

# AngloGold Ashanti West Wits Operations

## Social and Labour Plan 2015-2019

### REPORT: 2018

Date of original submission: 29 March 2019

#### WEST WITS MINING RIGHTS:

1. MPTRO REF: 10/2006, including Deed of Amendment 04/2012 (DMR Reference No.: GP30/5/1/2/2(01) MR) (“West Wits Operations: Mponeng, TauTona and Savuka mines”). A S102 Application was submitted to incorporate/consolidate the Block 1C11 and Magnum Farm mining rights, amongst other areas, into this mining right. The S102 Application is currently being processed by the DMR.
2. MPTRO REF: 30/2006, including Deed of Amendment 15/2011 (DMR Reference No.: GP30/5/1/2/2(11) MR) (“Block 1C11”). A renewal application of this mining right was timeously submitted at the offices of the DMR GP and it is currently awaiting finalisation of the renewal process with the DMR.
3. MPTRO REF: 169/2012 (DMR Reference No.: GP30/5/1/2/2/248 MRC) in respect of the Farm Doornfontein 118 IQ (Remaining Extent 12 and Remaining Extent 13), also known as “Magnum Farm” (for Sand)



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29 March 2019

I, Moses Madondo Senior Vice President: South Africa of AngloGold Ashanti Limited (Company), undersigned and duly authorised thereto by AngloGold Ashanti Limited, confirm that all information contained in this Social and Labour Plan Report for 2018 is a true reflection of the company's performance against the commitments as contained in the West Wits Operations 2015-2019 Social and Labour Plan which was submitted on 31 October 2014.

Signed at Carletonville on this <sup>28<sup>th</sup></sup> ..... day of March 2019.

Signature: .....

Senior Vice President: South Africa



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## Social and Labour Plan Glossary Of Terms And Acronyms / Abbreviations

Abbreviation	Full Word
ABET	Adult Basic Education and Training
AET	Adult Education and Training
AGA	AngloGold Ashanti
AGAH	AngloGold Ashanti Health
AIDS	Acquired Immune Deficiency Syndrome
AMCU	Association of Mineworkers and Construction Union
ATDS	AngloGold Ashanti's Training and Development Services
ATR	Annual Training Report
BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
BO	Black Owned
BWO	Black Women Owned
CBOs	Community Based Organisations
CSDC	Central Skills Development Committee
CSI	Corporate Social Investment
DMR	Department of Mineral Resources
DoL	Department of Labour
EAP	Economically Active Population
EDP	Executive Development Programme
EE	Employment Equity
ENA	Enrolled Nursing Auxiliary
FET	Further Education & Training
FLC	Foundational Learning Competence
GETCA	General Education and Training Certificate for adults
HDSA	Historically disadvantaged South Africans
HIV	Human Immunodeficiency virus
HRD	Human Resources Development
IDP	Integrated Development Plan
IMDP	Intermediate Management Development Programme
LED	Local Economic Development
m	Million

## Social and Labour Plan Glossary Of Terms And Acronyms / Abbreviations

Abbreviation	Full Word
Masakhisane	AGA financing and enterprise development vehicle whose main objective is to fund and support the creation and development of commercially viable enterprises in the host and labour sending areas.
MCLM	Merafong City Local Municipality
MDP	Management Development Programme
MC / Mining Charter or the Charter	Broad-Based Socio-Economic Empowerment Charter for the South African mining industry
METF	Mineral Education Trust Fund
MMP	Managerial Mastery Programme
MoR	Manager-once-Removed
MPRDA	Mineral Petroleum Resources Development Act (Act No. 28 of 2002), as amended from time to time, which came into effect on the 11 May 2004
MPRDA Regulations	Mineral Petroleum Resources Development Regulations as Gazetted by the President on 23 April 2004
MQA	Mines Qualifications Authority
MWS	AGA entered into an agreement with First Uranium Limited, in terms of which it acquired ownership over First Uranium South Africa which holds 100% of Mine Waste Solutions (Pty) Ltd, which in turn holds 100% of Chemwes (Pty) Ltd (collectively, more commonly known as the "Mine Waste Solutions Operations (MWS)").
NGO	Non-Government Organisation
NPAT	Net Profit After Tax
NPO	Non-Profit Organisation
NQF	National Qualifications Framework
NUM	National Union of Mineworkers (South Africa)
NWP	North West Province
Paterson Grading System	Job Evaluation system generally used in the South African mining industry and AngloGold Ashanti SA Operations
PEA /PER	Personal Effectiveness Appraisal /Personal Effectiveness Review
QCTO	Quality Council for Trades and Occupations
Rand (R)	South African Rand
RPL	Recognition of Prior Learning
SA	South Africa
SANC	South African Nursing Council
SA Operations	South African Operations
SARS	South Africa Regional Services
SARTSC	South Africa Region Transformation Steering Committee
SDC	Skills Development Committee

## Social and Labour Plan Glossary Of Terms And Acronyms / Abbreviations

Abbreviation	Full Word
SEAP	Stakeholder Engagement Action Plans - plan to engage with stakeholders, formally and timeously in respect of issues that relate to the operation and may affect them
SETA	Sector Education Training Authority
SLP	Social and Labour Plan
SMME's	Small, Medium and Micro Enterprises
Solidarity	Solidarity Trade Union
SoR	Subordinate-once-Removed
SP	Systems for People
Teba	The Employment Bureau of Africa. An institution that has historically recruited labour for the Mining Industry but which now also fulfils a broader social role in addition to its recruitment function
UASA	United Association of South Africa
Umalusi	An education quality assurance body in South Africa
VR	Vaal River Operations
WSP /ATR	Workplace Skills Plan / Annual Training Report
WW	West Wits Operations

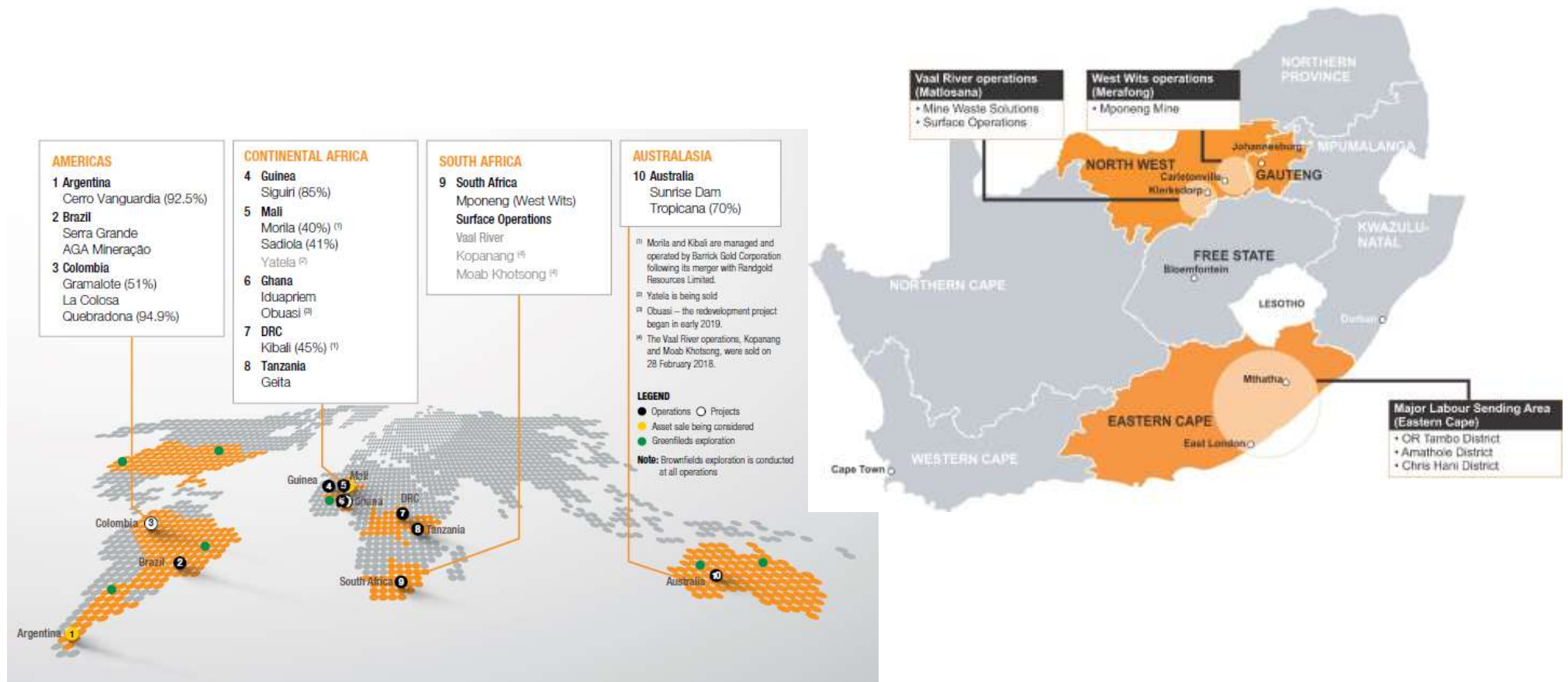


# SECTION 1: PREAMBLE

In this section we address REGULATION 46 (a) of the Mineral Petroleum Resources Development Act (Act 28 of 2002) (MPRDA) which provides that the contents of a social and labour plan must include, *inter alia*, a preamble which provides the background information of the mine in question. The following is a break background of AngloGold Ashanti (AGA) South Africa (SA Operations):

## A. INTRODUCTION

AngloGold Ashanti is the third-largest gold mining company in the world, measured by production. It has 14 mines gold mines in 9 countries, as well as several exploration programmes in both the established and new gold producing regions of the world. AngloGold Ashanti produced 3.400Moz of gold in 2018, generating \$3,943bn in gold income, utilising \$721m capital expenditure. AngloGold Ashanti has an attributable Ore Reserve of 44.1Moz of gold and an attributable Mineral Resource of 184.6Moz. These operations are supported by a focused global exploration programme which includes the projects in Colombia, the tenth country we are in.



In terms of its location, the West Wits Operations are situated approximately 75 Km (Kilometres) west of Johannesburg within the Gauteng Province. The site is approximately 7 Km south of Carletonville. Other neighbouring towns are Fochville and Potchefstroom, which are situated 12 Km and 50 Km respectively to the south and west of the mine. The land occupied by the West Wits Operations straddles the boundary between Gauteng and North West Provinces which can be seen in the map on the previous page which also reflects the company's major labour sending area. A more detailed map is contained in **Annexure 1.2**.

The following is our West Wits Operations address and contact details:

<b>West Wits Operations</b>	
<b>Name of the company/applicant:</b>	AngloGold Ashanti Limited
<b>Name of mine or production operations:</b>	Mponeng, TauTona and Savuka mines/production operations, Block 1C11 and Magnum Farm
<b>Physical address of the mining operations:</b>	North-Western side of N12 and R501 (intersection near Carletonville)
<b>SA Operations offices physical address:</b>	26 Jacaranda Drive, South Africa Operational Offices, Western Deep Village, Western Levels, Carletonville, 2501
<b>Postal address</b>	PO Box 8044, Western Levels, Carletonville,2501
<b>Telephone number</b>	018 700 3557
<b>Fax number</b>	086 644 2510
<b>Location of mine or Production Operation:</b>	Merafong Local Municipality
<b>Commodity:</b>	GP30/5/1/2/2(01)MR      Gold, silver, nickel, uranium
	GP30/5/1/2/2(11)MR      Gold, silver, nickel, uranium
	GP30/5/1/2/2(248)MR      Sand
<b>Financial year:</b>	01 January to 31 December
<b>Reporting Year:</b>	Annually
<b>Name of Contact Person at SA Operations:</b>	KS Tshaka (Vice President: Sustainability) Telephone No: 018 700 3551 <a href="mailto:ktshaka@anglogoldashanti.com">ktshaka@anglogoldashanti.com</a>  LJ Nkadimeng (Governance Manager) Telephone No: 018 700 3569 <a href="mailto:JNkadimeng@anglogoldashanti.com">JNkadimeng@anglogoldashanti.com</a>

AGA's approach to socio-economic development is guided by its vision, mission, business objectives and values.

## AGA's Vision

AGA's vision is to be “the leading mining company” and is underpinned by the following mission, business objectives and values:

## AGA's Mission

To create value for our shareholders, our employees and our business and social partners through safely and responsibly exploring, mining and marketing our products. Our primary focus is gold, but we will pursue value creating opportunities in other minerals where we can leverage our existing assets, skills and experience to enhance the delivery of value.

## AGA's Business Objectives



Consistent delivery; **improving cost management**, focus on enhancing margins



Decisive action on operations; **balance sheet flexibility** remains a priority




Ongoing **portfolio improvements** through investment and rationalisation



Maintaining optionality to deliver **value-adding growth** over the long term



**Towards zero harm, excellence in environmental stewardship, community development**

### Our five key business objectives – Supporting our core strategy:

- **Focus on people, safety and sustainability:** our business must operate according to our values if it is to remain sustainable in the long term.
- **Optimise overhead, costs and capital expenditure:** all spending decisions must be checked and double checked to ensure they are necessary to fulfil our core business objective.
- **Improve portfolio quality:** we have a portfolio of assets that must be actively managed as we strive for a competitive valuation as a business.
- **Ensure financial flexibility:** the balance sheet is the foundation of our company and we must ensure it always remains able to meet our core funding needs.
- **Maintain long-term optionality:** while we are focused on ensuring the most efficient day-to-day operation of our business we must keep an eye on creating a competitive pipeline of long-term opportunities.

## AGA's Values



*Safety* is our first value.

**SAFETY**



We treat each other with *dignity* and respect.

**DIGNITY & RESPECT**



We value *diversity*.

**DIVERSITY**



We are *accountable* for our actions and undertake to deliver on our commitments.

**ACCOUNTABILITY**



We want the *communities* and *societies* in which we operate to be better off for AngloGold Ashanti having been there.

**COMMUNITIES**



We respect the *environment*.

**ENVIRONMENT**

## BREAKDOWN OF EMPLOYEES

AGA South African Operations has, as at 8 January 2019, a total workforce of **9 598** employees (**including 2 645 contractors**), of which **7 358** are at the **West Wits Operations** and **2 240** are at the **Vaal River Operations**. The detailed breakdown of the origins of the employees (including contractors) is contained in **Annexure 1.1**. (Please note that the number of employees reflected in Annexure 1.1 differs from that contained in the Form Q, as the information is sourced at different times from AGA's system).

<b>BREAKDOWN OF EMPLOYEES (including Mine + Contractor Type 1, 2 and 3): West Wits as at 8 January 2019</b>			
<b>Country of origin</b>	<b>Province</b>	<b>West Wits Total</b>	<b>Vaal River Total</b>
<b>SOUTH AFRICA</b>	<b>GAUTENG</b>	<b>2 351</b>	<b>109</b>
	<b>EASTERN CAPE</b>	<b>1 699</b>	<b>155</b>
	<b>NORTH WEST</b>	<b>763</b>	<b>1 707</b>
	<b>FREE STATE</b>	<b>349</b>	<b>147</b>
	<b>KWAZULU NATAL</b>	<b>386</b>	<b>31</b>
	<b>LIMPOPO</b>	<b>208</b>	<b>32</b>
	<b>MPUMALANGA</b>	<b>99</b>	<b>22</b>
	<b>NORTHERN CAPE</b>	<b>28</b>	<b>13</b>
	<b>WESTERN CAPE</b>	<b>3</b>	<b>4</b>
	<b>SUB TOTAL</b>	<b>5 886</b>	<b>2 220</b>
<b>LESOTHO</b>		<b>753</b>	<b>10</b>
<b>MOZAMBIQUE</b>		<b>434</b>	<b>4</b>
<b>SWAZILAND</b>		<b>273</b>	<b>6</b>
<b>ZIMBABWE</b>		<b>6</b>	<b>0</b>
<b>BOTSWANA</b>		<b>5</b>	<b>0</b>
<b>OTHER</b>		<b>1</b>	<b>0</b>
	<b>SUB TOTAL</b>	<b>1 472</b>	<b>20</b>
<i>(Note: these figures include Contractors)</i>	<b>TOTAL</b>	<b>7 358</b>	<b>2 240</b>

From the previous table it can be seen that the company's major labour sending area is the Eastern Cape Province. In choosing the contributions planned into the company's major labour sending area, the company has taken into account the employee breakdown for the Eastern Cape Province as indicated below, and hence regards the OR Tambo as its major labour sending area with the biggest planned contribution in this particular area. It should be noted upfront that the company fully supports initiatives in all its labour sending areas with a focus on the OR Tambo as its largest labour sending area.

<b>SA Employees Originating from the Eastern Cape as at 8 January 2019 (incl Mine + Contractor Type 1, 2 and 3)</b>				
<b>DISTRICT MUNICIPALITY</b>	<b>WEST WITS OPERATIONS</b>	<b>VAAL RIVER OPERATIONS</b>	<b>TOTAL E/CAPE EMPLOYEES</b>	<b>AGA's ORDER OF PRIORITY</b>
<b>OR TAMBO</b>	821	51	872	<b>1</b>
AMATOLE (EL)	318	47	365	<b>2</b>
CHRIS HANI	274	27	301	<b>3</b>
ALFRED NZO	178	13	191	
JOE GQABI / UKHAHLAMBA	98	17	115	
NELSON MANDELA (PE)	4	0	4	
OTHER	6	0	6	
<b>GRAND TOTALS</b>	<b>1 699</b>	<b>155</b>	<b>1 854</b>	

The following are the Mining Rights covered in this West Wits Operations Social and Labour Plan Report for the period 2019:

MPTRO REF: 10/2006, including Deed of Amendment 04/2012 (DMR Reference No.: GP30/5/1/2/2(01) MR) ("West Wits Operations: Mponeng, TauTona and Savuka mines"). A S102 Application was submitted to incorporate/consolidate the Block 1C11 and Magnum Farm mining rights, amongst other areas, into this mining right. The S102 Application is currently being processed by the DMR.

MPTRO REF: 30/2006, including Deed of Amendment 15/2011 (DMR Reference No.: GP30/5/1/2/2(11) MR) ("Block 1C11"). A renewal application of this mining right was timeously submitted at the offices of the DMR GP and it is currently awaiting finalisation of the renewal process with the DMR.

MPTRO REF: 169/2012 (DMR Reference No.: GP30/5/1/2/2/248 MRC) in respect of the Farm Doornfontein 118 IQ (Remaining Extent 12 and Remaining Extent 13), also known as "Magnum Farm" (for Sand)

## B. PERFORMANCE AGAINST THE MINING CHARTER SCORECARD

The following table indicates West Wits scorecard achievements as at the end of December 2018, as per the Scorecard for the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry:

SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018					
No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2018	PROGRESS ACHIEVED BY 31 DECEMBER 2018
1	Reporting	Has the company reported the level of compliance with the Mining Charter for the Calendar year	Documentary proof of receipt from the department	Annually by 31 March	100%
2	Ownership	Minimum target for effective HDSA ownership by April 2014	Meaningful economic participation	26%	26.8%
			Full shareholder rights	26%	26.8%
			Beneficiation off-sets	In case of any shortfall in Ownership, up to 11% of beneficiation could be used to offset such shortfall.	AngloGold Ashanti holds 42.5% shareholding at the Rand Refinery, situated in Springs near Johannesburg, which beneficiates gold for its operations and all other South African Mines.
3	Housing and living conditions	Conversion and upgrading of hostels to attain the occupancy rate of one person per room.	Percentage reduction of occupancy rate towards 2014 target.	Occupancy rate of one person per room	100%
		Conversion and upgrading of hostels into family units	Percentage conversion of hostels into family units.	Family units established	100%
		<b>Note on West Wits Operations from AngloGold Ashanti</b>	Implement initiatives to facilitate home ownership e.g. Preference surveys, advice on purchasing homes, training on benefits of home ownership	No target set	The company has signed a Memorandum of Understanding with all the organised labour stakeholders outlining the home ownership scheme framework. The framework entails selling of vacant stands, non-strategic holding housing stock to employees. Measures taken to enhance affordability include valuation of Property, discounts on selling prices, establishing a One Stop Shop and consultations with financial institutions and the department of human settlements to unlock government subsidies for purchasers. AGA has developed home ownership training programme for interested employees. The AGA Home Ownership Scheme aims to enable employees at AGA's operations in South Africa to purchase

**SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018**

No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2018	PROGRESS ACHIEVED BY 31 DECEMBER 2018
					a home and step onto the home ownership ladder. The Scheme has been designed to be equitable to all employees who choose, and are able to participate in it, and to be sustainable over the long-term. The scheme has also been structured to improve affordability levels on participating employees. Employees have shown high level of interest to purchase rented houses from the company, by the end of the 4th quarter of 2018, 1077 applications to purchase company owned houses were still in process and 368 house sales had been successfully concluded. The sale of houses is conducted within the scope of relevant approved AGA policies.
4	Procurement & Enterprise Development	Procurement spent from BEE entity	Capital goods	40%	81%
			Services	70%	65%
			Consumable goods	50%	74%
		Multinational suppliers contribution to the social fund	Annual spend on procurement from multinational suppliers	0.5% of procurement value	Awaiting DMR guidance
5	Employment Equity	Diversification of the workplace to reflect the country's demographics to attain competitiveness.	Board Level	40%	36%
			Top Management (F Band)	40%	43%
			Senior Management (E Band)	40%	46%
			Middle Management	40%	53%
			Junior Management	40%	60%
		Note by AGA: Actuals adapted to correct any white female representation over 6%	Core Skills	40%	65%
			Women in Mining	10%	15%
6	Human Resource Development	Development of requisite skills, incl. support for South African based research and development initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation as well as environmental conservation and rehabilitation	HRD expenditure as percentage of total annual payroll (excl. mandatory skills development levy)	5.00%	6.06%



**SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018**

No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2018	PROGRESS ACHIEVED BY 31 DECEMBER 2018
7	Mine Community Development	Conduct ethnographic community consultative and collaborative processes to delineate community needs analysis.	Projects are listed and aligned with Host and Labour Sending Areas Communities IDPs and the National Development Plan and New Growth Path.	As per the Implementation Plan submitted to the DMR in September 2017.	With regards to the West Wits Operations 2015 to 2019 SLP local economic development (LED) projects, 8 have been completed and nine are delayed for the Merafong and OR Tambo District Municipalities.
		<b>Note by AGA:</b> The input in initiatives is embedded in the Integrated Development Plans of host communities which in turn is informed by community needs and subject to a regulatory framework which represent the full community		Over 90% of projects completed with Section 102/Regulation 44 Approved projects on track.	
8	Sustainable Development & Growth	Improvement of the industry's environmental management. Captured in company EMP which is submitted to DMR	Implementation of approved EMPs.	100%	100%
		Improvement of the industry's mine health and safety performance.	Implementation of tripartite action plan on health and safety.	100%	100%
		Utilisation of South African based research facilities for analysis of samples across the mining value chain	Percentage of samples in South African facilities	100%	100%

The following constitutes the AGA West Wits (WW) Operations' performance against the 2015-2019 Social and Labour Plan commitments and the Mining Charter for the period of 2018:

**Reporting:** The West Wits (WW) Operations submitted its audited SLP Report for the year 2017 to the Department of Mineral Resources offices by the end of March 2018 as per the requirements of the MPRDA. The Company has also submitted the WW Operations SLP Implementation Plan for 2019 in September 2018 as per the requirements of the MPRDA Regulations. All our Mining Charter Reports are posted on our website: <http://www.anglogoldashanti.com/sustainability/reports/>

The company's former Chief Executive Officer has also reported to the host communities of Merafong Local municipality on the progress made on the SLP and other community challenges on 26 July 2017 and the former SVP: Sustainability to the OR Tambo District Municipality on 16 August 2018.

The South Africa Region Community Report for 2017-2018 was published in July 2018 and distributed to our Host and Labour Sending communities. All of our Community Reports are posted on our website: <http://www.anglogoldashanti.com/sustainability/reports/>

The company has also submitted its Broad -Based Black Economic Empowerment Score-card and Report for the period 2017/18 to the BEE Commission as per the new requirements of the JSE Listing.

**Ownership:** AGA has maintained its 26.8% of Historically Disadvantaged South African (HDSA) representation on “Ownership” against the Mining Charter target of 26% HDSA representation by the end of April 2014. This comprises 20.8% ascribed to the sale of assets to African Rainbow Minerals (ARM), 4.5% allocation to Employee Share Ownership Scheme (ESOPS) and 1.5% to our Black Economic Empowerment Partner, Izingwe.

AGA owns 42.41% of Rand Refinery situated in Springs, near Johannesburg, which beneficiates gold for all South Africa’s gold mines.

**Housing and Living Conditions:** The West Wits Operations achieved 100% compliance to the target with regards to the single room accommodation and the hostel conversion programme as outlined in its 2010-2014 Social and Labour Plans.

As an expression of the commitment to create a conducive living environment for employees and communities in the areas in which it operates – and in line with its obligations under the Broad-Based Socio-Economic Empowerment Charter for the South African Mining and Minerals Industry (the “Mining Charter”). AGA has been rolling-out an employee home ownership scheme for its employees in South Africa (“HOS” or the “Scheme”). The company has signed a Memorandum of Understanding with all the organised labour stakeholders outlining the home ownership scheme framework. The framework entails selling of vacant stands, non-strategic holding housing stock to employees. Measures taken to enhance affordability include valuation of Property, discounts on selling prices, establishing a One Stop Shop and consultations with financial institutions and the department of human settlements to unlock government subsidies for purchasers. AGA has developed a home ownership training programme for interested employees.

The AGA **Home Ownership Scheme** aims to enable employees at AGA’s operations in South Africa to purchase a home and step onto the home ownership ladder. The Scheme has been designed to be equitable to all employees who choose, and are able to participate in it, and to be sustainable over the long-term. The scheme has also been structured to improve affordability levels on participating employees. Employees have shown high level of interest to purchase rented houses from the company, by the end of the 4th quarter of 2018, 1077 applications to purchase company owned houses were still in process and 368 house sales had been successfully concluded. The sale of houses is conducted within the scope of relevant approved AGA policies.

**Preferential Procurement, Supplier and Enterprise Development:** As at the end of December 2018, the West Wits Operations achieved a performance of 81% BEE spend on Capital Goods, against the Mining Charter target of 40%; and 65% BEE spend on Services, against the Mining Charter target of 70%; and 74% BEE spend on Consumable Goods, against the Mining Charter target of 50%. The SA Operations has also exceeded the informal target of 15% Host Community Procurement Spend as suggested by the DMR by achieving a performance of 26% of total measurable procurement spend, with 6% attributable to the Merafong City Local Municipal area.

The SA Operations is in the process of reviewing the Preferential Procurement Policy to maximise the use of and development of black businesses across all mining operations; through creating access within the company’s mainstream procurement systems. The reviewed policy will also focus on promoting entrepreneurship within the Local host communities. The policy will not only be limited to compliance deliverables, but drive the broader transformation of AngloGold Ashanti and open the procurement system further for Black business participation. Issues relating to contractor’s compliance/ non-compliance, fronting and socio-economic commitments will be addressed formally through this process. To give effect to the preferential procurement policy, our standard scope of requirements have been amended and it is compulsory for business to include specific local and preferential requirements, that will enhance transformation in procurement. In future, performance against targets will form part of the key performance measurements of the General Manager at a Business Unit.

**Employment Equity:** Despite a challenging year within the SA Operations characterised by organisational restructuring and rightsizing initiatives, AngloGold Ashanti performed well against the Employment Equity targets as set out in the Mining Charter.

As at the end of 2018, against the 40% HDSA target as set by the Mining Charter, the West Wits Operations, HDSA representation was 43% in Top Management, at the Senior Management level, HDSA representation was 46%, Middle Management at 53% HDSA representation and Junior Management achieved 60% HDSA representation. With respect to Core and Critical Skills, the company achieved 61% HDSA representation and with respect to Women in Mining, the company achieved 15% Women in Mining representation against the Mining Charter target of 10%.

**Human Resources Development:** The Mining Charter requires that the Human Resources Development spend be set at 5% of the total of Annual Payroll by 2014. By the end of 2018, West Wits Operations achieved 6.06% HRD spend against the 5.8% target committed in the SLP due to the disruptions caused by the employee movements as the AGA operations began downscaling as per the LRA Section 189 and MPRDA Section 52 processes.

**Mine Community Development:** With regards to the West Wits Operations 2015 to 2019 SLP local economic development (LED) projects, 8 have been completed and nine are delayed for the Merafong and OR Tambo District Municipalities. The DMR has been engaged on the delays, on the 22 January 2019, and a letter was sent to the department outlining these challenges.

**Social and Institutional Development Fund:** For this reporting period, the company spent a total of R18.1million (R4.7m from the SAR Social and Institutional Development Fund, plus R13.4m from the Corporate CSI Fund), supporting 90 projects (68 from SAR and 26 Corporate Office).

The West Wits Operations total expenditure for 2018 was R1.52m, as well as the Corporate Office CSI Fund contribution of R0.38m for the 2018 Mandela Day project. A total of 30 projects, including the Mandela Day project, were delivered in the reporting period.

**Sustainable Development and Growth:** The Mining Charter requires companies to implement the approved Environmental Management Plans (EMPs), the Tripartite Action Plan on Health and Safety and to utilise the SA based research facilities for analysis of their samples. With respect to Environment Management, the company's approved EMPs for both West Wits and Vaal River Operations are being implemented and were presented during the MPRDA Section 52 investigations conducted by the Sub-committee of the DMR Minerals Board in quarter 2 of 2018.

With respect to Health and Safety commitments, the company has also complied with the commitments in the Mining Industry Tri-Partite Action Plan on Health and Safety. Finally, all of the SA Operations' sampling is done internally and therefore is in line with the directive as per the Mining Charter.

**Financial Provision:** The MPRDA Regulation 46 (e) provides that the contents of the SLP must make financial provision for the implementation of the HRD programmes, Local Economic Development (LED) projects and for the processes to manage Downscaling and Retrenchment. All these have been provided for in 2018.

**Downscaling and Retrenchment:** The restructuring and rightsizing of the South Africa (SA) Operations as guided by the Employee Transition Framework (ETF) was central in supporting the strategic objective of setting the SA Operations up for a sustainable future during 2018. In May 2018, a section 189(3) notice in terms of the Labour Relations Act 66 of 1995 of the company's intention to terminate employment of some 2000 employees, on the back of the 2018 budgetary requirements was issued. The process ensued through facilitation under the auspices of the Commission of Conciliation Mediation and Arbitration (CCMA). Following intensive engagements with Union Stakeholders and with the mining Regulators, in terms of section 52 of the Minerals Petroleum and Resources Development Act (MPRDA).

The organisational restructuring and rightsizing imperative intensified given the evolving SA Operations operating environment and the continued pressure on margins resulting from reduced production and increasing costs. A formal CCMA facilitation process commenced on 4 June 2018 and five other facilitation meetings were held with the last meeting being held on 11 September 2018. All stakeholders agreed that the Retrenchment Job Loss Avoidance Agreement adopted by all stakeholders during the previous S189 process concluded during May 2017. The genuine endeavours by all the stakeholders to minimize the loss of jobs, and to ameliorate the impact of job losses resulted in the forced retrenchment of 72 employees. The agreement is aligned with the Leaders Declaration signed between Government, Organised Labour and the Chamber of Mines under the Mining Industry Growth and Development Task Team (MIGDETT).

An important term of the Retrenchment Job Loss Avoidance Agreement is that the parties would take active steps to save jobs. As a result, an agreement was reached to consider the sale of distressed assets as agreed to between the Mining Stakeholders in a declaration signed in August 2015. A number of sale / transfer agreements were entered into. S197(6) transfer agreements were entered into in Health, Rail Transport and Laboratories which were not economical to continue operating, this culminated in job saving. Other measures, such as the implementation of early retirement also played an important role.

Notice was given to the DMR in terms of Section 52 of the MPRDA. An extensive presentation was made to the DMR's section 52 Committee on 7 June 2018, which contained the compelling Business Rationale for embarking on the current section 189A restructuring process. This was followed by an investigation exercise through a walk-about at the VR Operations (Mine Waste Solutions) on 19 June 2018 and another investigation at Mponeng Mine on 26 June 2018.

## C. WAY FORWARD AND UNDERTAKINGS

1. The following are the objectives of the Broad Based Socio Economic Empowerment Charter for the South African industry (Mining Charter):
  - To promote equitable access to the nation's mineral resources to all the people of South Africa;
  - To substantially and meaningfully expand opportunities for Historically Disadvantaged South African's (HDSA) to enter the mining and minerals industry and to benefit from the exploitation of the nation's mineral resources;
  - To utilise and expand the existing skills base for the empowerment of HDSA and to serve the community;
  - To promote employment and advance the social and economic welfare of mine communities and major labour sending areas; and
  - To promote beneficiation of South Africa's mineral commodities.
2. AGA has consistently supported the intention behind the spirit of the Mining Charter and its "pursuit of a shared vision of a globally competitive mining industry that draws on the human and financial resources of all South Africa's people and offers real benefits to all South Africans". This SLP report details AGA's efforts to comply with the Mineral and Petroleum Resources Development Act, 28 of 2002 (MPRDA), particularly the transformational requirements as stipulated in the Mining Charter. In compliance to the Mining Charter the company's undertakings are herein detailed. The duration of the SLP is five years for the period of 2015 to 2019. The company shares and understands the **objectives of the Social and Labour Plan** as follows:
  - Promote employment and advance the social and economic welfare of all South Africans;
  - Contribute to the transformation of the mining industry; and
  - Ensure that AGA contributes towards the Socio-Economic development of the area in which they operate (including the major Labour Sending Communities).
3. In terms of the required **Preamble**, Regulation 46 of the MPRDA, the company has outlined the necessary information required in **Section 1, A and B** above.
4. In terms of **Human Resource Development (HRD)**, Regulation 46 (b) of the MPRDA, the company undertakes the following (details further explained in **Section2**).
  - a. **Skills Development**
    - Contribute towards Human Recourse Development initiatives for Employees (18.1) and Host and Labour Sending Communities (18.2),
    - Link the company's EE plans to the HRD initiatives.
    - Comply with the Skills Development Act,
    - Compile and Submit a Workplace Skills Plan (WSP) and Annual Training Report (ATR) to the MQA (Mining Qualifications Authority),
    - Consult organised labour on WSP and ATR,
    - Ensure that training is conducted and that our plan supports our business objectives,
    - Ensure that development needs of employees are identified and documented,
    - Individual development plans are implemented,
    - Ensure that company receives its mandatory grants,
    - Provide for management development programmes,
    - Forge partnerships with academic institutions and service providers,
    - Encourage employees to further their studies (at AGA discretion), and
    - Provide financial or other support to employees and community entering graduate or post graduate studies (at AGA discretion).
  - b. **Adult Basic Education and Training (ABET) / Adult Education and Training (AET)**
    - Provide every employee with the opportunity to become numerate literate,
    - Provide ABET & AET to employees and communities,

- Provide NQF level training as further detailed in Section 2,
- Provide foundational learning competence,
- Provide facilities for provision of AET,
- Undertake AET marketing initiatives, and
- Set AET targets for the period 2015 to 2019.

**c. Portable Skills**

- Provide community members with entry level skills training in mining.
- Provide portable skills training to communities and employees in engineering related skills.
- To make an effort to link the portable skills training programmes to the downscaling of the company where possible.

**d. Bursaries**

- Develop skills to address the South African skills shortage, in particular in our host and major labour sending communities.
- Implement measures to equip and enhance competencies of the talent pool.
- Provide bursary programmes to employees and communities.

**e. Internships**

- Develop skills to address the South African skills shortage.
- Implement measures to equip and enhance competencies of the talent pool.
- Provide internships programmes to communities.
- Provide learnership programmes.

**f. Career Progression and Mentorship**

- Implement the System for People (SP) Model which is an in-house model to develop and uplift employees.
- Set targets and contribute to management development programmes for employees, especially HDSAs (Historically dis-advantaged South Africans).
- Implement career path initiatives.

**g. Employment Equity**

- Commit to comply with the Employment Equity Act, MPRDA and Mining Charter Requirements.
- Implement the Employment Equity (EE) Plan aimed at transforming the company's workplace as per the objective of the MPRDA.
- Achieve the set targets of HDSA representation at all management levels.
- Draw plans to address visible areas and remove barriers to Employment Equity (EE).
- Link the company's EE plans to the HRD initiatives.

5. In terms of the required **Community Development**, Regulation 46 of the MPRDA, the company will undertake the following (details further explained in **Section 3**):

- Build successful and mutual beneficiary relations with stakeholders.
- Participate in local government forums.
- Conduct community briefing sessions.
- Implement management standards for community development.
- Identify local economic development projects in consultation with community.
- Implement Social Development Projects.

- CHR D programmes.
6. In terms of the required **Housing and Living Conditions** requirements for **Employees**, Regulation 46 of the MPRDA, the company will undertake the following (details further explained in **Section 3**):
    - Provide Accommodation options to employees.
    - Implement a project to upgrade residences.
    - Implement projects to develop family units.
    - Promote home ownership.
    - Improve and manage nutrition
  7. In terms of the required **Procurement and Enterprise Development** requirements, Regulation 46 of the MPRDA, the company will undertake the following (details further explained in **Section 4**):
    - Give HDSA's preferred supplier status.
    - Supply a database of BEE suppliers.
    - Set up targets for BEE procurement.
    - Implement a plan to measure and facilitate BEE procurement and Local Procurement.
    - Implement SMME development programmes.
  8. In terms of the required **Measures to Ameliorate the Impact of Downscaling & Retrenchments** requirements, Regulation 46 of the MPRDA, the company will undertake the following (details further explained in **Section 5**):
    - The establishment of a Future Forum.
    - Steps that may be undertaken to avoid job losses.
    - Initiatives to address instances where job losses cannot be avoided.
    - Steps to ameliorate the impact of job losses may have on employees, and the assistance provided to retrenched employees.
  9. In terms of the required **Financial Provision requirements**, Regulation 46 of the MPRDA, the company will undertake the following (details further explained in **Section 6**):
 

Provide financially for the implementation of the social and labour plan in terms of:

    - The human resource development programme;
    - The local economic development programme; and
    - The processes to manage downscaling and retrenchment
  10. In terms of the required **Monitoring, Evaluation & Reporting requirements**, Regulation 46 of the MPRDA, the company will undertake the following (details further explained in **Section 7**):
    - Submit an Implementation plan on an annual basis to the relevant DMR and
    - Submit annual SLP reports end March.

## SECTION 2: HUMAN RESOURCE DEVELOPMENT (HRD) PROGRAMME

### HRD GUIDING PRINCIPLES:

The following guiding principles have been taken into account in developing the HRD programme in terms of this Social and Labour Plan:

1. The data contained in Form Q was taken into account when planning the different programmes within the company's HRD -2019 plans.
2. The data as contained in the National Economically Active Population (EAP) except where this is not relevant such as in the case of AET (Adult Education and Training), Portable Skills and Mining Skills.
3. Building on the 2010-2014 SLP achievements and lessons.
4. West Wits Business Units operational plans and skills development needs.
5. The new BBBEE Codes.
6. The 2014 HRD targets of 5% were used as a base.
7. The employee's Individual Development Plans (IDP) and the company's EE (Employment Equity) plans.
8. The current beneficiaries of the HRD programme who are likely to rollover into the 2015-2019 SLP period.
9. The need to contribute to the development of the youth in our host and major Labour Sending communities.

According to the National Development Plan, education, training and innovation are central to South Africa's long-term development. They are the core elements in eliminating poverty, reducing unemployment, inequality, and serve as foundations of an equal and prosperous society as envisioned in the Constitution. Education empowers people to define their identity, take control of their lives, raise healthy families, take part confidently in developing a just society, and play an effective role in the politics and governance of their communities.

AGA's HRD strategy is aimed at empowering and giving employees opportunities to develop within the company and also offers the communities in our host and major Labour Sending areas opportunities to better their skills and knowledge in order to be absorbed easily into the economy.

Our HRD strategy is therefore driven by our operational needs and requirements, as well as the national imperative as contained in the MPRDA and Mining Charter.

The objectives of the company's HRD programme are outlined below:

- To contribute to the country's education initiatives and making a difference which supports government initiatives.
- Ensuring development of requisite skills in respect of learnerships, bursaries (of core and critical skills), artisans, AET (Adult Education and Training), and other training initiatives reflective of demographics as defined in the amended Mining Charter.
- To contribute towards the "Historically Disadvantaged" citizens' human resource development as a whole and align this with the company's mission, vision and values which also address Employment Equity objectives.
- Comply with the Skills Development Legislation and all other relevant legislation.
- Contribute to upliftment and development of skill of employees (18.1) and, local and major labour sending communities (18.2).
- Contribute to the empowerment of employees (18.1) and of local and labour sending communities (18.2) through education training and development initiatives.
- Demonstrate visible support for our employees' and communities' interests in terms of education.
- Contribution to the social development of employees and host communities to promote and improve social contribution.
- Aid to improving the quality of life for our employees and host communities through education upliftment.
- Contribute to driving the Millennium Development Goals to "achieving universal primary education".



**Mining Charter Requirement:**

**In terms of Human Resource Development, the amended 2010 BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER of the SOUTH AFRICAN MINING and MINERALS INDUSTRY states as follows:**

“The mining industry is knowledge based and thus hinges on human resource development, constituting an integral part of social transformation at workplace and sustainable growth. To achieve this objective, the mining industry must:

- Invest a percentage of annual payroll (as per relevant legislation) in essential skills development activities reflective of the demographics, but excluding the mandatory skills levy, including support for South African based research and development initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation as well as environmental conservation and rehabilitation; as follows:
  - Target for 2010 = 3%;
  - Target for 2011 = 3.5%;
  - Target for 2012 = 4%;
  - Target for 2013 = 4.5%;
  - Target for 2014 = 5%

**AngloGold Ashanti’s (AGA) Response to the above was as follows:**

The **Mining Charter scorecard** requirements are indicated below along with the AGA WW (West Wits) compliance to end December 2014.

SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS														
No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2014	PROGRESS ACHIEVED BY									
					MC 2010	2010 Achieved	MC 2011	2011 Achieved	MC 2012	2012 Achieved	MC 2013	2013 Achieved	MC 2014	2014 Achieved
6	Human Resource Development	Development of requisite skills, incl. support for South African based research and development initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation as well as environmental conservation and rehabilitation.	HRD expenditure as percentage of total annual payroll (excl. mandatory skills development levy).	5.00%	3.00%	5.10%	3.50%	4.63%	4.00%	5.25%	4.50%	6.30%	5.00%	6.17%

**The MPRDA requirements are:**

**REGULATION 46 (b) (i)** provides that the contents of a social and labour plan must include the following:

*A human resources development programme which must include a skills development plan which identifies and reports on –*

- (aa) the number and education levels of the employees which must be completed in the form of “Form Q” contained in Annexure II; and*
- (bb) the number of vacancies that the mining operation has been unable to fill for a period longer than 12 months despite concerted effort to recruit suitable candidates which must be completed in the form of “Form R” contained in Annexure II.*

**REGULATION 46 (b) (iii) states that:**

*The contents of a social and labour plan must include a mentorship plan and its implementation in line with the skills development plan and the needs for the empowerment groups.*

**REGULATION 46 (b) (v) provides that:**

*The contents of a social and labour plan must include a human resources development programme which must include the employment equity statistics which must be completed in the form of “Form S” contained in Annexure II and the mines plan to achieve the 10% women participating in mining and 40% historically disadvantaged South Africans (HDSA) participation in management within 5 years from the granting of the right or the conversion of the old order right.*

The **Mining Charter** requires the company to take affirmative action measures to uplift the skills of all employees, in particular literacy levels, mentorship and career development plans for HDSAs.

***AngloGold Ashanti’s response to the above-mentioned requirements of the Regulations is as outlined below:***

The Human Resources Development (HRD) Strategy of the South African Operations (SA Operations) supports the business strategy and objectives, as well as the South African legislative and regulatory framework that seeks to address the general skills shortage within the country, as well as ensuring equitable representation in the workplace. The company’s Social and Labour Plan (SLP) outlines a variety of HRD initiatives undertaken by AGA.

In this document, we capture the 2018 AngloGold Ashanti (AGA) Social and Labour Plan (SLP) commitments and 2018 Actuals which includes the company’s Employees (18.1) and Host and major labour sending communities (18.2), which in AGA terms are known as community HRD.

The following constitute the 2015-2019 HRD Financial Provisions Targets as a percentage of Payroll:

- Target for 2015 = 5.6%;
- Target for 2016 = 5.7%;
- Target for 2017 = 5.8%;
- Target for 2018 = 5.9%;
- Target for 2019 = 6%”

The scorecard below shows the percentage spent from 2015 to end 2018:

SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - AGA: WEST WITS OPERATIONS								
	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2018	PROGRESS ACHIEVED			
					2015 Actual	2016 Actual	2017 Actual	2018 Actual
6	<b>Human Resource Development</b>	Development of requisite skills, incl. support for South African based research and development initiatives intended to develop solutions in exploration, mining, processing, technology efficiency (energy and water use in mining), beneficiation as well as environmental conservation and rehabilitation	HRD expenditure as percentage of total annual payroll (excl. mandatory skills development levy)	5.90%	5.80%	5.79%	5.11%	6.06%

**Note:** For a more detailed Core and Critical Skills Plan refer to the EE (Employment Equity) Section, **Form Q** as required by the MPRDA is hereby presented as **Annexure 2.1**, **Form R** as required by the MPRDA is hereby presented as **Annexure 2.2**, and **Form S** is contained in **Annexure 2.3 and further explained in the EE Section of this plan.**

## A. EMPLOYEES (18.1) HUMAN RESOURCE DEVELOPMENT PROGRAMME

### 2.1 WORKPLACE SKILLS PLAN (WSP) AND ANNUAL TRAINING REPORT (ATR)

The company complies with the Skills Development Act and submits the Workplace Skills Plan (WSP) and the Annual Training Report (ATR) annually, which is signed off annually in consultation with Organised Labour and aligned to the company's HRD plan. This is then submitted to the Mine Qualification Authority (MQA), the industry SETA, before 30 June each year. The registration numbers of the company with the relevant SETA are L520735715 and L120726379 for MQA and HWSETA (Health and Welfare SETA) respectively.

The company's HRD Strategy ensures that a platform for skills development is created and it addresses the skills enhancement of its employees and by so doing supplies competent and skilled employees. Furthermore, this strategy will contribute to alleviating the growing shortage of critical skills in the mining industry in South Africa. It is also AngloGold Ashanti Strategic intent to comply with Section 101 of the MPRDA and ensure that all employees on the mines, have access to HRD Programmes, as outlined in this section, facilitated or managed by either the mines themselves or by the contracting companies. As part of our contribution to the host communities, the company creates development opportunities for host and labour sending communities through the Community HRD initiative. HRD will play a significant role and contribute to the Employment Equity and Gender Equity targets of the company through personal development including HDSA development. AngloGold Ashanti's HRD plans are aligned to its Workplace Skills Plans (WSP) and are furthermore linked to the company's short, medium and long-term business plans with focus on skills supply.

AGA draws up a WSP and ATR consisting of two core elements. The first element ensures that training conducted and planned complements the achievement of the business objectives and the second element ensures that the development needs of employees, as identified during the performance management processes and documented in the individual's development plan (IDP), are planned for and implemented. Compliance to the WSP targets are monitored monthly at and reported on a quarterly basis at the company's Central Skills Development Meeting with all relevant stakeholders.

The company's Education and Training interventions make provision for:

- Establishing partnerships with academic institutions and service providers in order to tailor the provided knowledge and skills to suit the company's needs.
- Contributing to the socio-economic development of our host and labour sending communities via CHRD projects and programmes.

The company's objectives of the talent pool system are as follows:

- To attract and retain successful and professional employees.
- To train and develop employees to their full potential.
- To develop employees in accordance with their specific needs and the needs of AngloGold Ashanti.
- To maximize the benefits of a comprehensive company-wide framework and approach.

AGA inspires employees to further their studies with recognized and accredited academic institutions. Ongoing company support for the duration of the studies are reviewed annually based on the employee's work and study performance. Learnership and trainee programmes aim to create, develop and support a pool of suitably qualified and competent middle management and junior management employees to address the Operational and Divisional skill requirements. Such programmes include, but are not limited to, Management Trainees Programmes, Bursary Schemes, Engineering and Mining Learnerships. Where required these programmes will be registered and accredited through the appropriate qualification authorities.

## 2.2 THE EDUCATION AND TRAINING MANAGEMENT SYSTEM WITHIN ANGLOGOLD ASHANTI

AngloGold Ashanti's (AGA) Education and Training Management System establishes a framework to guide the constant growth of its employees to make the most of their full potential for current and future roles which are in line to the company's Employment Equity (EE) plans, Business unit plans and operational requirements.

The main goals of the Education and Training System are as outlined below:

- To ensure assessment of the training needs of employees to increase their effectiveness in their current role;
- To ensure assessment of the development needs of employees to prepare them for potential future roles;
- To match training programmes with the specific needs of employees, and the needs of the organisation, to increase the skilled knowledge and competence of the workforce;
- To ensure that internal and external training programmes comply with AngloGold Ashanti's management systems;
- To ensure compliance with legislative requirements for minimum employee training and development; and
- To position the company as an attractive employer to the recruitment market which can position the company as an employer of choice.

These objects are applied through AGA's Skills Development Committee (SDC) structures. The SDC consists of Senior HR Managers, Organised Labour and Management. The reason for the establishment of the SDC is to discuss and make decisions on all skills related matters, through a fair process

AGA is dedicated in providing employees with the opportunity to participate in training that will improve the workplace competence and skills, and ultimately lead to improved organisational performance and increased employee satisfaction through better mastery of the employees' work and the ability to avail themselves for new opportunities. This includes the opportunity for employees to become numerate and literate, improve technical skills and develop leadership abilities.

Managers are accountable for determining and meeting the education and training needs of their subordinates, in line with organisational objectives as per the company's "How We Work" model. The "How We Work" model is an in-house system which is dependent on a three-tier managerial structure of Manager-once-Removed (MoR), Manager and Direct Report (DR) to ensure the ongoing coaching, mentorship, training and development of individuals' roles. The manager is accountable to manage the performance of subordinates and to apply managerial leadership practices such as selection, induction, context setting, task assignment, coaching, planning and actioning Direct Report' development plans. Managers-once-Removed must assess an individual's current potential capability, mentor DR's, determine succession plans and ultimately endeavour to match career aspirations with company requirements. Training may encompass both external and internal training, as it may be appropriate to provide internal technical or other development through specialists within the organisation for the current and future roles.

## 2.3 ADULT EDUCATION AND TRAINING (AET) FOR AGA EMPLOYEES (18.1)

It is AGA policy to afford AET to its employees to ensure that all employees become literate and numerate. The company used to offer Adult Basic Education & Training (ABET) and has moved to Adult Education and Training (AET), as AET is the foundation for access to Further Education and Training (FET) and employment.

The AET programme is aligned to the company's Form Q, as outlined in Annexure 2.1. The aim is to address literacy and numeracy levels, respond to the labour market and provide individuals with knowledge and skills which ultimately adds value to the individuals and the company. It enables individual participation and improves employability and competencies enabling the adult improved professional mobility and flexibility which will create access to career development. It supports individual development and personal satisfaction and is accessible to all categories of employees within the company.

AET addresses basic education for adults in numeracy and literacy and allows a modular approach from learning English up to completing the Foundational Learning Competence (FLC) and allows access to further career growth.

Adult Education and Training includes:

- Adult Education & Training, and
- Foundational Learning for Individuals to enter into vocational training programmes (FLC).

The system is designed to be flexible and dynamic allowing continuing education and training that is capable of responding quickly to the need for knowledge and skills, that will allow each individual to acquire an initial vocational education and pre-qualification, in addition to further education and training, and which refreshes knowledge, skills, work and life competencies that are crucial for overall development.

AET is the pathway for further development for many employees in addition to improving their literacy levels. It is therefore imperative that AET provided by the company is of a high standard and can withstand external benchmarking in the form of external examinations. For this reason and coupled with the change in need since 2006 (see graph below), the Adult Education and Training within AngloGold Ashanti has undergone major changes since 2014, to ensure improved quality of AET and to ensure that the learners receive education that is transferable and compatible outside of the mining industry.

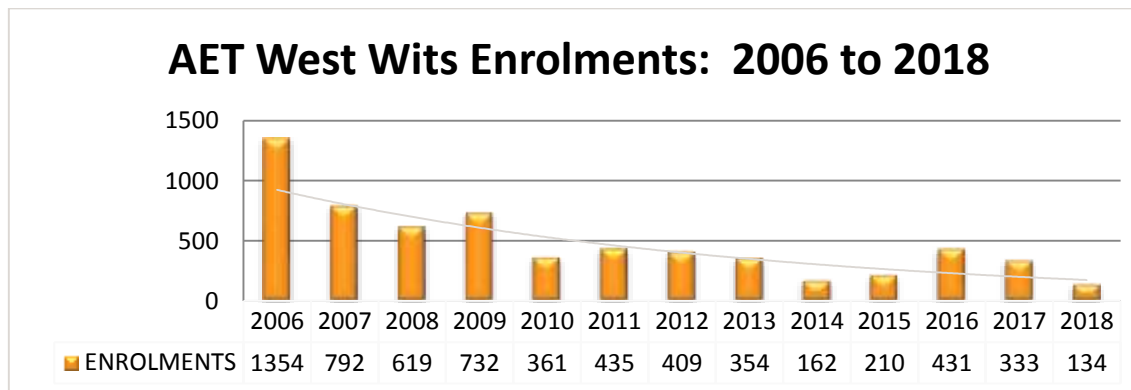
These changes included the following:

- An approved and recognised external service provider who is an expert in this field has been contracted in 2014 by AGA to provide ABET (now AET) which includes placement of learners, facilitation, assessments, moderation and external examinations. The service provider also provides educational material including: learner workbooks, facilitator guides, teaching aids and stationery which are required to successfully complete the ABET/ AET levels provided.
- The service provider is accountable to appoint qualified and trained facilitators for the different AET levels and will also ensure the training and development of the facilitators to guarantee that the quality of the facilitation is of high and acceptable standard. AET Centres are the property of AGA and are maintained by the company.

The company provides Pre-AET, AET 1, 2, 3 & 4, as well as the FLC. To ensure accessibility to employees, AET is provided on a Part Time basis, at no cost to the learners who attend during non-working hours.

During the past two years, participation in AET programmes decreased as a result of downscaling of the company’s South African Operations (see graph below) as well as improvements in literacy levels of our younger employees as illustrated in Form Q as annexured herein. For the 2010 – 2014 SLP period, AGA applied for a Section 102 to the DMR on the AET targets as they could not be met. Of the 3082 planned for 2010 – 2014, only 1721 AET learners enrolled. AET targets for the next five (5) years have been determined by examining the company’s literacy levels, considering the ages of individuals eligible for AET and following intensive consultation with the various business units.

The following graph illustrates the trend in AET enrolments over a 13-year period, which clearly demonstrates that the need in 2006 was much higher than in 2018.



For 2018, the AET plan was 151, the table below indicates such and also shows the actual number of persons on AET in 2018.

WW AET: EMPLOYEES 18.1 (ENROLMENTS ONLY) – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	149	0	0	0	0	149	2	0	0	0	0	2	151	151
	ACTUAL	98	24	0	0	0	122	11	1	0	0	0	12	134	109

**Note:** 25 Learners are foreigners and do not form part of the total HDSAs.

The General Education and Training Certificate for Adults (GETCA) qualification that was previously proposed has been replaced by the Adult Matric or NASCA (National Senior Certificate for Adults). The NASCA is supported via study assistance. Learners attend classes where they had contact time with facilitators to prepare for the external assessment. Learners completed a placement assessment for AET 1, 2, 3, and 4 to ensure all learners were placed on the correct level. Learners who wanted to enrol for the FLC completed a readiness assessment. Every AET level was presented in a well-equipped classroom to optimise the learning experience for individuals. Learners received a workbook and stationery pack.

AGA continues to intensify marketing strategies for AET programmes within AGA to attract employees on the programme for 2019. There is a strong focus on the female learners who have a career/individual development plan in place but need educational qualifications to progress and the promotion of AET 4 fundamentals and FLC training. AGA strives to provide quality training where learners.

## 2.4 PORTABLE SKILLS FOR EMPLOYEES (18.1)

This programme focuses on employees who show an interest in obtaining a portable skill in order to remain economically active, employable or self-sustaining in the long run. Employees are entitled to a once off course at no cost to themselves. The individuals complete specific modules and will be issued with a certificate of attendance on completion of the said course. The stated courses exclude the cost of transport and accommodation but include PPE (Personal Protective Equipment) and meals.

The company provides voluntary skills training programmes to employees with skills which are valuable outside of the mining industry. The current communication channels to communicate the portable skills training, is through pamphlets, organised labour and the Skills Development Committee (SDC) structures at the business units.

Entrepreneurial and Business Skills training forms part of all the offerings aimed at assisting individuals to become self-employed or to create opportunities for individuals to form SMMEs (Small, Medium, Micro Enterprises) and become self-employed in the event of retrenchment.

The following table constitute the 2018 Portable Skills Training Plan vs the 2018 Actual:

WW PORTABLE SKILLS TRAINING: EMPLOYEES 18.1 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	45	0	1	1	0	47	17	0	1	0	0	18	65	65

WW PORTABLE SKILLS TRAINING: EMPLOYEES 18.1 – ACTUAL 2018														OVERALL TOTAL	TOTAL HDSA
ACTUAL	MALE						FEMALE								
	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL			
	24	4	0	0	0	28	29	1	1	1	6	38	66	61	

**Note:** 5 Learners are foreigners and do not form part of the total HDSAs.

## 2.5 TRAINEE PROGRAMMES AND LEARNERSHIPS FOR EMPLOYEES (18.1)

These programmes are meant to create, develop and support a pool of suitably qualified and competent first line management employees to address the company's skills requirements, as well as a potential pool for Employment Equity imperatives. Such programmes include, but are not limited to, Management Trainee and Learner Official Programmes, as well as Engineering and Mining Learnerships. Where required, these programmes are registered and accredited through the appropriate qualification authorities.

Though learners and trainees are allocated to geographical areas such as the West Wits, they remain a South African operational resource. The restructuring and decline in the industry resulted in a lack of available positions to place trainees who have completed the programme however they continue to receive work exposure and are placed in the resource pool for potential appointment within the industry. The representation of the economically active population, especially in terms of Coloureds and Indians, are under-represented in the industry and as such difficult to recruit.

### 2.5.1 Trainee Programmes: Management Trainees (Employees 18.1)

The Management Trainee (MT) Programme is approximately three years in duration, over four phases, which gives graduates and diplomats the skills needed for front-line management positions within the company. Incumbents are given opportunities to qualify and obtain professional accreditation where appropriate. The MTs are appointed where opportunities are available in scarce and critical skills fields once they have completed the programme. Progress along the route of the MT programme is generally competency based. The training programme schedules and sequences are therefore individualised, flexible and dynamic which is paced according to the learner. This allows a MT to display initiative, innovation and to experiment with the principles learned. MTs have a Training Programme and Schedule, and relevant experience is recognised. The MT's career progress is monitored and discussed with all relevant stakeholders. The MT's training and career development will follow a specific career path and promotional route, but can also be determined by the achievement of certificate of competency where applicable. Progress along the career route will largely depend on the individual MT proving his/her ability to perform competently in each substantive position as well as displaying the required potential for promotion to the next level. The company's Training Managers are accountable to provide each MT with a discipline specific training programme, as well as mentorship and/or coaching from subject matter experts, with timeframes and requirements to achieve ratification for each phase. Communication and involvement of senior line managers in MT meetings, inclusion in panels, quarterly multi-disciplinary meetings and monthly discipline meetings are encouraged, and additional technical coaching for MT's is provided by subject matter experts.

The MT Programme is structured around two objectives, namely:

#### 1. Training

- To provide the MT with the necessary theoretical knowledge and practical experience required to render a quality service in his/her discipline.

#### 2. Development

- To equip the MT with the necessary managerial and leadership skills and experience to perform responsibly at the senior management level within AGA.



The programme is structured in four phases:

- **Phase A:** On-boarding and Know the Business,
- **Phase B:** Technical Expertise,
- **Phase C:** Specialised Technical Expertise, and
- **Phase D:** Acting or on-the-job exposure in a substantive position to gain leadership experience.

Historically it has proven challenging to attract candidates from the Coloured and Indian populations to participate in the MT programme as they do not reside in our host and labour sending areas. Efforts have been made to address this through the talent pool identification process and the SDC interventions, which are aligned to the company's EE plans.

The following table constitutes the 2018 Trainee Programmes: Management Trainees Plan (MTP) vs the 2018 Actual:

WW MANAGEMENT TRAINEES: 18.1 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	3	0	1	0	1	5	3	0	0	0	3	6	11	10
	ACTUAL	4	0	1	0	1	6	3	0	0	0	3	6	12	11

**Note:** 12 Management Trainees are roll-overs from 2017.

### 2.5.2 Trainee Programmes: Learner Officials (Employees 18.1):

AGA undertakes to develop skills in line with the national skills shortage. Important national skills development priorities include developing supervisory skills. The Learner Official Programmes are internal company programmes. The Learner Official (LO) Programme of approximately three years in duration which gives graduates, non-graduates and diplomats and non-diplomats the skills needed for supervisory positions such as Shift Overseers. Learner Officials are appointed in critical skill areas once they have completed the programme.

The aims of the Learner Official Trainee Programme are as follows:

#### a. Education and Training

- To offer all Learner Officials with the necessary theoretical knowledge, practical exposure and workplace experience required in order to obtain competency at an official level. The programme includes training courses, workplace coaching and other appropriate interventions.

#### b. Career development

- To equip all Learner Officials with the required skills to be considered eligible for appointment as an official into the in-house disciplines' entry level supervisory positions.

Progress along the route of the LO programme is generally competency based. The training programme schedules and sequences are therefore individualised, flexible, dynamic and learner paced. This allows a LO to display initiative, innovation and to experiment with principles learned. LOs have a Personal Training Programme and schedule

and relevant experience is recognised. The LOs career progress is monitored and discussed with relevant stakeholders. The LO's training and career development follow a specific promotional route, and progress along the career route will largely depend on the individual LO proving his/her ability to perform competently in a substantive position, as well as displaying the required potential for promotion to the next level. A Learner Official participates in an accelerated learning programme that consists of both relevant courses and workplace experience in order to meet the requirements of this programme.

The programme is structured in three phases:

- **Phase A:** Entry requirements and Service departments,
- **Phase B:** Discipline specific, and
- **Phase C:** Supervisory development.

Training Managers are accountable to provide each LO with a discipline specific training programme with timeframes and requirements to achieve ratification for each phase. During their work integrated learning phase, the LOs are also subjected to mentorship and/or coaching. Historically it has proven challenging to attract Coloured learners to participate in the LO programme, however AGA will do its best to attract such into the programme.

The following table constitutes the 2018 Trainee Programmes: Learner Officials Plan (LOP) vs the 2018 Actual:

WW LEARNER OFFICIALS: EMPLOYEES 18.1 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	2	0	0	0	0	2	0	0	0	0	0	0	2	2
	ACTUAL	8	0	1	0	2	11	1	0	0	0	0	1	12	10

**Note:** 12 Learner Officials are roll-overs from 2017.

## 2.6 AGA LEARNERSHIP PROGRAMME FOR EMPLOYEES (18.1)

### 2.6.1 Learnerships in Mining (Employees)

#### 2.6.1.1 Learnerships in Mining – Level 2 (Team Leader)

AngloGold Ashanti is committed to developing skills in line with the national SA skills shortage. Key national skills development priorities include developing high-level Mining skills. The company has also implemented measures that equip and enhance the competencies of its talent pool. In this regard, the company undertakes various interventions. Group 4 to 8 Employees are engaged in learnerships, of approximately one and a half years in duration, which are aligned with the national programmes registered with the MQA, allowing the learners to gain the skills needed to become competent in chosen fields.

The plan for 2015 – 2019 reflects some demographics of the country but, from a Mining Skills and Learnership perspective Indians, Coloureds and Whites are not reflected in the plan as it has been identified that these race groups are generally not interested in an underground mining career. It is currently the company ideal to work at ensuring

that its employee profile more closely resembles that of the country's EAP and as we begin to achieve this it will impact on the gender/ethnic breakdown of our Learnerships. Through TEBA that is assisting with the recruitment AGA will continue to make an effort to recruit from local communities factoring in the EAP.

AGA Learnership Programmes support the Mining Industry Sector Skills Plan as it is offered in fields where there is a skills shortage.

The following table constitutes the 2018 Learnerships in Mining Plan (LIMP) – Level 2 vs the 2018 Actual:

WW LEARNERSHIPS: LEVEL 2 TEAM LEADERS - EMPLOYEES 18.1 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	7	0	0	0	0	7	1	0	0	0	0	1	8	8
	ACTUAL	2	1	0	0	0	3	2	0	0	0	0	2	5	4

**Note:** 1 Learner is a foreigner and does not form part of the total HDSAs. The rightsizing of the business and subsequent business demand resulted in fewer team leaders trained

### 2.6.1.2 Learnerships in Mining – Rock Breaker Level 3 (Miner)

Learner Miner Employees are engaged in learnerships, of approximately a two-year duration, which is aligned with the national programmes registered with the MQA, allowing the learners to gain the skills needed to become competent as miners.

The plan for 2015 – 2019 will reflect some demographics of the country but, from a Mining Skills and Learnership perspective Indians, Coloureds and Whites are not reflected in the plan as it has been identified that these race groups are generally not interested in an underground mining career.

The following table constitutes the 2018 Learnerships in Mining Rock Breaker Plan (LIMRBP) – Level 3 vs the 2018 Actual:

WW LEARNERSHIPS: LEARNER MINERS - EMPLOYEES 18.1 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	4	1	0	0	1	6	3	2	0	0	0	5	11	7
	ACTUAL	8	3	0	0	0	11	3	0	0	0	0	3	14	11

**Note:** 3 Learners are foreigners and do not form part of the total HDSAs.

**Note:** 14 Learner Miners are roll-overs from 2017.

## 2.6.2 Learnerships in Engineering (Employees 18.1)

The company equips individuals with the necessary knowledge and skills to ultimately qualify as artisans. Learner artisans are engaged in learnerships, of approximately three years in duration. The programmes are accredited with the MQA for specific trades in line with QCTO requirements. The company offers the following learnerships: Rigger, Boilermaker, Fitter & Tuner, Electrical, Instrument Mechanician, Winding Engine Driver and Diesel Mechanic with a strong focus on addressing the critical and scarce skills as stated in the Form R annexured to this SLP. This training is outsourced to accredited providers and can be done on a modular or unit standard basis. The programmes are marketed through word of mouth, organised labour structures, business unit noticeboards, relevant Government departments and relevant Municipalities.

The following table constitutes the 2018 Learnerships in Engineering Plan (LIEP) vs the 2018 YTD Actual:

WW ENGINEERING LEARNERSHIPS: EMPLOYEES 18.1 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	6	1	1	0	1	9	4	0	0	0	0	4	13	11
	ACTUAL	29	8	1	0	1	39	8	0	0	0	0	8	47	38

**Note:** 8 Learners are foreigners and do not form part of the total HDSAs.

**Note:** 47 Engineering Learners are roll-overs from 2017.

## 2.7 STUDY ASSISTANCE AND BURSARIES FOR EMPLOYEES (18.1)

The company encourages employees to further their studies and, at management's discretion, may provide financial or other support to employees entering graduate or post-graduate studies. The company offers two types of bursary programmes to employees within the company, viz. the "Employee Study Assistance Plan" which offers financial assistance to employees in a study field of their choice and which is aligned to the employees Individual Development Plan (IDP) and the second type of bursary programme is the "Employee Bursary Plan", which is a bursary offered to employees who are identified within the company's talent pool process, as well as the individuals IDP and the company's EE plan.

Ongoing company support for the duration of the studies is reviewed annually based on the employee's work and study performance.

AngloGold Ashanti provides financial support to employees who wish to further their studies on a part time basis. The support options available are:

- Bursaries to Employees who wish to undertake studies in to enhance their skills in line with their occupation or wishing to pursue management development studies,
- Study loans with financial reimbursement of costs on successful completion contained within the Employee Bursary Scheme, and
- Financial reimbursement of costs on successful completion of study.

Employees participating in part time studies that have been approved by the company will be entitled to a maximum of twelve (12) days' study leave per annum.

The company will seek to award bursaries in line with the Form R as indicated in the following table:

**FORM R: HARD TO FILL VACANCIES TOTAL WEST WITS CRITICAL AND SCARCE SKILLS**

DISCIPLINE	POSITION	OCCUPATIONAL LEVEL
Mining	Production/General Managers	Senior Management
Mining	Mining Engineers	Middle Management
Mining	Section Managers	Middle Management
Mining	Mine Overseers	Middle Management
Engineering	Engineering Managers	Senior Management
Engineering	Engineers - Electrical, Mechanical, Rock Engineers, Section Engineers	Middle Management
Engineering	Senior/Rock Engineering Officers	Middle Management
Engineering	Artisans - Riggers, Ropesman, Diesel Mechanics, Instrument technicians, etc.	Junior Management
Engineering	Winding Engine Drivers	Junior Management
MRM	MRM Managers/Geosciences Managers	Senior Management
MRM	Senior/Geologists	Middle Management
MRM	Senior/Surveyor/Evaluators/Planners	Middle Management
MRM	Mine Planning Technician	Middle Management
MRM	Draughtsperson	Middle Management
Metallurgy	Metallurgical Engineers	Middle Management
Metallurgy	Metallurgical/Plant Managers	Middle Management
Metallurgy	Metallurgist	Middle Management

The following table constitutes the 2018 Employee Study Assistance Plan (ESAP) vs the 2018 Actual:

<b>WW STUDY ASSISTANCE: EMPLOYEES 18.1 – ACTUAL 2018</b>															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	16	0	1	1	2	20	17	0	1	1	2	21	41	39
	ACTUAL	15	0	0	0	1	16	16	0	1	0	3	20	36	35

Although the target for Employee Study Assistance was not achieved, this was offset by the significant number of employees who were assisted through the Employee Bursary Plan which offers full direct sponsorship instead of a study loan with re-imburement.

The following table constitutes the 2018 Employee Bursary Plan (EBP) vs the 2018 Actual:

WW BURSARIES: EMPLOYEES 18.1 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	1	0	1	0	0	2	1	0	1	0	0	2	4	4
	ACTUAL	4	0	1	1	2	8	4	0	1	0	2	7	15	13

The target of 4 was significantly exceeded which offset the deficit recorded for the Employee Study Assistance. Employees benefitting from the Employee Bursary Plan enjoy the benefit of full direct sponsorship over the study loan with reimbursement offered with the Study Assistance Plan.

## 2.8 CAREER PROGRESSION PLAN FOR EMPLOYEES (18.1)

### 2.8.1 The How we Work and Managerial Accountabilities

In terms of Career Progression of Employees, AGA has investigated and conducted much research on the “*How We Work*” model to address the career progression for employees. This process was re-launched in 2016 with inputs and contributions from high level specialists and is aligned to the company’s business plan and strategy. The “*How We Work*” model is based on Jacques Elliot model which is a well-known international model. Since its inception, the company has made great strides towards the career progression of its employees. The company has also aligned this career progression plan with its EE plans for developing HDSAs into higher roles within the company. This model seeks to cover mentorship and coaching in line with individuals’ IDPs as well.

The “*How We Work* model” is the basis of AGA’s organisational culture of accountability and trust, consistent with the company’s values, which establishes the environment necessary for the achievement of business objectives and enables employees to deliver on their full potential. Coaching is the process of enabling employees to strengthen performance, by helping to enhance skills and competencies. This is important to individual and organisational success. The emphasis is on helping them discover solutions for themselves through the use of powerful questions and providing ‘in the moment’ feedback.

In the “*How We Work* model” training and coaching is about providing all employees with the opportunity to participate in training that will improve workplace competence and skills, and ultimately lead to improved organisation performance and increased employee satisfaction.

The objectives are to:

- Build skills and knowledge to improve employee productivity in current role; and
- Provide growth and development opportunities to prepare and retain employees for future roles.

## 2.9 MENTORSHIP PLAN FOR EMPLOYEES (18.1)

In terms of the *How We Work* as explained in section 2.8, the system has a built in Mentorship and coaching scheme in one on one and team conversations. This is part of required management work and managed through performance measurement and thus not recorded separately.

The needs of the organisation are to maintain and enhance efficiencies, to ensure its continued existence and to increase its net worth. In order to achieve these, the organisation needs to recruit, develop, manage and lead the right people in the right roles. People’s needs are to find job opportunities that offer security, which set

challenges and provide opportunities for self-development throughout all the phases of their lives. The problem facing society, organisations and people, is how to reconcile these various needs with one another – not only when people join the organisation, but also for the duration of the person’s career with the organisation. The concept ‘career’ makes it possible for us to determine how this reconciliation between the individual and the organisation happens during the course of time. This concept has meaning both to the individual, who pursues or practices a career (the internal career), and the organisation, which attempts to create a significant path of development for its employees during their term of employment in the organisation (the external career).

The relationship is as follows:

<b>Manager once Removed (MoR)</b>
<ul style="list-style-type: none"> <li>• Assess the talent pool of employees.</li> <li>• To mentor and provide career development for all DRs.</li> <li>• Ensure direct report managers carry out talent pool development within each of their areas.</li> <li>• Ensure fair and equitable treatment of DRs, including equilibration of managerial processes and practices.</li> <li>• Judge managerial leadership effectiveness of immediate DRs who manage others.</li> </ul>
<b>Manager</b>
<ul style="list-style-type: none"> <li>• Manager’s accountability is the <b>work performance of the subordinate known as Direct Report</b></li> <li>• Their own effectiveness in role relative to their accountabilities.</li> <li>• The outputs of their direct reports and coaching for maximum effectiveness.</li> <li>• The result or impact of DR behaviour.</li> <li>• Sustaining a team of capable employees working individually and collaterally to produce outputs over time, i.e. providing effective leadership to the team.</li> <li>• Continuous process improvement.</li> </ul>
<b>Direct Report</b>
<ul style="list-style-type: none"> <li>• The Direct Report is the one who is <b>subjected to the two initiatives, that of performance and development.</b></li> <li>• Their own effectiveness in role relative to their accountabilities.</li> <li>• The outputs for maximum effectiveness.</li> </ul>

## 2.10 MANAGEMENT DEVELOPMENT FOR EMPLOYEES (18.1)

Managerial/leadership training and development is generally based on the career development plans of the employees as identified through the talent pool and succession planning processes which also links into the Employment Equity imperatives and drivers of AGA. Management training is an essential part of ensuring that the company will run as productively and efficiently as possible now, and into the future with further emphasis on creating a skilled leadership base to sustain the organisation. There are several aspects of management that need to be addressed in order to ensure that Managers will be able to do the best they can in their roles. One of the most important aspects of effective management is how to engage employees to get the best outcomes from the team. Managers need to know the best way to communicate with their direct reports, to involve them in work planning and execution, and to give appropriate feedback on performance. They must know how to properly assign tasks to employees so that team productivity can be maximised. Importantly, effective leaders need to understand how to lead change, optimising processes, creating systems, and generating enthusiastic commitment among direct reports for new ways of working.

The company enters into partnerships with academic institutions and service providers in order to tailor education and training programmes to suit AngloGold Ashanti's and individual needs and also to promote transformation within the organisation. The Management Development plan has been derived from the Employment Equity plan, as obtained from the AGA EE Manager. The demographic split therefore does not align with the SA national EAP ratios as it is reflective of the AGA management population.

Management Development Programmes are annually reviewed according to the AGA management population's need.

The following constitutes the 2018 Management Development Plan (MDP) vs the 2018 Actual:

WW MANAGEMENT DEVELOPMENT: EMPLOYEES 18.1 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	5	0	1	1	1	8	4	0	2	1	1	8	16	15
	ACTUAL	9	0	0	0	1	10	9	0	0	0	1	10	20	19

## 2.11 TALENT POOL DEVELOPMENT

The purpose of the Talent Pool Development Subsystem is to provide **all** employees with the opportunity to develop to their maximum potential to meet current and future business needs. The objectives of the Talent Pool Subsystem are:

- To match individuals to appropriate roles based on current and future capability;
- To identify employee development needs in line with likely career progression and company objectives;
- To identify companywide development needs; and
- To support our individual employees in their aspirations to become the best they can be, within the scope of what is viable in the company.

The Talent Pool Development system allows the organisation to determine whether it has the talent necessary to deliver on its current and future strategic objectives. This enables the organisation to develop a pipeline of talent through which candidates can be sourced for current and future role vacancies. This will increase the effectiveness of role appointments as such decisions are more accurate when candidates are from within the organisation.

Growth of talent is facilitated, thereby providing opportunities for all employees to contribute to their full potential. Identification of potential capability, and a projection of its maturation, will enable career development programmes to be created for all employees matched to the rate at which their capability matures.

Staff Development Panels are furthermore used as an additional medium to facilitate the career development of employees through the identification of appropriate candidates and the career developmental plans, resulting therefrom is the accountability of the MoR to implement.



## B. COMMUNITY (18.2) HUMAN RESOURCE DEVELOPMENT PROGRAMME (CHRDP)

As part of our initiatives to address the challenges of youth unemployment in our host and labour sending areas, the company in 2012, introduced the Community Human Resources Development Programme (CHRDP). The programme addresses additional internships, learnerships, further education interventions, vocational bursaries nursing bursaries, non-core bursaries, engineering skills, mining skills and portable skills.

The objectives of our CHRDP are outlined below:

- Contributing to South Africa's education initiatives and making a difference which supports government initiatives.
- Ensure development of requisite skills in respect of learnerships, bursaries (of core and critical skills), internships and other training.
- Contribute towards the upliftment of the HDSA's in line with the objectives of the empowerment legislative framework and the company's value with respect the promotion of diversity at the workplace.
- Contribute to upliftment and development of skills in the local and major labour sending communities.
- Contribute to empowerment of local and major labour sending communities through Education training and development initiatives.
- Demonstrate visible support for our host communities' interests in terms of Education.
- Contribution to the social development of host communities to promote and improve social contribution.
- Aid to improving the quality of life for our host communities through education upliftment.
- Contribute to driving the Millennium Development Goals to "achieving universal primary education."
- To promote employment and advance the social and economic welfare of mine communities.

## 2.12 PORTABLE SKILLS FOR THE COMMUNITY (18.2)

In South Africa and throughout the world there is always a need for individuals with portable skills. Insight and commitment in this regard has afforded AGA to offer Portable Skills training to community members from its Host and Major Labour Sending Areas. These include Agricultural skills, Photography, Nail technicians, Makeup artistry, Cake decorating and baking, Cooking and catering, Web design, Forklift driving, Introduction to computers, Sewing and E-Learning business skills.

Gaining such skills allows candidates to explore opportunities to establish their own Small Medium Micro Enterprise (SMME) company. These opportunities enhance the candidates' opportunities to step into an improved world of future income and knowledge backed by certification. In addition, the community members are equipped with entrepreneurial / business skills to assist them in becoming self-employed and ultimately create more job opportunities for other community members. In some cases, equipment is handed to the candidate such as in sewing, a sewing machine is given to the candidate on completion.

Our candidates on this programme are entitled to a once-off course at no cost to themselves. Individuals complete specific modules and are issued with a certificate of attendance on completion of the course due to the fact that this is a Basic Skills course. Portable skills training is available during working hours for volunteers. The current communication channels to communicate the portable skills programme provided, is through word of mouth which includes AGA (AngloGold Ashanti) community briefings, Mandating and Implementing committee structures as established with relevant Municipalities, pamphlets, organised labour, local newspaper advertisement and other relevant structures. Selection is on a first come first serve basis per area, provided selection criteria are met.

The following constitutes the 2018 Community Portable Skills Training Plan (CPSTP) vs the 2018 Actual:

WW PORTABLE SKILLS TRAINING: ENGINEERING EMPLOYEES 18.2 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	32	0	3	3	2	40	30	0	3	2	5	40	80	78
	ACTUAL	26	0	0	0	1	27	55	0	2	0	1	58	85	84

## 2.13 MINING SKILLS FOR THE COMMUNITY (18.2)

Mining is a significant contributor to the South African economy and a major sector for employment. With this in mind, it is AGA's intention to increase the pool of capable stoping individuals in the local community. This allows individuals proper training which opens opportunities for them to become employable within AGA and other mining houses. It aids towards reducing the unemployable market that surrounds our operations. Community members are trained as stope and development team members at AGA Satellite Training Centres.

The company takes the liberty to supply the names of these trained individuals to U-Bank (the old TEBA) to be included in their database. U-Bank is an institution owned by the South African mining industry, through which the industry has historically recruited labour, but it now fulfils a broader social role in addition to its recruitment function. This also speeds up the process for the trained individuals to be listed on a database for employment.

The programme provides hands-on experience working in an underground operation. After they have completed their training, the individuals will have gained knowledge and practical experience as capable candidates en-route towards full competency in the skill trained. Women in the mining industry find it challenging to grow into the industry, and with encouragement, support, dedication and mentorship from the AGA team, many women completed this rigorous programme over the years. Traditionally, mining was

a labour-intensive, male dominated industry; however, times are changing. Women are etching out positions for themselves within the mining sector and contribute unique perspectives that ultimately aid the mining industry to evolve.

The training is done after hours at no cost to the members of the community who are enrolled on this programme. Mining community skills are marketed through the official AGA communication channels. Recruitment for the training is done via TEBA Ltd. who is required to advertise and screen candidates. AGA will partner with TEBA to assist in attracting more Coloured, Indian and White female learners to participate in this training program, which has proven to be a challenge and hence it is not planned for in the 2015 to 2019 plan.

The following table constitutes the 2018 Community Mining Skills Plan (CMSP) vs the 2018 Actual:

<b>WW MINING SKILLS TRAINING: COMMUNITY 18.2 – ACTUAL 2018</b>															
		<b>MALE</b>						<b>FEMALE</b>						<b>OVERALL TOTAL</b>	<b>TOTAL HDSA</b>
		<b>AFRICAN</b>	<b>FOREIGNER</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>	<b>AFRICAN</b>	<b>FOREIGNER</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>		
<b>TOTAL</b>	<b>PLAN</b>	42	0	1	1	2	46	9	0	1	0	0	10	56	54
	<b>ACTUAL</b>	64	0	1	0	0	65	22	0	0	0	0	22	87	87

## 2.13 COMMUNITY MINING ENGINEERING ASSISTANT TRAINING PROGRAMME (18.2)

Host community members are awarded the opportunity to be trained as Mining Engineering Assistants. The training is done after hours at no cost to the individuals. The communication channels used to communicate Mining Engineering Assistant training is word of mouth. This process is enhanced through AGA's formal communication and reporting structures to the community which includes AGA community briefings, mandating and implementing committee structures as established with relevant Municipalities, pamphlets, organised labour and other relevant structures. Names of the candidates are registered and forwarded to TEBA Ltd to add to their database and for consideration. After training, the individuals have gained knowledge and some practical experience as a capable candidate that is en-route towards full competency in the skill trained. Though the WW SLP does not plan for community mining engineering assistant training, it benefits the business as the training shortens the business unit recruitment period.

The following table constitutes the 2018 Community Mining Engineering Assistant Actual:

<b>WW MINING ENGINEERING ASSISTANT COMMUNITY 18.2 – ACTUAL 2018</b>															
		<b>MALE</b>						<b>FEMALE</b>						<b>OVERALL TOTAL</b>	<b>TOTAL HDSA</b>
		<b>AFRICAN</b>	<b>FOREIGNER</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>	<b>AFRICAN</b>	<b>FOREIGNER</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>		
<b>TOTAL</b>	<b>PLAN</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>ACTUAL</b>	47	0	0	0	0	47	28	0	0	0	0	28	75	75

## 2.14 INTERNSHIPS FOR THE COMMUNITY (18.2)

### 2.14.1 Community Internship Programme

AGA offers supervised work experience for community members which may lead to employment opportunities for the candidates. This programme is for individuals who are in the possession of recognised degrees or diplomas to extend the theoretical knowledge gained through their studies in a practical work environment. Internships are awarded on an annual basis and will not extend beyond the calendar year in which interns are appointed. During the time of internship, the intern receives a stipend as set out per budget allocation and approval by the company.

The interns work closely with a supervisor or manager who trains the intern and prepares him/her for the working world. Training programmes are overseen by training specialists but are supervised by operational staff. Where appropriate, training programmes are linked to obtaining industry accreditation such as the Rock Breaker qualification or Government Certificate of Competence for Mines and Works. The initiative is marketed within communities through local newspapers and through internal communication channels, as well as the Mandating and Implementing committees established with the relevant Councils. The company will attempt to align intern demographics with the national EAP (Economically Active Population) ratios and, where this proves challenging due to unavailability of certain demographic groups, alternative HDSA groups will be prioritised. Existing technical subject matter experts within the company provide the necessary on-the-job coaching to interns. The interns are also mentored in the time served at the company.

Our interns are not only exposed to mining related fields, but are also in finance, administration, supply chain, HR, Sustainability and other fields. We seek to include non-mining related fields as we are aware that individuals would like to pursue careers in other fields and the county also needs qualified individuals in all fields.

The following tables constitute the 2018 Community Internships Plans (CIP) vs the 2018 Actuals:

WW INTERNSHIP (CORE): COMMUNITY 18.2 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	1	0	0	1	0	2	1	0	1	1	1	4	6	6
	ACTUAL	7	0	0	0	0	7	7	0	0	0	0	7	14	14

**Note:** 5 Interns are roll-overs from 2017.  
4 Interns are from ORTD.

WW INTERNSHIP (NON-CORE): COMMUNITY 18.2 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	4	0	1	1	0	6	6	0	2	1	2	11	17	17
	ACTUAL	6	0	0	0	1	7	21	0	0	0	0	21	28	27

**Note:** 13 Interns are roll-overs from 2017.  
3 Interns are from ORTD.

## 2.14.2 Graduate Development Scheme – MQA Learnership / Internship Programme

AGA continues to work in partnership with the MQA to deliver work-integrated learning for 18.2 students. Applicants must comply with MQA criteria and fields of study are determined by the MQA. The programme is managed at the discretion of the MQA and the five-year plan is based on the assumption that the MQA scheme will run on the current basis. Internships will run for two years, as stipulated by the MQA.

Training programmes are overseen by training specialists but are supervised by operational staff. Training programmes are linked to the MQA guidelines and industry accreditation is obtained where appropriate. The project is managed by the MQA and therefore no marketing is done by AGA. The company has aligned the intern demographics with the national EAP ratios as planned below. Where this proves challenging due to unavailability of certain demographic groups, alternative HDSA groups will be prioritised. Given that most candidates are selected from the MQA database and must comply with MQA selection criteria, these considerations take precedence.

Existing technical subject matter experts within the company will provide the necessary on-the-job coaching and mentoring of interns.

The following table constitutes the 2018 MQA Learnership / Internship Plan (MQAL/IP) vs the 2018 Actual:

WW INTERNSHIP: COMMUNITY 18.2 – MQA STUDENTS – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	4	0	1	1	0	6	10	0	1	1	1	13	19	19
	ACTUAL	45	0	0	1	1	47	28	0	0	0	1	29	76	75

**Note:** 35 MQA students are roll-overs from 2017.  
5 Interns are from ORTD.

The MQA internships was exceeded as the business had additional capacity to host. With the longer programme, interns get wide exposure on a structured programme and add value to the departments that they are placed in.

## 2.15 LEARNERSHIPS FOR THE COMMUNITY (18.2)

### 2.15.1 Community Learnerships in Engineering

A learnership is a structured learning process for gaining theoretical knowledge and practical skills in the workplace leading to a qualification registered on the NQF (National Qualification Framework). A learnership is outcomes-based and not time-based and allows for recognition of prior learning. Learners must meet the entry requirements and selection criteria for the programme as offered by AGA.

AGA advertises its learnership opportunities using the media and our stakeholders such as the local municipalities. Learnerships at AGA are available for individuals who have completed school, college or other training institutions after completing some formal education, and for people who have been unemployed.

All candidates are 18 to 35 years old, as set by the Department of Labour. Individuals who enter the programme do not need to pay anything and they receive a monthly salary. Our learnership candidates are registered with the Department of Labour and are awarded an official certificate that states their qualification. AGA does not guarantee

a job at the end of the programme; however some may be employed. The candidates – with their qualifications and work experience – are in a better position to market themselves for employment and this enhances their chances of generating an income, opening an SMME or establishing cooperatives with the skills that they have acquired.

Engineering learnerships are provided to community members in our host communities to provide them with the opportunity to obtain formal qualifications, which they will then be able to apply within the mining sector. In the event that the company is unable to source community members from the host community for this programme, the company would only then source individuals first from the surrounding areas. The learners will acquire skills and knowledge to the level where they have been found capable to perform the work. This will imply that they will gain theoretical knowledge as per curriculum as prescribed by MQA (Mining Qualification Authority) as well as simulated practical tasks as required by the programme. The learners must meet the criteria as set out by AGA and also meet the MQA requirements to enter the community learnership programme.

Learners will be recruited from the host community where AGA operates via the company’s recruitment processes. The programmes are marketed through advertisements in newspapers, pamphlets, word of mouth, labour structures, business unit noticeboards, relevant Government departments and relevant Municipalities.

The company offers programmes that are accredited with the industry SETA, the MQA for specific trades in line with QCTO (Quality Council for Trades and Occupations) requirements. These programmes can be done on a modular or unit standard basis.

The company offers the following learnerships: Rigger, Boilermaker, Fitter & Tuner, Electrical, Instrument Mechanician, Winding Engine Driver and Diesel Mechanic with a strong focus on addressing the critical and scarce skills as stated in the Form R, Annexure 2.2 which covers Artisans such as Rigger, Ropesman, Diesel Mechanic, Boilermaker and Fitter & Turner, etc. This training is outsourced to an accredited training provider.

The following table constitutes the 2018 Community Learnerships in Engineering Plan (CLIEP) vs the 2018 Actual:

WW LEARNERSHIPS: ENGINEERING 18.2 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	10	0	1	1	0	12	11	0	1	0	1	13	25	25
	ACTUAL	21	0	0	0	2	23	13	0	0	0	0	13	36	34

**Note:** 36 learners are roll-overs from 2017.

### 2.15.2 Community Learnerships in Mining (Team Leader) – Level 2

The Learnerships in Mining programme will be provided to community members in our host communities to provide them with the opportunity to gain skills, which they will then be able to apply within the mining industry. The learners will acquire skills and knowledge to the level where they have been found capable to perform the work. The learners must meet the criteria as set out by AGA and also meet the MQA requirements to enter this programme. These learners will be engaged in learnerships, for approximately one and a half years’ duration, on national programmes registered with the Mining Qualifications Authority (MQA) allowing the learners to gain the skills needed to become competent at level two mining. AGA learnerships support the sector skills plan as it is offered in fields where there is a skills shortage within our country as a whole.

The plan for 2015 – 2019 does not reflect the economically active population of the country as it has proven challenging to recruit Coloured, Indian and White female learners on this programme, however the company endeavours to implement measures to align with the national EAP as far as possible.

The following table constitutes the 2018 Community Learnerships in Mining (Team Leaders) Plan - Level 2 (CLIMTLP) vs the 2018 Actual:

WW LEARNERSHIPS: LEVEL 2 TEAM LEADERS 18.2 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	9	0	1	0	1	11	2	0	0	0	1	3	14	13
	ACTUAL	14	0	0	0	0	14	11	0	0	0	0	11	25	25

**Note:** 25 Learners are roll-overs from 2017.

## 2.16 BURSARIES FOR THE COMMUNITY (18.2)

AngloGold Ashanti supports and encourages the youth to further their studies and hence has a bursary programme. These bursaries are awarded to deserving young people studying their junior degrees or diplomas. We pledge to provide bursaries to the community in our host and major labour sending areas, who are acknowledged for full-time recognised degree or diploma studies at approved tertiary institutions. Individuals will not be guaranteed employment within the company, but the bursary does not carry any obligation towards the company. Bursaries are awarded on an annual basis and are renewed conditionally upon reviewing of the candidates' exam results, until the qualification has been obtained.

Our bursary programme is marketed through local newspapers, internal communication channels, as well as the Mandating and Implementing committees which have been established with the relevant Municipalities and in some instances aired on radio. The company aligns bursar demographics with the national EAP ratios. Where this proves challenging due to unavailability of certain demographic groups, alternative HDSA groups are prioritised.

For 2018 the target of 21 (8 x core and 13 x non-core) bursaries has been achieved, with 22 bursars on the programme. Where we are unable to fill core bursars (due to the community needs and applications), we allocate non-cores.

The following tables constitute the 2018 Community Bursary Plans (CBP) vs the 2018 Actuals:

WW COMMUNITY BURSARS (CORE): 18.2 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	2	0	0	0	0	2	4	0	1	0	1	6	8	8
	ACTUAL	3	0	0	1	1	5	2	0	0	0	0	2	7	6

**Note:** 6 Bursars are roll-overs from 2017.

WW COMMUNITY BURSARS (NON-CORE): 18.2 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	3	0	1	1	0	5	5	0	1	1	1	8	13	13
	ACTUAL	4	0	1	0	0	5	5	0	0	3	2	10	15	15

**Note:** 12 Bursars are roll-overs from 2017.  
 2 Bursars are from ORTD  
 Increased focus on non-core bursaries due to the changes in the mining industry.

## 2.17 VOCATIONAL BURSARIES FOR THE COMMUNITY (18.2)

Our vocational bursaries are awarded nationally and are in core fields. The main focuses on these bursaries are on learners who are engaged in recognised full-time tertiary studies in specific fields which are critical to AGA. The intention of the company's Vocational Bursary scheme is to create a consistent pipeline of professionals into the company in areas where there is a skills shortage. Once awarded the vocational bursary, a candidate is considered for vac work within the company which gives the candidate exposure to his/ her specific field of study.

The following table constitutes the 2018 Community Vocational Bursary Plan (CVBP) vs the 2018 Actual:

WW BURSARIES: VOCATIONAL COMMUNITY 18.2 – ACTUAL 2018															
		MALE						FEMALE						OVERALL TOTAL	TOTAL HDSA
		AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL	AFRICAN	FOREIGNER	COLOURED	INDIAN	WHITE	TOTAL		
TOTAL	PLAN	1	0	0	1	0	2	1	0	1	0	0	2	4	4
	ACTUAL	2	0	0	0	0	2	1	0	0	0	1	2	4	4

**Note:** 1 Bursars is a roll-over from 2017.

## 2.18 TRAINING FOR ENROLLED NURSING AUXILIARIES AND ENROLLED NURSES FOR THE COMMUNITY (18.2)

In the past AGA offered the Learner Nursing Programme which was a one-year full-time course at NQF level 4, After successful completion of the course the learner became a registered Enrolled Nursing Auxiliary (ENA) which was an entry level position. This was in line with the SANC (South African Nursing Council) and Goldfields Nursing College. The Goldfields Nursing College is the institution at which the individuals were trained on this programme. Since then, the programme has changed as per the SANC requirements.

SANC announced on 30 September 2014, that they discontinued the legacy ENA programme after June 2015 as per Circular No. 13/2014) a change in the Nursing qualification structure from 2016 and it affected the intakes of Enrolled Nursing Auxiliaries. AGA was forced to discontinue the Enrolled Nursing Auxiliaries intakes as from 2016. ENA targets for 2016 and 2017 were therefore not be met. AGA relooked the way their commitments will be structured for the remainder of this SLP period and thus implemented a nursing bursary programme.



The opportunities for nursing bursaries were advertised in local newspapers sourcing candidates from host and labour sending areas. AGA has for 2018 taken 18 nursing bursars on this programme. As the company no longer has its hospital, we will not be in a position to place the nurses once qualified, however the aim of this nursing bursary is to provide the candidate with a bursary to study nursing and obtain a qualification to become employable.

The following table constitutes the new 2018 Nursing bursary programme:

<b>WW NURSING BURSARY: COMMUNITY 18.2 – ACTUAL 2018 (Plan replaced old ENA programme)</b>															
		<b>MALE</b>						<b>FEMALE</b>						<b>OVERALL TOTAL</b>	<b>TOTAL HDSA</b>
		<b>AFRICAN</b>	<b>FOREIGNER</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>	<b>AFRICAN</b>	<b>FOREIGNER</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>		
<b>TOTAL</b>	<b>PLAN</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	
	<b>ACTUAL</b>	1	0	0	0	0	1	17	0	0	0	0	17	18	

## 2.19 MQA BURSARS:

This undertaking is not part of the AGA SLP but is an additional initiative to aid communities with more bursaries in core related fields. In 2018 AGA engaged the MQA to sponsor bursaries to community members which will be managed solely by AGA. Students are chosen in the following fields:

- Metallurgical Engineering
- Jewellery Design Manufacturing
- Geology
- Mining Engineering
- Mechanical Engineering
- Mine Surveying
- Electrical Engineering (Heavy Current Only)
- Chemical Engineering (Mineral Processing)
- Environmental Health and Management
- Analytical Chemistry
- Electro Mechanical Engineering
- Industrial Engineering
- Occupational Health and Safety
- Occupational Hygiene
- Occupational Medicine

AGA and the MQA (Mining qualifications Authority) have concluded a Memorandum of Agreement (MoA) in terms of which they agreed that the MQA will provide funding to competent and financially deserving students and that AGA will facilitate, administer such funding and manage the relationship with the students who are recipients of the MQA funding. Varsity visits and mentorship are also offered to the students by AGA once a quarter.

The following table indicates the gender and race breakdown on the MQA bursars for 2018.

<b>WW MQA BURSARY: COMMUNITY 18.2 – ACTUAL 2018</b>															
		<b>MALE</b>						<b>FEMALE</b>						<b>OVERALL TOTAL</b>	<b>TOTAL HDSA</b>
		<b>AFRICAN</b>	<b>FOREIGNER</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>	<b>AFRICAN</b>	<b>FOREIGNER</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>		
<b>TOTAL</b>	<b>PLAN</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>ACTUAL</b>	<b>16</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>18</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>23</b>	<b>22</b>

## 2.20 EDUCATION UPLIFTMENT PROJECTS FOR THE COMMUNITY (18.2)

South Africa's long-term development focus is on education, training and innovation, as outlined in the country's National Development Plan. Contribution to this eliminates poverty and reduces inequality, which contributes to an equal society. Education empowers people to define their identity, take control of their lives, raise healthy families, take part confidently in developing a just society, and play an effective role in the politics and governance of their communities. AngloGold Ashanti's (AGA) mission is to create value for our shareholders, our employees and our business and social partners through safely and responsibly exploring, mining and marketing our products.

AGA's philosophy to create a complete institution of learning which should at least have competent, dedicated educators, tertiary and school management teams, classrooms that are neat and safe for the learners, computer labs, science labs, ablution facilities and sport fields. All these create an environment conducive to learning. The company is committed to supporting the government in meeting the standard and norms as set by the Minister of Basic Education. Our initiatives in education include capacitating Science and Math Educators, School Management, Governing Bodies and Lecturers at TVET Colleges and sponsoring additional lessons for Matriculants in Math, Science and English. It also includes awarding bursaries and internships to the children of our employees and to the communities in which we operate as well as those in our major labour sending areas

These initiatives are rooted in our approach to the development of our Social and Labour Plans and Social and Institutional Development funding, are also aligned to the company's Socio-economic Development Strategy aimed at reducing youth unemployment, creating a healthy, safe and economically active communities, contributing towards making the communities in which we operate better off for the company having been there.

Indicated following are projects undertaken and conclude in 2017 to address the above stated.

### **Westcol TVET (Technical, Vocational and Educational Training) COLLEGE**

Department of Higher Education and Training (2015:5-6) has a target of producing 2 4000 competent artisans by 2020 for the country to meet the National Development Plan of producing 30 000 competent artisans annually by 2030 which amount to 2.5 million artisans. Resources will have to be channelled effectively to these TVET Colleges to ensure efficiency and high calibre artisans are produced. AGA has set its own mandate to play its part in the development of education. To assist the government in its quest of achieving its National Development goal AGA has adopted a Western College (Wescol) as one of the colleges that it will assisting with its refurbishing and equipping with the latest technology.

On yearly bases Wescol sends AGA proposals of projects they will like to embark on. These proposals are evaluated based on its implementation feasibility that include analysing risks attached to it, impact of the projects, time and financial implications. On implementation both AGA and TVETs take responsibility of ensuring quality work is been delivered. In some instances where there is a need, lectures are given workplace experience to ensure a link between theory and practice. In 2018 AGA sponsored

equipment to the Electrical workshop in Westcol Randfontein. The project has improved the quality of teaching and learning and for learners to successfully complete the Electrical rolling syllabus.

PROJECT:	BENEFICIARIES:	COST:
Westcol TVET	Approx. 1200 learners per year	R 180 366.00

## CAREER EXPO & GUIDANCE

Career guidance plays a significant role in helping students to develop the knowledge and skills needed for making wise choice, managing transition in learning and moving into the workplace. AGA offers bursaries to its host and labour sending communities. One of the challenges that the bursary department has been experiencing is, learners entering tertiary institutions lacking direction in course selection and provide vague reasoning for their chosen course of study or lacking stability with the chosen field. The impression that is planted is, if the top performing learners struggle with career choices this could mean majority of young people leave school with only a vague knowledge of employment opportunities and with little insight as to the most appropriate career direction for their abilities, interests and personality. AGA in partnership with Department of Education has an initiative of Career Expo and Career guidance to mitigate these challenges. The primary objective is to provide a model that will inspire learners to a right direction and possibly becoming assets to the South African economy. Other purposes are:

- To provide grade 12 learners with the foundation of having better knowledge and opportunity to apply to tertiary institutions,
- To assist government with the necessary educational uplift needed in the community,
- To provide learners with bursary and study loan opportunities,
- To provide an understanding of NFSAS and student loans,
- To provide information to enable learners to make informed career path decisions,
- To provide insight into different study institutions and the requirements thereof,
- To provide an insight into any other opportunities on completion of matric, and
- To promote entrepreneurship where possible.

The career expo has been marketed through various channels, with an assistance from Department of Education by informing the Schools of the event and through our career guidance sessions that we host for the same schools invited for expo. On different time slots, learners are addressed by highly professional individuals who come from different backgrounds to motivate these learners to pursue careers that matches their abilities, values and ambitions. Amongst the list of motivators are dignitaries from Department of Education (DOE) and the Mayor. They then go to the exhibition stands where they meet various organisations that offers opportunities to apply for bursaries, tertiary institutions even get relevant information that will make them successful on careers they would like to pursue. Some of the exhibitors that honoured the event are banks, tertiary institutions, Department of Education (DOE) and Municipality play an important role as our key stakeholders in assisting to arrange these events. DOE ensures that this event forms part of their calendar and the grade 12 learners are released on time and are accompanied by teachers to the venues. Municipality arranges venues of this events. Graduates that are on the AGA internship programme provide a helping hand during the events. Management from AGA, NGO's, tertiary institutions and organisations were also part of the event.

Various stakeholders were involved in making this a success. The most relevant ones included the Department of Education (DOE) and local Municipality. The DOE welcomed such an intervention and assisted in making sure that all grade 12 learners were released for the day to attend this event. The Council provided the venues, Career Expo and Career Guidance sessions. The AGA community interns were volunteers throughout the day of career expo assisting in ensuring that the learners were safe at all times and assisting with many other things to make this project a success. The company had also invited VIP guests which included the local mayor and his support team, members of the DOE, Tertiary Institutions and NGOs, as well as AGA management.

There were various exhibition stands on the day of the Expo which included AGA, other organisations, educational institutions, recruitment agencies, banks for student study loans, and fire brigades. AGA had made brochures for the learners on certain careers which were handed out at its exhibition stands.

In Merafong the event was attended by approx. 2500 learners. AGA contributed a total of R259 455.00 for this project and Municipality contributed the venue. The schools that attended the event are: Badrile Secondary school, Carlton Jones High, Hoërskool Carletonville, Hoërskool Fochville, Hoërskool Wonderfontein, Imfundo Secondary School, Letsasting School, Relebogile Secondary School, Thuto Kitso Secondary School, Tswasongu Secondary School and Wedela technical School.

In ORTD the event was attended by approx. 2200 learners. The total expense for this project paid by AGA was R291 751.00. Municipality contributed the venue. DOE contributed a transport for the learners. The schools that attended the event are: Toli SSS, St Johns, Dudumayo SS School, Phambili, Daluhlanga, Saint Cuthberts, Shawbury, Qokolweni, Tsolo SS School, Av Plaaitje, Kwanobuhle, Zingisa Atwell Madala.

PROJECT:	BENEFICIARIES:	COST:
Career Expo WW	Approx. 2500 learners	R259 455.00
Career Expo ORTD	Approx. 2200 learners	R291 751.00

## STAR SCHOOLS PROJECT

South Africa has been ranked last on the mathematics and science quality of education out of 139 countries and has been ranked 137 on the education system (World Economic Forum, 2016:172). The enrolment rates for Southern Africa, especially in higher education, remain among the lowest in the world. The sub-region also faces high levels of brain drain particularly in professions such as doctors, university lecturers and engineers. It is without a doubt that quality education and technical skills are amongst the important assets to quality employment and business opportunities (United Nations Economic Commission for Africa, 2015: 09), however with these damning results it becomes apparent that more resource need to be directed in the improving the state of education system, if the aim is to eradicate poverty and become competitive with other countries. This daunting task should not only be in the hands of government but business, tertiary institutions, education civic societies should contribute in making the education system functional. In a bit to contribute with this task AGA has introduced a star school programme that focuses on Maths, Science and English for learners in grade 10-12. Department of Education (DoE) at its discretion solely determines the schools that participate in the programme. Learners are issued with necessary stationery that include calculators, stationery, CAPS aligned study materials and a daily meal for them to successfully complete their Grades.

*MERAFONG:* In the Merafong area, this programme has been producing exceptional results. In 2018 learners in this programme achieved 100% pass rate, with all learners in this programme meeting entrance requirement to study at tertiary institution. AGA has contributed R677 896.00 towards this programme in Merafong. The following schools have benefited from this programme: Badirile High School, Carleton Jones High School, Hoërskool Carletonville, Letsasting Combined School, Relebogile High School, Tswasongu Secondary, Wedela Technical High School and Hoërskool Wonderfontein.

AGA sponsorship to this Mathematics, Physical Science and English has witnessed learners producing good results. The benchmark results at the beginning of the programme and the final National Senior Certificate (NSC) results shows that learners in this programme have been progressive. This programme has managed to keep learners interested in Mathematics and Physical Science. Beside tutoring, educators mentor these learners and offer them life skills. Learners are presented with opportunities to apply for bursaries in various organisations taught how to compile a professional curriculum vitae, how to conduct themselves in interviews and are introduced to entrepreneurial skills.

*OR TAMBO DISTRICT:* AGA also sponsors this project in OR Tambo district which is our major labour sending area.. Learners achieved a 100% bachelor pass In this area AGA has contributed R664 372.00. The following schools have benefited from the programme: Toli SSS, St Johns, Dudumayo, Phambili, Daluhlanga, Saint Cuthberts, Shawbury, Qokolweni, Tsolo SSS, Av Plaaitje, Kwanobuhle, Zingisa and Atwell Madala. It is worth mentioning that the OR Tambo municipality see this project as one of its apex project in turning the wheel of education in Mthatha municipality to achieving high quality results. The municipality is able to fill the socio-economic gap for beneficiaries of the programme by providing transport, overnight accommodation, dinner and breakfast which ensures that learners do not miss classes and they go to classes motivated.

The AngloGold Ashanti contribution to this Star School Project, since the project's inception, has made an enormous difference to the lives of its sponsored learners. The sponsorship has enabled learners to remain interested in Mathematics and Physical Science and provided the support and motivation for learners to stick with these two subjects. It has offered learners a vehicle to change their lives, and as a result, that of their families too by achieving quality passes in the subjects which South Africa needs most.

PROJECT:	BENEFICIARIES:	COST:
Star School: WW	120 learners	R677 896.00
Star school: ORTD	120 learners	R664 372.00

## SCHOOL ENRICHMENT PROJECT

In the South African Country Report- General Education System Quality Assessment October 2013, it has been mentioned that South African education system has two systems that is well-functioning that consist mostly of white-Indian schools, they are well resourced serves middle class of all racial groups. The much larger second system includes poorer children who are further disadvantaged through attending schools with dysfunctional management and classroom practices. Children in this system have low functioning in reading and writing and can perform only simple numerical operations. Much of the university entrants are from the well-functioning system. However current matric results show that the difference in two systems is starting to shrink, more township schools are improving their performances. This is based on the concerted effort by the Department of Education. One of the models that they have introduced in some schools is the twinning system, it allows two schools from the township and the suburb to be managed by the same governing body. The system smoothens the process of sharing best practices between the schools. To ensure that these kinds of efforts are sustained and this gap diminishes. AGA has committed itself in continuing with its school enrichment programme that promotes good governance of the schools that will allow efficiency in teaching and learning.

Thaping Management Consulting is a fully trained and experienced facilitator organisation who presents this programme and has been sourced by AGA. A plan was drawn up to empower teachers to help learners with fundamental skills such as teaching learners to recognise their learning styles; improving their listening skills and adapting their time management skills. Principals, their school management teams, schools' governing bodies, learner representative councils, student organisations, educator unions, local municipalities and any other stakeholder in education benefitted from this project. Training manuals and lunch were also provided to those that attended. Learners received motivational packages.

The newly adopted schools were introduced to the Performance Journey which entails:

- Schools Self-Assessment,
- Schools Improvement Planning,
- Whole School Evaluation,
- Whole School Development,
- Executive Coaching,
- Teaching Model Generation,
- Learner Performance Management Systems,
- Learner Study Management Programmes,
- Stakeholder Engagement and
- Incubation Support Programme to Special Schools

*MERAFONG*: AGA's contribution was R400 000.00.

Self-Assessment process is highly interactive and focuses on creating awareness and finding innovative ways of closing the gaps. This programme will continue in the following year to re-emphasise these models. Upon realisation of the importance of these models Boiteko primary school become one of the schools that opted for the six-hour intervention based on their School Self-Assessment in a bit to improve their school management system.

Learners in this programme are introduced to an understanding of how the brain functions and how memory retention happens. Learners got to be aware how and why information gets to be stored in the Long-Term Memory. They are given an opportunity to identify their own learning styles and how they affect their memory retention. There is a session on practical guide based on Learner Study Management skills to show learners on how they can efficiently utilise their learning styles to improve their academic performances. At the end of the programme learners get to understand their learning style while school management get a better view of their school management system and to come up with possible solutions to their challenges. Teachers are able to track performance of learners on each task, Principals gets a better chance at managing their schools.

*OR TAMBO DISTRICT*: AGA contributed R600 000.00 towards this project

This programme is also offer on the OR Tambo district which is AGA's major labour sending area. In the OR Tambo District schools were introduced to the Performance Journey which entails: Schools Self-Assessment, Schools Improvement Planning, Whole School Evaluation, Whole School Development, Executive Coaching, Teaching Model Generation, Learner Performance Management Systems, Learner Study Management Programmes and Stakeholder Engagement. Teachers were made aware that the Learner Performance Enhancement System would serve more as a motivational tool instead of a control tool. Schools were also encouraged to do their own SWAT analysis to improve school management.

<b>PROJECT:</b>	<b>BENEFICIARIES:</b>	<b>COST:</b>
Star School: WW	10 x Schools	R400 000.00
Star school: ORTD	10 x Schools	R600 000.00

## C. EMPLOYMENT EQUITY PLAN

### PREAMBLE:

#### Guiding Principles

The following guiding principles were applied when developing the Employment Equity (EE) Plans for the 2015 – 2019 period.

1. The 2015 - 2017 EE numerical targets as submitted to the DoL (Department of Labour) were converted into percentages and transferred into this 2015-2019 for the 2015-2017 period.
2. Life of Mine (LOM) Plans have been considered with respect to the workplace profile at all levels including the Skills required, which will be supported by the Human Resources Development (HRD) Plans.
3. For Senior Management level, the targets were set from the pool of employees from West Wits, Vaal River and Corporate office.
4. Employment Equity Principles have been applied with respect to EAP guidelines, and the workforce analysis of all our operations.
5. Our approach is to align to the extent possible, the EE Plans required in terms of the EEA and the MPRDA.
6. Top Management Plans have been planned to remain stable at 43% due to the small population at this level and low attrition rate. However, in an event where there is a termination, the company commits to replace any vacancy with a suitably qualified HDSA candidate.

#### Preamble

In this section we address the Mining Charter and MPRDA requirements as detailed below.

In terms of the MPRDA, REGULATION 46 (b) (v) states:

“The contents of a Social and Labour Plan must include a human resources development programme which must include the employment equity statistics which must be completed in the form of “Form S” contained in Annexure II and the mines plan to achieve the 10 percent women participating in mining and 40 percent historically disadvantaged South Africans (HDSA) participation in management within 5 years from the granting of the right or the conversion of the old order right”.

In terms of the Mining Charter the requirements are as stated below:

The original Mining Charter scorecard which was designed to measure compliance requires the company to put in place measures to answer the following questions:

- Has the company published its employment equity plan, and reported on its annual progress in meeting that plan?
- Has the company published a plan to achieve a target for HDSA participation in management of 40% within five years, and is implementing this plan?
- Has the company identified a talent pool and is it fast tracking it?

**The 2010 BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER of the SOUTH AFRICAN MINING and MINERALS INDUSTRY** requirements with regards to Employment Equity is as stated below:

“Workplace diversity and equitable representation at all levels are catalysts for social cohesion, transformation and competitiveness of the mining industry. In order to create a conducive environment to ensure diversity as well as participation of HDSA at all decision-making positions and core occupational categories in the mining industry, every mining company must achieve a minimum of 40% HDSA demographic representation at:

- Executive Management (Board) level by 2014;
- Senior Management (EXCO) level by 2014;
- Core and Critical skills by 2014;
- Middle Management level by 2014; and
- Junior Management level by 2014;

As at the end of December 2018, the company’s performance against the Mining Charter target of 40% is as follows:

- Board - 36%
- Top Management - 43%
- Senior Management: Vaal River - 41%, West Wits - 46% & SA Operations - 44%
- Middle Management: Vaal River - 58%, West Wits - 53%, & SA Operations - 55%
- Junior Management: Vaal River - 65%, West Wits - 60%, & SA Operations - 61%
- Core Skills: Vaal River - 45%, West Wits - 65%, & SA Operations - 53%
- Women in Mining: Vaal River - 13%, West Wits - 15% & SA Operations - 18%

In developing this 2015 - 2019 EE Plan, we have taken into account the principles as outlined in the Amended EE Act and its Regulations, the 2013 BBBEE Act and Codes, as well as the 2013 MPRDA.

In order to consistently advance the objectives of EE Transformation principles within the company, the approach adopted in this SLP is mainly in terms of the guidelines and principles as contained in the Amended EE Act and its Regulations, in particular the adoption of the Economically Active Population (EAP), both National and Regional as a guide in developing the targets per demographics.

To this end, the Employment Equity Plans have been prepared in accordance with Section 20 (2) (a-h) of the Employment Equity Act 55 of 1998 and its amended Act, the MPRDA Act 2002 and in accordance with the AngloGold Ashanti business principles and strategy.

The plans were prepared in consultation with all relevant stakeholders, including Trade Unions operating within our company. The objectives of employment equity programme at AngloGold Ashanti are to ensure that the company’s workforce is in the long run representative of the demographics of the country and to promote diversity at the workplace. The Company re-affirms its commitment to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment. To this end, appropriate Affirmative Action measures to advance the above objectives will be taken.

The following affirmative action measures have been undertaken by the company in order to achieve the above stated objectives:

Initiatives to eliminate unfair discrimination in employment;

- Recruit and select suitably qualified individuals from the designated groups;
- Advance employees from designated groups who have been identified in the talent pool and to fast track them through focused training and development programmes.
- Remove the barriers identified in accordance with Section 19 of the EE Act Audit report.



- Ensure that the objectives of the employment equity plan would not establish an absolute barrier to the prospective or continued employment or advancement of people who are not from designated groups.

The following Mining Charter definitions have been customised in line with the company's reporting in terms of the EE Act and the South African Operations Management structure:

**“Executive Management (Board)”** has been divided into two categories that is, Executive Management and Board. **Executive Management** shall mean **“Top Management”** and **“Board”** shall mean the company's **Board of Directors** in terms of its Articles of Association. *The Board comprises of South African and non- South African based members and will be so reported as the company is a global organisation. It should be noted that Top Management refers to the South African based managers reporting directly to the Chief Executive Officer and who are part of the company's Executive Committee, i.e. the key decision makers of the company).*

**“Senior Management (EXCO)”** shall mean **Senior Management employees** who are employed at Paterson Grade E- Band.

**“South African Operations EXCO”** means the **Management Committee (SAEXCO)** comprising the Senior Vice President's direct reports.

**“Middle Management”** shall mean employees who are categorised as “Professionally Qualified” and are employed at Paterson Grade D-Band.

**“Junior Management”** shall mean employees who are categorised as “Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents”.

**“Core and Critical Skills”** are defined as all occupations stipulated in Form S, in particular the Mining, Engineering, Mineral Resources Management and Metallurgy disciplines.

**“Corporate Office” employees** are contributors to the SA Operations, i.e., West Wits and Vaal River Operations' Talent Pool, therefore, the employees based in Corporate Office are proportionately split between the Vaal River and West Wits license areas.

The West Wits Operations comprises the following business units: Mponeng Mine, West Wits Metallurgy, West Wits SA Operational Services, and the West Wits Corporate Office portion which is proportionately divided between the West Wits and Vaal River Operations.

The first three (3) years of the employment equity targets of the West Wits Operations are aligned to the company's Successive Employment Equity Plan submitted to the Department of Labour in accordance with Section 23 of EE Act.

The **Mining Charter scorecard** requirements are indicated below along with the AGA WW (inclusive of Corporate Office) compliance as at end December 2018:

**SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018**

No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2014	PROGRESS ACHIEVED BY 31 DECEMBER 2018
5	Employment Equity	Diversification of the workplace to reflect the country's demographics to attain competitiveness.	Board Level	40%	36%
			Top Management (F Band)	40%	43%
			Senior Management (E Band)	40%	46%
			Middle Management	40%	53%
			Junior Management	40%	60%
		Note by AGA: Actuals adapted to correct any white female representation over 6%	Core Skills	40%	65%

The 2015 - 2019 West Wits (WW) operations Employment Equity (EE) Plan is a consolidation of the respective West Wits Business Units respective EE Plans, taking into considerations the workforce analysis, workforce projections, Life of Mine Plans per Business Unit, Business Planning and Objectives as well as the company's HRD plans.

In developing its EE Plan, the company also took into consideration its obligations under the Employment Equity (EE) Act No 55 of 1998 under which a subsequent Employment Equity Plan was developed and submitted to the Department of Labour (DoL) in October 2013. The company EE Plan was developed in terms of Section 20 of the Employment Equity Act. Consideration was also given to the Broad-based Black Economic Empowerment Act and Codes of Good Practice in developing the DoL EE Targets. Much as the DoL Plan targets are not a requirement in terms of the Mining Charter, the West Wits Operations will continue to strive to achieve such targets in support of the company's commitment to its values and in the spirit of transformation and align the EE Plans to the Mining Charter which is required by the MPRDA.

In line with the above mentioned approach, the management monitoring structures have been established to deal with amongst other issues: Employment Equity Planning and Reporting, Oversight and Monitoring and issues of Skills, including scarce skills initiatives. These committees take place at Board Level, Central Level and the respective Business Unit branch level. The committees create a platform where management and stakeholders consult on issues of employment equity and skills development and also contribute to a strategic focus on employment equity. These Committees meet separately once every quarter.

The Committees established are as follows:

- The Social, Ethics and Transformation Sub-Board Committee, which is at Board level,
- South Africa Region Transformation Steering Committee, which is at Operational level,
- Central Skills Development Committee, which is at Operational level, and
- Skills Development and EE Committees, which are at the respective Business Units branch level.

EE Committees and Skills Development Committees at the various Business Units meet more frequently and as part of their terms of reference deal with employment equity, skills development and all other matters pertaining to the work environment. The employment equity plan is accessible to all employees and a detailed review of the plan is undertaken from time to time. The roles and responsibilities of the various role players and committees play a central role in the successful implementation of the Employment Equity Plan as a reflection of the commitment of the company to employment equity and the Employment Equity Act.

In implementing our EE Plan, the Human Resources Development initiatives play a critical role in closing the gaps identified within the numerical targets of employment equity. The Human Resources Development initiatives such as Management Development Programmes, Learnerships and Internships, formal qualifications study assistance and Bursary Schemes for employees are aligned to the company's employment equity plans with respect to the demographics of the country and the EAP. The Corporate Office HDSA talent pool shall constitute part of the SA Operations talent pool and pipeline.

The following tables shall constitute the percentage actuals based on the workforce strength as at 31 December 2018 for the West Wits Operations, followed by the EE Plan for the West Wits Operations and the Business Units Plans marked as Annexure 2.3.

The following three (3) tables depict the AGA Board of Directors, AGA Top Management level (EXCO) based at Corporate Office in Johannesburg, and the SA Operations Management Committee (MANCOM) consisting of Senior Vice Presidents and Vice Presidents based mainly at South Africa Operations in West Wits.

**TABLE 2.17 A:- ANGLOGOLD ASHANTI BOARD OF DIRECTORS AS AT 31 DECEMBER 2018**

Occupational Levels	Males			Females				Male	Foreign National		Total	2014 MC % HDSA Targets	2018 % HDSA Actual
	AFRICAN	COLOURED	INDIAN	AFRICAN	COLOURED	INDIAN	WHITE	WHITE	MALE	FEMALE			
AGA BOARD	1	1	0	1	0	1	0	1	5	1	11	40%	36%
<b>GRAND TOTAL</b>	9.09%	9.09%	0%	9.09%	0.09%	9.09%	0%	9.09%	45.45%	9.09%			

Note: If the non-South African Directors are excluded on the total actual figure, the HDSA representation stands at 80%

**TABLE 2.17 B:- ANGLOGOLD ASHANTI TOP MANAGEMENT LEVEL (EXCOM) AS AT 31 DECEMBER 2018**

Occupational Levels	Males			Females				Male	Foreign National		Total	2014 MC % HDSA Targets	2018 % HDSA Actual
	AFRICAN	COLOURED	INDIAN	AFRICAN	COLOURED	INDIAN	WHITE	WHITE	MALE	FEMALE			
Top Management	1	0	0	1	0	1	0	2	1	1	7	40%	43%
<b>GRAND TOTAL</b>	14.3%	0%	0%	14.3%	0%	14.3%	0%	28.6%	14.3%	14.3%			

It should be noted that the Top Management Structure operates across all areas of AngloGold Ashanti, i.e. West Wits and Vaal River. The 43% HDSA achievement on Top Management is calculated at the actual HDSA representation for AngloGold Ashanti's Top Management structure based at the Corporate Office, not in the West Wits.

**TABLE 2.17 C:- SA MANAGEMENT COMMITTEE (SAEXCO) LEVEL AS AT 31 DECEMBER 2018**

Occupational Levels	Males			Females				Male	Foreign National		Total	2014 MC % HDSA Targets	2018 % HDSA Actual
	AFRICAN	COLOURED	INDIAN	AFRICAN	COLOURED	INDIAN	WHITE	WHITE	MALE	FEMALE			
SA Exco	3	1	1	1	0	0	0	2	0	0	8	40%	75%
<b>GRAND TOTAL</b>	38%	13%	13%	13%	0%	0%	0%	25%	0%	0%			

The following table reflects the EE Plan for the West Wits Operations for the year 2018, which is the fourth year of the 2015 – 2019 SLP Plan.

TABLE 2.17.I: TOTAL WEST WITS EE PLAN 2018												
Occupational Levels	DESIGNATED							NON-DESIGNATED			Total	Planned % HDSA
	Male			Female				Male	Foreign National			
	A	C	I	A	C	I	W		Male	Female		
Top Management	14.3%	0.0%	0.0%	0.0%	0.0%	14.3%	14.3%	28.6%	14.3%	14.3%	100%	42.9%
Senior Management	19.1%	3.9%	5.1%	6.2%	1.7%	3.4%	10.1%	43.8%	5.1%	1.7%	100%	49.4%
Middle Management	22.3%	2.6%	3.6%	10.0%	1.3%	2.2%	13.7%	42.0%	2.0%	0.3%	100%	55.8%
Junior Management	43.5%	1.4%	0.3%	9.9%	0.9%	0.4%	9.1%	29.7%	4.7%	0.0%	100%	65.6%
Semi-skilled	56.0%	0.2%	0.0%	10.5%	0.3%	0.0%	2.2%	1.8%	28.8%	0.1%	100%	69.3%
Unskilled & Def. dec. making	63.0%	0.2%	0.0%	13.5%	0.1%	0.0%	0.1%	0.6%	22.3%	0.3%	100%	76.9%
<b>Total Permanent</b>	<b>56.1%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>11.8%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>2.7%</b>	<b>7.4%</b>	<b>20.5%</b>	<b>0.2%</b>	<b>100%</b>	<b>71.8%</b>
Non-Permanent Employees	23.5%	0.0%	0.0%	41.2%	0.0%	0.0%	17.6%	17.6%	0.0%	0.0%	100%	82.4%
<b>GRAND TOTAL</b>	<b>56.0%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>11.9%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>2.8%</b>	<b>7.4%</b>	<b>20.5%</b>	<b>0.2%</b>	<b>100%</b>	<b>71.9%</b>

The following tables reflect the status report with respect to the West Wits Operations percentage of HDSA as at 31 December 2018 against the targets as set in the 2014 Mining Charter. The status report also highlights West Wits Operations including and excluding Corporate West Wits operations.

TABLE 2.3.N: WW INCLUDING CORPORATE ACTUAL AS AT DECEMBER 2018												
Occupational Levels	DESIGNATED							NON-DESIGNATED			Total	Actual % HDSA
	Male			Female				White Male	Foreign Nationals			
	A	C	I	A	C	I	W		Male	Female		
Top Management	14.3%	0.0%	0.0%	14.3%	0.0%	14.3%	0.0%	28.6%	14.3%	14.3%	100%	42.9%
Senior management	17.2%	3.4%	9.2%	4.6%	2.3%	3.4%	5.7%	50.6%	2.3%	1.1%	100%	46.0%
Professionally qualified...management	15.4%	3.1%	2.6%	10.5%	1.8%	3.5%	16.2%	43.9%	2.2%	0.9%	100%	53.1%
Skilled technical...superintendents	40.4%	0.8%	0.4%	8.6%	0.6%	0.4%	8.7%	30.4%	9.8%	0.1%	100%	59.8%
Semi-skilled... decision making	53.6%	0.1%	0.0%	8.2%	0.1%	0.1%	1.2%	0.5%	36.1%	0.0%	100%	63.4%
Unskilled & defined dec. making	58.7%	0.1%	0.0%	15.1%	0.1%	0.0%	0.0%	0.4%	25.1%	0.5%	100%	73.9%
<b>Total Permanent</b>	<b>51.8%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>11.8%</b>	<b>0.3%</b>	<b>0.3%</b>	<b>2.6%</b>	<b>8.2%</b>	<b>23.9%</b>	<b>0.4%</b>	<b>100%</b>	<b>67.5%</b>
Non-permanent employees	8.3%	0.0%	8.3%	16.7%	8.3%	0.0%	41.7%	16.7%	0.0%	0.0%	100%	83.3%

**TABLE 2.3.N: WW INCLUDING CORPORATE ACTUAL AS AT DECEMBER 2018**

Occupational Levels	DESIGNATED							NON-DESIGNATED			Total	Actual % HDSA
	Male			Female				White Male	Foreign Nationals			
	A	C	I	A	C	I	W		Male	Female		
<b>Grand Total</b>	<b>51.7%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>11.9%</b>	<b>0.3%</b>	<b>0.03%</b>	<b>2.7%</b>	<b>8.2%</b>	<b>23.8%</b>	<b>0.4%</b>	<b>100%</b>	<b>67.6%</b>

**TABLE 2.3.N: WW EXCLUDING CORPORATE ACTUAL AS AT DECEMBER 2018**

Occupational Levels	DESIGNATED							NON-DESIGNATED			Total	Actual % HDSA
	Male			Female				White Male	Foreign Nationals			
	A	C	I	A	C	I	W		Male	Female		
Top Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%
Senior management	30.0%	6.7%	6.7%	3.3%	0.0%	0.0%	3.3%	50.0%	0.0%	0.0%	100%	50.0%
Professionally qualified...management	17.0%	3.3%	1.3%	9.8%	0.7%	2.0%	13.7%	51.0%	1.3%	0.0%	100%	47.7%
Skilled technical...superintendents	41.0%	0.7%	0.3%	8.2%	0.2%	0.2%	8.3%	31.0%	9.9%	0.1%	100%	58.9%
Semi-skilled... decision making	53.4%	0.1%	0.0%	8.1%	0.1%	0.1%	1.1%	0.5%	36.7%	0.0%	100%	62.8%
Unskilled & defined dec. making	58.7%	0.1%	0.0%	15.1%	0.1%	0.0%	0.0%	0.4%	25.1%	0.5%	100%	73.9%
<b>Total Permanent</b>	<b>52.9%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>11.8%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>2.2%</b>	<b>7.6%</b>	<b>24.5%</b>	<b>0.3%</b>	<b>100%</b>	<b>67.6%</b>
Non-permanent employees	16.7%	0.0%	16.7%	33.3%	0.0%	0.0%	16.7%	16.7%	0.0%	0.0%	100%	83.3%
<b>Grand Total</b>	<b>52.8%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>11.9%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>2.2%</b>	<b>7.6%</b>	<b>24.5%</b>	<b>0.3%</b>	<b>100%</b>	<b>67.6%</b>

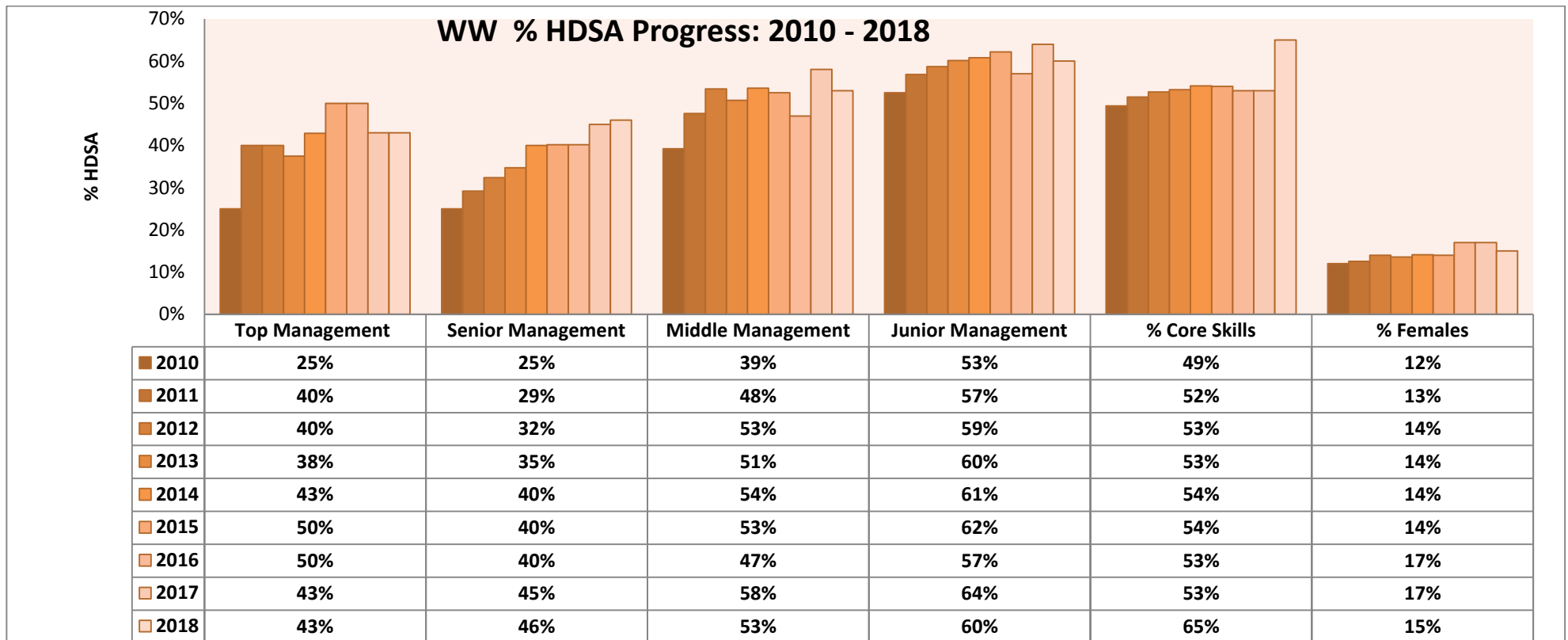
The following table reflects the numerical status report with respect to the West Wits Operations as at **31 December 2018**, including West Wits Corporate Office against the 2014 targets as set in the Revised Amended Mining Charter of 2010.

<b>WEST WITS NUMERICAL WORKFORCE PROFILE INCLUDING CORPORATE ACTUAL AS AT 31 DECEMBER 2018</b>												
<b>Occupational Levels</b>	<b>DESIGNATED</b>							<b>NON-DESIGNATED</b>			<b>Total</b>	<b>Actual % HDSA</b>
	<b>Male</b>			<b>Female</b>				<b>White Male</b>	<b>Foreign Nationals</b>			
	<b>A</b>	<b>C</b>	<b>I</b>	<b>A</b>	<b>C</b>	<b>I</b>	<b>W</b>		<b>Male</b>	<b>Female</b>		
Top Management	1	0	0	1	0	1	0	2	1	1	<b>7</b>	<b>42.9%</b>
Senior management	15	3	8	4	2	3	5	44	2	1	<b>87</b>	<b>46.0%</b>
Professionally qualified...management	35	7	6	24	4	8	37	100	5	2	<b>228</b>	<b>53.1%</b>
Skilled technical...superintendents	447	9	4	95	7	4	96	336	108	1	<b>1107</b>	<b>59.8%</b>
Semi-skilled... decision making	819	2	0	125	2	1	19	8	551	0	<b>1527</b>	<b>63.4%</b>
Unskilled & defined dec. making	1850	4	0	475	2	0	1	12	793	17	<b>3154</b>	<b>73.9%</b>
<b>Total Permanent</b>	<b>3167</b>	<b>25</b>	<b>18</b>	<b>724</b>	<b>17</b>	<b>17</b>	<b>158</b>	<b>502</b>	<b>1460</b>	<b>22</b>	<b>6110</b>	<b>67.5%</b>
Non-permanent employees	1	0	1	2	1	0	5	2	0	0	<b>12</b>	<b>83.3%</b>
<b>Grand Total</b>	<b>3168</b>	<b>25</b>	<b>19</b>	<b>726</b>	<b>18</b>	<b>17</b>	<b>163</b>	<b>504</b>	<b>1460</b>	<b>22</b>	<b>6122</b>	<b>67.6%</b>

Notwithstanding the current business challenges and restructuring imperatives the SA Operations has achieved the annual Mining Charter targets. Significant reduction of the SA Operations workforce profile due restructuring and downscale imperatives. The West Wits Operations has gain some traction in the Senior Management level and lost some traction in the Middle Management level. The SA Operations, however has taken cognisance of the transformation commitments and plans are in place to progressed positively in exceeding the Mining Charter targets.

The SA Operations acknowledges the need for constant positive HDSA movements at Senior Management and Middle Management levels. Internally and externally opportunities will be explored to advance HDSA representation at all levels taking into consideration the national EAP demographics of the country. Business Units in the West Wits Operations have accordingly put in place EE Plans with set targets which aim to address the obligations as contained in the Amended Mining Charter. Business Units` actual achievements are enclosed in this report.

The West Wits Operations have been able to achieve positive trends in advancing equitable representation in the management structures as well as gender representation as can be seen in the following graph with respect to progression of **HDSA in management occupational levels, core and critical skills, and female representation** since the years 2010 - 2019.



**Graph 1: Progress HDSA representation from 2010 –2018**

The above graph gives an indication that the West Wits Operations is making positive progress towards achievements of its transformation commitments. The West Wits operations have achieved the 40% HDSA annual Mining Charter targets at all Management levels and in some areas exceeded the target of 40% at Top Management, Middle Management, Junior Management and Core and Critical skills. With respect to Women in Mining, 15% was achieved against the target baseline of 10% as set by the Mining Charter. Even though these achievements have been positive and significant in compliance with the Mining Charter obligations, the area in which there is more focus is at Senior Management level. The company realises that there is a need to increase HDSA percentage achievements at this level and further maintain the positive achievements already in place in other areas in order to positively progress towards equitable representation in accordance with the EAP demographics of the country.

The West Wits Operations adheres to the Chamber of Mines (COM) guidelines, which advises that, to comply with “representative of demographics” white women should only be accounted for a maximum of 6% contribution to the HDSA population. Applying this guideline, the following graph depicts a comparison between the total percentage of HDSA representation per occupational level for the West Wits Operations and the percentage HDSA representation when white females are calculated at maximum 6%.



### 2.17.1 WEST WITS: CORE AND CRITICAL SKILLS

The targets as set in the Amended Mining Charter of 2010 for Core and Critical skills are as follows:

- 15% by end of 2010
- 20% by end 2011
- 30% by end 2012
- 35% by end 2013; and
- 40% by end 2014.



The following tables reflect the numerical and percentage status with respect to Core function as at 31 December 2018 in the West Wits Operations.

WEST WITS CORE FUNCTION NUMERICAL AS AT DECEMBER 2018												
Occ. Levels	Male			Female				Male	Foreign National		Total	MC % Core & Critical Skills
	AFRICAN	COLOURED	INDIAN	AFRICAN	COLOURED	INDIAN	WHITE	WHITE	MALE	FEMALE		
Top Management	0	0	0	0	0	0	0	0	0	0	0	0%
Senior Management	6	0	3	1	0	0	1	15	0	0	26	42%
Prof.qual. - Mid Mngmnt.	17	2	1	4	1	0	8	49	3	1	86	38%
Skilled Technical	321	6	1	37	0	0	17	295	100	1	778	49%
Semi-skilled	661	1	0	40	0	0	0	4	533	0	1239	57%
U/skilled & Def. dec. making	1780	4	0	419	2	0	1	11	761	13	2991	74%
<b>Total Permanent</b>	<b>2785</b>	<b>13</b>	<b>5</b>	<b>501</b>	<b>3</b>	<b>0</b>	<b>27</b>	<b>374</b>	<b>1397</b>	<b>15</b>	<b>5120</b>	<b>65%</b>
Non-Permanent Employees	0	0	0	0	0	0	0	0	0	0	0	0%
<b>GRAND TOTAL</b>	<b>2785</b>	<b>13</b>	<b>5</b>	<b>501</b>	<b>3</b>	<b>0</b>	<b>27</b>	<b>374</b>	<b>1397</b>	<b>15</b>	<b>5120</b>	<b>65%</b>

WEST WITS CORE FUNCTION PERCENTAGE AS AT DECEMBER 2018												
Occupational Levels	Male			Female				Male	Foreign National		Total	Actual % HDSA
	A	C	I	A	C	I	W	W	Male	Female		
Top Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Management	23.1%	0.0%	11.5%	3.8%	0.0%	0.0%	3.8%	57.7%	0.0%	0.0%	100%	42%
Prof.qual. - Mid Mngmnt.	19.8%	2.3%	1.2%	4.7%	1.2%	0.0%	9.3%	57.0%	3.5 %	1.2%	100%	38%
Skilled Technical	41.3%	0.8%	0.1%	4.8%	0.0%	0.0%	2.2%	37.9%	12.9%	0.1%	100%	49%
Semi-skilled	53.3%	0.1%	0.0%	3.2%	0.0%	0.0%	0.0%	0.3%	43.0%	0.0%	100%	57%
U/skilled & Def. dec. making	59.5%	0.1%	0.0%	14.0%	0.1%	0.0%	0.0%	0.4%	25.4%	0.4%	100%	74%
<b>Total Permanent</b>	<b>54.4%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>9.8%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>7.3%</b>	<b>27.3%</b>	<b>0.3%</b>	<b>100%</b>	<b>65%</b>
Non-Permanent Employees	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0%	0%
<b>GRAND TOTAL</b>	<b>54.4%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>9.8%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>7.3%</b>	<b>27.3%</b>	<b>0.3%</b>	<b>100%</b>	<b>65%</b>

## 2.17.2. WEST WITS: WOMEN IN MINING

The West Wits Operations adheres to the guidelines with respect to Women in Mining as set in the Mining Charter by committing to 10% women representation in the total workforce.

The company's employment equity plan for the West Wits Operations includes women representation in the total workforce. The integration of women into the entire workforce and initiatives which are aimed at creating a conducive environment for women is firmly embedded in the West Wits Operations.

The West Wits Operations has progressed significantly towards achieving the 10% target Women in Mining as set by the Mining Charter by exceeding the target in achieving 15%.

Notwithstanding the fact that the mining environment remains challenging for women, the West Wits Operations has adopted a variety of initiatives to support the integration of women such as (i) change houses for women, (ii) promoting an environment free from sexual harassment, (iii) private and secure ablution facilities underground, (iv) working with industry to address issues of protective clothing for women, (v) Skills Development initiatives within the core and critical skills for women and (vi) ensuring security of women underground.

The following table reflects the total numbers with respect to Women in Mining in the West Wits Operations as at 31 December 2018:

TABLE I: WEST WITS: WOMEN IN MINING								
Occ. Levels	Female				Total Local	Foreign National	Grand Total	% WIM incl. Conventional functions
	A	C	I	W		Female		
Top Management	1	0	1	0	2	1	3	15% of women against the total permanent workforce of 6110
Senior Management	4	2	3	5	14	1	15	
Prof.qual. - Mid Mngmnt.	24	4	8	37	73	2	75	
Skilled Technical	95	7	4	96	202	1	203	
Semi-skilled	125	2	1	19	147	0	147	
U/skilled & Def. dec. making	475	2	0	1	478	17	495	
<b>Total Permanent</b>	<b>724</b>	<b>17</b>	<b>17</b>	<b>158</b>	<b>916</b>	<b>22</b>	<b>938</b>	
Non-Permanent Employees	2	1	0	5	8	0	8	
<b>GRAND TOTAL</b>	<b>726</b>	<b>18</b>	<b>17</b>	<b>163</b>	<b>924</b>	<b>22</b>	<b>946</b>	

The following table reflects the total numbers with respect to Women in Mining in the core function at West Wits Operations as at 31 December 2018.

<b>TABLE J: WEST WITS: WOMEN IN MINING - CORE FUNCTION</b>								
Occ. Levels	Female				Total Local	Foreign National	Grand Total	% WIM core function only
	A	C	I	W		Female		
Top Managements	0	0	0	0	0	0	0	11% of women in core function against the total workforce of 5135
Senior Management	1	0	0	1	2	0	2	
Prof.qual. - Mid Mngmnt.	4	1	0	8	13	1	14	
Skilled Technical	37	0	0	17	54	1	55	
Semi-skilled	40	0	0	0	40	0	40	
U/skilled & Def. dec. making	419	2	0	1	422	13	435	
<b>Total Permanent</b>	<b>501</b>	<b>3</b>	<b>0</b>	<b>27</b>	<b>531</b>	<b>15</b>	<b>546</b>	
Non-Permanent Employees	0	0	0	0	0	0	0	
<b>GRAND TOTAL</b>	<b>501</b>	<b>3</b>	<b>0</b>	<b>27</b>	<b>531</b>	<b>15</b>	<b>546</b>	

The following table reflects the total numbers with respect to Women in Mining in the support function at West Wits Operations as at 31 December 2018.

<b>TABLE K: WEST WITS: WOMEN IN MINING - SUPPORT FUNCTION</b>								
Occ. Levels	Female				Total Local	Foreign National	Grand Total	% WIM Support function only
	A	C	I	W		Female		
Top Management	1	0	1	0	2	1	3	40% of women in support function against the total workforce of 990
Senior Management	3	2	3	4	12	1	13	
Prof.qual. - Mid Mngmnt.	20	3	8	29	60	1	61	
Skilled Technical	58	7	4	79	148	0	148	
Semi-skilled	85	2	1	19	107	0	107	
U/skilled & Def. dec. making	56	0	0	0	56	4	60	
<b>Total Permanent</b>	<b>223</b>	<b>14</b>	<b>17</b>	<b>131</b>	<b>385</b>	<b>7</b>	<b>392</b>	
Non-Permanent Employees	2	1	0	5	8	0	8	
<b>GRAND TOTAL</b>	<b>225</b>	<b>15</b>	<b>17</b>	<b>136</b>	<b>393</b>	<b>7</b>	<b>400</b>	

A composite part of the company's Employment Equity strategy is to accord women an equal opportunity to be employed in all occupations, depending on their ability to meet the inherent requirements of the job as per the Employment Equity guidelines. Further steps have been put in place to further support integrating women in the workplace.

Going forward the company will from time to time carry out Section 19 Audits as required by the Employment Equity Act. These audits are an important barometer to ascertain and identify barriers to employment equity and supports robust implementation of affirmative action measures.

To achieve the broad objectives of the Employment Equity Plan, the company will continue with the following:

- The recruitment, selection and appointment strategy will continue to apply a 60/40 short listing split in favour of HDSA's to increase the chances of HDSA appointments and enhance the achievement of EE targets.
- The commitments contained in the Mining Charter and underpinned by the Employment Equity Plan will be monitored by the South Africa Region Transformation Steering Committee which includes General Managers and Organised Labour.
- Training and Development initiatives will be intensified with the purpose of strengthening HDSA representation in the talent pool.
- Heightened awareness of Bursary Schemes and Development Programmes in order to promote the development and progression of designated groups.
- Line manager accountability for the implementation of the employment equity plan and Business Unit action plans to address affirmative action measures will be intensified, and will be monitored on a quarterly basis.
- Management capacity to manage diversity in the workplace will be strengthened.
- The role and functioning of Business Unit Skills Development and Employment Equity committees will be strengthened, and capacity building interventions will continue for persons serving on these committees.
- Company publications will be optimally utilised to communicate issues pertaining to Employment Equity, and
- Targets contained in the EE Plan will be continuously monitored and reported on a monthly, quarterly and annual basis.

### **2.17.3. WEST WITS: SCARCE SKILLS (SS)**

The company's skills development and employment equity strategies are aimed at achieving a demographically representative workforce. To this end, the company's strategy in this regard is guided by the provisions of the Skills Development and Employment Equity Acts in terms of both planning and reporting, including with respect to "Core and Critical skills". Through the company's participation and collaboration with (i) the Mining Qualification Authority, (ii) compliance with its obligations pertaining to the Workplace Skills Plan and the Annual Training Report, (iii) conducting of skills audits and (iv) initiatives to identify scarce and critical skills (through participation in the Sector Skills Plan and Scarce Skills initiatives) intensive attempts are made to improve the HDSA representivity in all core and critical skills occupations which is still lagging due to the skills challenges faced by the industry in this respect.

The Human Resources Development interventions to address the abovementioned challenges include a variety of initiatives such as (i) Management Trainee Programmes, (ii) Bursary Schemes, (iii) Trainee Programmes, and (iv) Learnerships which is contained in the HRD section of this SLP.

The following table reflects a list of positions identified as scarce skills and as reported in the 2018 WSP-ATR to the MQA.

<b>TOTAL WEST WITS CRITICAL AND SCARCE SKILLS</b>		
<b>DISCIPLINE</b>	<b>POSITION</b>	<b>OCCUPATIONAL LEVEL</b>
Engineering	Boilermaker	Skilled Technical
Engineering	Rigger Ropesman	Skilled Technical
Mining	Load-haul-dump (LHD) Operator	Semi-Skilled
Mining	Rock Engineer Officer	Prof.qual-Mid Mgt
Mining	Locomotive Driver	Semi-Skilled
Mining	Dump Truck Driver / Operator	Semi-Skilled
Engineering	Environmental Health Officer	Skilled Technical
Mining	Miner	Skilled Technical
Mining	Shift Foreman / Boss (Mining)	Skilled Technical
Engineering	Winding Engine Driver (Human and Material)	Skilled Technical
Engineering	Electrician (Engineering)	Skilled Technical
Engineering	Industrial Engineer (G)	Prof.qual.-Mid Mgt
Engineering	Instrumentation Technologist	Prof.qual.-Mid Mgt
MRM	Geologist	Prof.qual.-Mid Mgt
Mining	Mining Technician	Prof.qual.-Mid Mgt
Mining	Strata Control Officer	Prof.qual.-Mid Mgt

## 2.17.4 WEST WITS BUSINESS UNITS' PROGRESS (BUP)

Business Units in the West Wits Operations have accordingly put in place EE Plans with set targets aimed to address the obligations as contained in the Amended Mining Charter. The tables below reflect the percentage achievements of the Business Units within West Wits Operations as at the end of 31 December 2018. The status report herein, forms part of the Form S as required to be reported in the Mining Charter.

3.1 Number of employees (NOTE: Place an employee in the category that best resembles his/her job. Do not double count)										
Category	African		Coloured		Indian		White	Subtotals (A)	White	Grand totals (B)
	Male	Female	Male	Female	Male	Female	Female		Male	
Top management	1	1	0	0	0	1	0	3	2	5
Senior management	15	4	3	2	8	3	5	40	44	84
Middle Management	35	24	7	4	6	8	37	121	100	221
Junior Management	447	95	9	7	4	4	96	662	336	998
Core & Critical Skills (1)	2785	501	13	3	5	0	27	3334	374	3708
Total of the above										

(1) These are skills necessary and inextricably linked to day-to-day operations OR skills that enhance the performance of an operation and are in scarce supply. This could include artisans, engineers incl rock engineers, professionals (i.e. recognized by a professional body), specialists (e.g. surveyor, safety, geologist, metallurgist, winding engine driver, environmental, etc.), technologists, technicians, and persons with mining specific qualifications or licenses.

### 3.2 Percentage HDSAs at different levels

	Subtotals as in table above (A)	Grand totals as in table above (B)	A as percentage of B	TARGET					Points (office use only)	
				2010	2011	2012	2013	2014	Maximum	Awarded (2)
Top management	3	5	60%	20%	25%	30%	35%	40%		
Senior management	40	84	48%	20%	25%	30%	35%	40%		
Middle Management	121	221	55%	30%	35%	40%	40%	40%		
Junior Management	662	998	66%	40%	40%	40%	40%	40%		
Core and Critical Skills	3334	3708	90%	15%	20%	30%	35%	40%		
TOTAL										
2) Note: One point will be deducted for every full 0.5% below target										

## SECTION 3: COMMUNITY DEVELOPMENT

In this section we address Mine Community Development in terms of the Mining Charter and MPRDA as detailed below:

### Mining Charter:

**Section 2.6 of the amended BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING AND MINERALS INDUSTRY which states:**

Mine communities form an integral part of mining development, there has to be meaningful contribution towards community development, both in terms of size and impact, in keeping with the principles of the social license to operate. Stakeholders must adhere to the following:

- Consistent with international best practices in terms of rules of engagement and guidelines, mining companies must invest in ethnographic community consultative and collaborative processes prior to the implementation/development of mining projects;
- Mining companies must conduct an assessment to determine the developmental needs in collaboration with mining communities and identify projects within the needs analysis for their contribution to community development in line with Integrated Development Plans (IDPs), the cost of which should be proportionate to the size of investment.

The following table reflects the performance of the West Wits operations against the Mining Charter targets as at end December 2018:

SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018					
No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2017	PROGRESS ACHIEVED BY 31 DECEMBER 2018
7	Mine community development	Conduct ethnographic community consultative and collaborative processes to delineate community needs analysis.	Implement approved community projects in line with Integrated Development Plans of local and major labour sending municipalities, the National Development Plan and New Growth Path.	As per the Implementation Plans submitted to the DMR in 2016.	With regards to the West Wits Operations 2015 to 2019 SLP local economic development (LED) projects, 8 have been completed and nine are delayed for the Merafong and OR Tambo District Municipalities.
		<b>Note by AGA:</b> The input in initiatives is embedded in the Integrated Development Plans of host communities which in turn is informed by community needs and subject to a regulatory framework which represent the full community	Projects are listed and aligned with Host and Labour Sending Areas Communities IDPs and the National Development Plan and New Growth Path.		

**REGULATION 46 (c) (iii) of the MPRDA** requires that the contents of a social and labour plan must include:

c) A local economic development programme which must include:

- i. The social and economic background of the area in which the mine operates;
- ii. The key economic activities of the area in which the mine operates;
- iii. The impact that the mine would have in the local and sending communities;
- iv. The infrastructure and poverty eradication projects that the mine would support in line with the Integrated Development Plan of the area in which the mine operates and the major sending areas; and
- v. The measures to address the housing and living conditions of the mine employees

### 3.1 LOCAL ECONOMIC DEVELOPMENT PROJECTS

The following is a summary of the 2015-2019 LED projects followed by detailed plans of each project:

Year	2015	2016	2017	2018	2019
<b>Budget</b>	<b>R7.9m</b>	<b>R7.3m</b>	<b>R12.8m</b>	<b>R7.9m</b>	<b>R9.5m</b>
<b>LED Projects 2015-2019</b>	LEDP1: <b>Development of a Community Park in Kokosi</b> (to partner with MCLM R1m) - <b>R1m</b> -Municipality commits to contributing additional R1m -MOU to be signed -Council Resolution to be sought	LEDP5: <b>Refurbishment and equipping of a classroom into a Multi-purpose ICT Centre (Physical Science, Chemistry, Life Science)</b> at Reakgona Primary in <b>Kokosi - R0.5m</b>	LEDP10: <b>Building of a Physical and Life Science Laboratory</b> at Wedela Primary School in Wedela - <b>R1.9m</b>	LEDP15: <b>Building of 3 additional Classrooms</b> at Boiteko Special School in <b>Khutsong - R1.5m</b>	LEDP18: <b>Building of a Community Health Care Clinic in Kokosi - R7.5m</b>
	LEDP2 (WW SLP): <b>Building of an administration block at Bholani Primary School in Port St Johns - R0.4m</b>	LEDP6: <b>Building of a Physical and Life Science Laboratory</b> at Kamohelo Primary School in <b>Khutsong - R1.9m</b>	LEDP11: <b>Community development-Building of a Community Care Centre in Khutsong - R3m.</b> (The intention is to establish a Community Care Centre comprising Home-based Care facility, orphanage, old age facility and disability facility. To this end the Municipality and company engaged Social Development to match this funding so as to add the remaining facilities' into the Centre. The centre will form part of the Carletonville Home Based care.	LEDP16: <b>Upgrade of Community Sports Facility</b> (Netball, Athletic Track and Field, Pavillion, Soccer field) in <b>Khutsong -R4.5m.</b> Establish a multi-purpose sports centre that would include other sport codes. The Municipality would pursue this with other stakeholders for additional funding.	LEDP19 (WW SLP): <b>Building of Physical Science Laboratory</b> at Milton Mbekela Senior Secondary School in Qunu – <b>R2m</b>
	LEDP3 (WW SLP): <b>Refurbishment of a Science Laboratory at St John's College in Mthatha - R0.5m</b>	LEDP7: <b>Building of a Physical and Life Science Laboratory –</b> Phororong Primary School in <b>Khutsong - R1.9m</b>	LEDP12: <b>Building of a Physical and Life Science Laboratory</b> at Hlangabeza Primary School in <b>Khutsong - R1.9m</b>	LEDP17: <b>Building of a Physical and Life Science Laboratory</b> at Nayaboswa Primary School in <b>Khutsong - R1.9m</b>	
	LEDP4 (WW SLP): <b>Establishment of an Agricultural Project in OR Tambo District/AmaMpondo Kingdom - R6.0m</b> (over 3 years)	LEDP8: <b>Building of an Indoor Sports Centre</b> in Wedela - <b>R2.5m</b>  LEDP9: <b>Supporting the existing School Social Entrepreneurship Initiatives e.g. small scale income generating and poverty alleviation Agricultural projects-</b> in Khutsong Schools - <b>R0.5m</b>	LEDP13: <b>Building of 4 additional Classrooms</b> at Greens Park Primary School in <b>Greenspark - R1.5m</b>  LEDP 14 (WW SLP): <b>Building of a new School. Building of 6 Classrooms, admin block and ablution facilities,</b> at St Peters Primary School in <b>Flagstaff - R4.5m</b>		



The following is a summary of the 2018 Local Economic Development Annual Report as committed in the 2015-2019 SLP:

Project Name	Year	Total Budget	2018 Spend	Jobs Created	Comments	Delay Comments	Mitigation Plan	Status
<b>LEDP4:</b> Establishment of an Agricultural Project in OR Tambo District/AmaMpondo Kingdom	2015	R6m	R6.7m	307 Land Owners and 16 jobs created in the community	The Chairperson of the Board, Chief Mjoji has appointed 10 community members to guard the fields due to the increase in theft and livestock damage. With regards to production the maize growth stage is in reproductive development stage (physiological maturity and of mass grain).	No delays, challenges of theft and livestock invading the fields which are being attended to.	The Chairperson of the Board, Chief Mjoji has appointed 10 community members to guard the fields due to the increase in theft and livestock damage.	
<b>LEDP 8:</b> Building of an Indoor Sports Centre- Wedela	2016	R2.5m	R0.139m		Project tendered last year & contractor identified. Paperwork completed by SD. <b>Action:</b> Procurement is currently engaging with the Contractor to finalise the appointment.	Appointment of Contractor by Procurement.	Tender has been awarded to the appropriate Contractor, awaiting for Stakeholder Engagement Manager to arrange a site handover date.	
<b>LEDP11:</b> Building of Community Care Centre-Khutsong	2017	R3.0m	R0.032m	Nil	<b>Action:</b> The Purchase Requisition (PR) raised on SAP. Procurement needs to call for tenders as soon as possible.	The project is not yet on the tender process as the Geotech studies have not yet been done. Geotech company has been blocked by Procurement.	Documents to unblock the Geotech Company have been forwarded to the company and have not yet been returned.  Another Geotech Company has been identified, in discussion with Procurement to check vendor status.	
<b>LEDP14:</b> Building of new school - Building of 6 classrooms, admin block and ablution facilities in ORTDM	2017	R4.5m	R0.242m	Nil	Project tendered last year & contractor identified. Paperwork completed by Sustainable Development (SD) <b>Action:</b> Procurement to appoint identified contractor – has been with them since October 2018.	PR raised on SAP but has not been released by Manager LED. A manual release of the PR was requested from VP.  Contractor not yet appointed by Procurement because the contractors were not from East London and Queenstown instead of Mthatha.	SAP release strategy to be changed to appropriate person by 22/03/2019.  Alignment Meeting has been scheduled for the 28/03/2019 with Procurement, to finalise the Contractor Tender Cost Model and appoint appropriate Contractor.	

Project Name	Year	Total Budget	2018 Spend	Jobs Created	Comments	Delay Comments	Mitigation Plan	Status
<b>LEDP15:</b> Building of 3 additional classrooms-Boiteko Special School-Khutsong	2018	R1.5m	0	Nil	Project Tender for construction successfully finalised by Procurement.  <b>Action:</b> Site hand over completed on 5 March 2019 for construction.	Contractor has not set up site for construction due to financial constraints.	Contractor is awaiting for the retention money from the Hlangabeza Project which he completed and handed over to AGA, once the invoice has been received from the contractor, AGA will pay and he will resume the work. AGA has requested for the invoice already.	
<b>LEDP16:</b> Upgrade of Community Sports Centre Facility- Khutsong	2018	R4.5m	0	Nil	<b>Action:</b> Procurement to go out on tender for the project and appoint a Geotech specialist and then the building contractor.	The project is not yet on the tender process as the Geotech studies have not yet been done. Geotech company has been blocked by Procurement	Documents to unblock the Geotech Company have been forwarded to the company and have not yet been returned Another Geotech Company has been identified, in discussion with Procurement to check vendor status.	
<b>LEDP17:</b> Physical and Life Science Lab-Nayaboswa Primary School-Khutsong	2018	R1.9m	0	Nil	Project tendered last year & contractor identified. <b>Action:</b> Procurement to appoint new alternative contractor as the one identified has lost this vendor number with AGA.	Appointment of Contractor by Procurement	A new Contractor has been engaged by Procurement, awarding of tender will be completed by the 29/03/2019.	
<b>LEDP18:</b> Building of Community Health Care Clinic-Kokosi	2019	R7.5m	0	Nil	Canceled waiting for a new project. <b>Action:</b> Council to come up with an alternative suitable project.	Awaiting Merafong Municipality to identify a new project.	AGA sent a letter to Merafong Local Municipality on 12/03/19, requesting the municipality to prioritise this matter as agreed in the Mandating Committee.	
<b>LEDP19:</b> Physical and Life Science Laboratory-Milton Mbekela School- in Qunu ORTDM	2019	R1.9m	0	Nil	Site identified & socialised with the school and Department of Education Eastern Cape. <b>Action:</b> Engaging with stakeholders and Drafting MOU with Eastern Cape Department of Education.	No MOU in place	Stakeholder Engagement Manager is in the Eastern Cape this week (18/03/2019) to engage the stakeholders and finalise the drafting of the MOU.	
<b>SECTION 102 PROJECTS</b>								
<b>LED 1:</b> Urban Planning & Formalization of Non-Urban AGA	2015-2019	R7m	R4m		The Merafong Council approved the application for a township establishment. The feasibility study to determine the status quo of the bulk			

Project Name	Year	Total Budget	2018 Spend	Jobs Created	Comments	Delay Comments	Mitigation Plan	Status
Land and Property Holdings					<p>infrastructure in the West Wits mining areas was completed. The services included surveying of all services networks: Roads, Sewer, Water reticulation, Stormwater systems, and Electrical reticulation. All the services were compared to the Council Redbook standards, and a cost model was completed considering all upgrades and requirements.</p> <p>In an attempt to lower the cost knowing that the current infrastructure is fully functional concessions were requested from council. Engagements with council have been ongoing, several site visits were conducted, and individual meetings regarding the concession were held with the various council infrastructure HOD's. A formal request for the concessions on the bulk infrastructure upgrades was submitted to Council for their review and response.</p>			
<b>LEDP2:</b> Enterprise Development Centre (Business Development Park) – Merafong	2015-2019	R15m	R4.9m	83 sustained jobs and 28 new temporary jobs	The Merafong Enterprise Development Centre (EDC) is visited by 350 to 500 people per month. Training sessions in collaboration with the Small Enterprise Development Agency (SEDA) are ongoing. As of October 2018, the Centre is fully staffed which has improved individual consultations to 23 per week. At the EDC, clients have access to a variety of services including business consultation and			

Project Name	Year	Total Budget	2018 Spend	Jobs Created	Comments	Delay Comments	Mitigation Plan	Status
					procurement linkages to AGA and other mining companies. To date, Masakhisane provided loan funding to 8 projects to the value of R6.89m. These projects receive ongoing support from EDC.			
<b>LED 4:</b> Housing Development (Fochville / Egoli)	2015-2019	Fully serviced land being transferred to the development @ zero value	N/A		HDA recommended social housing as CRU are not feasible projects. An enquiry process was undertaken in 2018 to package the social housing project as a feasible project for SRA and HDA to assist council to fund the developments.			
<b>ED 2:</b> Establishment Of An Agricultural Project in Merafong	2015-2019	R8.m	R1.8m	15	Project is in full production with 15 project beneficiaries and was handed over to the Merafong City Local Municipality on the 29 November 2018.			
<b>TOTAL</b>		<b>R57.4m</b>						
<b>Legend</b>	<b>Completed</b>							
	<b>Ongoing</b>							
	<b>Procurement /Government issues</b>							

## 3.2 Social Leases

As part of AGA's initiatives to go beyond compliance, AGA assists organisations and individuals in the community with the requisite infrastructure for service delivery by providing premises at nominal rental rates. Deserving organisations and individuals benefit from the social leases scheme. In West Wits there are currently nine social-type leases. The facility at Nufcor was transferred to Harmony on 1 March 2018 following the sale of Nufcor to Harmony Gold Mine. The following table shows a list of such entities with their nominal rentals charged vs. Market related rates applicable as at the end of 2018.

<b>NON-COMMERCIAL PROPERTIES: SOCIAL LEASES WEST WITS</b>					
<b>NAME OF ENTITY</b>	<b>SQM</b>	<b>PROPERTY LEASE RENTALS</b>			<b>TOTAL SOCIAL SPENDING PER ANNUM</b>
		<b>NOMINAL RENTAL CHARGED PER ANNUM</b>	<b>MONTHLY MARKET RELATED RENTAL FOR PREMISES</b>	<b>MARKET RELATED RENTAL FOR PREMISES PER ANNUM</b>	
Cancer Association	Unit	1 355	2 930	34 320	32 965
NG Welsyn	Unit	901	2 930	34 320	33 419
Timbertwig Pre Primary	480	7 830	8 160	97 920	90 090
Sunshine Day Care Centre	Unit/s	12 657	10 150	119 040	106 383
Wedela Pre Primary	982	13 272	16 694	200 328	187 056
Amohelang Bible Church	380	6 046	6 460	77 520	71 474
Merafong City Local Municipality (Library)	150	0	2 550	30 600	30 600
Merafong City Local Municipality (Office)	48	100	816	9 792	9 692
Ake Azume Day Care Centre	470	5 581	7 990	95 880	90 299
<b>TOTALS</b>		<b>47 742</b>	<b>58 680</b>	<b>699 720</b>	<b>651 978</b>

## 3.10 Social Investment Spending Beyond Compliance

In 2011 the company reviewed its approach and response to socio-economic needs in our hosts and labour sending communities. In order to respond well and holistically to these needs the company developed socio-economic development framework that looked at identifying areas to be funded and supported by a clearly outlined funding model. The company resolved to adopt a two-pronged approach premised on a compliance requirement and the fulfilment of that and a going beyond compliance model. The latter resulted in the development and resourcing of a Social and Institutional Development Fund dedicated to financially supporting NGO and community operated social projects that respond to and are aligned to the Millennium Development Goals. The Fund also supports the strengthening and capacitation of community based organisations and developmental agencies and institutions.

The SI Fund supports the CSI Strategy whose objectives are to:

- support development and resilience of inner Johannesburg and labour sending communities;
- visibly demonstrate and promote good neighbourliness;
- encourage employees to contribute to the upliftment of their communities;
- improve employee morale; and
- enhance AGA's reputation with internal and external stakeholders.

The SI Fund is largely informed by and responds to the following Sustainable Development Goals:

- 1. No Poverty
- 2. Zero Hunger
- 3. Good Health and Well-being
- 4. Quality Education
- 13. Climate Action
- 14. Life below Water
- 15. Life on Land

In 2018, amounts of **R1.52m** in the West Wits host area and **R1.6m** in the major labour sending area of OR Tambo were spent by the Social and Institutional Development Fund. The following figures show a breakdown of the 2018 community investment by the company on social projects:

Name of Beneficiary	Sector	West Wits	Major Labour Sending
Vision is Vital	Health & Welfare	R192 621.10	
Thabo Merafong Home Based Care	Poverty & Hunger	R164 751.00	
Carletonville Home & Community Based Care	Poverty & Hunger	R169 920.48	
Christmas Drive	Poverty & Hunger	R229 646.49	
Aganang Service Centre	Poverty & Hunger	R96 495.10	
Wedela Old Age Service Centre	Health & Welfare	R121 575.30	
Sanitary Drive	Health & Welfare	R59 013.93	
Best Teacher Awards	Education & Skills Development	R6 000.00	
Mponeng Hearts of Gold	Sponsorship	R20 000.00	
Kananelo Online ICT Centre	Education & Skills Development	R60 210.67	
Merafong Sports Academy	Education & Skills Development	R73 150.00	
Merafong Anti-Substance Abuse Centre	Health & Welfare	R49 714.80	
Senzangakhona Place of Safety	Poverty & Hunger	R51 044.04	
Rudo Baking Ingredients for Mandela Day	Welfare	R25 994.57	
Inocentia Makato Wheelchair Request	Health & Welfare	R23 820.00	
Dorcas Women's Club	Poverty & Hunger	R67 920.61	
Lifeboard Welfare Centre	Poverty & Hunger	R66 156.83	

Name of Beneficiary	Sector	West Wits	Major Labour Sending
Ithemba Labantu Development Centre	Education & Skills Development	R41 918.97	
St Bernard's Hospice	Health & Welfare		R10 000.00
Rhodes University Mathematics Education Project (RUMEP)	Education & Skills Development		R144 404.00
Sivenathi Special Care Centre	Health & Welfare		R209 228.59
Kieskammer Trust	Health & Welfare		R113 572.54
Empa Inga Older Persons Project	Health & Welfare		R107 513.30
Great Kei Disability	Health & Welfare		R235 142.15
Grace Vision Primary Eye Care	Education & Skills Development		R250 000.00
Christmas Drive	Poverty & Hunger		R105 139.00
Best Teacher Awards	Education & Skills Development		R6 000.00
Eluncedweni Multipurpose	Poverty & Hunger		R74 900.97
Phakamisanani HIV and AIDS Centane Support Group	Health & Welfare		R73 414.00
Nkajibela	Education & Skills Development		R74 600.00
Silver Cloud OVC & Home based Care	Health & Welfare		R47 253.00
Sinethemba Organization	Health & Welfare		R73 989.20
Social Change	Health & Welfare		R66 075.80
Bethany Home	Health & Welfare		R8 659.64
<b>GRAND TOTAL SOCIAL FUND EXPENDITURE</b>		<b>R 1 519 953.89</b>	<b>R1 599 892.19</b>

Name of Beneficiary	Sector	Vaal River Labour Sending
Vision is Vital	Health & Welfare	R211 621.95
Thembakani home Base Care	Health & Welfare	R76 156.77
SAVF - Evanna Tehuis	Health & Welfare	R158 733.28
Relosika Cultural Dance	Sponsorship	R82 008.80
Rethabile Child & Youth Care Centre	Education & Skills Development	R247 199.26
Christmas hampers	Poverty & Hunger	R257 756.75
Best Teacher Awards	Education & Skills Development	R6 000.00
Khuma United Boxing Club	Education & Skills Development	R63 789.50
Masingathaneni Day Care Centre for Elderly	Health & Welfare	R74 298.54
Orphans Home Care Community	Poverty & Hunger	R67 604.08
Tshepang Caregivers	Health & Welfare	R19 277.11
Ebenezeer Service Club	Health & Welfare	R60 147.94
Motheo wa Tumelo	Health & Welfare	R29 092.51

Name of Beneficiary	Sector	Vaal River Labour Sending
Tinyiko Experience Care Centre	Health & Welfare	R43 925.99
Sanitary Drive	Health & Welfare	R44 415.14
Bagolo Service Club	Health & Welfare	R28 009.13
KOSH Crisis Centre 16 days of activism	Education & Skills Development	R33 583.70
<b>GRAND TOTAL VR SOCIAL FUND EXPENDITURE</b>		<b>1 503 620.45</b>

The following figures show a breakdown of the 2018 community investment by the company's Local Area Committee on social projects:

Name of Beneficiary	Sector	West Wits	Vaal River
Children's Court Project	Human Rights	R3 806.14	
Blanket drive	Health & Welfare	R10 000.00	
Rethabile Day care	Sponsorship	R15 000.00	
SANSSU - Phillip Cloete	Sponsorship	R10 000.00	
Bohloeki Feeding Scheme	Sponsorship	R10 000.00	
Zenzele Day Care Centre	Sponsorship	R15 000.00	
Laerskool Losberg	Sponsorship	R12 000.00	
Bambaisandla Sam	Sponsorship	R18 500.00	
Christmas Drive	Sponsorship	R14 511.00	
Orkney Animal Shelter	Health & Welfare		R4 999.66
KOSH Kids	Health & Welfare		R9 900.00
Christmas Drive	Health & Welfare		R59 586.34
Blanket drive	Health & Welfare		R5 000.00
NG Weslyn	Health & Welfare		R10 000.00
Christmas Drive	Health & Welfare		R30 127.15
<b>GRAND TOTAL LOCAL AREA COMMITTEE EXPENDITURE</b>		<b>R108 817.14</b>	<b>R119 613.15</b>

Monies spent during 2018 on philanthropy projects by the West Wits business units are detailed as follows:

Business Unit	Project Name / Organisation	Project Description	Hearts of Gold – Employees' Donations	Company Donations
AGA Health	The Fountain Hospital	Donated AGA Health's training library to The Fountain Nursing College	-	-
<b>TOTAL PHILANTHROPIC EXPENDITURE BY AGA HEALTH</b>			<b>-</b>	<b>-</b>



Business Unit	Project Name / Organisation	Project Description	Hearts of Gold – Employees' Donations	Company Donations
Mponeng	West Wits Blanket drive	The blanket drive is aimed at collecting blankets for winter and donate them to NGO's	R8 540.00	
	Rooipoort Farm School	Donated Shoes to 16 Disadvantaged pupils on Mandela Day		R2 419.90
	Bohloeki Feeding Scheme	Donation towards the day care and orphans centre which provides facilities are children whose parents are not able to pay any fees	R8 000.00	
<b>TOTAL PHILANTHROPIC EXPENDITURE BY MPONENG MINE</b>			<b>R16 540.00</b>	<b>R2 419.90</b>

Business Unit	Project Name / Organisation	Project Description	Hearts of Gold – Employees' Donations	Company Donations
Surface Operations	SPCA Carletonville	Donation of animal food	R2 000.00	
	Blanket Drive	Distribution of winter blankets to the less fortunate		R10 000.00
	NG Welsyn	Donation to annual fundraiser: Sponsor a Table Event	R1 800.00	
<b>TOTAL PHILANTHROPIC EXPENDITURE BY SURFACE OPERATIONS</b>			<b>R3 800.00</b>	<b>R10 000.00</b>

**Corporate Social Investment Expenditure for 2018 is as follows:**

Name of Beneficiary	Geographical Area	Rand Value
Imbumba Foundation	Johannesburg	1 090 494
Section 27	Johannesburg	600 000
Amampondo Agricultural Project	Eastern Cape	1 000 000
Mandela Day: Rudo Home Based Care	Merafong	346 952.59
Mandela Day: Rorisang Men and Youth Development Services	Matlosana	480 898.98
Mandela Day: Khulani Creche	Eastern Cape	470 316.90
Rural Access Education programme	Eastern Cape	368 000
Surgeons for Little Lives	Johannesburg	280 507
Phenduka Literacy Project	Johannesburg	310 800
Adopt a School Foundation	Johannesburg	60 000
PROTEC	Johannesburg	614 248
Nazareth House	Johannesburg	464 000
Frida Hartley Shelter for Women	Johannesburg	200 000
KICK – Early Inspiration Programme	Eastern Cape	1 140 000

Name of Beneficiary	Geographical Area	Rand Value
Afrika Tikkun	Johannesburg	808 680
Charities Aid Foundation	Johannesburg	180 000
<b>Total AGA Fund</b>		<b>R8 414 897.47</b>
Bursaries	Johannesburg & Eastern Cape	722 135
Puku Foundation	Johannesburg	300 000
Amampondo Agricultural Project	Eastern Cape	2 000 000
Thuthuka Education Upliftment Fund	National	300 000
Ongeziwe Mali	Eastern Cape	33 715
Denis Goldberg Legacy Foundation	Cape Town	500 000
Corruption Watch	National	300 000
Classroom Buddies	Johannesburg	50 000
Vulamasango Education Trust	Eastern Cape	294 078
Trevor Huddleston Memorial Centre	Johannesburg	500 000
<b>Total Chairman's Fund</b>		<b>4 999 928</b>
<b>Total Corporate Office Expenditure</b>		<b>R13 414 825.47</b>

## B. HOUSING AND LIVING CONDITIONS

In this section we address the Mining Charter and the MPRDA:

### Mining Charter Requirement:

***In terms of Housing and Living Conditions the 2010 Amended BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER of the SOUTH AFRICAN MINING AND MINERALS INDUSTRY states as follows:***

“Human dignity and privacy for mineworkers are the hallmarks to enhance productivity and expedite transformation in the mining industry in terms of housing and living conditions. In this regard mining companies must implement measures to improve the standards of housing and living conditions for mineworkers as follows:

- Convert or upgrade hostels into family units by 2014;
- Attain the occupancy rate of one person per room by 2014;
- Facilitate home ownership options for all mine employees in consultation with organised labour by 2014.”

The following table reflects the performance of the West Wits operations against the Mining Charter targets as at end December 2018:

SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018					
No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2014	PROGRESS ACHIEVED BY 31 DECEMBER 2018
3	Housing and living conditions	Conversion and upgrading of hostels to attain the occupancy rate of one person per room.	Percentage reduction of occupancy rate towards 2014 target.	Occupancy rate of one person per room	100%
		Conversion and upgrading of hostels into family units	Percentage conversion of hostels into family units.	Family units established	100%
		<b>Note on West Wits Operations from AngloGold Ashanti</b>	Implement initiatives to facilitate home ownership e.g. Preference surveys, advice on purchasing homes, training on benefits of home ownership	No target set	The company has signed a Memorandum of Understanding with all the organised labour stakeholders outlining the home ownership scheme framework. The framework entails selling of vacant stands, non-strategic holding housing stock to employees. Measures taken to enhance affordability include valuation of Property, discounts on selling prices, establishing a One Stop Shop and consultations with financial institutions and the department of human settlements to unlock government subsidies for purchasers. AGA has developed home ownership training programme for interested employees. The AGA Home Ownership Scheme aims to enable employees at AGA’s operations in South Africa to purchase a home and step onto the home ownership ladder.

**SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018**

No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2014	PROGRESS ACHIEVED BY 31 DECEMBER 2018
					The Scheme has been designed to be equitable to all employees who choose, and are able to participate in it, and to be sustainable over the long-term. The scheme has also been structured to improve affordability levels on participating employees. Employees have shown high level of interest to purchase rented houses from the company, by the end of the 4th quarter of 2018, 1077 applications to purchase company owned houses were still in process and 368 house sales had been successfully concluded. The sale of houses is conducted within the scope of relevant approved AGA policies.

**REGULATION 46 (c) (iv) of the MPRDA stipulates that** the contents of a social and labour plan must include measures to address the housing and living conditions of the mine employees.

The MC scorecard states as follows with regards to Housing and Living conditions:

- “For company provided housing, has the mine, on consultation with stakeholders, established measures for improving the standard of housing, including the upgrading of the hostels, conversion of hostels to family units and promoted home ownership options for mine employees? Companies will be required to indicate what they have done to improve housing and show a plan to progress the issue over time, and is implementing the plan?”
- “For company provided nutrition, has the mine established measures for improving the nutrition of mine employees? Companies will be required to indicate what they have done to improve nutrition and show a plan to progress the issue over time and is implementing the plan?”

The company’s response to the above is detailed as follows:

## **1. Upgrading of Residences into Single Room Accommodation**

The following has been agreed in the various consultation forums, as the strategic basis for residence upgrading.

- Increased levels of privacy are pursued through the redevelopment of communal accommodation units into single rooms. Redevelopment work started in 2005. At the end of the 2014 reporting period 5070 single rooms were created at a cost of R141.27 million.
- AngloGold Ashanti has completed all single room redevelopments in 2013 in order to comply with the Mining Charter requirements.
- The above constitutes an achievement of 100% against the 100% MC target required for 2014.

## 2. Redevelopment of residences to family units

As part of AngloGold's Ashanti's residence redevelopment for sustainable development, redundant residences have already been converted into family units. This approach has also been incorporated into the company's future planning. A total of 170 family units have been redeveloped at a total cost of R37.74 million. This constitutes an achievement of 100% against the 100% MC target required for 2014.

## 3. Promotion of Home Ownership

In pursuance of the home ownership requirement the company has finalized the home ownership scheme framework which includes the Memorandum of Understanding signed with all organised labour structures. The AGA Home Ownership Scheme aims to enable employees at AGA's operations in South Africa to purchase a home and step onto the home ownership ladder. The HOS aims to offer employees the opportunity to purchase the company owned houses. The HOS targets employees who want to buy a house or a vacant stand in the proclaimed areas of both the Matlosana and Merafong local municipalities.

The Scheme has been designed to be equitable to all employees who choose, and are able to participate in it, and to be sustainable over the long-term, with the intention to offer one home per family through the Scheme. It has also been structured to improve affordability levels on participating employees.

The AGA Home Ownership Scheme aims to enable employees at AGA's operations in South Africa to purchase a home and step onto the home ownership ladder. The scheme has also been structured to improve affordability levels on participating employees.

AGA has conducted surveys to establish employees housing preferences and a detailed affordability review to understand employee's disposable income, a key driver in determining what employees can afford. AGA consulted with the major banks and put processes to assist employees who are interested in purchasing houses to apply for mortgage bonds. In order to enhance affordability potential purchasers are assisted to apply for government subsidies (FLISP) which ranges from R10 000 – R87 000 depending on the salary income of the applicant. We have established that there will be no fringe benefit tax payable on the purchase price if the property is sold at market value irrespective of the value of the property. If the property is sold at less than market value and the total remuneration of the employee does not exceed R250 000 in the year of the sale\ transfer and the market value of the property does not exceed R450 000 then no fringe benefit tax will be payable.

AGA has established consultative forums on housing and living conditions. Monthly and quarterly forum meetings are held to discuss housing related matters. One of the outcomes of the consultative forums is a Memorandum of Understanding signed with organized labour stakeholders on 5 November 2014. The MOU stipulates the "Guidelines" for the sale of residential units to employees and to the broader communities in the event that employees are not interested.

The company is currently implementing the home ownership undertakings and the progress for this year is as follows:

- The company has finalized the home ownership scheme framework which includes the Memorandum of Understanding signed with all organised labour structures. The AGA Home Ownership Scheme aims to enable employees at AGA's operations in South Africa to purchase a home and step onto the home ownership ladder. The HOS aims to offer employees the opportunity to purchase the company owned houses The HOS targets employees who want to buy a house or a vacant stand in the proclaimed areas of both the Matlosana and Merafong local municipalities.
- The Scheme has been designed to be equitable to all employees who choose, and are able to participate in it, and to be sustainable over the long-term, with the intention to offer one home per family through the Scheme. It has also been structured to improve affordability levels on participating employees.
- As part of the commitment to facilitate home ownership for employees, support is extended to purchasers by establishing a one stop shop to assist employees with the process of purchasing company houses and facilitating loan application, property registration and transfer and training on home ownership
- AGA is selling the properties at market value to avoid Purchasers being lured into immediately on-selling them at a profit to make a "windfall" gain however to enhance affordability, the purchasers were granted the following concessions: 10% incentive to buy, concession based on years of service, concession on refurbishment costs and 10% discount for employees affected by the s189 process. The concessions have assisted home ownership for employees with the purchasers receiving the

long-term benefits of homeownership. The company engages on a quarterly basis with organised labour structures regarding the promotion of home ownership. Employees have demonstrated high level of interest to purchase the company owned houses and to date 368 employees have purchased the company owned houses.

- Merafong City Local Municipality has expressed support for the AGA project to develop the vacant Fochville stands for a housing project that will benefit employees and members of the community in the Merafong area. The project will be in partnership with the Merafong City Local Municipality, Gauteng Human Settlements Department and the National Housing Development Agency. AGA and the Housing Development Agency are busy with administrative and legal processes to initiate the project.

## 4. Incorporation of Mine Villages

AGA has commissioned the detailed Service Status Quo, to provide a record of the extent and state of services to uses and buildings in the establishment area, as part of the process to establish feasibility of proclamation of mining village (point where the township / part of the area is legally no longer a mining village, but a public township under control of the local authority - ownership of land (erven) still vests with the mine at this point). The bulk service assessments included in the investigation of the following: roads network, sewer network, potable water reticulation, storm water system and electrical network. The work consisted of gathering information from plans, surveying each individual service network and drawing up as built plans and condition reports. The bulk service status quo reports and the township establishment application has been submitted to the municipality.

The municipality is in the process of reviewing the services assessment reports to establish suitability of the AGA bulk services infrastructure.

## C. NUTRITION

Regulation 46 (v) of the MPRDA requires that the contents of the social and labour plan must include measures to address the nutrition of mine employees. Since 2004 AGA has strived to improve Nutrition within the Residences:

- AngloGold Ashanti exceeds minimum nutritional intake requirements as stated in the Chamber of Mines Research Organisation reference report no 11/91 that was used to establish the energy requirements of underground workers.
- AGA regularly carries out dietary analysis of menus to ascertain that it adequately caters for the energy and nutritional requirements of workers.
- Meal participation trends and waste are also monitored on a monthly basis to determine wastage and unpopular menu items.
- AngloGold Ashanti have established forums where employee representatives form part of menu planning and meet with Residences management on weekly basis to discuss menu and meal issues.

AngloGold Ashanti has for several years been active in this field and the current status is 18000 kilojoules per person per day which exceeds the Chamber of Mines benchmark of 13,000 kilojoules per person per day. The implementation of a new menu is being introduced together with kitchen access control measures. Benchmarking and internal and external reviews are conducted on a scheduled basis.

## SECTION 4: PROCUREMENT AND ENTERPRISE DEVELOPMENT

### 4.1 Context and Background

The Mining Charter requirements are as indicated below:

*In terms of Procurement and Enterprise Development, the Amended 2010 Mining Charter states as follows:*

“Local procurement is attributable to competitiveness and transformation, captures economic value, presents opportunities to expand economic growth that allows for creation of decent jobs and widens scope for market access of South African capital goods and services. In order to achieve this, the mining industry must procure services of BEE entities in accordance with the following criteria:

- Procure a minimum of 40% of capital goods from BEE entities by 2014;
- Ensure that multinational suppliers of capital goods annually contribute a minimum of 0.5% of annual income generated from local mining companies towards socio-economic development of local communities into a social development fund from 2010;
- Procure 70% of services and 50% of consumer goods from BEE entities by 2014.

The targets above are exclusive of non-discretionary procurement expenditure.”

Furthermore, Regulation 46 (c) of the MPRDA requires that the contents of a Social and Labour Plan must include a local economic development programme which must include:

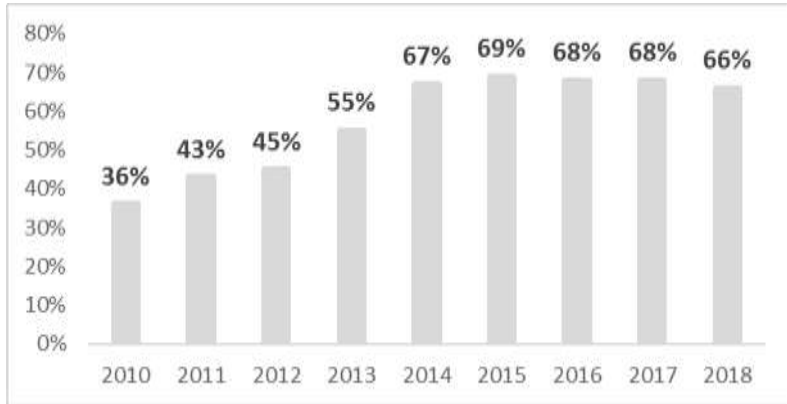
“The procurement progression plan and its implementation for the HDSA companies in terms of capital goods, services and consumables and the breakdown of the procurement which must be completed in the form of Form T contained in Annexure 4.

### 4.2 Our Approach to Procurement

The operating model for the Procurement function of AGA SA Operations, comprising West Wits Operations, Vaal River Operations and the Corporate Office is centralised at the Operational level. The following table reflects the overall performance of the Company against the Mining Charter targets:

**Table 4.1 – AGA’s Overall Performance against the Mining Charter Scorecard Procurement Targets since 2010:**

Categories	DMR BEE Compliance DMR BEE Compliance Targets														
	Section 2.2 of the Mining Charter														
	2010		2011		2012		2013		2014		2015		2016	2017	2018
	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	ACTUAL	ACTUAL	ACTUAL
Capital	5%	39%	10%	36%	20%	39%	30%	46%	40%	53%	Not Available	57%	66%	60%	75%
Consumables	10%	40%	15%	48%	25%	51%	40%	56%	50%	67%		66%	67%	74%	66%
Services	30%	29%	40%	41%	50%	43%	60%	57%	70%	73%		76%	71%	63%	64%
Multinational Contribution	0.50%	Pending	0.50%	Pending	0.50%	Pending	0.50%	Pending	0.50%	Pending		Pending	Pending	Pending	Pending



The previous table shows that as at the end of December 2018, AGA the SA Operations achieved a performance of 75% BEE Spend on Capital Goods, against the Mining Charter target of 40%; and 64% BEE Spend on Services, against the Mining Charter target of 70%; and 66% BEE Spend on Consumable Goods, against the Mining Charter target of 50%.

The overall performance of spend with qualifying BEE entities is at 66%, while the remaining non-compliant suppliers will be engaged with respect to their own BEE ownership compliance initiatives.

The West Wits operations achievements against the Mining Charter as at December 2018 are detailed as follows:

**SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018**

No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2014	PROGRESS ACHIEVED BY 31 DECEMBER 2018
4	Procurement & Enterprise Development	Procurement spent from BEE entity	Capital goods	40%	81%
			Services	70%	65%
			Consumable goods	50%	74%
		Multinational suppliers contribution to the social fund	Annual spend on procurement from multinational suppliers	0.5% of procurement value	Awaiting DMR guidance

The previous table shows that as at end of December 2018, the WW Operations achieved the Mining Charter targets with respect to BEE Capital Spend (**81%** against the target of 40%), Services Spend (**65%** against the target of 70%) and Consumable Goods Spend (**74%** against the target of 50%).



#### **4.2.1 Localisation Strategy**

The SA Operations has also exceeded the informal target of 15% Host Community Procurement Spend as suggested by the DMR by achieving a performance of 26% of total measurable procurement spend, with 6% attributable to the Merafong City Local Municipal area.

The following are the key initiatives that we will continue to implement in the next five years to assist local suppliers to access procurement opportunities in AGA. Furthermore, these initiatives will assist entrepreneurs in Host Communities and Labour Sending Areas to establish their businesses in a sustainable manner:

- a) Advertising LED Projects on the portal and in the local newspapers, where applicable.
- b) Advertising selected AGA Tender Opportunities on the Local Procurement Portal aimed at creating visibility of the opportunities and tenders that are open and available at AGA.
- c) Targeted Procurement – this involves setting aside certain categories of spend for local suppliers and will ensure that local communities get a fair chance to win tender opportunities without having to compete with large and established suppliers.
- d) Incubation – Establish Enterprise Development Centres that will help in the development of new entrants from our host communities.

#### **4.2.2 Procurement - Key Focus Areas for 2015-2019**

The SA Operations is in the process of reviewing the Preferential Procurement Policy to maximise the use of and development of black businesses across all mining operations; through creating access within the company's mainstream procurement systems. The reviewed policy will also focus on promoting entrepreneurship within the Local host communities.

The policy will not only be limited to compliance deliverables, but drive the broader transformation of AngloGold Ashanti and open the procurement system further for Black business participation. Issues relating to contractor's compliance/ non-compliance, fronting and socio-economic commitments will be addressed formally through this process.

To give effect to the preferential procurement policy, our standard scope of requirements have been amended and it is compulsory for business to include specific local and preferential requirements, that will enhance transformation in procurement.

In future, performance against targets will form part of the key performance measurements of the General Manager at a Business Unit.

#### **4.2.3 2015-2019 BEE Procurement Targets and Approach**

- a) Overall Target for BEE Entities (> 25% Black Ownership)  
AngloGold Ashanti will retain and improve on the 2014 Mining Charter targets in all the categories of spend (i.e. Consumables, Services, Capital Spend).
- b) Procurement in Host Communities (New Entrants)  
The main focus will be on the SMMEs from Host Communities to ensure that the majority of the SMMEs who register on our Procurement Portal are fully integrated into our Supply Chain.

## 4.3 Enterprise Development

AGA has established an SMME development programme aimed at assisting emerging entrepreneurs and start-up businesses to enter the formal sector of the economy. Pursuant to the programme and advancing the development of these emerging enterprises, Masakhisane Investment (Pty) Ltd was established as a development vehicle whose main objective is to fund and support the creation and development of commercially viable enterprises in the host communities.

The programme initially did not deliver the anticipated success, and the progress rate was not at the expected levels. This caused a careful re-evaluation of enterprise development and SMME funding practises. In 2017, AGA adopted a referral model, similar to the models used by the Jozi SME Hub and Transnet, that had proved to be very successful and cost effective. A multi-disciplinary partnership was created comprised of commercial banks, development funding institutions, venture capitalists and government enterprise development agencies. Each of these agencies offers their services at no cost and is aligned to their own mandates. AGA assumes overall responsibility for the management of the centre and the referral of clients to the appropriate partner / service provider. On 21 June 2017, AGA launched the Merafong Enterprise Development Centre (EDC) which is based in Merafong in collaboration with Merafong City Local Municipality and community members.

- The Merafong Enterprise Development Centre (EDC) is visited by 350 to 500 people per month. Training sessions in collaboration with the Small Enterprise Development Agency (SEDA) are ongoing. At the EDC clients have access to a variety of services including business consultation and procurement linkages to AGA and other mining companies.
- The Matlosana Enterprise Development Centre is managed by Harmony Gold and remains the first point of entry for SMMEs in need of business support. Enterprise Development staff from AGA co-locate every Thursday at the Matlosana EDC for individual consultations with SMMEs in need of funding.
- In the Labour Sending Area of the Eastern Cape, AGA has signed a colocation agreement with the SEDA branch in Mthatha in October 2018. Very good relationships with Eastern Cape Rural Development Agency (ECRDA) and Ntinga Development Agency have been established.
- The disbursement of interest-free loans to SMMEs through Masakhisane is fully operational. In total the Fund has disbursed 36 interest-free loans to the amount of R13.39m. Twenty eight projects were funded in the Vaal River area to the amount of R6.5m and eight projects in the West Wits area to the amount of R6.89m. An increase in loan disbursement is anticipated in the year 2019 due to the improved structures and agreements implemented in the three areas.

### Colocators

Various agencies and funding institutions expressed interest in co-locating at the various EDCs in order to create a “one-stop shop” for new and existing entrepreneurs. Co-location agreements are in place with the Small Enterprise Development Agency (SEDA), National Empowerment Fund (NEF), and Department of Small Business Development (DSBD). Consultations with other mining houses, commercial banks and development agencies are in progress.

## SECTION 5: MEASURES TO AMELIORATE THE IMPACT OF DOWNSCALING & RETRENCHMENTS

**In this section we address:**

REGULATION 46(d) of the MPRDA requires that the contents of a social and labour plan must include:

A process pertaining to management of downscaling and retrenchment which must include:

- i. The establishment of the future forum;
- ii. Mechanisms to save jobs and avoid job losses and a decline in employment;
- iii. Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided; and
- iv. Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the mine is certain.

### 5.1 Background

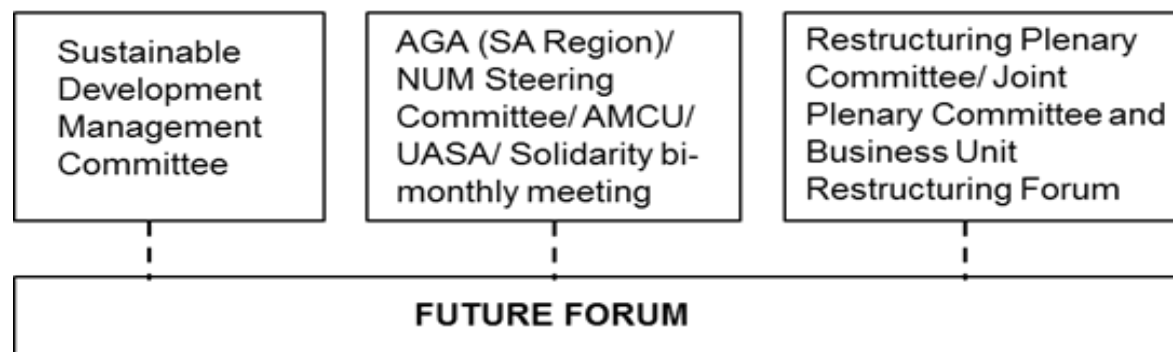
AngloGold Ashanti is committed to manage downscaling and retrenchments at its Business Units within the purview of the principles of the Social Plan requirements of the Minerals and Petroleum Resources Development Act, 2002 (Act 28 of 2002), the Charter for the Socio – Economic Development of the Mining Industry of South Africa and consistent with applicable labour legislation.

The approach to managing downscaling and retrenchments takes cognisance of the tripartite relationship between government, the company and organized labour in proactively devising strategies to deal with the decline and closure of operations.

The approach to managing downscaling and retrenchments is based on the following:

- The establishment of a Future Forum;
- Steps that may be undertaken to avoid job losses;
- Initiatives to address instances where job losses cannot be avoided and
- Steps to ameliorate the impact job losses may have on employees, and the assistance provided to retrenched employees.

The Structure of the monitoring and information sharing function of the Future Forum:



## **Establishment of Future Forum:**

A Future Forum was established and functioning since 2012. It consists of Management and Organised Labour established for the purpose of consultation. Other stakeholders such as Municipalities will be invited to participate in the Future Forum as and when necessary.

Three meetings were held for both areas (Vaal River and West Wits Future Forum) on 27 February 2018, 17 May 2018 and 10 December 2018. Other engagements were held by the Parties (Unions and Management) during the S189A process under the auspices of the CCMA, in the bigger Plenary.

### ***Restructuring Plenary Committee:***

As a concomitant part of the Future Forum, the Restructuring Plenary Committee was convened during 2018.

- It is the role of the Restructuring Plenary Committee to create an enabling environment for committees dealing with restructuring and the effect of downsizing and retrenchments. The Plenary Committee ensures that all processes are fair and transparent. The Plenary Committee receives reports and recommendations from the committees which ratifies work done by the business unit committees dealing with restructuring. The NUM, AMCU, UASA and Solidarity are represented at the Restructuring Plenary Committee which serves to unlock disagreement and provide strategic direction and mandate to the various Business Unit Restructuring Committees.
- Plenary meetings were held on 9 April 2018, 3 May 2018 and 21 May 2018.
- Following various briefings by the Chief Operating Officer, Senior Vice Presidents and General Managers the SA Operations issued a formal S189A notice on 21 May 2018. This was in response to the overall objective of setting the SA Operations up for a sustainable future as embedded in a new Operating Model and the resultant Employee Transition Framework. 2000 employees were identified to be possibly affected by restructuring, the restructuring process ensued under the auspices of the CCMA following notice to the DMR Minerals and Petroleum Board in terms of S52. All Trade unions and representatives of non-unionised employees participated in the consultation process, while the job loss avoidance measures adopted by all stakeholders during the previous Section 189 (S189) process was implemented. An important term of the abovementioned agreement was that the parties would take active steps to save jobs. The S189A CCMA Facilitated sessions commenced on 4 June 2018. Implementation of the outcomes were largely concluded during December 2018. The number of employees dismissed due to operational requirements was reduced to only 70 employees. The retrenchments followed a rigorous process of implementing various agreed (with Organised Labour) avoidance measure initiatives including the offering of Voluntary Separation Packages (VSP's), facilitating of transfers, sale of distressed assets, reskilling and the offering of early retirement options to qualifying employees.
- Notice was given to the DMR in terms of S52 of the MPRDA, a number of interactions with the DMR were held in accordance with the legislation.

### ***Business Unit Restructuring Forums/Committees:***

- Committees were established to implement the decisions made by the Central Restructuring Plenary at the different operations/mines.
- It acts as a consultative forum at Business Units to give effect to downsizing and restructuring at the business units in a fair and transparent manner.
- UASA, Solidarity, AMCU and the NUM are represented in the above committees, which reports into the Restructuring Plenary Committee.
- Each union was afforded a Full-Time representative (per Business Unit) to monitor adherence to the "Retrenchment Job Loss Avoidance Agreement".

## **5.2 Mechanisms to save jobs and avoid job losses, as well as a decline in employment**

In terms of Section 189(2) of the 1995 Labour Relations Act, the company is required to consult with employees with regard to contemplated retrenchment. The parties must attempt to reach consensus on appropriate measures to avoid the dismissals, to minimize the number of dismissals, to change the timing of the dismissals, and to mitigate the adverse effects of the dismissals.

AngloGold Ashanti and Organised Labour (incl. Non-unionised employee representatives) utilised the previously signed Retrenchment Job Loss Avoidance Agreement in accordance with the Leaders Declaration, to guide the implementation of these avoidance measures. Mechanisms such as the Sale of a Distressed Asset, offering Voluntary Separation Packages (VSP's), terminating Sub-Contractors (replacing them with affected employees) and transfer of affected employees in vacancies/vacancies created by VSP applicants.

The Restructuring Plenary Committee provided the infrastructure to implement pre-emptive strategies as outlined above to avoid employment losses.

The company received bids to sell different assets such as the West Vaal Hospital, West Wits Occupational Health Services, Railway Transport and Chemical Labs. Sale agreement negotiations were concluded with different Companies interested in these assets. Trade Unions played an integral part in Section 197 (S197) consultations, conducted in terms of the Labour Relations Act, which secured some 190 job opportunities at the new entities.

## **5.3 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided**

The following alternative solutions were applied:

- A moratorium was placed on the recruitment and promotions;
- Sale of Distressed Assets;
- Reviewing fixed term employees, temporary workers, consultants and contractors;
- Implementing the company's retirement policy including offering early retirement;
- Offering Voluntary Severance Packages, with an additional enhancement to achieve employee reduction in areas that was over staffed;
- Initiatives such as demotions, optionality planning, restructuring and reviewing capital expenditure and projects; and
- Initiating austerity measures.

The Company's Labour Management Forum convened regularly to co-ordinate the transfer of employees from surplus areas to Business Units where a shortage existed.

## **5.4 Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain**

AngloGold Ashanti strived to ensure that all its undertakings in the event of retrenchment and or closure of operations were adhered to:

- The Portable skills training interventions were broadened following the establishment of a Task Team (Management, Organised Labour and Non-Unionised employee Representatives), these Skills were intended to lessen the impact of unemployment in labour sending areas and to encourage self-employment;
- “Skills for Tomorrow” were identified as training that would allow affected employees to seek alternative employment, or to become self-employment (incl. Entrepreneurial skills training);
- The Department of Labour was approached directly and through the Chamber of Mines to facilitate speedy processing of unemployment fund benefits; and
- The Company approached other Companies in the mining industry to try and facilitate employment, as well as advising those who are interested to register with the Department of Labour through the Employment Services of South Africa (ESSA) initiative.

In addition to the mechanisms described above, a number of processes have been established for this purpose including all the activities mentioned above. The signed agreement makes provision for a Recall procedure should any vacancies arise within 24 months.

## SECTION 6: FINANCIAL PROVISION

In this section, we address:

**REGULATION 46 (e) of the MPRDA** which provides that the contents of a social and labour plan must provide financially for the implementation of the social and labour plan in the following areas:

- (e) provide financially for the implementation of the social and labour plan in terms of the implementation of-
  - I. The human resource development programme;
  - II. The local economic development programme; and
  - III. The processes to manage downscaling and retrenchment

The following budgets cover the West Wits Operations and labour sending areas.

### 6.1. Financial Provision for Human Resources Development (HRD)

The total HRD budget essentially provides for all training and development as contained in the company's Workplace Skills Plan. The Table Below reflects the HRD financial plan for 2015-2019.

HUMAN RESOURCE DEVELOPMENT PROGRAMME: FINANCIAL PROVISION WEST WITS					
	2015	2016	2017	2018	2019
<b>HRD</b>	R 175 900 000	R 180 300 000	R 186 800 000	R 189 000 000	R 195 300 000
<b>% OF PAYROLL</b>	5.6%	5.7%	5.8%	<b>5.9%</b>	6%

\*Please note that the actual financial provisions reflected in the above table are only indicative as the Payroll is much more likely to change depending on the annual manpower plans in the next five years. The commitment is thus with respect to the percentages against Payroll. CHRD programmes constitute a percentage of the annual financial provisions in this regard.

HUMAN RESOURCE DEVELOPMENT PROGRAMME: FINANCIAL ACTUAL WEST WITS				
	2015	2016	2017	2018
<b>HRD</b>	R 181 303 003	R 213 515 634	R 178 060 539	R 123 264 790
<b>% OF PAYROLL</b>	5.80%	5.79%	5.11%	6.06%

## 6.2 Financial Provision for Local Economic Development (LED) Programme

LED PROJECTS 2015-2019	Budget Total R28m	2015 Actual	2016 Actual	2017 Actual	2018 Actual
<b>LEDP1: Development of a Community Park in Kokosi</b> (to partner with MCLM R1m) -Municipality commits to contributing additional R1m -MOU to be signed -Council Resolution to be sought	R1m	R0.5m	R1.3m	R0	R0.0m
<b>LEDP2 (WW SLP): Building of an administration block</b> at Bholani Primary School in <b>Port St Johns</b>	R0.4m	R0.2m	R0.06m	R0.7m	R0.0m
<b>LEDP3 (WW SLP): Refurbishment of a Science Laboratory</b> at St John's College in <b>Mthatha</b>	R0.5m	R0.2m	R0.49m	R0	R0.040m
<b>LEDP4 (WW SLP): Establishment of an Agricultural Project</b> in <b>OR Tambo District/AmaMpondo Kingdom</b> (over 3 years)	R6m	0m	R1.24m	R6.4m	R6.7m
<b>LEDP5: Refurbishment and equipping of a classroom into a Multi-purpose ICT Centre (Physical Science, Chemistry, Life Science)</b> at Reakgona Primary in <b>Kokosi</b>	R0.5m	0m	R0.005m	R0.12m	R0.156m
<b>LEDP6: Building of a Physical and Life Science Laboratory</b> at Kamohelo Primary School in <b>Khutsong</b>	R1.9m	0m	R1.2m	R1.4m	R0.0m
<b>LEDP7: Building of a Physical and Life Science Laboratory</b> at Phororong Primary School in <b>Khutsong</b>	R1.9m	0m	R1m	R1.2m	R0.0m
<b>LEDP8: Building of an Indoor Sports Centre</b> in <b>Wedela</b>	R2.5m	0m	R0.22m	R0.029	R0.139m
<b>LEDP9: Supporting the existing School Social Entrepreneurship Initiatives</b> e.g. small scale income generating and poverty alleviation Agricultural projects in <b>Khutsong Schools</b>	R0.5m	0m	R0m	R0m	R0.261m
<b>LEDP10: Building of a Physical and Life Science Laboratory</b> at Wedela Primary School in <b>Wedela</b>	R1.9m	0m	R0m	R0.016m	R1.2m
<b>LEDP11: Community development. Building of a Community Care Centre</b> in <b>Khutsong</b>	R3m	0m	R0m	R0m	R0.032m
<b>LEDP12: Building of a Physical and Life Science Laboratory</b> at Hlangabeza Primary School in <b>Khutsong</b>	R1.9m	0m	R0m	R0.058m	R1.2m
<b>LEDP13: Building of 4 additional classrooms</b> at Greens Park Primary School in <b>Greenspark</b>	R1.5m	0m	R0m	R0.026m	R1.3m
<b>LEDP14 (WW SLP): Building of a new School.</b> Building of 6 Classrooms, admin block and ablution facilities at St Peters Primary School in <b>Flagstaff</b>	R4.5m	0m	R0m	R0m	R0.242m



<b>LED PROJECTS 2015-2019</b>	<b>Budget Total R28m</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>
<b>SLP 2010-2014 SECTION 102 PROJECT LED 1: Urban Planning and Formalisation of Non-Urban AGA Land and Property Holdings</b>	R7m	R0	R0.08	R0.08m	R4m
<b>SLP 2010-2014 SECTION 102 PROJECT LED 4: Enterprise Development Centre (Business Development Park) –Merafong</b>	R15m	R0.03m	R0.38m	R0.92m	R4.9m
<b>SLP 2010-2014 SECTION 102 PROJECT LED 11: Housing Edevelopment (Fochville / Egoli)</b>	R0	Fully serviced land being transferred to the development at zero value.			
<b>SLP 2010-2014 SECTION 102 PROJECT ED 8: Establishment Of An Agricultural Project</b>	R8m	R0.03m	R3.73m	R5.39m	R1.8m

The company has for the duration of this SLP 2015-2019 allocated funds to address the needs of the host and labour sending communities, guided by the IDPs of the municipalities and consultations with all relevant stakeholders. Figures reflected below indicate the financial plan for 2015-2019 for Community Development.

<b>WEST WITS AND MAJOR LABOUR SENDING</b>	<b>2015-2019 TOTAL BUDGET</b>	<b>2018 PLAN</b>	<b>2018 ACTUAL</b>
ED – WW (Masakhisane)	<b>R 21 000 000</b>	R8 400 000	R6 364 000
LED 2015-2019	<b>R 38 900 000</b>	R15 150 000	R4 463 435
LED 2010-2014		R10 263 157	R10 749 411
INCOME Generating	<b>R 500 000</b>	R0.0	R261 140
SI Funding	<b>R 12 000 000</b>	R2 400 000	R2 366 218
<b>TOTAL</b>	<b>R 72 400 000</b>	<b>R36 213 157</b>	<b>R24 204 204</b>

\*Please note that the financial provisions as reflected in the above Table are only indicative amounts as they were derived from the experience gained from the 2010-2014 SLP LED. Thus the total spend per year may differ depending on the actual spend on individual projects. The above Table is reflective of the West Wits Operations SLP budget, excludes the Corporate CSI budget as will be provided for in the Chairman's Fund, save for the NECTF and AmaMpondo Kingdom Agricultural project.

ED West Wits: The Masakhisane fund operating as a disbursement vehicle, has been fully set-up and seven SMMEs have been supported with loans to the value of R6.6m disbursed in the year 2018 in the West Wits area.

SI FUNDING: In 2018, total expenditure in the West Wits host community, Vaal River labour sending area and Eastern Cape major labour sending area was in line with the set budgeted amount and totalled R4.7m.

## 6.3 Financial Provision for Downscaling and Retrenchment

**REGULATION 46 (e) (iii)** of the MPRDA as stated above.

The company provides for the management of downscaling and retrenchment in terms of its Business plan process, which includes provision for the human resources development initiatives, as well as the local economic development plan. The Labour Relations Act's process and requirements will precede any downscaling that may lead to retrenchments.

In the 2018-2021 Wage Agreement the payment of a minimum severance pay was increased from no less than R30 000 to no less than R40 000 by 2021. It was increased by R3 000 in 2018, and the increments will continue yearly in accordance with the Wage Agreement.

Severance pay will furthermore be calculated at no less than two weeks' pay for every year worked. The aforementioned is adequately provided for.

The company provides for the following when contemplating downscaling:

- An ex-gratia payment equivalent to one month's basic pay.
- 50% of the retrenchee's monthly basic pay for every completed year of continuous service, which is double the minimum amount required in terms of the Basic Conditions of Employment Act.

## SECTION 7: REPORTING (MONITORING AND EVALUATION)

In this section we address the Mining charter requirements and MPRDA as detailed below.

### Mining Charter Requirement:

***In terms of Reporting (Monitoring and Evaluation) the amended BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER of the SOUTH AFRICAN MINING AND MINERALS INDUSTRY states:***

Every mining company must report its level of compliance with the Mining Charter annually, as provided for by Section 28(2)(c) of the MPRDA. The Department shall monitor and evaluate, taking into account the impact of material constraints which may result in not achieving set targets.

The company's achievements against the ***Mining Charter scorecard*** achievements as at end December 2018 are as follows:

### SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018

No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2018	PROGRESS ACHIEVED BY 31 DECEMBER 2018
1	Reporting	Has the company reported the level of compliance with the Mining Charter for the Calendar year?	Documentary proof of receipt from the department	Annually by 31 March	100%

### 7.1. Monitoring

The Vice President: Sustainability is charged with the responsibility to ensure implementation of the Social and Labour Plan commitments in conjunction with the relevant Head of Disciplines and functional managers. A Sustainable Development Management Committee (SDMC) comprising all the relevant line functionaries is in place to oversee and monitor the implementation of the Social and Labour Plan programmes, and report to the SA Operations Executive Committee which in turn reports to the AngloGold Ashanti Board Social, Ethics and Sustainability Committee on a quarterly basis.

### 7.2. Reporting

The Vice President: Sustainability oversees the preparation and submission by the SA Operations of AngloGold Ashanti Ltd on an annual basis, of all the compliance reports to the DMR and Chamber of Mines. Such reports are in accordance as per agreement in the Company's Mining Rights Section 18.1-18.2 that stipulates that the company will annually, no later than three months before the end of its financial year, submit a detailed implementation plan to give effect to the Regulation 46(e) (i) (ii) and (iii) in line with the Social and Labour Plan. The Company will also annually, not later than three months after the finalisation of its audited annual report, submit a detailed report on the implementation of the previous year's Social and Labour Plan.

## SECTION 8: SUSTAINABLE GROWTH AND DEVELOPMENT

### Mining Charter Requirement:

**In terms of Sustainable Growth and Development the amended BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER of the SOUTH AFRICAN MINING AND MINERALS INDUSTRY states:**

Mineral resources are non-renewable in nature, forthwith exploitation of such resources must emphasize the importance of balancing concomitant economic benefits with social and environmental needs without compromising future generations, in line with Constitutional provisions for ecological, sustainable development and use of natural resources. To this end, every mining company must implement elements of sustainable development commitments included in the “*Stakeholders’ Declaration on Strategy for the sustainable growth and meaningful transformation of South Africa’s Mining Industry of 30 June 2010 and in compliance with all relevant legislation*”, as follows:

- Improvement of the industry’s environmental management by:
  - Implementing environmental management systems that focus on continuous improvement to review, prevent, mitigate adverse environmental impact;
  - Undertake continuous rehabilitation on land disturbed or occupied by mining operations in accordance with appropriate regulatory commitments;
  - Provide for the safe storage and disposal of residual waste and process residues;
  - Design and plan all operations so that adequate resources are available to meet the closure requirements of all operations.
  
- Improvement of the industry’s health and safety performance by:
  - Implementing a management systems focused on continuous improvement of all aspects of operations that have a significant impact on the health and safety of employees, contractors and communities where mining takes place;
  - Providing all employees with health and safety training and require employees of contractors to have undergone such training;
  - Implement regular health surveillance and risk-based monitoring of employees.
  
- Stakeholders undertake to enhance the capacity and skills in relevant South African research and development facilities in order to ensure quality, quick turnaround, cost effectiveness and integrity of such facilities. To this extent, mining companies are required to utilise South African based facilities for the analysis of samples across the mining value chain.

The company’s achievements against the **Mining Charter scorecard** achievements as at end December 2018 are as follows:

### SCORECARD FOR THE BROAD-BASED SOCIO-ECONOMIC EMPOWERMENT CHARTER FOR THE SOUTH AFRICAN MINING INDUSTRY - WEST WITS OPERATIONS AS AT 31 DECEMBER 2018

No.	ELEMENT	DESCRIPTION	MEASURE	COMPLIANCE TARGET BY 2018	PROGRESS ACHIEVED BY 31 DECEMBER 2018
8	Sustainable Development & Growth	Improvement of the industry's environmental management. Captured in company EMP which is submitted to DMR	Implementation of approved EMPs	100%	100%
		Improvement of the industry's mine health and safety performance	Implementation of tripartite action plan on health and safety	100%	100%
		Utilisation of South African based research facilities for analysis of samples across the mining value chain	Percentage of samples in South African facilities	100%	100%

## 8.1 Environmental Management Compliance Report

AngloGold Ashanti (AGA) revised and resubmitted its Environmental Management Programme (EMP) to the DMR in December 2016. A review of the Environmental Performance Assessment for the West Wits Operations was conducted in December 2018. Closure liability assessments are updated annually and the closure trust fund, with bank guarantees fully provides for premature closure. AGA environmental management strategy remains focussed on Integrated Water Management, Closure Planning, Waste Management, Dust Management, Legal Compliance, and the alignment of the Environmental Management Programme with AngloGold Ashanti business management processes and overall sustainable development objectives. The West Wits Operations were recommended for ISO 14001:2015 certification in November 2018. External legal compliance audits are conducted (2-yearly), supplemented by specific internal compliance assessments on key environmental authorisations, such as water use licences, waste authorisations, and certificates of registration.

## 8.2 Health and Safety Compliance Report

### 8.2.1 IMPLEMENTATION OF THE CULTURAL TRANSFORMATION FRAMEWORK

The following table presents the scoring and calculations:

CTF Pillar	Score
Leadership	4/4
Risk Assessment	4/4
Bonuses and Performance Incentives	2/4
Leading Practices	4/4
Elimination of discrimination	4/4
<b>Total</b>	<b>18/20</b>
<b>'Achievement Current Year'</b>	<b>18/20 * 100 = 90%</b>

**Leadership** - The portfolio of Supervisory Skills training continues to be rolled out to Team Leader, Miner, Shift Overseer and Mine Overseer levels. This includes courses such as:

- Basic / Advanced Supervisory Skills,
- Safety Leadership Practice Training
- Coaching for Safety & Performance

These courses have been designed to give effect to, among others, the principles of the company's people and technical systems and especially the company's Safety Leadership Practices. Part of a comprehensive suite of psychometrics was conducted on management participants.

The set of leadership behaviours, as agreed by SA EXCO was cascaded down through the various structures, taking input from employees at the various levels and configuring/translating them to suit the respective business units and department contexts, whilst retaining the underlying meaning thereof.

**Risk Assessment** - The Mponeng Risk assessment strategy is in line with the CTF requirements.

**Bonuses and Performance Incentives** - Leading Indicator incentive system is in place for senior management and for mining crews on Mponeng mine.

**Leading Practices** - All leading practices was considered and those appropriate was adopted

## 8.2.2 PERCENTAGE OF EMPLOYEES EMBARKING ON OHS REP TRAINING

Percentage of employees embarking on OHS representative training				
Total number employed (including contractors) in 2018	Total number trained on OHS rep course (Jan 2009 – Dec 2018)	2018 Target	% Achievement by 2018	Comments
7 515	4 101	8%	54.75%	

## 8.2.3 PERCENTAGE OF LEADING PRACTICES FROM THE MOSH LEARNING HUB INVESTIGATED FOR IMPLEMENTATION

Percentage of Leading Practices from the MOASH Learning Hub investigated for implementation						
	MOSH LP completed since 2015	LP investigated? (Yes=1 / No=0)	Will adopt? (Y/N)	If adopting, by when?	If NOT adopting, why?	Comments
1	Continuous Real-Time Monitoring of Airborne Pollutant Engineering Controls	1	Y	2016	N/A	Adoption commenced in 2016, installation and commissioning of sensors commenced in 2017. TauTona and Mponeng are 100%
1	Ledging practice	1	Y	2018		Adoption commenced in 2018 and will be fully implemented in 2019.
1	Netting and Bolting	1	Y	2016		Implemented, Quality of installation is still monitored
1	Fogger/Mist sprays (Dust)	1	Y	2016		Implemented
1	Multi Stage Filtration Systems (Dust)	1	Y	2016		Implemented
1	Winch Covers (Dust)	1	N	2016		Mponeng will not adopt due to different winch guard.
	PDS: Hardrock Railbound Equipment	1	Y	2014		Implemented and monitored with continuous improvement.
	PDS: Hardrock Trackless Mobile Machinery	1	Y	2014		Implemented – Vehicle to people.
	Triggered Action Response Plan (TARP)	1	Y	2014		Implemented and system is currently under review
	HPD Selection Tool & Training and Awareness (Noise)	1	Y	2014		Implemented
	Entry exam & making safe	1	Y	2014		Implemented. Monitoring in progress
	<b>Total</b>	<b>11</b>				
	<b>2018 Target</b>	<b>100%</b>				
	<b>% Achievement in 2018</b>	<b>100%</b>				

## 8.2.4 PERCENTAGE OF RESEARCH FINDINGS FROM THE MHSC INVESTIGATED FOR IMPLEMENTATION

Percentage of research findings from MHSC investigated for implementation (1)					
MHSC research completed in 2018	Research Findings investigated (Yes=1 / No=0)	Will adopt? (Y/N)	If adopting by when?	If NOT adopting why?	Comments
SIM 130102 "How can we best monitor behaviour change from interventions related to the people-centred adoption of leading practices?"	1	Y	Completed		This is part of the MOSH adoption Process and the COO has implemented this as part of the Safe Production Strategy
SIM 150101 "Develop elements that will address racism, genderism and all forms of unfair discrimination that the mining industry can integrate into existing leadership development programmes at all levels taking into account the varying styles of leadership"	1	Y	Completed		Discrimination training was rolled out in SAR.
SIM 120201 "Technology Transfer for - A Risk Based Approach to Support Design in Bushveld Underground Mines"	1	N	N/A	Specific to the Bushveld Complex / Platinum Mines	
SIM 140201 "Training on the Technology transfer on Support design in the Bushveld Complex"	1	N	N/A	Specific to the Bushveld Complex / Platinum Mines	
SIM 140202 "Identify opportunities to improve the safety of barring-down practices."	1	Y	Completed		Implemented as part of entry examination MOSH adoption
SIM 140204 "Integration of the South African National Seismograph Network and Database with Mining Networks as per the recommendations in Chapter 1 of the Presidential Mine and Safety Audit 2008; Phase 2."	1	Y	Completed		A complete seismic network is in place that works on the principles of the research findings
SIM 150202 "Design a feasible methodology for selecting permanent areal support for varying environments in underground mines."	1	Y	Completed		Part of the support regime in the FOG COP
SIM 140301 "Technology transfer on minimising seismic risk in the platinum mines."	1	N	N/A	Specific to the Platinum Mines	
SIM 130401 "Which types of pressurised gases exist in the Bushveld Complex platinum mines, where do these originate and how their existence can be predicted?"	1	N	N/A	Specific to the Bushveld Complex / Platinum Mines	
SIM 120501 "Noise controls for mining equipment."	1	Y	Completed		Part of the Noise MOSH Adoption and "buy quiet" process
SIM 140905 "Handbook On Personal Protective Equipment (PPE) For Women In Mining (WIM)"	1	Y	Completed		WIM COP implemented
<b>Total</b>	<b>11</b>				
<b>2018 Target</b>	<b>100%</b>				
<b>% Achievement in 2018</b>	<b>100%</b>				

## 8.2.5 PERCENTAGE OF MANDATORY OCCUPATIONAL HEALTH REPORTS SUBMITTED

Health: Percentage of mandatory occupational health reports submitted						
Mandatory reports	Submitted? (Yes=1/No=0)	Date Submitted	Comments			
<b>Medical Reports</b>						
Annual Medical Report (DMR 90)	1	2016 report was submitted on 28 February 2017 2017 report was submitted on 28 February 2018 2018 report to be submitted on 28 February 2019				
<b>Hygiene Reports</b>						
			<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Particulates Personal Exposure Report Form 21.9(2)(a)	1	<b>Mponeng</b>	31/5/2017	29/8/2017	23/11/2017	Pending
		<b>TauTona/Sav</b>	31/5/2017	8/8/2017	8/11/2017	Pending
		<b>Metallurgy</b>	20/06/2017	29/08/2017	11/12/2017	Pending
		<b>SARS</b>	18/4/2017	11/7/2017	11/10/2017	Pending
		<b>Mponeng</b>	31/5/2017	29/8/2017	23/11/2017	Pending
Thermal Stress Report Form 21.9(2)(b)(c)	1	<b>Mponeng</b>	31/5/2017	23/11/2017	N/A	N/A
		<b>TauTona/Sav</b>	8/11/2017	8/11/2017	N/A	N/A
		<b>Metallurgy</b>	20/06/2017	11/12/2017	N/A	N/A
		<b>SARS</b>	5/4/2017	11/10/2017	N/A	N/A
		<b>Mponeng</b>	31/5/2017	23/11/2017	N/A	N/A
Personal Noise Exposure -Report form 21.9(2)(e)	1	<b>Mponeng</b>	31/5/2017	29/8/2017	23/11/2017	Pending
		<b>TauTona/Sav</b>	31/5/2017	8/8/2017	8/11/2017	Pending
		<b>Metallurgy</b>	20/06/2017	29/08/2017	11/12/2017	Pending
		<b>SARS</b>	18/4/2017	11/7/2017	11/10/2017	Pending
		<b>Mponeng</b>	31/5/2017	29/8/2017	23/11/2017	Pending
<b>Total</b>	<b>4</b>					
<b>2018 Target</b>	<b>100%</b>					
<b>% Achievement in 2018</b>	<b>100%</b>					

## 8.3 Samples

All samples are done in-house and are therefore undertaken by South African facilities.



# ANNEXURES

## ANNEXURE 1.1: BREAKDOWN OF EMPLOYEES PER SENDING AREA AS AT 8 JANUARY 2019

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
BOTSWANA	NO PROVINCE CODE	KWENENG	MOLEPOLOLE			3						3
		NGWAKETSE	MOLEPOLOLE			1						1
		RAMOTSWA	MOLEPOLOLE			1						1
OTHER	NO PROVINCE CODE	CODE NOT FOUND	CODE NOT FOUND			1						1
LESOTHO	NO PROVINCE CODE	BUTHA BUTHE	BUTHA BUTHE		2	24						26
			LERIBE			2						2
			MAFETENG			1						1
		LERIBE	BUTHA BUTHE			1						1
			LERIBE		3	94	1		4			102
			MAFETENG			1						1
			MASERU		1	6						7
			TEYATEYANENG		1	4						5
		MAFETENG	MAFETENG		4	118	1		2			125
			MASERU			35			1			36
			MOHALESHOEK			1						1
		MASERU	LERIBE						1			1
			MAFETENG			2						2
			MASERU		2	169	2		3			176
			TEYATEYANENG			1						1
		MOHALESHOEK	MAFETENG			2			1			3
			MASERU		1	19			1			21
			MOHALESHOEK		4	65	1		1			71
		MOKHOTLONG	MASERU			1						1
			MOKHOTLONG		1	16	1					18
		QACHASNEK	MASERU			23						23

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
			QACHAS NEK			1						1
		QUTHING	MASERU			5						5
			MOHALESHOEK			1						1
			QUTHING			15						15
		TEYATEYANENG	LERIBE			16						16
			MAFETENG			1						1
			MASERU		3	15						18
			TEYATEYANENG		5	47	1					53
		THABA TSEKA	MASERU			19						19
MOZAMBIQUE	NO PROVINCE CODE	BILENE	RESSANO GARCIA		2	32	1		1			36
		BOANE	RESSANO GARCIA			1						1
		CANICADO	RESSANO GARCIA		1	5						6
		CHIBUTO	RESSANO GARCIA			65	3		1			69
		FUNHALOURO	RESSANO GARCIA			1						1
		GOVURO	RESSANO GARCIA			1						1
		HOMOINE	RESSANO GARCIA			9						9
		INHAMBANE	RESSANO GARCIA			3						3
		INHARRIME	RESSANO GARCIA			12			1			13
		LIMPOPO	RESSANO GARCIA		1	30						31
		MABALANE	RESSANO GARCIA			1						1
		MABOTE	RESSANO GARCIA			1						1
		MAGUDE	RESSANO GARCIA			4				1		5
		MANHICA	RESSANO GARCIA			17						17
		MANJACAZE	RESSANO GARCIA		1	27	4		1			33
		MAPUTO	RESSANO GARCIA		1	32	1			2		36
		MASSINGA	RESSANO GARCIA		1	21			1			23
		MATOLA	RESSANO GARCIA		3	15	1					19
		MAXIXE	RESSANO GARCIA			9	1					10
		MORRUMBENE	RESSANO GARCIA			22						22
		MUCHOPES	RESSANO GARCIA		1							1

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
		NAMAACHA	RESSANO GARCIA						1			1
		NORTH OF SAVE RIVER	RESSANO GARCIA			1						1
		PANDA	RESSANO GARCIA			3						3
		SABIE	RESSANO GARCIA			1						1
		VILANCULOS	RESSANO GARCIA		1	1						2
		XAI-XAI	RESSANO GARCIA		1	61						62
		ZAVALA	RESSANO GARCIA			24	2					26
SOUTH AFRICA	EASTERN CAPE	ALICE	TOM WEST WITS			6						6
		ALIWAL NORTH	TOM WEST WITS			5						5
		BARKLY EAST	TOM WEST WITS		1							1
		BIZANA	BIZANA			16			1			17
			TOM WEST WITS		12	91			5			108
		CALA	TOM WEST WITS		4	18	1		2	1		26
		CATHCART	TOM WEST WITS			1						1
		COFIMVABA	TOM WEST WITS		5	36			4			45
		EAST LONDON	TOM WEST WITS		7	6			2			15
		ELLIOT	TOM WEST WITS			2						2
		ELLIOTDALE	MTHATHA			1						1
			TOM WEST WITS			20			4			24
		ENGCOBO	NGCOBO			11						11
			TOM WEST WITS		13	129	1		4	1		148
		FLAGSTAFF	FLAGSTAFF			6						6
			TOM WEST WITS		6	69	1		6			82
		FORT BEAUFORT	TOM WEST WITS			1				1		2
		GCUWA	TOM WEST WITS		1	18			1			20
		HERSCHEL	CARLETONVILLE DEPOT			1						1
			KLERKSDORP		1							1
			STERKSPRUIT			2						2
			TOM WEST WITS		2	29						31
		HIGHFLATS	TOM WEST WITS		1	5						6

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
		IDUTYWA	TOM WEST WITS		8	54			4			66
		INDWE	TOM WEST WITS			3						3
		KEISKAMAHOEK	TOM WEST WITS			3						3
		KENTANI	TOM WEST WITS		3	35			1			39
		KING WILLIAMS TOWN	KLERKSDORP						1			1
			TOM WEST WITS	1	8	25			2			36
		LADY FRERE	TOM WEST WITS		4	10	1		3			18
		LADY GREY	TOM WEST WITS			1						1
		LIBODE	MTHATHA			1						1
			TOM WEST WITS		6	39			9			54
		LUSIKISIKI	FLAGSTAFF			1						1
			KLERKSDORP						1			1
			LUSIKISIKI			7						7
			TOM WEST WITS		8	100			10			118
		MACLEAR	TOM WEST WITS			8			1			9
		MATATIELE	KLERKSDORP						1			1
			TOM WEST WITS		15	83	1		13	1		113
		MIDDLEDRIFT	KINGWILLIAMSTOWN			1						1
			TOM WEST WITS		1	5	1					7
		MOUNT AYLIFF	TOM WEST WITS		2	14						16
		MOUNT FLETCHER	TOM WEST WITS		9	34			1			44
		MOUNT FRERE	KLERKSDORP		1							1
			MOUNT FRERE			1						1
			TOM WEST WITS		3	36	1		6			46
		MQANDULI	TOM WEST WITS		7	38	2		5			52
		MTHATHA	TOM WEST WITS		10	66	1		10			87
		NGQELENI	MTHATHA			5			2			7
			TOM WEST WITS		5	80			6			91
		NQAMAKWE	TOM WEST WITS		4	27			2	2		35
		PEDDIE	TOM WEST WITS			6			2			8

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
		PORT ELIZABETH	TOM WEST WITS		2	1			1			4
		PORT ST JOHNS	TOM WEST WITS		6	24			3			33
		QUEENSTOWN	TOM WEST WITS		3	18	1		1			23
		QUMBU	TOM WEST WITS		3	22			5			30
		STERKSTROOM	TOM WEST WITS		1							1
		STEYNSBURG	TOM WEST WITS		1							1
		STUTTERHEIM	TOM WEST WITS			9	1		1			11
		TABANKULU	KLERKSDORP						1			1
			MOUNT FRERE			2						2
			TOM WEST WITS		5	48			5			58
		TSOLO	TOM WEST WITS		5	36	1		5			47
		TSOMO	NGCOBO			1						1
			TOM WEST WITS		1	13			3			17
		UGIE	TOM WEST WITS		1	1						2
		WHITTLESEA	TOM WEST WITS		1	5			1			7
		WILLOWVALE	TOM WEST WITS		5	25			1	1		32
	FREE STATE	BETHLEHEM	TOM WEST WITS			5			1			6
		BLOEMFONTEIN	KLERKSDORP						1			1
			TOM WEST WITS		6	27			1	1		35
		BOTHAVILLE	TOM WEST WITS		2	10			2			14
		BRANDFORT	TOM WEST WITS			1						1
		BULTFONTEIN	TOM WEST WITS			2				1		3
		EXCELSIOR	TOM WEST WITS			4			1			5
		FICKSBURG	TOM WEST WITS		2	18			2			22
		FOURIESBURG	TOM WEST WITS		2	3			1			6
		HARRISMITH	TOM WEST WITS			2						2
		HENNENMAN	KLERKSDORP						1			1
			TOM WEST WITS			2						2
		HOBHOUSE	TOM WEST WITS			2						2
		KROONSTAD	TOM WEST WITS		2	3						5

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
		LADYBRAND	TOM WEST WITS		1	5				1		7
		ODENDAALSRUS	TOM WEST WITS	2	2	11			1			16
		PARYS	KLERKSDORP						2			2
			TOM WEST WITS		1	5			2			8
		REITZ	TOM WEST WITS			1						1
		SENEKAL	TOM WEST WITS		1	2				1		4
		SPRINGFONTEIN	TOM WEST WITS			1						1
		STEYNSRUST	TOM WEST WITS			1						1
		THABA NCHU	TOM WEST WITS		3	10	1		2			16
		THEUNISSEN	TOM WEST WITS			6			2			8
		VENTERSBURG	TOM WEST WITS		1	1						2
		VILJOENSKROON	TOM WEST WITS		2	6						8
		VIRGINIA	TOM WEST WITS		6	17						23
		VREDE	TOM WEST WITS			1						1
		VREDEFORT	TOM WEST WITS		1	6			1			8
		WELKOM	KLERKSDORP		1				2			3
			TOM WEST WITS	7	16	48		1	8			80
		WEPENER	TOM WEST WITS		1	6			3			10
		WESSELBRON	TOM WEST WITS		3	2			1			6
		WINBURG	TOM WEST WITS			1	1					2
		WITZIESHOEK	TOM WEST WITS		4	20			4			28
		ZASTRON	TOM WEST WITS			8			1			9
	GAUTENG	ALBERTON	TOM WEST WITS	1	1	5			2			9
		BENONI	KLERKSDORP		1				1			2
			TOM WEST WITS		1	7				1		9
		BOKSBURG	TOM WEST WITS			3			3	1		7
		BRAKPAN	TOM WEST WITS		2	1						3
		BRONKHORSTSPRUIT	TOM WEST WITS		1	2						3
		CARLETONVILLE	CARLETONVILLE DEPOT			3						3
			KLERKSDORP		4				4			8

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
			TOM WEST WITS	55	268	1115	38	4	416	21	2	1919
		EVATON	TOM WEST WITS		2	15	1		5			23
		GERMISTON	TOM WEST WITS			7			3			10
		HAMMANSKRAAL	TOM WEST WITS		1	5	1					7
		JOHANNESBURG	KLERKSDORP		3				3			6
			TOM WEST WITS	1	18	62			30	1		112
		KEMPTON PARK	TOM WEST WITS		1	5			4			10
		KRUGERSDORP	KLERKSDORP		1				2			3
			TOM WEST WITS		6	6			7			19
		PRETORIA	KLERKSDORP						1			1
			TOM WEST WITS		12	7	1		10			30
		RANDFONTEIN	TOM WEST WITS		5	30	2		4	1		42
		ROODEPOORT	KLERKSDORP		1				1			2
			TOM WEST WITS		2	7			2			11
		SEBOKENG	TOM WEST WITS			11			3			14
		SPRINGS	TOM WEST WITS	1		3			1			5
		VANDERBIJLPARK	KLERKSDORP						2			2
			TOM WEST WITS		9	8			2			19
		VEREENIGING	KLERKSDORP						1			1
			TOM WEST WITS		1	10			1			12
		WESTONARIA	KLERKSDORP						1			1
			TOM WEST WITS		4	44			10			58
	KWAZULU NATAL	BERGVILLE	TOM WEST WITS		1	4						5
		DUNDEE	TOM WEST WITS			1						1
		DURBAN	TOM WEST WITS			16			1			17
		EMPANGENI	TOM WEST WITS			7			2			9
		ESHOWE	TOM WEST WITS		3	5						8
		ESTCOURT	TOM WEST WITS			2						2
		GRABOUW	TOM WEST WITS		1	1						2
		GREYTOWN	TOM WEST WITS			1			2			3

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
		HARDING	TOM WEST WITS		2	14	1					17
		HLABISA	TOM WEST WITS			2						2
		HLUHLUWE	TOM WEST WITS			4			1			5
		INGWAVUMA	TOM WEST WITS		6	67	1		2	1		77
		IXOPO	TOM WEST WITS			7	1					8
		IZINGOLWENI	TOM WEST WITS			1						1
		KOKSTAD	TOM WEST WITS			2			1			3
		KWANGWANASE	TOM WEST WITS			2						2
		LADYSMITH - NATAL	TOM WEST WITS		1				4			5
		MAHLABATINI	TOM WEST WITS		1	11	2					14
		MELMOTH	TOM WEST WITS			4						4
		MKUZE	TOM WEST WITS		1	9			1			11
		MTUBATUBA	TOM WEST WITS			7						7
		NEWCASTLE	TOM WEST WITS			8			1			9
		NKANDHLA	TOM WEST WITS			3			1			4
		NONGOMA	TOM WEST WITS		6	68			1	1		76
		NQUTU	TOM WEST WITS			2						2
		PAULPIETERSBURG	TOM WEST WITS			1						1
		PIETERMARITZBURG	TOM WEST WITS			6						6
		PINETOWN	KLERKSDORP						1			1
			TOM WEST WITS		1	2						3
		PONGOLA	TOM WEST WITS		2	17			3			22
		PORT SHEPSTONE	TOM WEST WITS			4	1		1			6
		STANGER	TOM WEST WITS		1	2			1			4
		TUGELA FERRY	TOM WEST WITS			2						2
		UMZIMKULU	TOM WEST WITS		2	29			4			35
		VRYHEID	TOM WEST WITS		4	8						12
	LIMPOPO	BOCHUM	TOM WEST WITS		2				1			3
		BUSHBUCKRIDGE	KLERKSDORP		1				1			2
			TOM WEST WITS		10	34	1		5			50



Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
		DRIEKOP	TOM WEST WITS			8			1			9
		GIYANI	TOM WEST WITS		2	16			1			19
		LOUIS TRICHARDT	TOM WEST WITS			5			2			7
		MALAMULELE	TOM WEST WITS		3	4			2			9
		MESSINA	TOM WEST WITS		1	1						2
		MUTALE	TOM WEST WITS			2			1			3
		PHALABORWA	TOM WEST WITS		3	3			4	1		11
		PIETERSBURG	TOM WEST WITS		1		1					2
		POLOKWANE	KLERKSDORP		1				1			2
			TOM WEST WITS		9	33	1		4			47
		POTGIETERSRUS	TOM WEST WITS		2	1						3
		SEKHUKHUNE	TOM WEST WITS			3						3
		SESHEGO	TOM WEST WITS		1							1
		SIBASA	KLERKSDORP						2			2
			TOM WEST WITS		2	8						10
		TZANEEN	TOM WEST WITS		2	16	2		1			21
		VUWANI	TOM WEST WITS	1	1							2
	MPUMALANGA	BALFOUR	TOM WEST WITS		1							1
		BARBERTON	TOM WEST WITS			3						3
		BETHAL	TOM WEST WITS						1			1
		DELMAS	TOM WEST WITS		2							2
		ERMELO	TOM WEST WITS	1		1						2
		GROBLERSDAL	TOM WEST WITS		1							1
		KOMATIPOORT	TOM WEST WITS			11			1			12
		LYDENBURG	TOM WEST WITS			1						1
		MIDDLEBURG - TVL	TOM WEST WITS			2						2
		NELSPRUIT	TOM WEST WITS		4	46			6	1		57
		PIET RETIEF	TOM WEST WITS			9			1			10
		STANDERTON	TOM WEST WITS		1							1
		WHITE RIVER	TOM WEST WITS						1			1

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
		WITBANK	TOM WEST WITS		1	4						5
	NORTH WEST	BLOEMHOF	KLERKSDORP		1							1
			TOM WEST WITS			1			1			2
		BOITEKONG	TOM WEST WITS		1							1
		BRITS	TOM WEST WITS		2	1			2			5
		DELAREYVILLE	KLERKSDORP		1							1
			TOM WEST WITS		5	7			3	1		16
		DITSOBOTLA	TOM WEST WITS		1							1
		GANYESA	TOM WEST WITS			5						5
		KLERKSDORP	KLERKSDORP	2	25	6			3			36
			TOM WEST WITS	16	74	180	1	11	65	2		349
		LICHTENBURG	TOM WEST WITS	1	5	12	1		3			22
		MADIKWE	TOM WEST WITS			1			1			2
		MAHIKENG	TOM WEST WITS		15	24	2		8			49
		PILANESBERG	TOM WEST WITS		1				1			2
		POTCHEFSTROOM	KLERKSDORP		2	1						3
			TOM WEST WITS	10	30	54	1		18	2		115
		RUSTENBURG	KLERKSDORP						2			2
			TOM WEST WITS		5	20			3			28
		SCHWEIZER RENEKE	TOM WEST WITS		1	3						4
		TAUNG	KLERKSDORP		1				2			3
			TOM WEST WITS		14	19	1		3	1		38
		VENTERSDORP	TOM WEST WITS		6	4			7			17
		VRYBURG	TOM WEST WITS		2	12			2			16
		WOLMARANSTAD	KLERKSDORP						1			1
			TOM WEST WITS		1	5			2			8
		ZEERUST	TOM WEST WITS		5	27			3	1		36
	NORTHERN CAPE	BARKLY WEST	TOM WEST WITS						1			1
		HARTSWATER	TOM WEST WITS		1				1			2
		KIMBERLEY	TOM WEST WITS		1	2			2			5

Country	Province	City / Town	TEBA Recruitment Office	Corporate Office	Metallurgy	Mponeng Mine	Savuka Mine	South Africa Reg Operations	South Africa Region Services	Tautona Mine	West Wits AGA Health	Grand Total
		KURUMAN	TOM WEST WITS		3	6			2			11
		WARRENTON	KLERKSDORP						1			1
			TOM WEST WITS			6			2			8
	WESTERN CAPE	CAPE PENINSULA	TOM WEST WITS			2	1					3
SWAZILAND	NO PROVINCE CODE	HLATIKULU	MBABANE		1	2						3
			NHLANGANO		1	9			1			11
		MANKAYANE	MBABANE			5			1			6
		MANZINI	MBABANE		1	88			2			91
			NHLANGANO			3						3
		MBABANE	MBABANE		1	30			1			32
			NHLANGANO			1						1
		NHLANGANO	MBABANE			5						5
			NHLANGANO			64	3		3			70
		PIGGS PEAK	MBABANE			29						29
		SITEKI	MBABANE			19	1		2			22
ZIMBABWE	NO PROVINCE CODE	BULAWAYO	TOM WEST WITS		1							1
		HARARE	TOM WEST WITS		1	1			2			4
		KADOMA	TOM WEST WITS		1							1
GRAND TOTAL				99	915	5248	100	16	928	50	2	7358

# ANNEXURE 1.2: LOCALITY MAP OF THE SOUTH AFRICAN WEST WITS OPERATIONS



## ANNEXURE 2.1: FORM Q

Note: Due to the large scale of the company, the number on employees reflected in the preamble, introduction and Annexure 1.1 differs from that of the Form Q, as the info is sourced at different times on the system by different departments.

### AGA WEST WITS TOTAL AS AT DECEMBER 2018

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Male Total	Female Total	Grand Total
			African	Coloured	Indian	White	African	Coloured	Indian	White			
		No Schooling / Unknown	100	1	1	33	34	0	0	15	135	49	184
		Pre-ABET Fail	315	1	0	0	0	0	0	0	316	0	316
		Pre-ABET	542	2	0	0	16	0	0	0	544	16	560
General Education and Training		Grade 1 / Sub A	43	0	0	0	0	0	0	0	43	0	43
		Grade 2 / Sub B	8	0	0	0	0	0	0	0	8	0	8
		Grade 3 / Std 1 / ABET 1	277	0	0	0	23	0	0	0	277	23	300
		Grade 4 / Std 2	41	0	0	0	0	0	0	0	41	0	41
		Grade 5 / Std 3 / ABET 2	177	0	0	2	15	0	0	0	179	15	194
		Grade 6 / Std 4	83	0	0	0	1	0	0	0	83	1	84
		Grade 7 / Std 5 / ABET 3	232	1	0	1	5	0	0	0	234	5	239
		Grade 8 / Std 6	72	0	0	0	2	0	0	0	72	2	74
	1	Grade 9 / Std 7 / ABET 4 / General Education Certificate / N1	477	0	0	7	36	0	0	1	484	37	521
Further Education and Training	2	Grade 10 / Std 8 / National Certificate (Vocational), Level 2 / N2	334	3	0	74	69	0	0	2	411	71	482
	3	Grade 11 / Std 9 / National Certificate (Vocational), Level 3 / N3	632	1	0	68	146	1	0	0	701	147	848
	4	Grade 12 / Std 10 / National Senior Certificate / National Certificate (Vocational), Level 4 / N1 + N2 + N3 + 2 languages	1194	10	1	182	345	4	2	72	1387	423	1810
Higher Education and Training	5	Higher Certificate	39	0	1	37	11	0	0	21	77	32	109
	6	Advanced Certificate / Diploma	47	2	2	8	24	0	1	5	59	30	89
	7	Bachelor Degree (360 credits) / Advanced Diploma	13	2	2	10	22	1	1	6	27	30	57
	8	Honours Degree / Postgraduate Diploma / Bachelors Degree (480 credits)	9	1	1	25	10	0	2	6	36	18	54
	9	Masters Degree	0	0	0	3	3	0	0	3	3	6	9
	10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>4635</b>	<b>24</b>	<b>8</b>	<b>450</b>	<b>762</b>	<b>6</b>	<b>6</b>	<b>131</b>	<b>5117</b>	<b>905</b>	<b>6022</b>

**CONTRACTORS LEVEL 1 WEST WITS TOTAL AS AT DECEMBER 2018**

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Male Total	Female Total	Grand Total
			African	Coloured	Indian	White	African	Coloured	Indian	White			
		<b>No Schooling / Unknown</b>	149	1	0	16	80	1	0	0	166	81	247
		Pre-ABET Fail	0	0	0	0	0	0	0	0	0	0	0
		Pre-ABET	1	0	0	0	0	0	0	0	1	0	1
General Education and Training		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / ABET 1	1	0	0	0	0	0	0	0	1	0	1
		Grade 4 / Std 2	0	0	0	0	0	0	0	0	0	0	0
		Grade 5 / Std 3 / ABET 2	0	0	0	0	0	0	0	0	0	0	0
		Grade 6 / Std 4	0	0	0	0	0	0	0	0	0	0	0
		Grade 7 / Std 5 / ABET 3	2	0	0	0	1	0	0	0	2	1	3
		Grade 8 / Std 6	1	0	0	0	0	0	0	0	1	0	1
	1	Grade 9 / Std 7 / ABET 4 / General Education Certificate / N1	1	0	0	0	1	0	0	0	1	1	2
	Further Education and Training	2	Grade 10 / Std 8 / National Certificate (Vocational), Level 2 / N2	1	0	0	2	3	0	0	0	3	3
3		Grade 11 / Std 9 / National Certificate (Vocational), Level 3 / N3	11	0	0	0	4	0	0	0	11	4	15
4		Grade 12 / Std 10 / National Senior Certificate / National Certificate (Vocational), Level 4 / N1 + N2 + N3 + 2 languages	4	0	0	0	9	0	0	1	4	10	14
Higher Education and Training	5	Higher Certificate	2	0	0	0	1	0	0	0	2	1	3
	6	Advanced Certificate / Diploma	1	0	0	0	0	0	0	0	1	0	1
	7	Bachelor Degree (360 credits) / Advanced Diploma	0	0	0	0	0	0	0	0	0	0	0
	8	Honours Degree / Postgraduate Diploma / Bachelors Degree (480 credits)	0	0	0	0	0	0	0	0	0	0	0
	9	Masters Degree	0	0	0	0	0	0	0	0	0	0	0
	10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>174</b>	<b>1</b>	<b>0</b>	<b>18</b>	<b>99</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>193</b>	<b>101</b>	<b>294</b>

**GRAND TOTAL WEST WITS (AGA, CONTRACTORS AND AGAH) AS AT DECEMBER 2018**

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Male Total	Female Total	Grand Total
			African	Coloured	Indian	White	African	Coloured	Indian	White			
		No Schooling / Unknown	249	2	1	49	114	1	0	15	301	130	431
		Pre-ABET Fail	315	1	0	0	0	0	0	0	316	0	316
		Pre-ABET	543	2	0	0	16	0	0	0	545	16	561
General Education and Training		Grade 1 / Sub A	43	0	0	0	0	0	0	0	43	0	43
		Grade 2 / Sub B	8	0	0	0	0	0	0	0	8	0	8
		Grade 3 / Std 1 / ABET 1	278	0	0	0	23	0	0	0	278	23	301
		Grade 4 / Std 2	41	0	0	0	0	0	0	0	41	0	41
		Grade 5 / Std 3 / ABET 2	177	0	0	2	15	0	0	0	179	15	194
		Grade 6 / Std 4	83	0	0	0	1	0	0	0	83	1	84
		Grade 7 / Std 5 / ABET 3	234	1	0	1	6	0	0	0	236	6	242
		Grade 8 / Std 6	73	0	0	0	2	0	0	0	73	2	75
	1	Grade 9 / Std 7 / ABET 4 / General Education Certificate / N1	478	0	0	7	37	0	0	1	485	38	523
	2	Grade 10 / Std 8 / National Certificate (Vocational), Level 2 / N2	335	3	0	76	72	0	0	2	414	74	488
Further Education and Training	3	Grade 11 / Std 9 / National Certificate (Vocational), Level 3 / N3	643	1	0	68	150	1	0	0	712	151	863
	4	Grade 12 / Std 10 / National Senior Certificate / National Certificate (Vocational), Level 4 / N1 + N2 + N3 + 2 languages	1198	10	1	182	354	4	2	73	1391	433	1824
Higher Education and Training	5	Higher Certificate	41	0	1	37	12	0	0	21	79	33	112
	6	Advanced Certificate / Diploma	48	2	2	8	24	0	1	5	60	30	90
	7	Bachelor Degree (360 credits) / Advanced Diploma	13	2	2	10	22	1	1	6	27	30	57
	8	Honours Degree / Postgraduate Diploma / Bachelors Degree (480 credits)	9	1	1	25	10	0	2	6	36	18	54
	9	Masters Degree	0	0	0	3	3	0	0	3	3	6	9
	10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>			<b>4809</b>	<b>25</b>	<b>8</b>	<b>468</b>	<b>861</b>	<b>7</b>	<b>6</b>	<b>132</b>	<b>5310</b>	<b>1006</b>	<b>6316</b>

## ANNEXURE 2.2: FORM R – HARD TO FILL VACANCIES

TABLE 2.2: TOTAL WIT WEST CRITICAL AND SCARCE SKILLS		
DISCIPLINE	POSITION	OCCUPATIONAL LEVEL
Mining	Production/General Managers	Senior Management
Mining	Mining Engineers	Middle Management
Mining	Section Managers	Middle Management
Mining	Mine Overseers	Middle Management
Engineering	Engineering Managers	Senior Management
Engineering	Engineers - Electrical, Mechanical, Rock Engineers, Section Engineers	Middle Management
Engineering	Senior/Rock Engineering Officers	Middle Management
Engineering	Artisans - Riggers, Ropesman, Diesel Mechanics, Instrument technicians, etc.	Junior Management
Engineering	Winding Engine Drivers	Junior Management
MRM	MRM Managers/Geosciences Managers	Senior Management
MRM	Senior/Geologists	Middle Management
MRM	Senior/Surveyor/Evaluators/Planners	Middle Management
MRM	Mine Planning Technician	Middle Management
MRM	Draughts person	Middle Management
Metallurgy	Metallurgical Engineers	Middle Management
Metallurgy	Metallurgical/Plant Managers	Middle Management
Metallurgy	Metallurgist	Middle Management



## ANNEXURE 2.3: FORM S – WEST WITS: BUSINESS UNITS % HDSA ACTUALS

### MPONENG MINE EE ACTUAL AS AT 31 DECEMBER 2018

Occupational Levels	DESIGNATED							NON-DESIGNATED			Total	Actual % HDSA
	Male			Female				White	Foreign Nationals			
	A	C	I	A	C	I	W	Male	Male	Female		
Senior management	30.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	60.0%	0.0%	0.0%	100%	40.0%
Professionally qualified...management	17.3%	5.3%	1.3%	4.0%	0.0%	0.0%	10.7%	58.7%	2.7%	0.0%	100%	38.7%
Skilled technical...superintendents	41.8%	1.0%	0.3%	7.2%	0.0%	0.0%	2.6%	34.0%	13.0%	0.1%	100%	52.9%
Semi-skilled... decision making	51.6%	0.1%	0.0%	5.5%	0.0%	0.0%	0.2%	0.5%	42.1%	0.0%	100%	57.4%
Unskilled & defined dec. making	59.4%	0.0%	0.0%	13.4%	0.0%	0.0%	0.0%	0.3%	26.3%	0.5%	100%	72.9%
<b>Total Permanent</b>	<b>54.1%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>10.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>6.3%</b>	<b>28.1%</b>	<b>0.3%</b>	<b>100%</b>	<b>65.3%</b>
<b>Non-permanent employees</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0%	0.0%
<b>Grand Total</b>	<b>54.1%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>10.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>6.3%</b>	<b>28.1%</b>	<b>0.3%</b>	<b>100%</b>	<b>65.3%</b>

### WW METALLURGY EE ACTUAL AS AT 31 DECEMBER 2018

Occupational Levels	DESIGNATED							NON-DESIGNATED			Total	Actual % HDSA
	Male			Female				White	Foreign Nationals			
	A	C	I	A	C	I	W	Male	Male	Female		
Senior management	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	100%	50.0%
Professionally qualified...management	31.3%	0.0%	0.0%	12.5%	0.0%	0.0%	6.3%	50.0%	0.0%	0.0%	100%	50.0%
Skilled technical...superintendents	58.4%	0.0%	0.6%	6.0%	0.6%	0.0%	5.4%	24.1%	4.8%	0.0%	100%	71.1%
Semi-skilled... decision making	71.2%	0.0%	0.0%	17.8%	0.7%	0.0%	0.7%	1.4%	8.2%	0.0%	100%	90.4%
Unskilled & defined dec. making	63.2%	1.3%	0.0%	22.4%	0.4%	0.0%	0.0%	0.9%	11.8%	0.0%	100%	87.3%
<b>Total Permanent</b>	<b>62.9%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>15.9%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>2.0%</b>	<b>9.5%</b>	<b>8.4%</b>	<b>0.0%</b>	<b>100%</b>	<b>82.1%</b>
<b>Non-permanent employees</b>	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	100%
<b>Grand Total</b>	<b>62.8%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>16.1%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>2.0%</b>	<b>9.5%</b>	<b>8.4%</b>	<b>0.0%</b>	<b>100%</b>	<b>82.1%</b>

**WW SOUTH AFRICA OPERATIONAL SERVICES ACTUAL AS AT 31 DECEMBER 2018**

Occupational Levels	DESIGNATED							NON-DESIGNATED			Total	Actual % HDSA
	Male			Female				White Male	Foreign Nationals			
	A	C	I	A	C	I	W		Male	Female		
Senior management	27.8%	11.1%	5.6%	5.6%	0.0%	0.0%	5.6%	44.4%	0.0%	0.0%	100%	55.6%
Professionally qualified...management	12.9%	1.6%	1.6%	16.1%	1.6%	4.8%	19.4%	41.9%	0.0%	0.0%	100%	58.1%
Skilled technical...superintendents	24.8%	0.5%	0.0%	13.6%	0.5%	0.9%	29.0%	27.1%	3.7%	0.0%	100%	69.2%
Semi-skilled... decision making	50.5%	1.0%	0.0%	26.3%	0.0%	1.0%	12.1%	0.0%	9.1%	0.0%	100%	90.9%
Unskilled & defined dec. making	40.4%	0.0%	0.0%	31.9%	0.0%	0.0%	0.0%	0.6%	24.7%	2.4%	100%	72.3%
<b>Total Permanent</b>	<b>32.7%</b>	<b>0.9%</b>	<b>0.4%</b>	<b>21.3%</b>	<b>0.4%</b>	<b>1.1%</b>	<b>15.6%</b>	<b>16.6%</b>	<b>10.4%</b>	<b>0.7%</b>	<b>100%</b>	<b>72.3%</b>
<b>Non-permanent employees</b>	20.0%	0.0%	20.0%	20.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	100%	80.0%
Grand Total	<b>32.6%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>21.3%</b>	<b>0.4%</b>	<b>1.1%</b>	<b>15.6%</b>	<b>16.7%</b>	<b>10.3%</b>	<b>0.7%</b>	<b>100%</b>	<b>72.3%</b>