area in 2030.

According to the CS (Community Survey) of Stats SA, and with the exception of access to piped water, there was an overall improvement in the provision of household services in Govan Mbeki between 2011 and 2016. Some challenges however, remain, especially with the informal dwelling backlog.

The number of informal dwellings improved slightly, reducing from 23 365 in 2011 to 22 212 in 2016 – a decrease of only 1 153 households. However, 20.4% of the households in the Govan Mbeki LM still lived in informal dwellings, the third highest/worst share in the province.

In 2016, the number of households with access to piped water was 107 191 households or 98.4% of households, which is the highest/best access to piped water in province.

The number of households with access to flush/chemical toilets improved between 2011 and 2016, with 103 086 households or 94.7% having access to toilets (the best in the province) and only 726 households remaining without any toilet facilities.

Households with connection to electricity improved to 102 752 in 2016 or 95.0% of households. 5 487 Households had no electricity connections.

Govan Mbeki LM was the second highest/best in the province with household services index (2019) with a stagnant trend between 2016 and 2019. Govan Mbeki LM ranks 10th in Mpumalanga in the *Out of Order* municipal rankings by News24 at 47/100. Govan Mbeki was also 1 of 4 municipalities in Mpumalanga on National COGTA's list (2018) of dysfunctional municipalities.

In order to support the development of small and medium enterprise, Evander Gold Mining Transformation Trust is running a successful Business Incubation Centre, aimed at accelerating the development of local SMME star-ups. The programme is designed to develop a viable, innovative business ideas into small enterprises over a period of 18 months and assist these new database. We achieved the following results in 2023:

- 20 local SMME business registered for business incubation,
- Organized NQF accredited business skills training and mentoring provided at no cost for the 30 active participants,
- Offered basic computer training, printing marketing and HR programs to any local, registered SMME that comes to the incubation centre for no fee.

A mining licence permit holder's performance on enterprise development must be reported, audited and verified annually against the approved five-year plan.

PROCUREMENT PROGRESSION PLAN						
Description	National Targets	Timelines and Action Plan (Local SMME development strategy)				
		2023	2024	2025	2026	2027
Procurement of consumable goods	70%	5%	15%	45%	65%	70%
Procurement of services	80%	10%	25%	45%	70%	80%

3.3 LOCAL COMMUNITY NEEDS

- The licence holder must contribute 1% NPAT towards socio-economic development.
- Projects identified for socio-economic development must be published in English and one other language.

Through the IDP and current community engagement forums, the following community needs have been identified and EGM has committed to the following major community development projects.

ITEM	PROJECT NAME	COMMITTED BUDGET	2023	2024	2025	2026	2027
 1	Phase 1: Waste Transfer Station	R8 000 000	R1 600 000	R1 600 000	R1 600 000	R1 600 000	R1 600 000
 4.	Construction of Classrooms, Hall and Workshop at Basizeni Special School	R10 000 000	R2 000 000	R2 000 000	R2 000 000	R2 000 000	R2 000 000
5	Refurbishment of the Community Hall in Embalenhle	R7 000 000	R1 400 000	R1 400 000	R1 400 000	R1 400 000	R1 400 000
Total		R 25 000 000	R5 000 000	R5 000 000	R5 000 000	R5 000 000	R5 000 000

Phase 2: Waste Transfer Station

This project will be done in collaboration with Thungela Resources, where both Thungela Resources will do phase 1 of the project and Evander Gold Mining will do second phase 2 of the project. Both parties will sign a Memorandum of Understanding (MoU) which will outline and stipulate what each part will do relating to the project. The MoU will be submitted to the Department of Mineral Resources and Energy (DMRE), which will enable the DMRE to monitor and audit both roles and responsibilities.

Construction of Four (4) Classrooms, Hall and Workshop at Basizeni Special School

Basizeni Special School is a school for learners with special educational needs and its primary disability is SID (Severe Intellectual Disability) accommodating learners with an IQ below 50. The curriculum, which is used to teach this learners is called Differentiated Curriculum Assessment policy statement.

- Severe Intellectual Disability,
- Learners with Profound Intellectual Disability,
- Vocational Skills.

Basizeni Special School is a type of a public school registered s a non-profitting organization by the Mpumalanga Provincial Department of Education, which focuses mainly on learners who experience barriers to learning, the learners often times do not cope with the curriculum on the content coverage as set by the Department of Education whereas at the Special School the focus is on what the learner can do in terms of manual work than academic work. D-CAPS requires that 20% academic work be taught to leaners with special educational needs and 80% vocational being taught at the mainstream schools.

Learning environment for the learners has to be spacious in order to allow free movement, classrooms are standard but with specifications that each class must have a kitchen, bathroom, toilet and playing space for the foundation phase learners. Supervision is throughout the day and learners cannot be left unattended or without supervision.

The workshop for the special school are vocational skills such woodwork and metalwork (Welding). The current status before this construction has forced the school to convert a classroom to accommodate learners who are doing woodwork because the school is currently experiencing a shortage of classrooms. The department and the school will appreciate if both the special classroom and workshop can be built for the school.

Project Name	The name of the project: Waste Transfer Station (Second phase of the project in collaboration with Thungela Resources)		Classification of project: Infrastructure			
Background	<p>Govan Mbeki Municipality has seen the need for an integrated waste transfer station for Embalenhle and surrounding areas and has thus identified a Portion of Portion 11 of the Farm Langvenwacht 282 I.S to be the most suitable site to address waste backlog and crisis that the Govan Mbeki municipality is currently facing and requires immediate intervention in adopting a more pro-active way to dealing with waste and illegal dump sites due to the closure of the municipality's legal land fill sites.</p>					Project End date: June 2026
Geographical location of project	District Municipality : Sibande District Municipality	Local Municipality : Govan Mbeki Municipality	Village name: Embalenhle	Project Start Date: June 2025	Project End date: June 2026	Budget: R8 000 000
Output	Key Performance Area	Key Performance Indicator	Responsible entity (inclusive of all role players): Govan Mbeki Municipality, Thungela Resources, Evander Gold Mining	Quarterly timelines and year: June 2025	Quarterly timelines and year: September 2025	Quarterly timelines and year: January 2026
Classification of jobs	No of jobs to becreate	Male Adults	Female Adults	Male Youth	Female Youth	Total
Short Term	30	5	5	15	5	30
Long Term	10	3	2	3	2	10
<p>Completion date and exit strategy NB: After the construction is completed the project will formally be handed over to Govan Mbeki Municipality. The municipality will do the maintenance after the formal handover. Beneficiaries: The beneficiaries are the whole households of the Govan Mbeki municipality which from 83 874 to 108 894 between 2011 and 2016.</p>						

Project Name	The name of the project: Construction of Classrooms, Hall and Workshop at Basizeni Special School		Classification of project: Infrastructure			
Background	<ul style="list-style-type: none"> Provide information on the project regarding its relevance to the developmental needs of the area. Provide the stage that the project is at the time of identification e.g. new project at the initial stages or extension of a project or resuscitation of a potential project that was not well managed 					
Geographical location project	District Municipality : Gert Sibande District Municipality	Local Municipality : Govan Mbeki Municipality	Village name: Embalenhle	Project Start Date:		
Output	Key Performance Area	Key Performance Indicator	Responsible entity (inclusive of all role players)	Quarterly timelines and year	Quarterly timelines and year	Project End date:
Classification of jobs	No of jobs to becreate	Male Adults	Female Adults	Male Youth	Female Youth	Budget: R10 000 000 Comments
Short Term	50	10	5	25	10	Total 50
Long Term	N/A	N/A	N/A			
Completion date and exit strategy: Beneficiaries: Department of Education						

Evander Gold Mines
Private Bag X 1012
Evander
Mpumalanga, 2280
South Africa

T +27 (17) 620 1602

www.panafricanresources.com



PROCUREMENT PROGRESSION PLAN						
Description	National Targets	Timelines and Action Plan (Local SMME development strategy)				
		2023	2024	2025	2026	2027
Procurement of consumable goods	70%	5%	15%	45%	65%	70%
Procurement of services	80%	10%	25%	45%	70%	80%



HOUSING AND LIVING CONDITIONS

EGM promotes home ownership with the long-term goal of meeting the Mining Charter's requirement that all employees live in sustainable human settlements. This process is facilitated in consultation with employees.

Evander Gold Mining promotes the concept of home ownership for its employees. It is for that reason that EGM dealt away with the concept of hostels. EGM does not provide mine owned houses or accommodation to employees. The company has introduced a living out allowances to promote home ownership and 100% of employees cater for their own accommodation in towns and settlements around the mine operations.

The Living out allowance is adjusted annually in line with the salary adjustments of employees and employees are encouraged to seek sustainable residential settlements in the area. Through partnering with financial institutions like lemas employees are able to seek financial assistance to facilitate and market home ownership.

3.4 EVANDER GOLD MINES' HOUSING STRATEGY


The mining right holder and participating stakeholders have considered the principles outlined in Section 2 of the Housing and Living Conditions (HLC) Standard for the Minerals Industry, 2019. In the paragraphs that follow, each principle is dealt with in sequence, to the extent that it applies to the HLC Plan for EGM.

PRINCIPLE 2.1

Develop social, physical and economically integrated housing within a mining community

The mining area under control of the mining right holder (EGM) is situated in close proximity to the urban areas associated with the towns of Evander, Secunda and Embalenhle, where certain housing options are available to cater for different needs and income levels.

The Govan Mbeki Local Municipality owns significant portions of land within these areas, including vacant farmland and vacant erven in proclaimed townships, many of which have been earmarked for possible housing development. The municipality, in collaboration with institutions such as the Housing Development Agency, supported by the Provincial Department of Human Settlements remain primarily responsible to convert the available land into affordable housing



developments, to be available to all, including those mine employees who qualify for such assistance.

The approximately 49% of employees who indicated an interest in purchasing a home, may typically be accommodated in affordable housing projects undertaken by the municipality in collaboration with the Housing Development Agency (HDA) or Mpumalanga Department of Human Settlements. EGM may fulfil a facilitation role and engage with the municipality, the HDA and other stakeholders to the extent possible, with the primary objective of making known to the aforesaid agencies the housing needs and intentions of these EGM employees. EGM will also assist their employees to apply for and register as FLISP beneficiaries with the Department of Human Settlements.

With reference to the approximately 10% of employees interested in procuring assistance to upgrade existing homes, such needs may be catered for by utilising pension fund financing, or alternatively, imposing on the Mpumalanga Economic Growth Agency (MEGA) or Mpumalanga Housing Finance Corporation to provide assistance.

To achieve the above EGM shall develop and put in place a focused plan of action to fulfil a facilitation role in this regard. Ultimately the goal will be to phase out the current living out allowance and place employees in a position to fully afford the upgrading of their homes to an acceptable level.

The process of gradually phasing out the living allowance to employees with no proof of home ownership will commence effective upon the approval of the housing an Living Conditions plan. All employees without proof of home ownership will be afforded adequate time (as stipulated in the Standard) following official assessment and notification thereof. Adequate guidelines will be provided, in line with the proposed housing policy of EGM, to ensure decent and sustainable accommodation for all affected employees.

The assistance in this regard and the content of the aforesaid plan of action will not be limited to employees who fall within the FLISP bracket. Employees who do not qualify for FLISP assistance may seek assistance through the likes of the Mpumalanga Economic Growth Agency (MEGA) or other institutions, with the assistance of the facilitators acting for EGM.

Against the aforesaid background, this HLC Plan provides for EGM to prepare and adopt a policy

The policy guidelines to be developed by EGM as described under Principles 2.1 and 2.2, will include the above information.

PRINCIPLE 2.3

Involvement of mine employees in housing administrative systems

EGM, in collaboration with organised labour union representatives, have set up a Joint Committee to serve as a consultative and advisory body on aspects pertaining to the provision of residential accommodation and the maintenance of living conditions of employees. The focus of this Joint Committee is to promote home ownership (where it is a financial possibility for the employee). Alternatively, rental accommodation is promoted in areas where proper and adequate engineering services are on offer (within proclaimed townships in the nearby urban areas).

An Employee Financial Wellness Programme will be implemented to assist in educating and counselling mine employees on housing issues and problems as part of the policy guidelines alluded to under Principle 2.1 above.


A Housing Policy will also be developed in collaboration with organised labour union representatives to provide on-going education and housing assistance and to empower employees to improve their circumstances in a sustainable and feasible manner for the benefit of the employee. Emphasis will focus on “financial intelligence” training, and may include reference to the FLISP Programme, as well as on options for pension-backed loans for extensions, improvements and renovations to existing homes.

PRINCIPLE 2.4

Promote best practises and compliance with minimum norms and standards with regard to delivery and management of housing accommodation

No employees reside on the mining area of EGM. All employees are required to reside in accommodation beyond the boundaries of the EGM mining area.

EGM will not become involved in any new housing developments beyond the boundaries of the affected mining areas, as stakeholders such as the Housing Development Agency and the local municipality remain the responsible institutions and custodians for such purposes. To such an extent, the minimum norms and standards applicable to urban development will become the responsibility of the municipality and other authorities such as the Department of Human Settlements.



As far as employees residing in informal settlements are concerned, settlements that are not earmarked for upgrading will be identified and mine employees residing in these settlements will be prioritised to provide alternative options within formalised areas (either by way of home ownership, rental options or temporary on-mine accommodation).

PRINCIPLE 2.5

Promote the use of financing schemes in a transparent and accountable manner

Certain mine employees qualify for living out allowances. This may be applied toward home ownership or rental leases and the choice is left to the mine employee in regard thereto.

On-going programmes are in place in collaboration with organised labour union representatives to educate and inform mine employees with regards to the available financing options, including:

- FLISP programme;
- bank financing; and
- Mortgage loans secured using employee pension plans.

Assistance available from MEGA and the Mpumalanga Housing Finance Corporation will also be communicated to mine employees as options for consideration.

Based on the categorised levels of income, employees will qualify for different financing options. These options will be communicated to the respective employees in collaboration with union representatives on an on-going basis and in accordance with the adopted policies and action plans of EGM.

Further discussions and consultations on additional financing mechanisms and options form part of the terms of reference of the Joint Committee tasked with employee living conditions and housing matters.

Based on the above, all the stipulated principles have been constructively addressed in the EGM Housing and Living Conditions Plan. These principles and the manner in which they are to be implemented will inform the mechanisms and processes employed by EGM going forward



RESPONSIBLE MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

The primary objective of downscaling and retrenchment management is to ensure that there are no other viable options to achieve sustainable operational and economic requirements prior to considering the downscaling and/or retrenchment of workers.

To achieve this, the following initiatives have been put in place:

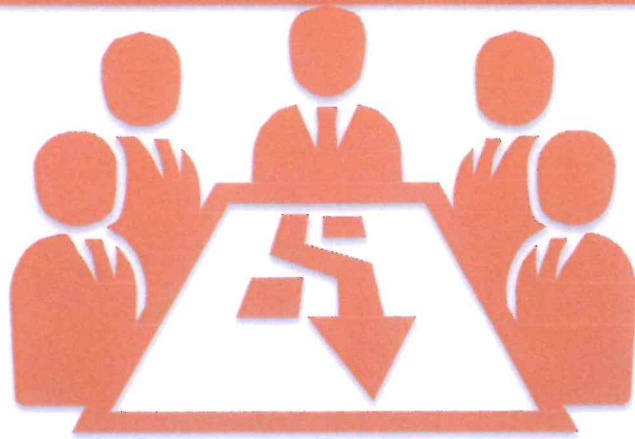
4.1. ESTABLISHMENT OF A FUTURE FORUM

EGM has established a future forum that includes management, employee representatives, and Govan Mbeki Local Municipality representatives and other relevant stakeholders are invited on a need basis. The purpose of these discussions is to identify challenges affecting the mine and propose viable solutions to them, and thereafter implement appropriate solutions agreed upon by both the employer and employee representatives going forward to maintain profitability of the operations.

4.2. MECHANISMS TO AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT

Should prevailing economic conditions cause the profit to revenue ratio of our operation to be less than an average of 6% for a continuous period of 12 months, EGM will require initiating the following processes which must include, but not be limited to:

- ✓ Consultation with all relevant stakeholders
- ✓ The implementation of section 189 of the Labour Relations Act, 1995
- ✓ Notifying the Minerals and Mining Development Board
- ✓ Compliance with the ministerial directive and confirmation of how corrective measures would need to be taken



4.3 MANAGING RETRENCHMENTS RESPONSIBLY

Should EGM's operations be downscaled or cease with the possible effect of job losses, the following process would be implemented:

- * Consult all stakeholders involved
- * The mine would follow the relevant clauses in the Labour Relations Act as well as the guidelines provided by the Department of Labour to ensure fair opportunities to train, redeploy employees and establish alternative measures, prior to commencing the retrenchment process

4.4 MINIMISING THE IMPACT

Where retrenchments or closure of the operation is imminent, EGM will endeavor that, where applicable:


- Affected employees are assessed and receive counselling
- Self-employment training programmes are set up
- People are trained in non-mining skills and re-employment programmes are put in place

5 FINANCIAL PROVISION

5.1. HUMAN RESOURCES PROGRAMME

The following table outlines the financial provision forecast to be allocated to EGM's Social and Labour Plan (SLP):

Five Year Forecast 2023-2027

PROGRAMME	BUDGET 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	BUDGET 2027	TOTAL
 Human Resource Development	R 18 468 722	R18 468 722	R18 468 722	R18 468 722	R18 468 722	R91 743 610
Local Economic Development	R5 000 000	R5 000 000	R5 000 000	R5 000 000	R5 000 000	R25 000 000
Enterprise and Supplier Development	R1 235 545	R1 235 545	R1 235 545	R1 235 545	R1 235 545	R6 177 727
Downscaling and Retrenchment	R374 000	R374 000	R374 000	R374 000	R374 000	R1 870 000
Core Critical Skills	R352 381	R369 999	R388 499	R407 924	R428 321	R1 947 124
Total						R126 738 459

5.2 FINANCIAL PROVISION FOR MANAGEMENT OF DOWNSCALING AND RETRENCHMENTS

NO	PROCESS	REMARKS
1	Consultation with stakeholders	Financial provision will be made available for all the processes involved in managing downscaling and retrenchments
2	Informing employees of possible retrenchments	
3	Informing other affected parties	
4	Informing outside parties	
5	Assessment and counselling services for affected employees	
6	Self-employment training programmes	
7	Life skills training programmes	
9	Other	

6 UNDERTAKING

The person responsible for the social and labour plan, who is responsible to make known the social and labour plan to the employees and who must be contacted for follow-ups, requests, reports, queries, enquiries, discussions, etc. Makes the following undertaking on behalf of EGM. The General Manager or any other person so appointed must approve the social and labour plan.

I, Itumeleng Phoshoko the undersigned and duly authorized thereto

By Evander Gold Mines (Company)

Undertake to adhere to the information, requirements, commitments, and conditions as set out in the social and labour plan.

Signed at Evander on this 22nd day May 2025

Designation: **General Manager Evander Gold Mines**



Signature of responsible person