

EMANG MMOGO MINING RESOURCES

SOCIAL AND LABOUR PLAN 2ND APPLICATION SUBMISSION

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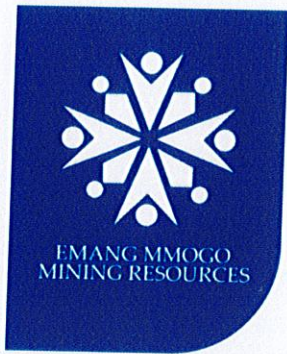
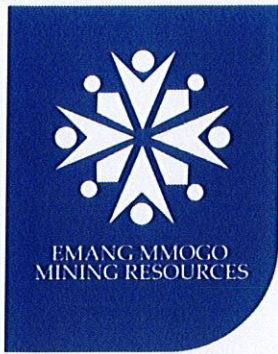


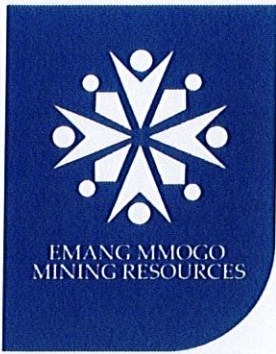
TABLE OF CONTENTS

ABBREVIATIONS.....	3
ACRONYMS.....	4
INTRODUCTION.....	5 - 8
CONTENTS OF SOCIAL AND LABOUR PLAN.....	9 - 10
HUMAN RESOURCE DEVELOPMENT.....	11 - 23
LOCAL ECONOMIC DEVELOPMENT.....	24 - 32
MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS.....	33
PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALLING AND RETRENCHMENT...	34 – 36
UNDERTAKING.....	37



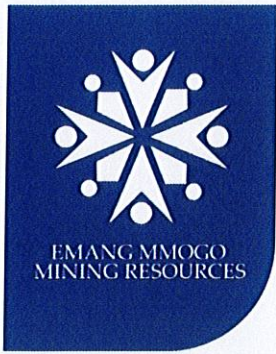
ABBREVIATIONS AND ACRONYMS

ABET	Adult Basic Education and Training
ATR	Annual Training Report
BCEA	Basic Conditions of Employment Act
BEE	Black Economic Development
CSI	Corporate Social Investment
DME	Department of Mineral and Energy
DoL	Department of Labour
EAP	Economically Active Population
EEA	Employment Equity Act
ET	Further Education and Training
.F	Future Forum
HDSA	Historically Disadvantaged
HRD	Human Resource Development
HRDP	Human Resources Development Programme
IDP	Integrated Development Plan
JV	Joint Venture NSDS National Spatial Development Strategy
LED	Local Economic Development
LRA	Labour Relations Act (Act no.66 of 1995)
MCIII	Mining Charter III
MHSA	Mine Health and Safety Act
MPRDA	Mineral & Petroleum Resources Development Act, (Act No 28 of 2002)
MQA	Mine Qualifications Authority
NQF	National Qualifications Framework
PDI's	Previously Disadvantaged Individuals
PGDS	Provincial Growth Development Strategy
SDA	Skills Development Act
SDF	Skills Development Facilitator
SDL	Skills Development Levy
SETA	Sectoral Education Training Authority
SGB	Standard Generating Body
SLP	Socialand Labour Plan
SMME	Small Medium Micro Enterprise
STATSSA	Statistics South Africa
TLM	Tsantsabane Local Municipality
UIF	Unemployment insurance Fund
US	Unit Standards
WSP	Workplace Skills Plan
RPL	Recognition of Prior Learning



Acronyms

- “Calendar year” is defined as the one-year period that begins on January 1st and ends on December 31st;
- “Community” means a coherent, social group of persons with interest of rights in a particular area of land which the members have or exercise communally in terms of an agreement, custom or law;
- “Demographics” means the numerical characteristics of a population (e.g. population size, age, structure, sex/gender, race, etc.)
- “Historically Disadvantaged South Africans” (“HDSA”) refers to South African citizens, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation which should be representative of the demographics of the country;
- “Labour sending area” areas from which a majority of mineworkers, both historical and current are or have been sourced;
- “Level of management” refers to line of demarcation between various managerial positions;
- “Life of Mine” means the number of years that a particular mine will be operational;
- “Mining Charter” means the broad-based socio-economic empowerment Charter for the South African Mining and Minerals Industry;
- “Mine Community” refers to communities where mining takes place and labour sending areas;
- “Social Fund” refers to a trust fund that provides financing for investments targeted at meeting the needs of poor and vulnerable communities as informed by commitments made by companies in terms of their social and labour plans;
- “Sustainable development” means the integration of social, economic and environmental factors into planning, implementation and decision-making to ensure that the mineral and petroleum resources development serves present and future generations.
- “Financial Year” is the financial year of the company which is from 1 March 2021 up to and including 28 February.
- “The Company” is Emang Mmogo Mining Resources (Pty) Limited (Emang Mmogo)
- “The Employees” include all persons with a signed contract of employment with the company. It includes all full time. Part time, temporary and permanent contracts of employment.



1. INTRODUCTION

This Social and Labour Plan (SLP) is compiled in terms of the Mineral and Petroleum Resources Development Act no. 28 of 2002 (MPRD Act) for the life of the mining right at Emang Mmogo Mining Resources (Pty) Limited. This SLP outlines the mining operation's plans and objectives in relation to Human Resource Development, Local Economic Development and the management of downscaling and retrenchment for the next five (5) years (2020 to 2024). Progress against these plans and envisaged targets will be reported on annually in the Emang Mmogo SLP Report.

The objectives of the SLP (Section 41 of the Regulations) are to:

- Promote employment and advance the social and economic welfare of all South Africans;
- Contribute to the transformation of the mining industry; and
- Ensure that the holders of mining rights contribute towards the socio-economic development of the areas in which they are operating (including major labour sending areas).

1.1. PROJECT/MINE LOCALITY

The Emang Mmogo Mining Project is based in the Northern Cape Province between Postmasburg and Olifantshoek, close to the Lohatla Manganese and Sishen Iron Ore mines. The closest town to the project area is Postmasburg which is located approximately 30km south of the project, along the main R325 road. Infrastructure in the area is good, with power lines crossing the area. Closer to the project area is a railway siding which is 2 km away. See Figure 1 below.

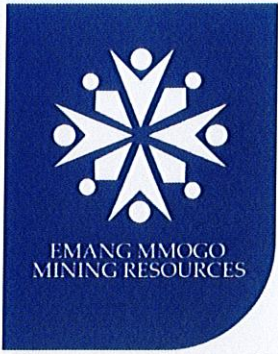
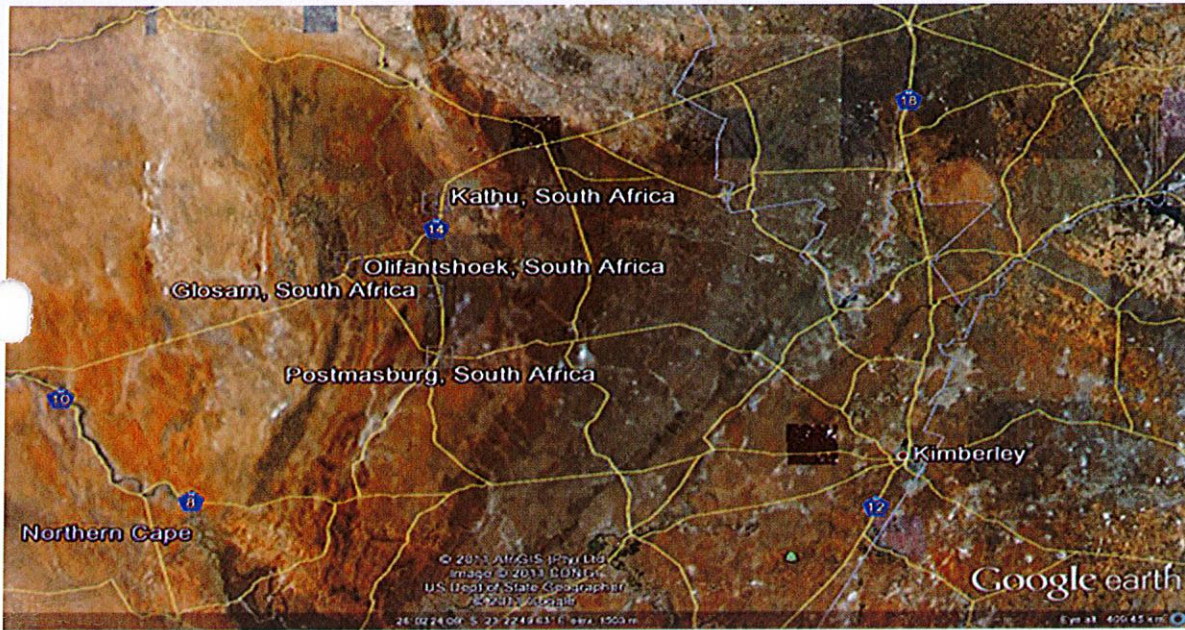


Figure 1: Emang Project's Locality Map



The project area consists of the following farms:

- Portion 4 of Magoloring 668 (a portion of Japiesrust) which is ± 230 ha in extent
- Portion 5 of Magoloring 668 (a portion of Marthaspoort) which is ± 624 ha in extent
- Portion 2 of Magoloring 668 (a portion of Marthaspoort) which is ± 814 ha in extent

See Figure 2 below:

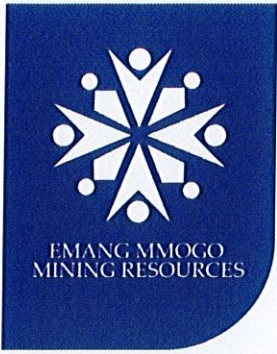
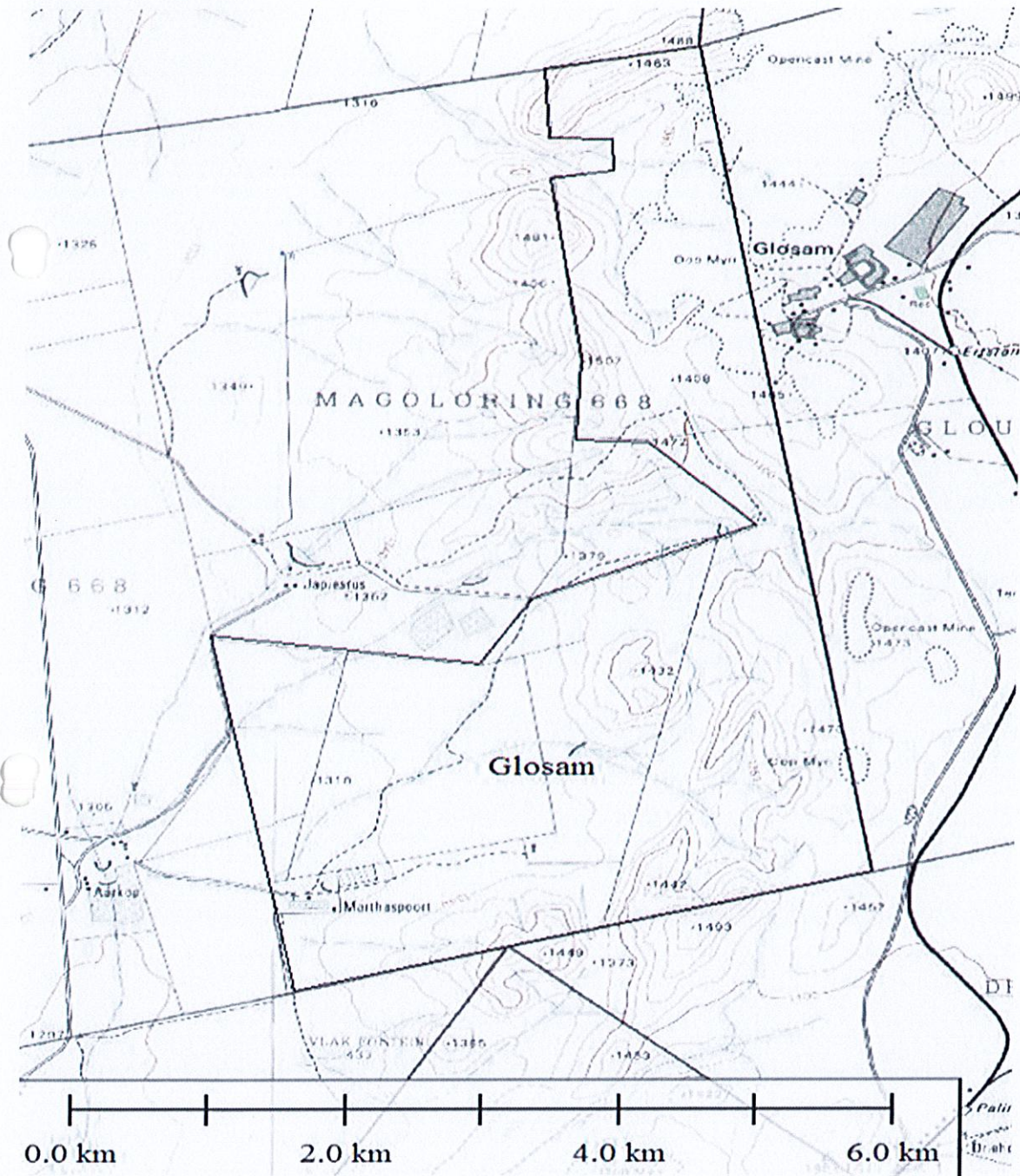
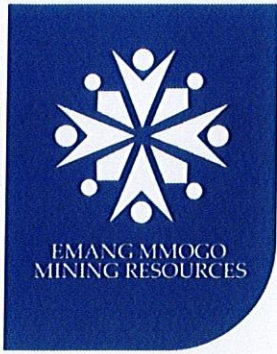


Figure 2: Emang' Project Area





1.2. OWNERSHIP

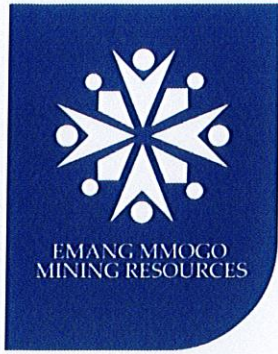
Emang Mmogo Mining Resources (Pty) Ltd "Emang Mmogo" is a woman led mining company based in the Northern Cape. The company is 100% wholly owned by historically disadvantaged South Africans. The company is an initiation of Mrs Virginia Mongwaketse who formed the company in 2007 and included many black shareholders from the Northern Cape Province, including women and youth. The company holds a prospecting right which was granted in 2008 under reference number NC1383PR.

1.3. COMMODITY TO BE MINED

Emang Mmogo will focus on mining manganese ore and iron ore which has been indicated during the prospecting stage. With the proper beneficiation, these grades can prove the mine to be profitable.

1.4. LOCAL ECONOMIC DEVELOPMENT PROJECTS

The Local Economic Development (LED) projects are being canvassed with the municipality and it is believed that Emang will receive support from the Community and from the Local Government. The assumption used in the socio-economic interventions will also be tightened with continued engagement with the local municipality. The mine has developed a good relationship with various stakeholders which would assist in making a difference in the community through strategically selected LED projects.



2. CONTENTS OF SOCIAL AND LABOUR PLAN

2.1. PREAMBLE

The following background information is provided in terms of Regulation 46 (a) of the MPRDA.

2.1.1	Name of the company	Emang Mmogo Mining Resources (Pty) Limited
2.1.2	Name of mine/ production operation	Emang Mmogo Mining Resources
2.1.3	Physical Address Mine address and not corporate address	668 Magoloring Farm Glosam Postmansburg 8420
2.1.4	Postal Address	668 Magoloring Farm Glosam Postmansburg 8420
2.1.5	Telephone Number	053 492 3105
2.1.6	Fax Number	086 594 4181
2.1.7	Location of mine or production operation Route or locality map with clear direction to the operation	Approximately 30 km North of Postmasburg, Northern Cape.
2.1.8	Commodity/Commodities to be mined	Manganese
2.1.9	Life of mine Projected period that the mine will remain operational before closure as justified by Mining Work Programme.	Thirty (30) years.
2.1.10	Financial Year Date of financial year for the company	1 March to 28 February.
2.1.11	Reporting Year	31st March of each year.
2.1.12	Responsible person Mine Manager	Ezekiel Magogodi
2.1.13	Geographic origin of employees (mine community and labour sending areas). Provide the origin of employees as per provincial, district municipality and local municipality	The employees come from Postmasburg which is part of the Tsantsabane Local Municipality and Part of the ZF Mgcawu District Municipality.



2.2. MINE COMMUNITY DEMOGRAPHICS

The mine employs a total number of 75 permanent workforce and 203 contractor employees. Employees are sourced locally and the vast majority live in local communities.

TABLE 2: LABOUR DISTRIBUTION IN THE NORTHERN CAPE

BIRTH REGION	LABOUR TYPE		
	EMANG PERMANENT EMPLOYEES	CONTRACTOR PERMANENT EMPLOYEES	GRAND TOTAL
Northern Cape	37	83	120
Northwest	27	34	61
Gauteng	4	2	6
Free State	4	9	13
Mpumalanga	2	0	2
Limpopo	1	0	1
TOTAL	75	128	203

Data drawn at end SEPTEMBER 2022



3. SECTION 2: HUMAN RESOURCE DEVELOPMENT PROGRAMME (Regulation 46 b)

HRD EXECUTIVE SUMMARY

This Social and Labour Plan for Emang Mmogo Mining Resources is the second submission following the one covering the period between 2014-2019.

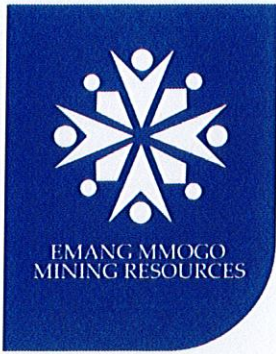
The Social and Labour Plan has been compiled as a commitment to contribute towards the advancement of the socio-economic welfare of South Africans with special focus on the social and economic impact that the operation has on its surrounding communities.

Under normal circumstances, this SLP should have been submitted in 2019, thus this is late submission, and as such yearly commitments made hereunder have not been achieved. However, a catch-up plan will be submitted demonstrating the mine's strategic plan to catch up with the outstanding commitments for the 2020-2024 period.

It must also be noted that the past three years has been the most challenging years for the Company due to the **COVID PANDEMIC** which played a huge role in hindering production achievements and yearly SLP commitments. The current decline in the economy has ALSO strained businesses to a point where our contractors are struggling to find stability and are moving employees from operation to operation. One of our contractors (WEGO) is contemplating retrenchment and has opened the Voluntary Separation Package. Despite the challenges experienced the company remains committed to its strategy to develop and sustain core competencies and maximize human resource capital in order to meet the mines strategic objectives, improve its operational performance, and to develop the workforce and communities within which it operates.

3.1. COMPLIANCE WITH SKILLS DEVELOPMENT LEGISLATION

Workplace Skills Plans (WSP) and Annual Training Reports (ATR) are developed, completed, and submitted on the appropriate annual dates. This includes the paying and claiming of levies and grants with the relevant Sector Education and Training Authority (SETA) with which the operation is registered, i.e. the Mining Qualifications Authority (MQA).



The mine's registration number with the Sector Education Training Authority (SETA) is:

TABLE 1: Skills Development

Name of SETA	Mining Qualifications Authority (MQA)
Registration number with the SETA	L640783884
Confirmation of having appointed a Skills Development Facilitator	Glen Urquhart is the appointed Skills Development Facilitator and will be responsible for submitting all the required Skills Development Reports to the Mining Qualifications Authority.
Proof of submission of WSP and ATR	The company will submit a Workplace Skills Plan (WSP) and an Annual Training Report (ATR) during April of each year to the Mining Qualifications Authority. Evidence of the submission will be held by the company.

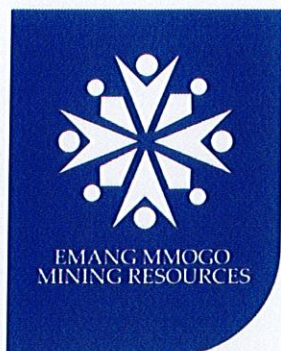
3.2. SKILLS DEVELOPMENT PLAN

The Skills Development Plan outlines how employees will be offered the opportunity to:

- a. Become functionally literate and numerate;
- b. Participate in learnerships;
- c. Participate in skills programmes;
- d. Acquire portable skills; and
- e. Participate in various other training initiatives.

The purpose of the Skills Development Plan is to assess and formally record the current levels of skills and educational levels of all employees and to use this as a base for future skills development plans. These plans address the current skills and competency gaps at the mine and will have a special focus on the training needs of employees.

Besides offering literate and numerate skills to its employees, Emang Mmogo Mining Resources will also expand its learning interventions into the wider mine community. This will form part of a strategy to enable members of the mine community to access further education opportunities and develop their skills to be employable. The mine will priorities these opportunities to women and the youth.



FORM Q: NUMBER AND EDUCATIONAL LEVELS OF THE WORKFORCE

TABLE 2: Form Q Number and Educational Levels of PERMANENT Workforce

BAND	NQF	OLD SYSTEM	MALE				FEMALE				MALE	FEMALE	GRAND TOTAL
			A	C	I	W	A	C	I	W			
General Education and Training (GET)		No Schooling	1								1		1
		Grade 0/ Pre-Schooling											
		Grade 1/ Sub-A											
		Grade 2/ Sub-B											
		Grade 3/ Std 1/ ABET 1	4								4		4
		Grade 4/ Std 2											
		Grade 5/Std 3/ ABET 2	3								3		3
		Grade 6/ Std 4	3								3		3
		Grade 7/ Std 5 ABET 3	2								2		2
		Grade 8/ Std 6	1								1		1
Further Education and Training (FET)		Grade 9/ Std 7 ABET4											
		Grade 10/ Std 8/ N1	8				4			8	4	12	
		Grade 11/ Std 9/ N2	4				2			4	2	6	
		Grade 12/ Std 10/ N3	19				5			19	5	24	
		Diplomas/ Certificates (N4-6)/ National/ Higher Certificates	2	1		2				5		5	
		National Certificates/ Diploma/ Advance Certificates/ NATED 4-6	4			1				5		5	
Higher Education and Training (HET)		B Tech Degrees/ Bachelor's Degrees	5			1	3			6	3	9	
		Honours/ Postgraduate Diploma/ Bachelors (480 Credits)											
		Master's degrees											
		Doctorates											
	TOTAL	56	1		4	14			61	14	75		

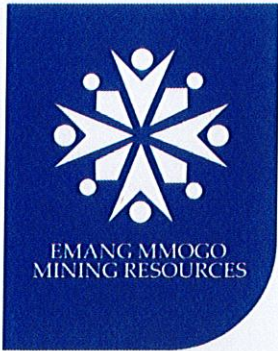
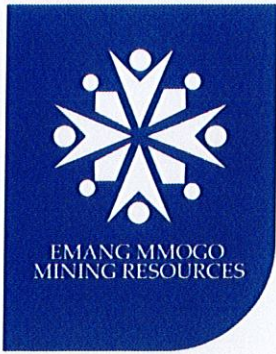


TABLE 3: Form Q Number and Educational Levels of CONTRACTOR Workforce

BAND	NQF	OLD SYSTEM	MALE				FEMALE				MALE	FEMALE	GRAND TOTAL	
			A	C	I	W	A	C	I	W	MALE	FEMALE		
General Education and Training (GET)		No Schooling	2									2		2
		Grade 0/ Pre-Schooling												
		Grade 1/ Sub-A												
		Grade 2/ Sub-B												
		Grade 3/ Std 1/ ABET 1	2									2		2
		Grade 4/ Std 2	1									1		1
		Grade 5/Std 3/ ABET 2	3									3		3
		Grade 6/ Std 4	1									1		1
		Grade 7/ Std 5 ABET 3	6	1								7		7
		Grade 8/ Std 6	1									1		1
Further Education Training (FET)		Grade 9/ Std 7 ABET4	8	1								9		9
		Grade 10/ Std 8/ N1	43	3			3					46	3	49
		Grade 11/ Std 9/ N2	44	3			3	1				47	4	51
		Grade 12/ Std 10/ N3	44	9		2	3			1		55	4	59
		Diplomas/ Certificates (N4-6)/ National/ Higher Certificates	5	1		1	1	1				7	2	9
		National Certificates/ Diploma/ Advance Certificates/ NATED 4-6	3				1					3	1	4
Higher Education and Training (HET)		B Tech Degrees/ Bachelor's Degrees	2				1					2	1	3
		Honours/ Postgraduate Diploma/ Bachelors (480 Credits)					1			1			2	2
		Master's degrees												
		Doctorates												
	TOTAL		18		3	12	2		2		186	17	203	



3.2. ILLITERACY LEVEL AND ABET NEEDS

Literacy is a key component for all employees in enabling them to have the opportunity to acquire skills and knowledge and, with the current high levels of illiteracy, employees and contractors are afforded the opportunity to partake in ABET training to increase their level of literacy.

To ensure that all employees and contractor employees get the opportunity to attend ABET:

- Employees will be assessed;
- The process will be managed in consultation with the employees and;
- Awareness programmes will be conducted;

3.2.1. COMMUNITY ABET

The objective of providing ABET opportunities to the community are:

- To provide illiterate and innumerate community members with an opportunity to access skills programmes and learnerships in order to increase their chances of employment; and
- To create a pool of candidates within the host community from which the mine can recruit future employees or candidates for the Section 18.2 skills- and learnership programmes (as defined by the Department of Labour).

The mine will give women from the surrounding communities preference when the opportunities become available.

TABLE 4: ABET LEVELS FOR WORKFORCE

ABET SUBJECTS	TARGETS					TOTAL BUDGET
	2020	2021	2022	2023	2024	
Communication in English (Level 1 to 4)	2	2	2	2	2	10
Maths Literacy (Levels 1 to 4)	2	2	2	2	2	10
Total number	4	4	4	4	4	20
BUDGET (R)	R20 000	R20 000	R20 000	R20 000	R20 000	R100 000

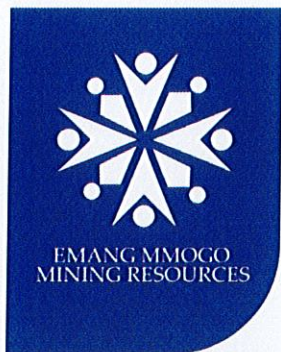


TABLE 5: ABET LEVELS FOR COMMUNITY

ABET SUBJECTS	TARGETS					TOTAL BUDGET
	2020	2021	2022	2023	2024	
Communication in English (Level 1 to 4)	1	1	1	1	1	5
Maths Literacy (Levels 1 to 4)	1	1	1	1	1	5
BUDGET (R)	R10 000	R10 000	R10 000	R10 000	R10 000	R50 000

3.2.2. ABET IMPLEMENTATION PLAN

- Participation in the programme is voluntary and remains the responsibility of the employee;
- No mother tongue classes as Emang Mmogo Mining Resources employees are divers and the business language is English;
- Abet classes will be undertaken on a part time basis;
- MQA accredited service providers will be outsourced to conduct the training;
- The ABET programme will comply with the MQA, Umalusi, IEB Standards;
- Employees will be encouraged to participate in the programme;
- Bimonthly meetings will be held with employees on the programme to monitor progress and challenges.

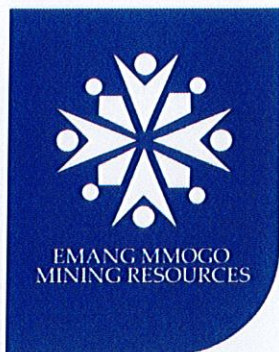
3.2.3. LEARNERSHIPS

3.2.3.1. INTERNAL LEARNERSHIP (18.1)

Learnerships are registered and accredited learning programmes that include theoretical exposure and practical work experience to gain a particular skill. Emang Mmogo Mining Resources supports the development of its employees and the youth toward obtaining their full qualifications. A Learnership is a full qualification. Employees can be developed as part of their career development through 18.1 Learnership Programmes.

The mine will be offering learnership in core business disciplines i.e **MINING AND ENGINEERING AND LOGISTICS**.

The mine will incorporate two types of learners into these learnerships i.e 18.1 and 18.2 Learnerships. The 18.1 Learners are current employees of the company who have been identified for career development and



have the potential to complete the learnership qualification. Their conditions of employment remain unchanged during the Learnership period. Employees selected and approved towards 18.1 Learnerships will continue to receive the normal remuneration of the position for which they have been appointed while they are being trained.

TABLE 6: INTERNAL LEARNERSHIPS

AREA OF TRAINING	TARGETS AND TIMELINES					
	2020	2021	2022	2023	2024	TOTAL BUDGET
Diesel Mechanic: Open Cast Level (3)	1		1		1	R 75 000
Blasting Certificate: 8.1 Learnerships Programme	1		1		1	R 90 000
National Certificate: Rock Breaking Surface Excavations Level	1		1		1	R 90 000
TOTAL NUMBER	3		3		3	
BUDGET (R)	R85 000		R85 000		R85 000	R255 000

3.2.3.2. EXTERNAL LEARNERSHIPS (18.2)

While this learnership programmes will not automatically guarantee employment, completion of the programme means that the youths are in possession of a nationally accepted qualification that will make them marketable when applying for a job. The budget for 18.2 Learnerships (unemployed youth) is guided by the minimum remuneration and conditions of the sectoral determination for Learnerships which forms part of the Basic Conditions of Employment Act. Added to this is the cost for recruitment and selection process, travel costs to the mine once employed and PPE requirements. The average training period for these learners is 12 Months. Young women from the surrounding communities will be given preference when applying. Each learner will be required to enter into the mentorship agreement, which will be monitored half-yearly to ensure the effectiveness of the relationship.

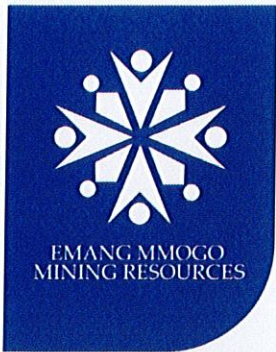


TABLE 7: EXTERNAL LEARNERSHIPS

AREA OF TRAINING	TARGETS AND TIMELINES					
	2020	2021	2022	2023	2024	TOTAL BUDGET
Trackless Mobile Machinery: 18.2 Learnerships Programmes	1	1	1	1	1	5
TOTAL NUMBER	1	1	1	1	1	5
BUDGET (R)	R 48 000	R 48 000	R 48 000	R 48 000	R 48 000	R 240 000

3.2.4. CORE TRAINING

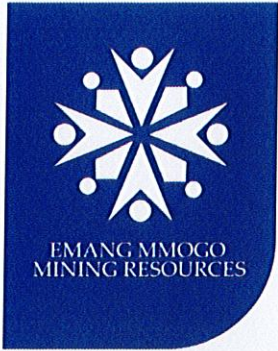
The company will also ensure that employees have been trained in the core skills required on the mine. The object of the training will be to:

- a) Ensure that employees are competent and/or qualified to function in their role on the mine and
- b) Develop the skills of the employee thereby ensuring that the employee has skills he/she can use when the employee, for any reason whatsoever, leaves the services of the company.

TABLE 8: SKILLS PROGRAMME PLAN

AREA OF TRAINING	TARGETS					TOTAL BUDGET
	2020	2021	2022	2023	2024	
Competent A	2	2	2	2	2	10
Blasting Assistant	2	2	2	2	2	10
TMM Skills Programme	2	2	2	2	2	10
TOTAL	6	6	6	6	6	30

All training will take place during working hours. Most of the training, will take place on site to ensure that the learners are learning in an environment they are used to and are familiar with.



3.3. TABLE 9 FORM R: HARD-TO-FILL VACANCIES

Occupational level	Job title of vacancy	Main reason for being unable to fill the vacancy
Top management	N/A	N/A
Senior management	None	N/A
Professionally qualified and experienced specialists and mid-management	None	N/A
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	None	N/A
Semi-skilled and discretionary decision making	None	N/A
Unskilled and defined decision making	None	N/A

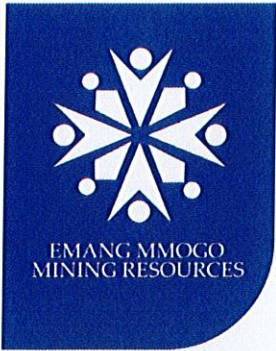
3.4. CAREER PROGRESSION

The company recognizes that mostly, Employees want to improve their lives and their living conditions. As a result, employees want to progress and develop their skills within the workplace. Simply put, “Employees want careers not just jobs”.

In addition, the company is better placed to retain the skills of employees if employees can progress at the workplace. The company further recognises that a high labour turnover has a negative effect upon the company with regards to health and safety, staff morale and productivity. The company will therefore implement a Career Progression Programme in order to meet employee aspirations, the Mining Charter requirements and to meet the requirements of Regulation 46 (b) (ii) of the MPRDA.

Therefore, when vacancies arise in the workplace, our current employees will be given an opportunity to apply for the job. The employees will be given first option on condition that they have the skills or will be able to obtain the skills to do the job within a reasonable period of time. Other factors the company will consider in promoting employees internally will be:

- a. The employees’ current skills level,
- b. The qualifications,
- c. The employee’s aptitude,
- d. The employees’ attitude,
- e. The employee’s length of service,
- f. The company’s Employment Equity Plan, Goals and Objectives with regards to Race, Gender and Disability.



In addition, a system will be implemented where all the employees' skills will be evaluated and documented in the Individuals Development Plan (IDP). The employees will then be able to see what skills they need to develop in order to progress to the next level. The following indicators will be used to show employees where they need to develop in order to make themselves available for promotions:

- I – Employee Needs Training
- L – Employee has been trained but needs practice
- U – Employee is trained and competent
- O – Employee is able to train others

Employees will then be able to progress in the workplace thereby developing careers and improving their living conditions and / or standard of living.

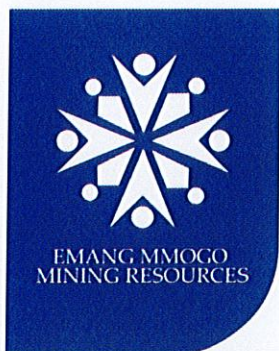
3.5. MENTORSHIP PLAN

To meet the requirements of Regulation 46 (b) (iii) of the MPRDA, a mentorship programme will be implemented at all levels within the company. The company will identify key individuals who show exceptional potential at each level. These employees will be targeted to give focussed training so that there can be a transfer of skills in order to equip the employees to move to the next level. These employees will also be assigned a mentor who would be responsible to assist the employee to obtain the skills required at the next level. For each mentee there will be one mentor.

The employees will also receive formal training to ensure that they obtain the skills required to move to the next level within the organization.

TABLE 10: MENTORSHIP PLAN

Mentoring Programme	Career Deliverables	Duration	Target		Gender	
			HDSA	Non-HDSA	Female	Male
Core	To develop to Jnr Management	2 years	4	0	1	3
Jnr Management	To develop to Middle Management	2 years	2	0	1	1
Middle Management	To Develop to Snr Management	2 years	1	0	0	1



3.6. BURSARY PLAN

The Emang Mmogo Mining Resources internal and external bursary scheme recognize the importance and organizational benefits of professional and career development for employees and community members. As such, Emang Mmogo Mining Resources will provide 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 organizational needs.

Bursaries are offered to learners who wish to study at recognized universities or technical colleges. Bursaries are awarded across various disciplines in line with our both business needs and national skills development.

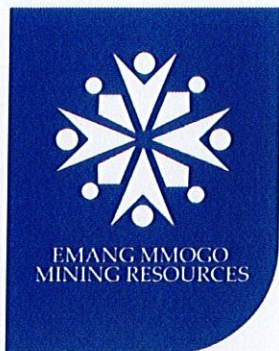
Bursaries to be awarded (Internal – Educational Assistance).

Internal bursaries are available to all employees. Individuals commit themselves to career development and the Company supports the initiatives. It is important to mention that studies within the educational assistance scheme are conducted on an own-time basis.

The bursary scheme is based on academic merits and other elements pertinent to surrounding community needs. Bursary can be used to cover the cost of tuition, registration fees, examination fees and compulsory study material.

TABLE 11: BURSARY TARGETS

BURSARY FIELD	NUMBER OF BURSARIES	DURATION	TARGETS AND TIMELINES					TOTAL BUDGET
			2020	2021	2022	2023	2024	
INTERNAL								
Mining	2	3 Months		R45 000			R45 000	R90 000
Engineering	2	1 Month	R15 000		R15 000			R30 000
Logistics	2	2 Months		R 20 000		R 20 000		R 40 000
EXTERNAL								
FET	5	12 Months	R20 000	R20 000	R20 000	R20 000	R20 000	R100 000
HET	5	12 Months	R20 000	R20 000	R20 000	R20 000	R20 000	R100 000
TOTAL NUMBER	16		R55 000	R 105 000	R 55 000	R 60 000	R 85 000	
BUDGET (R)								R 360 000



3.7. EMPLOYMENT EQUITY PLAN

Emang Mmogo Mining Resources embraces the challenge to transform the composition of the company's workforce and management to reflect the demographics of South Africa. This is a business imperative to ensure we tap into the entire skills base of the South African population.

OBJECTIVES OF PLAN

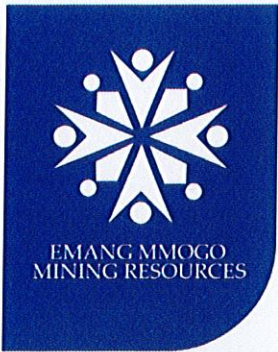
The following are Emang Mmogo's Mining Resources employment equity objectives:

- To work towards a balanced profile within the company through all occupational levels and categories in the workforce;
- To ensure equal opportunity and fair treatment in employment policies, procedures, and practices;
- To implement positive affirmative action measures;
- To eliminate all forms of unfair discrimination in the workplace in terms of gender, sex, race, etc.
- To remove employment barriers that affects the appointment of blacks, females and people with disabilities.

TABLE 12: EMPLOYMENT EQUITY

Current Employment Equity Status (All Employees)									
Organisational Level	Male				Female				Total
	B	C	I	W	B	C	I	W	
Top management	1	0	0	0	4	0	0	0	5
Senior management	3	0	0	1	0	0	0	0	4
Professionally qualified and experienced specialists and mid management	7	0	0	0	1	0	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	1	0	3	3	0	0	0	11
Semi-skilled and discretionary decision making	41	0	0	0	6	0	0	0	47
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Totals	56	1	0	4	14	0	0	0	75

Please note that due to the relatively small size of the company and the flat structure, there are currently no employees with disabilities. As the company is a black owned company, HDSA hold several key positions at all levels of the company.



3.8. HDSA IN MANAGEMENT

The objective plan of the company would be to increase the number of females in the Management team thereby addressing Women in Mining. The Company would therefore correct this by bringing in a Females at the Snr level.

The following principles guide the way in which employment equity is implemented at Emang Mmogo Mining Resources to achieve the objectives:

- Create an environment which is conducive to equity, fairness, dignity and mutual respect;
- Ensure proactive recruitment of people with disabilities and black females in line with EAP targets;
- Analyse the workforce profile to align and support the achievement of the EE plan.
- Ensure compliance on recruitment strategies for the achievement of employment equity targets;
- Ensure compliance on human resources development strategies for the achievement of employment equity targets;

THE EMPLOYMENT EQUITY PLAN WOULD THEREFORE BE FOLLOWED AS PER THE TABLE BELOW:

TABLE: EMPLOYMENT EQUITY PLAN 2024

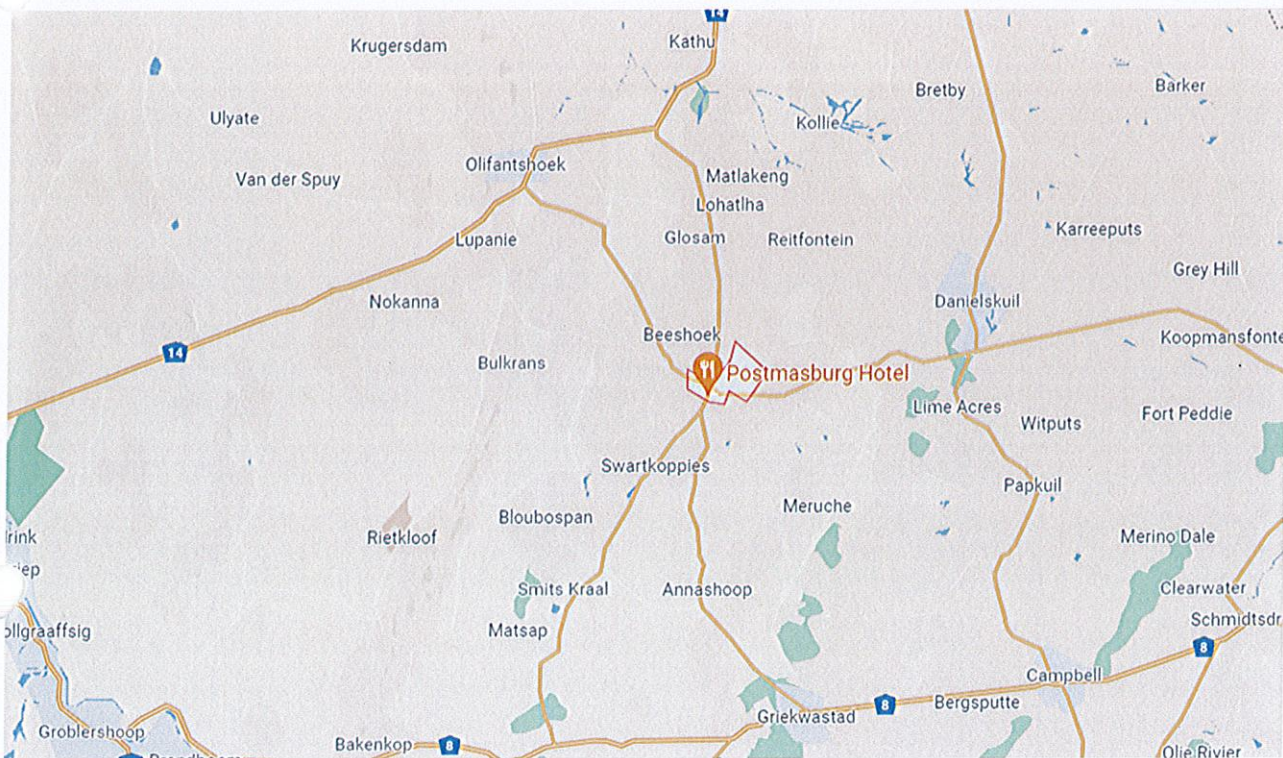
Employment Equity Plan (All Employees)									
Organisational Level	Male				Female				Total
	B	C	I	W	B	C	I	W	
Top management	1	0	0	0	4	0	0	0	5
Senior management	2	0	0	1	0	1	0	0	4
Professionally qualified and experienced specialists and mid management	3	2	0	0	2	1	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3	2	0	2	2	2	0	0	11
Semi-skilled and discretionary decision making	29	8	0	0	6	4	0	0	47
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Totals	38	12	0	3	14	8	0	0	75



4. SECTION 3 MINE COMMUNITY ECONOMIC DEVELOPMENT

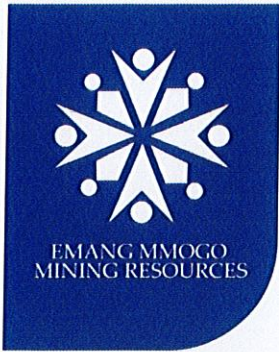
THE MINE COMMUNITY

The mine is situated close to Postmasburg which is part of the Tsantsabane Local Municipal Area. Postmasburg is a town in the Northern Cape province of South Africa, located approximately 170 km east of Upington. Postmasburg is 67 km (42 mi) north of Griquatown and 58 km (36 mi) west-south-west of Daniëlskuil.



Originally a station of the London Missionary Society called Sibiling, Postmasburg became a Griqua village with the name Blinkklip. It was proclaimed a town on 6 June 1892 and named after the Reverend Dirk Postma (1818-1890), founder of the Reformed Church. The town achieved municipal status in 1936. The South African Defence Forces Combat Training Centre is located nearby, at Lohatla.

The Tsantsabane Local Municipality is a Category B municipality located within the north-eastern part of the Northern Cape Province in the ZF Mgcawu District. It is one of the five municipalities in the district. The nearest business centre is Kimberley, which is about 200km away. Three main traffic routes provide access



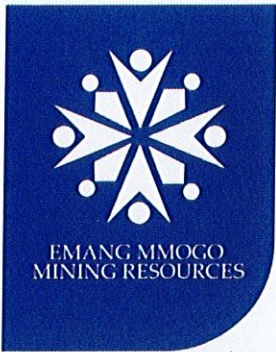
to other cities, namely Johannesburg via Kuruman, and the Kalahari and Cape Town via Kimberley. The rest of the Tsantsabane Municipality area comprises Boichoko, Postdene, New Town, Stasie, Groen Water, Skyfontein, Jean Heaven, Marenane (the newly established settlement brought about by the land redistribution), and the well-known Lohattha Army Battle School.

Economically, Tsantsabane is known for being rich in minerals, and for its mining, agriculture, manufacturing and farming sectors. Tsantsabane has reinvented itself over the years as one of the leading investment hot spots in the Northern Cape. The construction of the Anglo American Kumba Iron Ore's Kolomela Mine has brought an implosion of development to the area.

According to the 2011 Census conducted by Statistics South Africa (Stats SA), Postmasburg has 35,093 residents. The economic and / or demographic information obtained from the census reveal the following:

Gender and Age		
Age	Males	Females
0-4	5,20%	5,10%
5-9	4,30%	4,40%
10-14	4,70%	4,30%
15-19	4,50%	4,30%
20-24	6%	5%
25-29	6,20%	4,60%
30-34	5,30%	3,80%
35-39	3,80%	3,50%
40-44	3%	2,80%
45-49	2,60%	2,40%
50-54	2,10%	2,20%
55-59	1,60%	1,50%
60-64	1,30%	1,40%
65-69	0,70%	0,90%
70-74	0,50%	0,60%
75-79	0,20%	0,50%
80-84	0,10%	0,20%
85+	0,10%	0,30%

Racial Group	Percentage
Black African	54,60%
Coloured	36,80%
Indian/Asian	0,50%



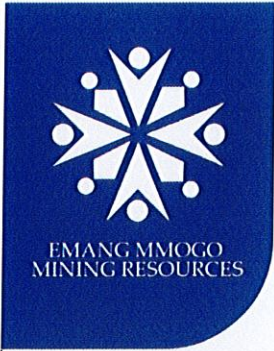
White	7,40%
Other	0,70%

Marital Status:	
Group	Percentage
Married	22,40%
Living together	8,70%
Never married	64,20%
Widower/Widow	3,30%
Separated	0,60%
Divorced	0,90%

Higher Education Levels (All Ages)	
Group	Percentage
No Schooling	11,30%
Some Primary	13,10%
Completed Primary	5,10%
Some Secondary	37,20%
Matric	27,20%
Higher Education	6,10%

Gender	
Group	Percentage
Male	52,20%
Female	47,80%

Languages	
Language	Percentage
Afrikaans	53,90%
English	2,50%
IsiNdebele	0,70%
IsiXhosa	2,70%
IsiZulu	1,10%
Sepedi	0,40%
Sesotho	2,60%

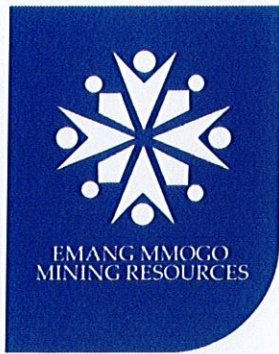


Setswana	33,60%
Sign Language	0,40%
SiSwati	0,10%
Tshivenda	0,30%
Xitsonga	0,20%
Other	1,50%

Settlement Types:	
Area	Percentage
Urban	100,00%
Tribal/Traditional	0,00%
Farm	0,00%

Household Goods:	
Item	Yes
Refrigerator	70,40%
Electric / Gas-Stove	87%
Computer	19,50%
Satellite Television	34,30%
Motor Car	31,40%
Television	74%
Radio	55,30%
Landline / Telephone	8,40%
Cell phone	87,10%

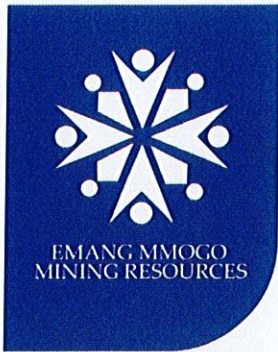
Energy for fuel, cooking and heating			
Energy Source	Cooking	Heating	Lighting
Electricity	84,60%	73,90%	73,90%
Gas	8,80%	3,50%	3,50%
Paraffin	4,10%	1,70%	1,70%
Solar	0,10%	0,30%	0,30%
Candles	0%	0%	10,50%
Wood	1,30%	10,50%	0%
Coal	0,10%	0,30%	0%
Animal Dung	0%	0,10%	0%
Other	0,10%	0%	0%
None	1%	9,70%	0,10%



Access to Internet	
Access	Percentage
From Home	6,90%
From Cell phone	16,40%
From Work	3,40%
From Elsewhere	2,90%
No Access	70,40%

Source of Water	
Source of water	Percentage
Regional/Local water scheme	87,60%
Borehole	1%
Spring	0,10%
Rain water tank	0,10%
Dam/Pool/Stagnant water	5,50%
River/Stream	0%
Water vendor	0,30%
Water tanker	0,40%
Other	5%

Toilet Facilities	
Toilet Facility	Percentage
None	17,40%
Flush toilet (connected to sewerage system)	71,70%
Flush toilet (with septic tank)	0,60%
Chemical toilet	1,30%
Pit toilet with ventilation	0,60%
Pit toilet without ventilation	1,30%

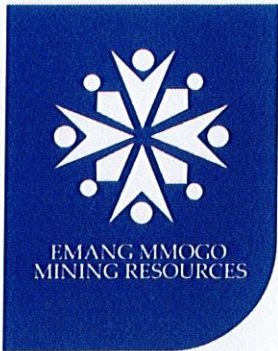


Bucket toilet	6,50%
Other	0,50%

Refuse Disposal	
Toilet Facility	Percentage
None	17,40%
Flush toilet (connected to sewerage system)	71,70%
Flush toilet (with septic tank)	0,60%
Chemical toilet	1,30%
Pit toilet with ventilation	0,60%
Pit toilet without ventilation	1,30%
Bucket toilet	6,50%
Other	0,50%

Average Household Income	
Income	Percentage
No income	13,60%
R1 - R4,800	2,60%
R4,801 - R9,600	4%
R9,601 - R19,600	12%
R19,601 - R38,200	17,40%
R38,201 - R76,400	17,50%
R76,401 - R153,800	15,40%
R153,801 - R307,600	10,20%
R307,601 - R614,400	5,30%
R614,001 - R1,228,800	1,30%
R1,228,801 - R2,457,600	0,40%
R2,457,601+	0,30%

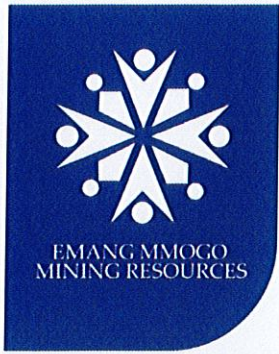
Other Key Statistics	
Characteristics	
Total population	30,089
Young (0-14)	28%
Working Age (15-64)	67,90%
Elderly (65+)	4,10%



Dependency ratio	47,3
Sex ratio	109,3
Population density	190 persons/km2
No schooling aged 20+	11,30%
Higher education aged 20+	6,10%
Matric aged 20+	27,20%
Number of households	8,114
Average household size	3,6
Female headed households	32,40%
Formal dwellings	70%
Housing owned/paying off	46,90%
Flush toilet connected to sewerage	71,70%
Weekly refuse removal	68,20%
Piped water inside dwelling	45,50%
Electricity for lighting	87,60%

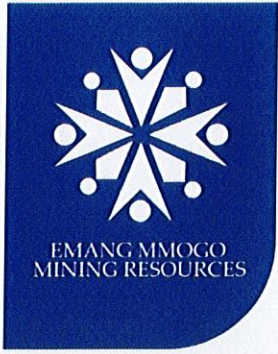
The Economic drivers in the Tsantsabane Municipal area are the following industries:

- a. Agriculture (Livestock farming)
- b. Mining (Manganese and Iron Ore), and
- c. Military.

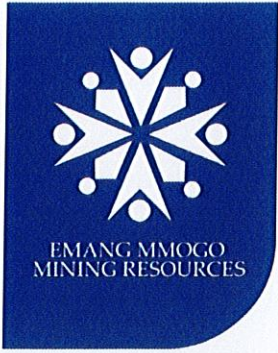


THE LOCAL ECONOMIC DEVELOPMENT (LED) PROJECT

Mine Community Development						Beneficiaries (Attach the name list, including ID numbers)						
Project No.	Name of Proposed Project	Type of Project	Location			Jobs Created						
			Village, Township	Local Municipality	District Municipality	Male	Female	PWD	Youth		Job Level	
									Male	Female	Permanent	Temporary
1	Maremane Goat Farming Project	Income Generating	Maremane	Tsantsabane	John Taolo District Municipality	N/A	N/A	5	10	10	N/A	N/A
2	Spillage Cleaning Project	Income Generating	Maremane	Tsantsabane	John Taolo District Municipality	5	5	N/A	5	5	N/A	N/A
3	Sewing and Embroidery Project	Income Generating	Maremane	Tsantsabane	John Taolo District Municipality	5	5	5	5	5	N/A	N/A
NOTES/COMMENTS:		All these project needs skills transfer and development for sustainability. We are committed to provide intensive training before commencement of these projects										



Project No.	Role Players	Type of Contribution (impact)	Cost of Contribution	Implementation		Financials		Variance	Impact	Comments
				Start Date	End Date	Budget (committed)	Actual Spend			
1	Youth Based Social Cooperative	Alleviation of Poverty and high rate of unemployment	R 1 500 000	January 2024	February 2027	R 1 500 000			Employment and economic development	The Department of Agriculture will be approached for support
2	Youth Based	Alleviation of Poverty and high rate of unemployment	R 500 000	January 2024	February 2026	R 500 000			Employment and economic development	There will be rotation of youth for every term.
3	Women and Youth Social Cooperative	Alleviation of Poverty and high rate of unemployment	R 1000 000	January 2024	February 2027	R 1000 000			Employment and economic development	The project is expected to focus production of PPEs and Uniforms of respective local businesses and schools
NOTES/COMMENTS		The three projects will be incubated for a period of three years until fully fledged. The Municipal LED programme will also render support, monitoring and evaluation. The Mining Truck Project will be overseen by Emang Mmogo Mineral Resources.								



4.7. MEASURES TO ADDRESS HOUSING AND LIVING CONDITIONS (Regulations 46 (c) (iv))

Of the 56 employees at Emang Mmogo Mining Resources 32 of them are not homeowners. Contractors at the mine are the majority providers of the workforce. As a result, the Company recently developed a **CONTRACTOR COMPLIANCE STANDARD** which in collaboration with its employee representatives and managers together with contractor managers and contractor employee representatives have established a **HOUSING COMMITTEE** which will address measures of decent housing and living conditions.

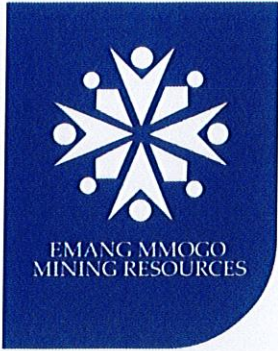
4.7.1. HOUSING COMMITTEE

This structure is enterprise wide and will meet on a monthly basis. The main aim of the Housing Committee is to provide a platform on which both management and employees engage, deliberate and discuss openly and transparently all matters pertaining to employees' housing and accommodation.

The Housing Committee also monitors all the housing initiatives of the Company with a view to ensuring that the Company complies with both mining and housing legislation in this regard and ensure that contractor employees receive housing allowance which will assist in occupying decent accommodation.

4.7.2. HOUSING STRATEGY

- Promoting a home ownership programme and provision of decent rental tenure option amongst all employee;
- Invite the relevant institutions to come and do awareness campaigns at the mine in order to highlight the importance of home ownership;
- Conducting a financial literacy and debt rehabilitation programme, so that our employees are able to access credit and home loans from commercial banks; The mine is committed to discourage informal settlement dwellings and encourage employees to occupy decent rental accommodation;
- Objective of the strategy being to afford all employees the means to stay in adequate, decent, and sustainable accommodation by the year 2025.



5. PROCESSES PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

The company recognizes the stress placed upon individuals, families, and communities when a mine closes. The reality is that a mine has a limited resource which can be mined and therefore a limited life span. As a result, the jobs on the mine become redundant at the end of the life of the mine. The company will however use retrenchments as a last resort.

In order to minimize the impact of a mine closure the company has established a Future Forum where employees and the company will consult on mine related issues. The Future Forum meetings are held on a quarterly basis and comprise of management and workers or their representatives with the view to:

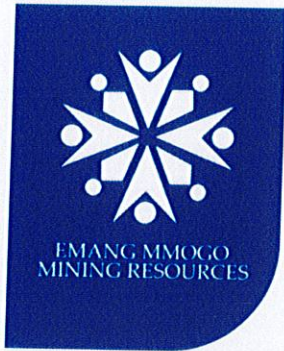
- Promote ongoing discussions between worker representatives and employers about the future of the mine;
- Look ahead to identify problems, challenges and possible solutions with regard to productivity and employment;
- Develop turnaround and redeployment strategies to help reduce job losses and to improve business sustainability;
- Implement strategies agreed upon by both employer and worker parties.
- Mechanisms to save jobs, provide alternative solutions and procedures for creating job security where job losses cannot be avoided.

Prior to the end of the life of the mine, the company will attempt to open a mine on another site to ensure that employees are able to retain their jobs by moving to the new mine. Should this not be possible and job losses are inevitable, the company will embark upon a retrenchment process due to operational requirements in terms of section 189 of the Labour Relations Act. In addition, the company will notify the Regional Manager of the DMRE of the pending retrenchments.

5.1. RETRENCHMENT PROCESS

The Company will consult with the employees through the Future Forum in order to minimize the negative impact the retrenchment will have upon the employees. The company will engage in a meaningful joint consensus-seeking process in an attempt to reach consensus on the following:

- a. appropriate measures-
 - i. to avoid the dismissals;
 - ii. to minimize the number of dismissals;
 - iii. to change the timing of the dismissals; and
 - iv. to mitigate the adverse effects of the dismissals;
- b. the method for selecting the employees to be dismissed; and
- c. the severance payment for dismissed employees.



The company will issue all employees with a written section 189 Notice, inviting the employees to consult with the company and will disclose in writing all relevant information, including, but not limited to-

- i. the reasons for the proposed dismissals;
- ii. the alternatives that the employer considered before proposing the dismissals, and the reasons for rejecting each of those alternatives;
- iii. the number of employees likely to be affected and the job categories in which they are employed;
- iv. the proposed method for selecting which employees to dismiss;
- v. the time when, or the period during which, the dismissals are likely to take effect;
- vi. the severance payment proposed;
- vii. any assistance that the employer proposes to offer to the employees likely to be dismissed;
- viii. the possibility of the future re-employment of the employees who are dismissed;
- ix. the number of employees employed by the employer; and
- x. the number of employees that the employer has dismissed for reasons based on its operation requirements in the preceding 12 months.

In terms of the Basic Conditions of Employment Act no 75 of 1997 as amended and the Labour Relations Act no 66 of 1995, Employees who are retrenched will receive a minimum of 1 week per year of completed service as a severance package. The company will apply for a tax directive for the severance packages which are to be paid out to employees to ensure that the employees the tax laws are utilized to the benefit of the employees. In addition, the company will furnish each employee with a retrenchment letter which the employees can give to the companies where they have debt in order to try to get assistance.

5.2. PORTABLE SKILLS

The company recognizes the negative impact which a retrenchment has upon the employee, the family of the employee and on the community as a whole. In order to minimize the negative impact of a retrenchment, the company will assist the employees to gain portable skills whereby the employees can obtain an income beyond the life of the mine.

In addition, to a severance package, the company will pay R2500 per employee to a training institution of the employee's choice in order for the employee to obtain skills which they can use to either obtain another job or to start and run their own business. The objective will be to give the employees portable skills whereby the employee could become self-employed or to skill the employee to find alternative employment.

In addition, as a Skills Development Levy paying company, the company will contact the Mining Qualifications Authority (MQA) in order to apply for Portable Skills Training for the employees.

The company will therefore pay for Portable Skills Training but will also seek the assistance of the MQA to ensure that employees are best equipped portable skills.

5.3. TRAINING TO RE-ENTER THE JOB MARKET



Employees, who the company needs to retrench, will be given an opportunity to attend a training programme entitled "Entering the Job Market". This will equip employees with the required skills to find work once they have been retrenched. Employees will be given the training whilst they are still employees of the mine. The training would include but not be limited to CV Writing Skills, Job Hunting Skills, and Interview Skills.

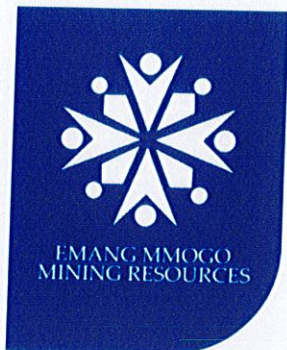
5.4. RETRENCHMENT COUNSELLING

Employees who are to be retrenched will be given access to retrenchment counselling to minimize the negative effects of the retrenchment process. The retrenchment counselling will be given to employees who require it.

5.5. DEPARTMENT OF EMPLOYMENT AND LABOUR

The Department of Employment and Labour's Employment Services Department will be contacted to ensure that the employees are assisted to draw their Unemployment whilst they are looking for employment and to ensure that the employees are loaded onto the DoEL's Work Seekers Data Base. The Department of Employment and Labour's Employment Services Department will be invited to come to site during working hours to ease the burden on employees.

The objective of any retrenchment process which the company embarks upon will be to manage the pending retrenchments humanely in consultation with employees and/or organized labour. The retrenchments will be conducted in terms of Section 52 (1) of the MPRDA, National Social plan guideline of DoEL and Section 189 of the LRA.



6. FINANCIAL PROVISION

In terms of sections 23 (1) (e) and 84 (1) (g) of the MPRDA, the company will make financial provisions by having a provision account. Money will be transferred into a trust account each month to ensure that there is money available to implement the various aspects of the SLP. The money transferred into the account will be used solely to implement the various aspects of the SLP.

7. UNDERTAKING

I, PALESA Phoyete, the undersigned and duly authorized thereto by Emang Mmogo Mining Resources undertake to adhere to the information, requirements, commitments, and conditions as set out in this Social and Labour Plan.

Signed at Postmasburg on the 30th day of SEPTEMBER 2022.

PALESA Phoyete

8. Approved

Signed at Postmasburg on the 30th day of September 2022.

Signature: _____

[Signature]

Designation: CHIEF EXECUTIVE OFFICER