



# SOUTH DEEP GOLD MINE

# **SOCIAL AND LABOUR PLAN**

2020 – 2024



**GOLD FIELDS**

*Our Purpose* Creating enduring value beyond mining



Safety



Integrity



Respect



Responsibility



Innovation



Collaborative  
Delivery

# CONTENTS

<b>1</b>	<b>INTRODUCTION</b>	
1	Introduction	6
1.1	Preamble	8
1.2	Location of South Deep	9
1.3	Geographic Origin of the Employees and Contractors as at 31 July 2022	10
<b>2</b>	<b>HUMAN RESOURCES DEVELOPMENT PROGRAMME</b>	
2	Human Resources Development Programme	14
2.1	Compliance with Skills Development Legislation	14
2.2	Skills Development Plan	15
2.3	Education Levels of South Deep Mine's Workforce	18
2.4	Hard-to-fill Vacancies	19
2.5	Adult Education and Training (AET)	21
2.6	Foundational Learning Competence (FLC)	22
2.7	Learnerships	23
2.8	Supervisory and Managerial Learnerships	25
2.9	Bursaries	27
2.10	Study Assistance Scheme	27
2.11	Graduate Programme	28
2.12	Core Skills Training Programmes	28
2.13	Portable Skills Training Programme	30
2.14	Host Community Training Programmes	31
2.15	Career Progression Plan	42
2.16	Mentorship Plan	42
2.17	Financial provision – Human Resource Development	42
<b>3</b>	<b>EMPLOYMENT EQUITY</b>	
3.1	Objectives to be Achieved for Each Year of the EE Plan	46
3.2	Employment Equity Forum	46
3.3	Workplace Barriers and Affirmative Action Measures	46
3.4	Employment Equity Profile and Goals	48
3.5	Employment Equity Plan to Progress Women in Mining and HDSA Participation in Management	50
<b>4</b>	<b>MINE COMMUNITY DEVELOPMENT</b>	
4	Mine Community Development	55
4.1	District, Metropolitan and Local Municipalities	55
4.2	Consultation and Stakeholder Engagement for SLP	55
4.3	Social and Economic Background Information	56
4.4	South Deep Host Communities	68
4.5	Partnerships and Collaboration	68
4.6	Aim of Local Economic Development (LED) Projects	68
4.7	Identified Community Needs	69
4.8	Funding for LED Projects	70
4.9	LED Projects: 2023 to 2027	70
4.10	Proposed Projects	71
<b>5</b>	<b>HOUSING AND LIVING CONDITIONS</b>	
5.1	Introduction	82
5.2	Accommodation Survey	83
5.3	Compliance with the requirements of the Minerals and Petroleum Industry Act	84
5.4	Housing Strategy	84
<b>6</b>	<b>PROCUREMENT ENTERPRISE AND SUPPLIER DEVELOPMENT</b>	
6.1	Introduction	89
6.2	Preferential procurement targets	91
6.3	Host Community procurement	91
6.4	Establishment of South Deep's Enterprise and Supplier Development (ESD) programme	92
<b>7</b>	<b>MANAGEMENT OF DOWNSCALING AND RETRENCHMENT</b>	
7.1	Future Forum	99
7.2	Functions of the Future Forum	99
7.3	Forum engagements	100
7.4	Processes to be followed to Avoid Job Losses and a Decline in Employment	100
7.5	Section 52 of the MPRDA	100
7.6	Financial Provision for Downscaling and Retrenchment	100
7.7	Portable Skills Enrichment Programme for Retirees and Medical Incapacitation	102
<b>8</b>	<b>FINANCIAL PROVISION</b>	
8	Financial Provision – 2020 - 2024	106
8	Undertaking	107
<b>9</b>	<b>GLOSSARY OF TERMS</b>	
9	Glossary of terms, abbreviations and definitions	110
<b>10</b>	<b>ANNEXURES</b>	
	Annexure 1	116
	Annexure 2	136
	Annexure 2a	139

# LIST OF TABLE AND FIGURES

<b>1</b>	<b>INTRODUCTION</b>		<b>3</b>	<b>EMPLOYMENT EQUITY</b>	
<b>F1</b>	South Deep Gold Mine: General Location of Material Assets	8	<b>F7</b>	Employment Equity Plan Objectives	46
<b>T1</b>	Geographic Origin of Employees	9	<b>T48</b>	Employment Barriers	47
<b>T2</b>	Geographic Origin of Contractors	10	<b>T49</b>	Demographic Profile in Decision-making Positions as at December 2023	48
<b>2</b>	<b>HUMAN RESOURCES DEVELOPMENT PROGRAMME</b>		<b>T50</b>	Employment Equity Targets 2023	49
<b>F4</b>	South Deep Human Resource Development Framework	16	<b>T51</b>	Employment Equity Targets 2024	49
<b>F5</b>	Examples of Immersive Learning Experiences	17	<b>T52</b>	HDSA & PWD Percentage 2023 and 2024	49
<b>T3</b>	Education Levels for Employees as of April 2022	18	<b>T53</b>	Information Pertaining to Women in Mining as at December 2023	50
<b>T4</b>	Education Levels for Contractors as of April 2022	18	<b>T54</b>	Women in Mining: Core versus Support Roles as at December 2023	50
<b>T5</b>	Hard-to-fill Vacancies	19	<b>T55</b>	Women in Mining per Core Discipline as at December 2023:	51
<b>T6</b>	Hard-to-fill Vacancies as Aligned to the Workplace Skills Plan and Annual Training Report	20	<b>4</b>	<b>MINE COMMUNITY DEVELOPMENT</b>	
<b>T7</b>	AET Duration per Level	21	<b>T56</b>	Key Socio-economic Indicators	56
<b>T8</b>	AET Intake (Community)	22	<b>F8</b>	Local Municipalities within West Rand District	57
<b>T8a</b>	AET Intake (Employees – Voluntary)	22	<b>F9</b>	Percentage Contribution of Each Sector to the West Rand District Municipality Economy	58
<b>T9</b>	AET Cost	22	<b>T61</b>	Population Profile	58
<b>T10</b>	FLC Intake (Excluding Continuations)	22	<b>T62</b>	Age Profile	58
<b>T11</b>	FLC Cost	23	<b>T63</b>	Head of Household	59
<b>T12</b>	Learnership Intake (Engineering and Other)	23	<b>F10</b>	Net Migration 2016-2021 by Province	58
<b>T13</b>	Learnership Cost (Engineering and Other)	24	<b>F11</b>	Gauteng as a Destination Province	58
<b>T14</b>	Learnership Intake (Mining)	24	<b>T57</b>	Province of Birth	60
<b>T15</b>	Learnership Cost (Mining)	24	<b>T58</b>	Languages	60
<b>T16</b>	Supervisory and Leadership Development Programmes	25	<b>T59</b>	Sector Output Growth 2020	60
<b>T17</b>	Supervisory and Leadership Development Plan	26	<b>F12</b>	Mining Footprint of the Witwatersrand Basin	61
<b>T18</b>	Supervisory and Leadership Development Cost	26	<b>T60</b>	Population by highest level of education	61
<b>T19</b>	Bursary Plan (Including Continuations – “Contin’tn”)	27	<b>F13</b>	Population by highest level of education	61
<b>T20</b>	Bursary Cost (Including Continuations)	27	<b>T61</b>	Population by employment status	62
<b>T21</b>	Study Assistance Financial Provision	27	<b>T62</b>	Population by sector of employment	62
<b>T22</b>	Graduate Programme Plan (Including Continuations - “Contin’tn”)	28	<b>T63</b>	Annual income distribution of population	63
<b>T23</b>	Graduate Programme Cost (Including Continuations)	28	<b>F14</b>	Population distribution by annual income	63
<b>T24</b>	Core Skills Training Plan	29	<b>T64</b>	Youth unemployment	64
<b>T25</b>	Core Skills Training Cost	29	<b>T65</b>	Households below the poverty line	64
<b>T26</b>	Technical Skills Training Plan	29	<b>T66</b>	Westonaria crime rate	65
<b>T27</b>	Technical Skills Training Cost	30	<b>T67</b>	Population by refuse disposal	66
<b>T28</b>	Portable Skills Enrichment Programme	30	<b>T68</b>	Population by sanitation	66
<b>T29</b>	Portable Skills Training Plan	31	<b>T69</b>	Population by water supplier	67
<b>T30</b>	Portable Skills Training Cost	31	<b>T70</b>	Identified projects per community	69
<b>T31</b>	Mathematics and Science Programme Grades 10, 11 & 12	31	<b>T71</b>	Proposed Community Development Projects for Host Communities:	71
<b>T32</b>	Mathematics and Science Programme Cost	32	<b>T72</b>	Summary of LED Project Costs for Host Community Development Projects (2023 – 2024)	72
<b>T33</b>	FET College Engineering Studies Plan	32	<b>T73</b>	Construction of Thusong Centre (Bekkersdal)	73
<b>T34</b>	FET College Engineering Studies Cost	32	<b>T74</b>	Provision of Solar Energy to Local Schools and Public facilities (Rand West City)	75
<b>T35</b>	Scholarship Plan	32	<b>T75</b>	Building of Classrooms at Thusa Setjhaba Secondary School (Poortjie Township)	77
<b>T36</b>	School Scholarship Scheme Cost (Including Continuations)	32	<b>T76</b>	Building of Classrooms at Zuurbekom Combined School (Zuurbekom)	79
<b>T37</b>	School Support Programme Financial Provision	33	<b>5</b>	<b>HOUSING AND LIVING CONDITIONS</b>	
<b>T38</b>	PWD Plan	33	<b>F15</b>	Principles as set out in the Housing and Living Conditions Standards	82
<b>T39</b>	PWD Cost	33	<b>6</b>	<b>PROCUREMENT ENTERPRISE AND SUPPLIER DEVELOPMENT</b>	
<b>T40</b>	CCP Plan	33	<b>F16</b>	The ESD Stairway to Inclusive Procurement	90
<b>T41</b>	CCP Cost	33	<b>T77</b>	Preferential Procurement Targets	91
<b>T42</b>	Illustration of the Gold Fields Job Architecture	34	<b>T78</b>	Preferential Procurement Targets	91
<b>T43</b>	Core Job Family Elements and their Framework Constructs	35	<b>F17</b>	Criteria used to select Host Community Suppliers	92
<b>T44</b>	Mining and Trackless Mining Career Path	36	<b>T79</b>	Enterprise Development Targets	92
<b>T45</b>	Career Progression Plan for Permanent Employees	42	<b>F18</b>	Summary of five-year ESD Programme	94
<b>T46</b>	Mentorship	42	<b>T80</b>	Host Community Areas	95
<b>T47</b>	Financial Provision HRD	42	<b>7</b>	<b>MANAGEMENT OF DOWNSCALING AND RETRENCHMENT</b>	
			<b>T81</b>	Portable Skills Enrichment Programme	103
			<b>T82</b>	Financial Provision – 2020 - 2024	106

SECTION

1



# INTRODUCTION



# SECTION 1

## INTRODUCTION

	Introduction and Reconstituted SLP Cycle III	6
1.1	Preamble	9
1.2	Location of South Deep	9
1.3	Geographic Origin of the Employees and Contractors as at 31 July 2022	10

# SECTION 1 - INTRODUCTION

Gold Fields Limited is a globally diversified gold producer with eight operating mines in South Africa, Australia, Ghana and Peru and a new mine development project in Chile. Gold Fields has attributable gold-equivalent annual production of approximately 2.7Moz, attributable gold Mineral Reserves of approximately 47.4Moz and attributable gold Mineral Resources of approximately 102.0Moz. Attributable copper Mineral Reserves total 474 million pounds and attributable copper Mineral Resources of 4,711 million pounds. Gold Fields has a primary listing on the JSE Limited, with secondary listings on the New York Stock Exchange (NYSE) and the Swiss Exchange (SWX).

Gold Fields Operations Limited (“GFO”) and GFI Joint Venture Holdings (Pty) Limited (“GFI Holdings”) acting jointly in their capacities as participants in an unincorporated joint venture known as South Deep Joint Venture (hereinafter referred to as “South Deep”). South Deep remains a strategic asset for Gold Fields, and is projected to deliver long-term, cash-generative production to the Group as it ramps up to steady state production. The successful delivery of South Deep – which accounts for 59% of the Group’s attributable Mineral Resources and 62% of attributable Mineral Reserves – is a key component of Gold Fields’ long-term portfolio. South Deep continues to ramp up production towards steady state production of 12t gold output per annum by 2027.

South Deep is the holder of a mining right for South Deep granted by the Department of Mineral Resources and Energy (“DMRE”) and executed on 13 July 2010. The mining right affords South Deep the right to mine gold, silver, nickel, uranium, copper and pyrite. The mining right was converted in terms of Item 7 of Schedule II of the Minerals and Petroleum Resources Development Act, 28 of 2002 (MPRDA) in respect of a mining area measuring 4,268 hectares, and valid for the period ending 12 July 2040. South Deep has the option to apply for a renewal of the mining right within 90 days prior to lapse of the mining right.

As part of the submission of its conversion application, South Deep was legally required to also submit a Social and Labour Plan (“SLP”) as contemplated in the Mineral and Petroleum Resources Development Act, 28 of 2002 (“MPRDA”) and the Mineral and Petroleum Resources Development Regulations (“Regulations”) as well as an annual report detailing the extent of the Mine’s compliance with provisions of the MPRDA, and its Regulations. As such, South Deep’s SLP was approved in August 2010 as part of its Mining Right conversion.

The objectives of the MPRDA as entrenched in sections 2(d), (f) and (i) of the Act are inter alia to:

1	Promote economic growth and Minerals and Petroleum Development in the Republic
2	Substantially and meaningfully expand opportunities for historically disadvantaged persons, including women, to enter the mineral and petroleum industries and to benefit from the exploitation of the nation’s mineral and petroleum resources.
3	Promote employment and advance the social and economic welfare of all South Africans.
4	Ensure that the holders of mining and production rights contribute to the socio- economic development of the areas in which they are operating.

The SLP is the key element and mechanism to achieve the objectives of the Mining Charter as set out in section 100 of the MPRDA.

The main objective of the SLP is to contribute to the transformation of the mining industry and ensure that host communities benefit from the exploitation of mineral resources. This includes the promotion of employment and advancement of the social and economic welfare of all South Africans. The SLP requires the mining industry to develop and implement comprehensive Human Resources Development Programmes (including Employment Equity Plans), Local Economic Development Programmes and also to develop processes to save jobs and manage downscaling and/or the closure of mining projects.

In reviewing the submitted SLP (2023 – 2027), the Department of Mineral Resources and Energy (DMRE) issued South Deep with a written notice dated 16 August 2023 and subsequent letter dated 04 December 2023 advising that the SLP so submitted, did not satisfy Regulation 46 of the MPRDA. The DMRE’s central concern related to an administrative misalignment between South Deep’s submitted SLP periods or Cycles, and the prescribed five-year SLP Cycles calculated since inception of the South Deep converted Mining Right in 2010.

During the meeting held with the DMRE on 11 January 2024, the regulator clarified the origin and nature of this administrative error. Notably, an error attributed to the events following a DMRE SLP Cycle I (2010 to 2014) review in 2013. The 2013 DMRE directive required South Deep to revise certain targets committed to in its Cycle 1 (2010 to 2014) SLP. While South Deep revised the noted targets in compliance with the DMRE’s 2013 directive, it erroneously revised its SLP period to coincide with the date of the DMRE directive being 2013 and covering the five year period to 2018. The regulator further clarified that the

2013 DMRE directive required South Deep to revise the committed targets only and not the period. In effect, the original Cycle I period covering 2010 to 2014 should have been retained.

SLP Cycles are required to cover five year periods commencing with the year in which a Converted Mining Right is issued. South Deep Mine's Converted Mining Right was issued in 2010 and its SLP Cycles should cover the five year periods as follows:

SLP Cycle	SLP Five-Year Cycle Period
Cycle I	2010 to 2014
Cycle II	2015 to 2019
Cycle III	2020 to 2024

To restore the South Deep SLP Cycle alignment, it was agreed between the DMRE and South Deep to reconstitute SLP Cycle III to cover the five year period from 2020 to 2024.

In acknowledgement that South Deep had duly discharged its obligations under Regulation 45 of the MPRDA through the submission and approval of the requisite Compliance Reports for the periods 2020, 2021 and 2022, this revised SLP Cycle III shall include the duly concluded SLP actual status for the 2020, 2021 and 2022 periods and, the reconstituted SLP plans and targets for 2023 and 2024.

South Deep has duly implemented SLP Cycle II and concluded its engagement and consultation with identified stakeholders during the formulation of SLP Cycle III which therefore obviates any need for such engagement and consultation in regards to this reconstituted SLP.

To remain compliant with the terms and conditions of the current mining right, Mining Right number: GP30/5/1/2/2(220) MR, South Deep has developed this Reconstituted SLP for the period 2020 to 2024 in terms of Regulation 46 as read with Regulation 43 and 44 of the MPRDA Regulations, and will be referred to as the 2020-2024 South Deep SLP.

This SLP is an account of South Deep's ongoing commitment to give effect to the provisions of the 2018 Mining Charter.

**The objective of this SLP is to:**

Promote employment and advance the social and economic welfare of those who work for South Deep as well as those from South Deep communities (host communities)	To utilise and expand the existing skills base for the empowerment of HDSAs and to serve the communities	Ensure that as a holder of a Mining Right, South Deep contributes to the socio- economic development of the communities in which it operates	Implement effective and transparent engagement and communication with stakeholders
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## 1.1 Preamble

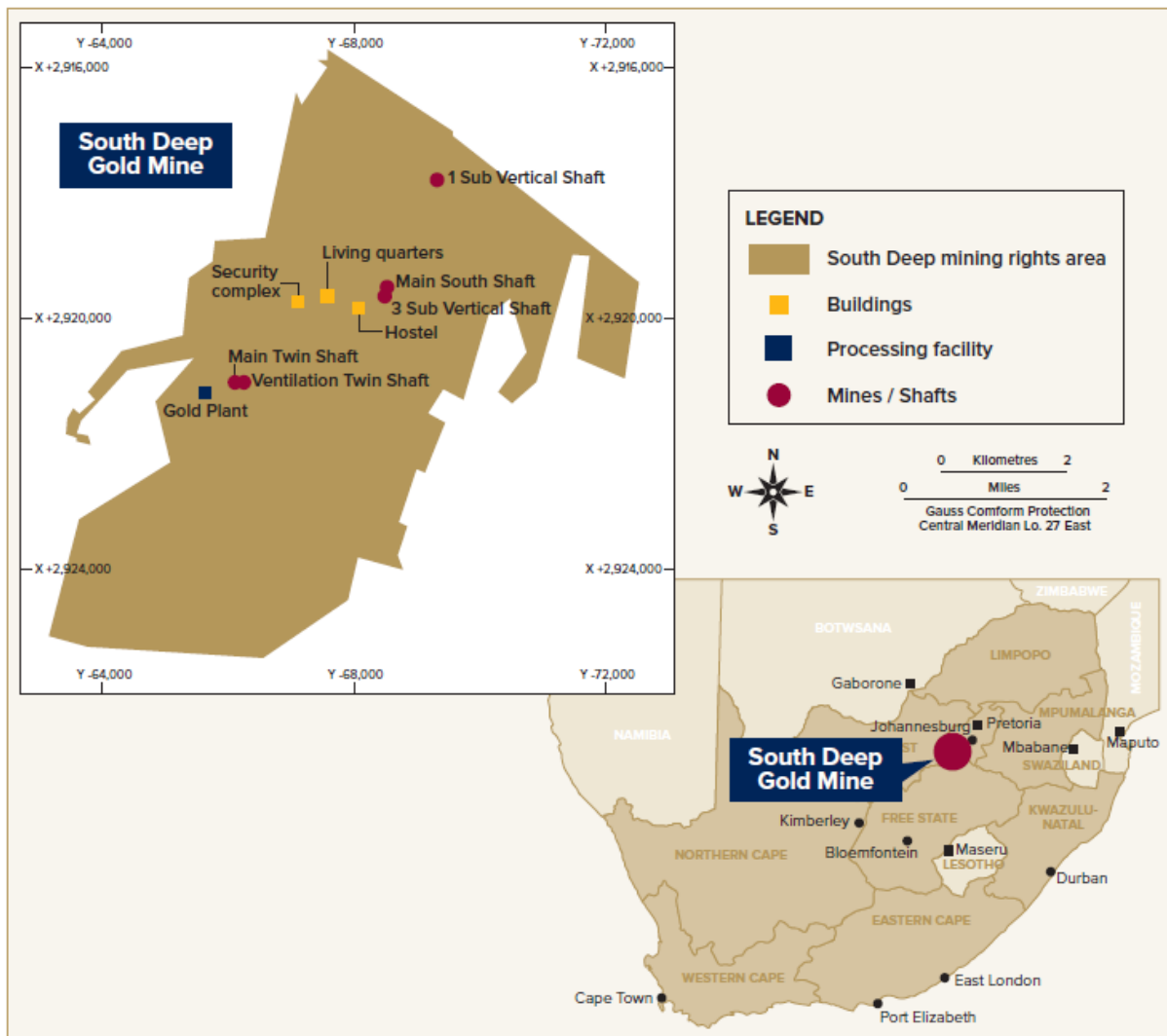
<b>Name of the Company:</b>  Gold Fields Operations Limited ("GFO") and GFI Joint Venture Holdings (Pty) Limited ("GFI Holdings") acting jointly in their capacities as participants in an unincorporated joint venture known as the South Deep Joint Venture	<b>Location of mine:</b>  South Deep is located on Farm Modderfontein, Old Vereeniging Road, situated in the magisterial district of Westonaria (approximately 45km southwest of Johannesburg) in the Gauteng Province and access is by road on the N12 or via the R28 (Randfontein / Westonaria)
<b>Name of Operation:</b>  South Deep Gold Mine	<b>Commodity:</b>  Gold, silver, nickel, uranium, copper and pyrite
<b>Physical Address:</b>  South Deep  Farm Modderfontein  Old Vereeniging Road  Westonaria	<b>Life of Mine:</b>  The new order mining right commenced on 13 July 2010 for a period of 30 years, ending on 12 July 2040. The projected Life of Mine for the operation extends to 2101 as at December 2021. South Deep has the option to apply for a renewal of the mining right within 90 days prior to lapse of the mining right.
<b>Contact details:</b>  Tel: (011) 411 1000 Fax: (011) 411 1588	<b>Financial Year of Mine:</b>  01 January – 31 December
<b>Responsible Person:</b>  Executive Vice President – SA Region	<b>SLP Annual Reporting Year:</b>  By 31 March of each year.



## 1.2 Location

### South Deep Gold Mine: General Location of Material Assets

Figure 1: South Deep Gold Mine: General Location of Material Assets



### 1.3 Geographic Origin of the Employees and Contractors as at 31 July 2022<sup>1</sup>

A breakdown of the geographic origin of four thousand nine hundred and seventy five (4 975) employees are provided in the table below:

Table 1: Geographic Origin of Employees

Province	Total number of South Deep employees at the mine
Gauteng	1 107
Eastern Cape	416
KwaZulu-Natal	165
Limpopo	159
North-West	117
Free State	114
Mpumalanga	83
Northern Cape	7
Western Cape	1
Subtotal: Employees Per Province	2 169
<b>Other countries</b>	
Mozambique	168
Lesotho	110
Swaziland	21
Botswana	12
Zimbabwe	9
Zambia	2
Subtotal: Employees from other countries	322
<b>TOTAL EMPLOYEES</b>	<b>2491</b>

<sup>1</sup> In view of the Reconstituted SLP Cycle III, the baseline will apply to the 2023 and 2024 Plans and Targets

Table 2: Geographic Origin of Contractors

Province	Total number of South Deep contractors at the mine
Gauteng	1 537
Eastern Cape	255
North-West	133
KwaZulu-Natal	119
Mpumalanga	86
Free State	84
Limpopo	83
Northern Cape	22
Western Cape	3
Subtotal: Contractors Per Province	2 322
<b>Other Countries</b>	
Mozambique	86
Lesotho	33
Zimbabwe	33
Zambia	5
Finland	2
Malawi	1
DRC	1
Swaziland	1
Subtotal: Contractors from other countries	162
<b>TOTAL</b>	<b>2 484</b>

SECTION

# 2



# HUMAN RESOURCES DEVELOPMENT PROGRAMME



## SECTION 2

# HUMAN RESOURCES DEVELOPMENT PROGRAMME

<b>2.1</b>	Compliance with Skills Development Legislation	14	<b>2.14</b>	Host Community Training Programmes	31
<b>2.2</b>	Skills Development Plan	15	<b>2.14.1</b>	Mathematics and Science Programme	31
<b>2.2.1</b>	Training Facilities (Technical and Non-Technical)	16	<b>2.14.2</b>	FET College Engineering Studies	32
<b>2.3</b>	Education Levels of South Deep Mine's Workforce	18	<b>2.14.3</b>	School Scholarship Scheme Grade 10-12	32
<b>2.4</b>	Hard-to-fill Vacancies	19	<b>2.14.4</b>	School Support Programme	33
<b>2.5</b>	Adult Education and Training (AET)	21	<b>2.14.5</b>	Programme for People with Disabilities (PWD)	33
<b>2.6</b>	Foundational Learning Competence (FLC)	22	<b>2.14.6</b>	Community Cadet Programme (CCP)	33
<b>2.7</b>	Learnerships	23	<b>2.15</b>	Career Progression Plan	34
<b>2.8</b>	Supervisory and Leadership Development	25	<b>2.15.1</b>	Career Paths	35
<b>2.9</b>	Bursaries	27	<b>2.15.2</b>	Capability	39
<b>2.10</b>	Study Assistance	27	<b>2.15.3</b>	Talent Management	40
<b>2.11</b>	Graduate Programme	28	<b>2.15.4</b>	Structured Skills Development & Progression (SSDP)	41
<b>2.12</b>	Core Skills Training Programmes	28	<b>2.16</b>	Mentorship Plan	42
<b>2.13</b>	Portable Skills Training Programmes	30	<b>2.17</b>	Financial provision – Human Resource Development	42
<b>2.13.1</b>	Portable Skills Enrichment Programme for retirees and Medical Incapacitation	30			
<b>2.13.2</b>	Portable Skills Training - Community	31			


## SECTION 2:

# HUMAN RESOURCES DEVELOPMENT PROGRAMME





The execution of the Human Resources Development (HRD) programmes will be coordinated and structured to align with the annual operational business plan and budget and where applicable, linked to strategic business requirements.

In line with Regulation 46(b), this section of the SLP deals comprehensively with South Deep's five-year plan to achieve the optimal development of its human resources. The following information is provided:

- Skills Development Plan
- Current education levels
- Hard-to-fill vacancies
- Adult Education and Training
- Foundational Learning Competence
- Learnerships
- Skills programmes
- Bursaries
- Study assistance
- Internship
- Core skills training programme
- Portable skills
- Community training programmes
- Career progression plan



Regulation 46(b) of the MPRDA requires that the contents of the SLP must contain a HRD programme that should include a Skills Development Plan which identifies and reports on:

	the number and education levels of the employees (Form Q);
	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 (Form R);
	a career progression plan and its implementation in line with the skill development plan; and
	a mentorship plan and its implementation in line with the skills development plan and the needs for the empowerment groups.

It is intended that the HRD Policy for South Deep supports both the legislative and regulatory framework together with the business strategy and objectives of the Company.

## 2.1 Compliance with Skills Development Legislation

The South Deep HRD strategy takes cognisance of skills demand and supply in the mining industry with specific reference to scarce and critical skills, including creating an ongoing pipeline of a proficient workforce, which is a key strategic focus area.

HRD is managed across all levels of employment and is also considered a critical component for achieving the organisation's objectives and ensuring legislative compliance. Consequently, the Mine's HRD plans are continuously aligned with the Workplace Skills Plans (WSP) and integrated into the organisation's business plan to meet the short-term, medium-term and long-term human capital development requirements.

The Mine is committed to ensuring that its workers, inclusive of contractor employees and local communities are given the opportunity to acquire relevant skills and competencies in order to achieve both individual and organisational goals in the context of the mine's operational and local economic development objectives.

SETA Information Required	SETA details	
Name of SETA:	Mining Qualifications Authority (MQA)	
Registration number with relevant SETAs:	L770732933	
Skills Development Facilitator:	Emmanuel Bolosha	
Proof of submission of Workplace Skills Plan and date of submission:	30 April 2022	
Action	Reporting	Submission Date
South Deep to submit WSP-ATR to MQA to qualify for Mandatory Grant Application for training facilitated at the Mine.	Annually	30 April 2019

## 2.2 Skills Development Plan

South Deep's sustained success relies on a suitably skilled workforce to achieve its strategic and operational objectives. Human Resources Development is also an integral part of the company's drive to establish a workforce that is reflective of the demographics of the country. South Deep is accordingly committed to developing the knowledge, skills and abilities of its entire workforce, through a blend of learning methods including mentoring and coaching, on-the-job training, formal courses, skills and learnership programmes and stretched assignments.

Internally, performance and talent management processes enable the identification of training needs and offer employees support in terms of career options, preparing those with the ability to take on additional or different responsibilities for future career progression.

The Mine aims to provide a detailed skills development plan that outlines how it intends to offer employees development of requisite skills in respect of:

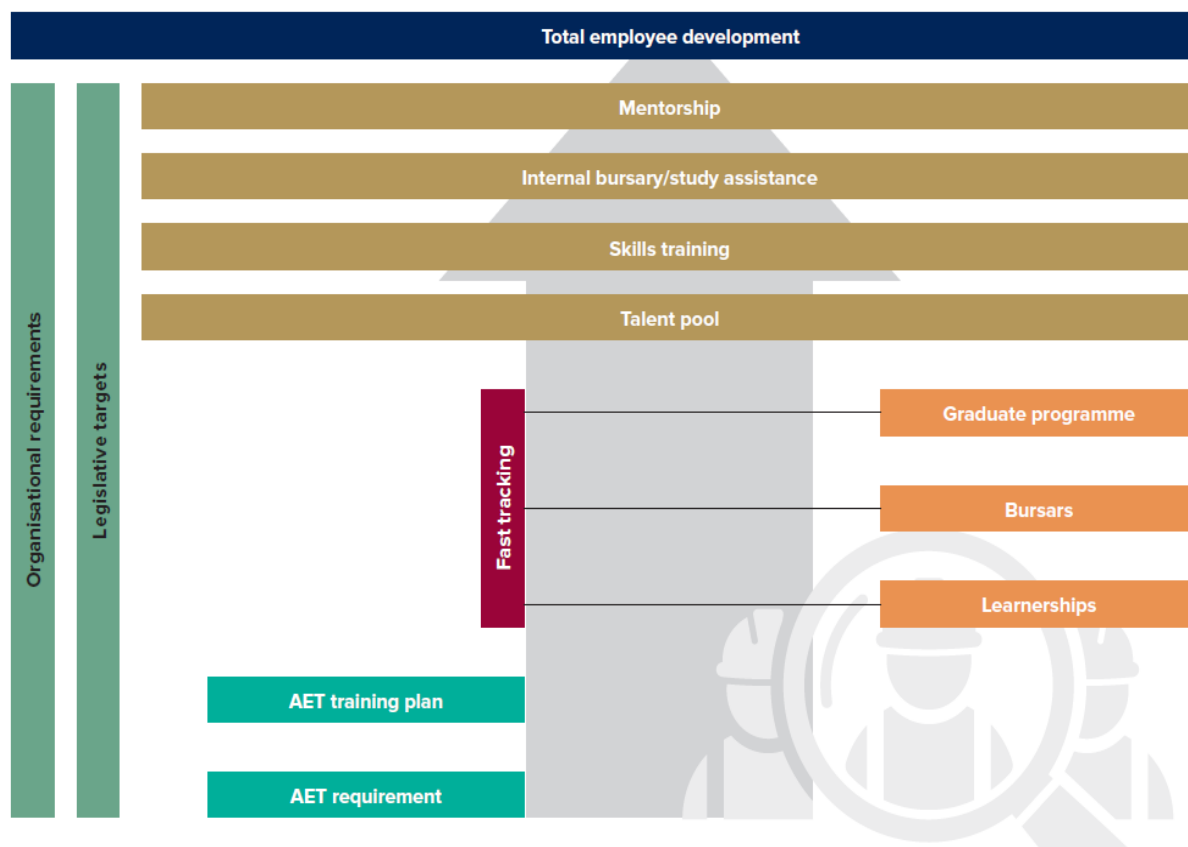
- Adult Education and Training (AET);
- Literacy and numeracy skills for employees and non-employees (community members);
- Learnerships;
- Bursaries;
- Internship;
- Other training initiatives reflective of demographics as defined in the amended 2010 Mining Charter (as amended from time to time).

The purpose of the Skills Development Plan will be to assess and record current levels of skills and education. The results of these assessments will be used as a base for the upskilling of current employees and future skills development initiatives. The Skills Development Plan will form the foundation from which education, training and development initiatives will be provided.

In order to redress the shortage of skills, South Deep will collaborate with statutory bodies such as the mine Qualifications Authority (MQA), in developing a comprehensive skills development strategy to ensure the availability of mine and production-specific skills, a competent workforce and the training of employees in skills that can be used not only in the mining or production industries, but in future employment opportunities. Every reasonable endeavour will be made to ensure South Deep's Human Resources Development Plan supports the National Development Plan (NDP) and the Millennium Development Goals in relation to:

- Education (Primary)
- Skills and Employment or Employability
- Gender Equality

Figure 4: South Deep Human Resource Development Framework



### 2.2.1 Training Facilities (Technical and Non-Technical)

South Deep offers a comprehensive catalogue of training programmes and technical short courses run by accredited training providers. The various Skills Development Programmes are offered at the following facilities:

- **External service providers:** South Deep utilises the services of external service providers the majority of which are fully accredited by the MQA. In addition, these service providers have approved programmes in a number of other Sector Education and Training Authorities (SETAs), giving them the ability to provide recognised and accredited education and training in a number of mining and non-mining fields. Some of the skills and qualifications offered are blasting certificated miners, production supervisors (e.g. shift bosses), production superintendents (e.g. mine overseers) and mine managers. They provide training for learners at all levels i.e. from new entrants to mine manager level. Learners are also provided with national qualifications at NQF levels 2 to 5.
- **South Deep Training Centre:** South Deep has two training centres which cater for induction and mining skills training at the Central Training Centre and the TM3 Training Centre at Twin Shafts. The training centres provide education and training exclusively to Gold Fields South Deep employees (inclusive of contractors rendering services to South Deep).



The Central Training Centre (South Shaft) offers the following training interventions:	The TM3 Training Centre (Twin Shaft) offers the following training interventions:
<ol style="list-style-type: none"> <li>1. Induction training which includes the following: <ul style="list-style-type: none"> <li>• Financial training</li> <li>• First Aid training</li> <li>• Harness training</li> <li>• Health and Safety</li> <li>• Environmental Awareness</li> <li>• e-Learning</li> <li>• Gas Detection Instrument (GDI) training</li> <li>• Proximity Detection System training</li> </ul> </li> <li>2. Trans 4 mine training course "Trackless Mobile Machines (TMM)"</li> <li>3. Strata control training course</li> <li>4. Pre-conditioning training course</li> <li>5. Competent "A" training course</li> <li>6. Competent "B" training course</li> <li>7. Blasting assistants training course</li> </ol>	<ol style="list-style-type: none"> <li>1. Operator training which includes all Underground and Trackless Mobile Machines</li> <li>2. Mechanical and electrical training which includes all Underground Trackless Mobile Machines and Surface Machines</li> <li>3. Maxus's system for loco training</li> <li>4. Engineering basic hydraulics training</li> <li>5. Safe lifting training course</li> <li>6. Basic rigging course</li> </ol>

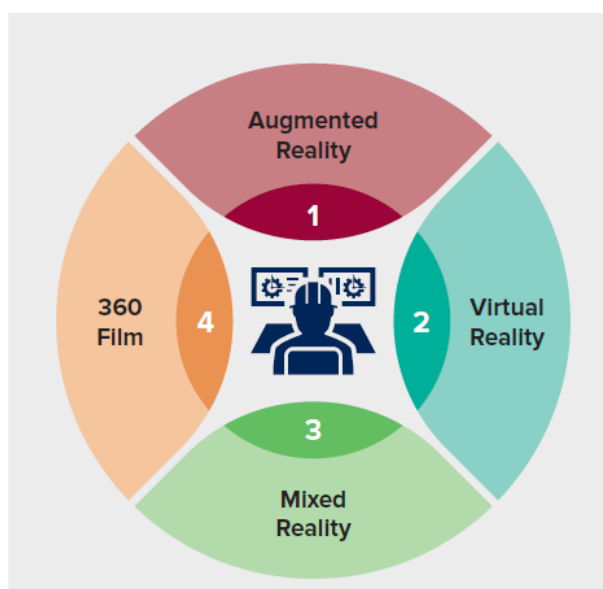
## Our Training Approach

Figure 5: Examples of Immersive Learning Experiences

Adult learning methods continue to evolve in tandem with the rapid and pervasive deployment of technology in modern workplaces. South Deep has adopted and will continue to refine its Immersive Learning Environment (ILE) which is a learning methodology that has gained popularity in recent years. Various immersive learning techniques are transforming the educational, learning and people development field.

Immersive learning is a teaching and learning approach that integrates technology with traditional methods of education, providing a more realistic and stimulating environment for growth. It focuses more on the learning experience to enhance learner content understanding and retention rather than a student's ability to merely regurgitate content.

ILE incorporates digital media, simulations, and other interactive tools to create "immersive" experiences for learners. This type of education/learning can be used in both online and integrated facilitator led coursework through simulations, role-playing, or other activities that allow students to experience first-hand what they are learning about.



An immersive learning experience aims to engage learners so that they learn best.

## 2.3 Education Levels of South Deep Mine's Workforce

The number and education levels form which is referred to as Form Q (as of April 2022) for employees is illustrated below. South Deep will be conducting an intensive skills and qualifications audit during 2023 to further refine and update its employee skills and HRD intervention schedules.

*Note: Tables 3 and 4 profiles relate to April 2022 while employee and contractor profiles in Section 1 relate to July 2022*

**Table 3: Education Levels for Employees as of April 2022**

Band	NQF	Old system	Male				Female				Total		Total
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
General Education and Training (GET)	1	No Schooling/Unknown	650	9	14	120	272	5	7	28	793	312	1 105
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0	0
		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	38	0	0	0	0	0	0	0	38	0	38
		Grade 4/Std 2	21	0	0	0	1	0	0	0	21	1	22
		Grade 5/Std 3/ABET 2	28	0	0	0	3	0	0	0	28	3	31
		Grade 6/Std 4	57	0	0	0	0	0	0	0	57	0	57
		Grade 7/Std 5/ABET 3	75	0	0	0	3	0	0	0	75	3	78
		Grade 8/Std 6	60	0	0	1	1	0	0	0	61	1	62
		Grade 9/Std 7/ABET 4	81	0	0	1	5	1	0	1	82	7	89
Further Education and Training (FET)	2	Grade 10/ Std 8/N1	65	0	0	22	16	1	0	1	87	18	105
	3	Grade 11/Std 9/N2	90	0	1	5	46	1	0	0	96	47	143
	4	Grade 12/Std 10/N3	318	5	0	73	174	3	1	15	396	193	589
	5	N4	16	0	0	6	8	0	0	2	22	10	32
	6	N5	7	0	0	2	5	0	0	0	9	5	14
	7	N6	10	0	0	1	3	0	0	1	11	4	15
Higher Education and Training (HET)	8	Diplomas/Certificates	13	0	0	6	5	0	0	1	19	6	25
	9	First degrees/higher diplomas	9	0	0	3	6	0	1	2	12	9	21
	10	Honours/Master's degrees	3	1	0	2	4	0	1	0	6	5	11
	11	Doctorates	0	0	0	1	0	0	0	0	1	0	1
<b>Total</b>			<b>1 541</b>	<b>15</b>	<b>15</b>	<b>243</b>	<b>552</b>	<b>11</b>	<b>10</b>	<b>51</b>	<b>1 814</b>	<b>624</b>	<b>2 438</b>

The number and education levels for contractors as of April 2022 are illustrated below. The further breakdown according to educational levels is being verified. A full table with a breakdown will be submitted at a later stage as an addendum and following the skills and qualifications audit referred to above.

**Table 4: Education Levels for Contractors as of April 2022**

Band	NQF	Old system	Male				Female				Total		Total
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
General Education and Training (GET)	1	No Schooling/Unknown	1 709	46	11	339	179	1	0	23	2 105	203	2 308
		Grade 0/Pre	0	0	0	0	0	0	0	0	0	0	0
		Grade 1/Sub A	0	0	0	0	0	0	0	0	0	0	0
		Grade 2/Sub B	1	0	0	0	0	0	0	0	1	0	1
		Grade 3/Std 1/ABET 1	0	0	0	0	0	0	0	0	0	0	0
		Grade 4/Std 2	2	0	0	0	0	0	0	0	2	0	2
		Grade 5/Std 3/ABET 2	2	0	0	0	0	0	0	0	2	0	2
		Grade 6/Std 4	1	0	0	0	0	0	0	0	1	0	1
		Grade 7/Std 5/ABET 3	2	0	0	0	0	0	0	0	2	0	2
		Grade 8/Std 6	5	0	0	0	0	0	0	0	5	0	5

Band	NQF	Old system	Male				Female				Total		Total
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
		Grade 9/Std 7/ABET 4	4	0	0	0	0	0	0	0	4	0	4
Further Education and Training (FET)	2	Grade 10/Std 8/N1	4	0	0	2	1	0	0	0	6	1	7
	3	Grade 11/Std 9/N2	11	0	0	2	1	0	0	0	13	1	14
	4	Grade 12/Std 10/N3	32	0	0	8	6	0	0	1	40	7	47
	5	N4	0	1	0	0	0	0	0	0	1	0	1
	6	N6	1	0	0	0	1	0	0	0	1	1	2
Higher Education and Training (HET)	7	Diplomas/ Certificates	0	0	0	0	0	0	0	0	0	0	0
	8	First degrees/ higher diplomas	0	0	0	0	0	0	0	0	0	0	0
	9	Honours/Master's degrees	0	0	0	0	0	0	0	0	0	0	0
	10	Doctorates	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>			<b>1 774</b>	<b>47</b>	<b>11</b>	<b>351</b>	<b>188</b>	<b>1</b>	<b>0</b>	<b>24</b>	<b>2 183</b>	<b>213</b>	<b>2 396</b>

## 2.4 Hard-to-fill Vacancies

Table 5: Hard-to-fill Vacancies

Occupation level	Job title of vacancy	Hard-to-fill	Vacant	Main reason for being unable to fill the vacancy
Senior Management	Mining Leads	X	X	Scarce Skill, Capability & Diversity Imperatives
	Mine Planning Leads	X	X	Scarce Skill, Capability & Diversity Imperatives
Professionally qualified and experienced specialists and mid-management	Section Engineers	X	X	Scarce Skill, Capability & Diversity Imperatives; TM3 & Integrated Asset Management
	C&I Superintendents	X	X	Scarce Skill, Capability & Diversity Imperatives; Specialised Technology Experience
	Rock Engineers	X	X	Scarce Skill, Capability & Diversity Imperatives
	Resource Geologists	X	X	Scarce Skill, Capability & Diversity Imperatives
	Drill & Blast Engineers	X	X	Scarce Skill, Capability & Diversity Imperatives; Operational Systems & Mining Method Experience
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Instrument Mechanics & Technicians	X	X	Scarce Skill, Capability & Diversity Imperatives; Specialised Technology Experience
	Diesel Mechanics	X	X	Scarce Skill, Capability & Diversity Imperatives; Specialised Trackless Equipment Experience
	Electricians	X	X	Scarce Skill, Capability & Diversity Imperatives; Specialised Trackless Equipment Experience
	Fitters	X	X	Scarce Skill, Capability & Diversity Imperatives; Specialised Trackless Equipment Experience
	Electro-Mechanic/ Millwrights	X	X	Scarce Skill, Capability & Diversity Imperatives; Specialised Trackless Equipment Experience
	Trackless General Miners	X	X	Scarce Skill, Capability & Diversity Imperatives; Underground Mining Method Experience
	Trackless Long Hole Rig & Drill Operators	X	X	Scarce Skill, Capability & Diversity Imperatives; Specialised Simba & HP Rig Experience
	Shaft Timbermen	X	X	Scarce Skill, Capability & Diversity Imperatives; Grade 12/NQF 4 Qualifications
	Senior Training Officers ETD	X	X	Scarce Skill, Capability & Diversity Imperatives; ILE experience, Content Development & Technology Integration

**Table 6: Hard-to-fill Vacancies as Aligned to the Workplace Skills Plan and Annual Training Report**

Occupation or specialisation title	Reason for occupation being scarce	Add comments regarding the scarcity, i.e. which tasks/outputs that are critical for the occupation are not being met or performed by employees.	What type of learning programmes are you planning to address this occupational scarcity?	NQF Level
Mining Leads	Scarce Skill, Capability & Diversity Imperatives	Legal Mine Manager's certificate	Graduate Programme; Mine Managers Certificate	> NQF 7
Mine Planning Leads	Scarce Skill, Capability & Diversity Imperatives	Strategic and integrated planning; Operating Planning Systems & leadership capabilities	Graduate Programme; Operational Planning Development Programme	> NQF 7
Section Engineers	Scarce Skill, Capability & Diversity Imperatives; TM3 & Integrated Asset Management	Technical competence; TM3 & Integrated Asset Management	Graduate Programme	> NQF 7
C&I Superintendents	Scarce Skill, Capability & Diversity Imperatives; Specialised Technology Experience	Technical competence; Specialised Technology (Newtrax)	Graduate Programme; Technology Emersion Exposure	> NQF 7
Rock Engineers	Scarce Skill, Capability & Diversity Imperatives	Rock Engineering ticket	Graduate Programme; Development Programme	> NQF 7
Resource Geologists	Scarce Skill, Capability & Diversity Imperatives	Resource estimation; geostatistics and related analysis	Graduate Programme; Development Programme	> NQF 7
Drill & Blast Engineers	Scarce Skill, Capability & Diversity Imperatives; Operational Systems & Mining Method Experience	Operational/systems knowledge and LHS experience	Graduate Programme; Development Programme	> NQF 7
Instrument Mechanics & Technicians	Scarce Skill, Capability & Diversity Imperatives; Specialised Technology Experience	Technical competence, operational systems (NEWTRAX)	Graduate Programme; Technology Emersion Exposure	> NQF 5
Diesel Mechanics	Scarce Skill, Capability & Diversity Imperatives; Specialised Trackless Equipment Experience	TM3 Specific Specialised Experience	MQA Learnership	> NQF 4
Electricians	Scarce Skill, Capability & Diversity Imperatives; Specialised Trackless Equipment Experience	TM3 Specific Specialised Experience	MQA Learnership	> NQF 4
Fitters	Scarce Skill, Capability & Diversity Imperatives; Specialised Trackless Equipment Experience	TM3 Specific Specialised Experience	MQA Learnership	> NQF 4
Electro-Mechanic/ Millwrights	Scarce Skill, Capability & Diversity Imperatives; Specialised Trackless Equipment Experience	TM3 Specific Specialised Experience	MQA Learnership	> NQF 4
Trackless General Miners	Scarce Skill, Capability & Diversity Imperatives; Underground Mining Method Experience	Trackless Underground Mining & LHS Experience	MQA Learnership	> NQF 4
Trackless Long Hole Rig & Drill Operators	Scarce Skill, Capability & Diversity Imperatives; Specialised Simba & HP Rig Experience	Specialised Simba, Rhino & HP Rig Experience	Specialised Drill Rig Operator Training & O4R	> NQF 4
Shaft Timbermen	Scarce Skill, Capability & Diversity Imperatives; Grade 12/NQF 4 Qualifications	Technical Competence & Grade 12/ NQF 4 Qualifications	Shaft Timberman Development Programme/Educational Assistance	> NQF 4
Senior Training Officers ETD	Scarce Skill, Capability & Diversity Imperatives; ILE experience, Content Development & Technology Integration	ILE experience, Content Development & Technology Integration Experience	ILE Emersion & Application, HRD Practitioner & 3D/VR Application Courses	> NQF 6



## 2.5 Adult Education and Training (AET)

AET constitutes a fundamental building block of vocational skills development and career path progression. It provides an entry point for individuals to begin at AET Level 1 and to progress through the learning pathway to attain AET Level 4 (NQF 1 qualification), which gives access to vocationally directed skills programmes and courses within a career learning pathway.

South Deep has revised its minimum entry and promotional selection criteria to Grade 12 or NQF Level 4. To offer existing employees the opportunity to improve their educational qualifications, the Mine will focus on identifying employees through subsequent skills and qualifications audits. These employees would be afforded the opportunity to enter and progress along the AET educational improvement programmes and to focus on the progression of AET Level 4 learners in the Foundational Learning programme. Employees that progress beyond AET Level 4 and eligible employees in the sub-NQF Level 4 categories will have access to corresponding educational programmes aimed at acquiring Grade 12 or NQF Level 4.

South Deep will further ensure that members of the Host Communities are offered the opportunity to become functionally literate through the implementation of AET programmes. The key drivers of the AET strategy entail advertising campaigns both on and off Mine to attract mine employees, and host community members.

The following AET programmes will be offered:

AET	Level 1	Std 1	Grade 3	
	Level 2	Std 3	Grade 5	
	Level 3	Std 5	Grade 7	
	NQF1	Level 4	Std 7	Grade 9

The quality assurance for content, the delivery of the prescribed content and training facilities will meet the requirements of the MQA. AET will be offered to employees and members of the communities as part of the South Deep HRD programme. Classroom facilities are provided at South Deep to offer AET to employees and members of the host communities.

Apart from the challenges faced by the mining industry as a whole regarding AET, South Deep has also encountered various challenges in the intake of employees in AET. These challenges range from learner turnover to a lack of interest amongst a component of the population due to their age, with many of them approaching retirement age. However, South Deep continues to encourage employees to enroll.

Table 7: AET Duration per Level

AET duration per level	Duration (full-time)	Grade equivalent
Level 1 (English and Numeracy)	6 months	Std 1/Grade 3
Level 2 (English, Numeracy and Life Orientation)	6 months	Std 3/Grade 5
Level 3 (English; Numeracy; Life Orientation and Mining)	6 months	Std 5/Grade 7
Level 4 / NQF 1 (English; Numeracy; Life Orientation, Natural Science & Mining electives)	12 Months	Std 7/Grade 9

## AET Guideline per Level

South Deep will offer AET classes with the intention of improving the current education level of employees and its community members. All classes will be offered on a full-time basis and provision will be made to accommodate mine employees to attend such full-time classes during their off shifts.

Employees will be identified through an educational verification process and should an employee decline the opportunity to attend AET, it will be required that they complete a signed declaration to confirm their decision.

Table 8: AET Intake (Community)

AET Level	TARGET				
	2020	2021	2022	2023	2024
Community	226	213	276	80	80
<b>Total</b>	<b>226</b>	<b>213</b>	<b>276</b>	<b>80</b>	<b>80</b>

Table 8a: AET Intake (Employees – Voluntary)

AET Level	TARGET				
	2020	2021	2022	2023	2024
Employees	0	0	0	10	10
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>10</b>

Table 9: AET Cost

AET Cost	TARGET				
	2020	2021	2022	2023	2024
Community	226	213	276	80	80
Employees				10	10
Average rate per participant	R33 508	R35 518	R37 650	R39 909	R42 304
<b>Total</b>	<b>R7 572 808</b>	<b>R7 565 334</b>	<b>R10 391 400</b>	<b>R3 591 810</b>	<b>R3 807 360</b>

## 2.6 Foundational Learning Competence (FLC)

South Deep will provide community members with the opportunity to participate in the FLC programme in communications and mathematics. The FLC in Communications develops participants' basic knowledge of language and the thinking processes required to communicate effectively in the workplace. The programme develops reading, writing, speaking and listening skills that will enable the learner to function optimally in the workplace, to deal successfully with further learning and finally to access occupational training materials and related assessments. The FLC Communications is registered at NQF Level 2 and carries 20 credits.

The FLC in Mathematical Literacy provides learners with an adequate foundation to cope with the mathematical demands of occupational training and to engage meaningfully in real-life situations involving mathematics. Foundational Mathematical Literacy will also serve as the foundation for further development of an individual in mathematical literacy contexts and mathematical concepts that may be specific to an occupation.

Table 10: FLC Intake (Excluding Continuations)

FLC (community members)	TARGET				
	2020	2021	2022	2023	2024
FLC: Communication and Mathematical Literacy	21	35	55	10	10
<b>Total</b>	<b>21</b>	<b>35</b>	<b>55</b>	<b>10</b>	<b>10</b>

Table 11: FLC Cost

FLC Cost	TARGET				
	2020	2021	2022	2023	2024
Participants	21	35	55	10	10
Average rate per participant	R5 618	R5 955	R6 312	R6 690	R7 092
<b>Total</b>	<b>R117 978</b>	<b>R208 425</b>	<b>R347 160</b>	<b>R66 900</b>	<b>R70 920</b>

## 2.7 Learnerships

Learnerships are registered and accredited learning programmes that result in a registered qualification with the South African Qualifications Authority (SAQA). Learnerships consist of a blend of theoretical learning, improved through practical on-the-job work experience. Learnership programmes are also one of the identified mechanisms to achieve portable skills and in so doing minimise the adverse impacts of downscaling and retrenchments. Learnerships are granted in the form of:

1	2
<b>Employees' Learnerships</b> (18.1 Learnerships: Skills Development Act, 97 of 1998, s18.1)	<b>Community Member Learnerships</b> (18.2 Learnerships: Skills Development Act, 97 of 1998, s18.2)

South Deep offers learnerships in core production disciplines i.e. mining and engineering. The minimum duration of a mining learnership is 18 months and engineering learnerships is 24 – 36 months. All learnerships will be approved and accredited by the MQA as well as the Quality Council for Trades and Occupations (QCTO).

The availability of learnerships is dependent on specific discipline skill demands, as well as the availability of learnerships from the various Skills Education Training Authorities (SETAs). It is acknowledged that job creation in the local community must include opportunities for the youth.

Registering Learnerships will provide opportunities for young people to remain in their communities and contribute to economic growth in the area. The learnerships will be distributed among the various population groups including females. Learnership streams in both engineering and mining will be determined by South Deep on an annual basis after taking into account the skills needed on the Mine.

Table 12: Learnership Intake (Engineering and Other)

Year	Status	Engineering Learnerships		Junior Engineers	Winding Engine Drivers	Onsetter
		18.1	18.2		18.1	18.1
2020	Continuations	12	27	8	0	0
	New Intakes	0	0	0	0	0
2021	Continuations	6	9	3	0	0
	New Intakes	0	13	0	0	0
2022	Continuations	6	18	2	0	0
	New Intakes	1	16	0	0	0
2023	Continuations	1	29	0	0	0
	New Intakes	4	6	0	1	1
2024	Continuations	5	35	0	0	0
	New Intakes	4	6	0	1	1
<b>Total</b>	<b>Continuations</b>	<b>30</b>	<b>118</b>	<b>13</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>New Intakes</b>	<b>9</b>	<b>41</b>	<b>0</b>	<b>2</b>	<b>2</b>

Note: Junior Engineer intake for 2023 and 2024 included under 2.11 below

Table 13: Learnership Cost (Engineering and Other)

Engineering Learners		TARGET				
		2020	2021	2022	2023	2024
18.1 Learners	Candidates	12	6	7	5	9
	Ave Rate / Candidate	R179 232	R194 014	R200 196	R212 207	R224 940
18.2 Learners	Candidates	27	22	34	35	41
	Ave Rate / Candidate	R179 232	R194 014	R200 196	R212 207	R224 940
Junior Engineers	Candidates	8	3	2	0	0
	Ave Rate / Candidate	R179 232	R194 014	R200 196	R0	R0
<b>Total</b>		<b>R8 423 904</b>	<b>R6 014 434</b>	<b>R8 608 428</b>	<b>R8 488 280</b>	<b>R11 247 000</b>

Table 14: Learnership Intake (Mining)

Year	Status	Learner miners	
		18.1	18.2
2020	Continuations	1	6
	New Intakes	0	0
2021	Continuations	0	1
	New Intakes	0	1
2022	Continuations	0	1
	New Intakes	3	1
2023	Continuations	15	6
	New Intakes	7	3
2024	Continuations	18	9
	New Intakes	7	3
<b>Total</b>	<b>Continuations</b>	<b>34</b>	<b>23</b>
<b>Total</b>	<b>New Intakes</b>	<b>17</b>	<b>8</b>

Table 15: Learnership Cost (Mining)

Mining learners		TARGET				
		2020	2021	2022	2023	2024
18.1 Learners	Candidates	1	0	3	22	25
	Ave Rate / Candidate	R179 232	R194 014	R200 196	R212 207	R224 940
18.2 Learners	Candidates	6	2	2	9	12
	Ave Rate / Candidate	R179 232	R194 014	R200 196	R212 207	R224 940
<b>Total</b>		<b>R1 254 624</b>	<b>R388 028</b>	<b>R1 000 980</b>	<b>R6 578 417</b>	<b>R8 322 780</b>

## 2.8 Supervisory and Leadership Development

The development of employees through various supervisory and leadership programmes is paramount for the long-term success of South Deep. The Mine will contract a number of service providers to assist with the development of supervisory and managerial development programmes outlined in Table 16. Supervisory and leadership development learners will be drawn from the workplace and developed through a combination of in-service and classroom training.

Table 16: Supervisory and Leadership Development Programmes

Development Programme	Learnership Programme Purpose
Supervision	<p>The programme aims at equipping every first-line manager with the essential knowledge and skills necessary to:</p> <ul style="list-style-type: none"> <li>• Develop, lead and inspire productive workplace teams</li> <li>• Ensure that all team members are developed to their full potential</li> </ul>
Energised Leadership	<p>The qualification is intended for junior managers of small organisations, first-line managers of business units in medium and large organisations, or those aspiring to these positions. Junior managers include team leaders, supervisors, foremen and section heads. It lays the foundation for further management development. The focus of this qualification is to enable learners to develop competence in knowledge, skills, attitudes and values</p>
Mine Manager Certificate of Competency	<p>Mine Managers Certificate Part A = Geology 1+2  1 = Theory  2 = Practical designed to equip the enrolled candidate with the required theoretical knowledge of the fundamental geology experience in hard-rock metalliferous mining in South Africa, as well as the practical knowledge to draw geological sections and interpret borehole information. The course is presented in two parts: 10 days theory, 5 days plan and section drawing.</p>
Management Development Programme	<p>To develop the management and leadership capability of employees occupying and/or those identified to, in future occupy management and/or leadership roles. Individuals will gain knowledge and insight into their natural management and leadership styles, and how to enhance their styles and successfully manage and lead teams.</p>
Advanced Management Development Programme	<p>Prepares high-potential managers for business leadership roles. It raises leadership contribution and shifts focus from operational management to strategic leadership.</p>

Table 17: Supervisory and Leadership Development Plan

Development Programme	TARGET				
	2020	2021	2022	2023	2024
Shift Boss Course	1	10	24	0	0
Supervisory Development Programme	48	290	338	30	30
Energised Leadership	8	28	18	10	10
Mine Manager Certificate of Competency	6	1	2	2	2
Management Development Programme	31	31	30	22	22
Advanced Management Development Programme	21	15	13	5	5

Table 18: Supervisory and Leadership Development Cost

Development Programme		TARGET				
		2020	2021	2022	2023	2024
Shift Boss Course	Candidates	1	10	24	0	0
	Ave Rate / Candidate	R11 236	R11 910	R12 625	0	0
Supervisory Development Programme	Candidates	48	290	338	30	30
	Ave Rate / Candidate	R22 472	R23 820	R25 250	R26 765	R28 370
Energised Leadership	Candidates	8	28	18	10	10
	Ave Rate / Candidate	R33 708	R35 730	R37 874	R40 146	R42 555
Mine Manager/ Overseer Certificate of Competency	Candidates	6	1	2	2	2
	Ave Rate / Candidate	R44 944	R47 641	R50 499	R53 528	R56 740
Management Development Programme	Candidates	31	31	30	22	22
	Ave Rate / Candidate	R84 270	R89 326	R94 666	R89 785	R95 172
Adv. Management Dev Programme	Candidates	21	15	13	5	5
	Ave Rate / Candidate	R95 506	R101 236	R107 311	R203 106	R215 293
<b>TOTAL</b>		<b>R6 247 216</b>	<b>R12 362 627</b>	<b>R13 855 253</b>	<b>R4 302 266</b>	<b>R4 560 379</b>

## 2.9 Bursaries

South Deep has a well-established open bursary scheme. The objective of the bursary scheme is to increase skills, close the gap on hard-to-fill vacancies and scarce skills, and support South Deep's transformation objectives. Bursaries will be awarded to students interested or currently studying in core mining disciplines and service departments. Bursaries will be offered to candidates who meet the criteria. The selection of bursars will be aligned with the Company's Employment Equity Plan.

South Deep will allocate the requisite amount to a bursary student for each year for the duration of the bursary agreement and will cover books, allowance, accommodation, and tuition fees.

Table 19: Bursary Plan (Including Continuations – "Contin'tn")

Field of Study	TARGET									
	2020		2021		2022		2023		2024	
	Contin'tn	Complete	Contin'tn	Complete	Contin'tn	Complete	Contin'tn	Target	Contin'tn	Target
Mining	1	9	1	5	2	19	1	2	3	2
Processing	1		1		2		4	1	2	1
Engineering			1		2		6	3	7	3
MRM	1		1		2					
Services (HR, Finance, SHE)	3				1		6	4	8	4
<b>TOTAL</b>	<b>6</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>19</b>	<b>17</b>	<b>10</b>	<b>20</b>	<b>10</b>

Table 20: Bursary Cost (Including Continuations)

Bursars	TARGET				
	2020	2021	2022	2023	2024
Bursars	15	9	28	27	30
Average Rate per Bursar	R137 358	R145 599	R154 335	R127 200	R134 832
<b>TOTAL</b>	<b>R2 060 370</b>	<b>R1 310 391</b>	<b>R4 321 380</b>	<b>R3 434 400</b>	<b>R4 044 960</b>

## 2.10 Study Assistance Scheme

In-service training forms an important component of South Deep's Skills Development Programme. In-service training incorporates a large variety of training methods, including structured courses, seminars and on-the-job training.

A key component of South Deep's in-service training is the self-study scheme. This scheme offers financial assistance to all permanent employees for part-time courses of study leading to an approved qualification, provided the proposed studies fall within the relevant Mine business disciplines. The self-study scheme offers employees opportunities to further their development in line with personal and organisational goals. It is important to note that this scheme is individually driven based on the employee's current career direction as aligned with the conditions of the scheme.

Financial provision is made for this scheme as it is a voluntary based scheme.

Table 21: Study Assistance Financial Provision

Study Assistance	TARGET				
	2020	2021	2022	2023	2024
Recipients	12	20	41	Demand Based	Demand Based
Average Rate per Recipient	R42 135	R44 663	R47 343	Per Intervention	Per Intervention
<b>TOTAL</b>	<b>R505 620</b>	<b>R893 260</b>	<b>R1 941 063</b>	<b>R500 000</b>	<b>R530 000</b>



## 2.11 Graduate Programme

South Deep offers practical training to students and bursars in terms of vacation work. Graduate trainees are also accommodated through postgraduate training with each professional-in-training assigned to a mentor. The emphasis is on the graduate and is to identify high-potential young Historically Disadvantaged South African (HDSA) candidates and give priority to candidates sourced from within the local community.

Graduate trainee positions offered by South Deep are dependent on the specific operational needs of the Mine and will focus on core mining disciplines and mining services. Once these learners have completed the graduate programme, South Deep exercises the first option of whether or not to offer the candidates permanent employment.

Table 22: Graduate Programme Plan (Including Continuations - "Contin'tn")

Field of Study	TARGET									
	2020		2021		2022		2023		2024	
	Contin'tn	Complete	Contin'tn	Complete	Contin'tn	Complete	Contin'tn	Target	Contin'tn	Target
Mining		27		24	1	28	8	0	5	0
Processing/ Metallurgy	3				1		1			
Engineering/Junior Engineer					1		2		2	
MRM										
- Geology	5				1		1		1	
- Rock Engineering							4		2	
- Survey							1		1	
Services (HR, Finance, SHE)	4				1		6		5	
<b>TOTAL</b>	<b>12</b>	<b>27</b>	<b>0</b>	<b>24</b>	<b>5</b>	<b>28</b>	<b>23</b>	<b>0</b>	<b>16</b>	<b>0</b>

Table 23: Graduate Programme Cost (Including Continuations)

Graduate Programme	TARGET				
	2020	2021	2022	2023	2024
Numbers	27	24	28	23	16
Average Rate per Graduate	R341 411	R304 440	R322 706	R359 263	R380 819
<b>TOTAL</b>	<b>R9 218 097</b>	<b>R7 306 560</b>	<b>R9 035 768</b>	<b>R8 263 049</b>	<b>R6 093 104</b>

## 2.12 Core Skills Training Programmes

In addition to the training described above, South Deep also offers a comprehensive catalogue of training programmes and technical short courses run by accredited training providers. The various Skills Development programmes are offered at the Central Training Centre (South Shaft) and the TM3 Training Centre (Twin Shaft).

The core business skills programmes include all legislative requirements specified in the company competency profiles, national registered skills programmes and relevant mining legislation. The programmes are occupationally directed technical skills interventions aimed at providing employees with the requisite knowledge and skills to perform their work safely and in a proficient manner and providing skills development towards career progression. Health and safety training, environmental training and first aid training are compulsory modules required of employees returning from leave as well as new employees joining the Mine.

South Deep plans to implement the following mine-related compulsory core business induction training interventions to Mine employees and contractors:

Table 24: Core Skills Training Plan

Core Skills Training	TARGET				
	2020	2021	2022	2023	2024
Health, Safety & Environ Induction Training	2 089	3 992	2 409	1 000	1 000
First Aid Training	1 411	2 990	2 624	1 000	1 000
Rock Mech/Strata Control & Risk Assessment	4	0	0	50	50
<b>TOTAL</b>	<b>3 504</b>	<b>6 982</b>	<b>5 033</b>	<b>2 050</b>	<b>2 050</b>

Table 25: Core Skills Training Cost

Core Skills Training		TARGET				
		2020	2021	2022	2023	2024
Health, Safety & Environmental Induction Training	Numbers	2 089	3 992	2 409	1 000	1 000
	Average Rate per Learner	R1 124	R1 191	R1 262	R1 337	R1 417
First Aid Training	Numbers	1 411	2 990	2 624	1 000	1 000
	Average Rate per Learner	R1 124	R1 191	R1 262	R1 337	R1 417
Rock Mechanics/Strata Control & Risk Assessment	Numbers	4	0	0	50	50
	Average Rate per Learner	R1 124	R0	R0	R1 337	R1 417
<b>TOTAL</b>		<b>R3 938 496</b>	<b>R8 315 562</b>	<b>R6 351 646</b>	<b>R2 740 850</b>	<b>R2 904 850</b>

Technical skills training programmes form an important component of training and development interventions in the following occupational groups: machine operators, drivers and elementary workers. Technical skills programmes offered by South Deep comply with the unit standard requirements of the NQF and the MQA and therefore offer participants portable skills credits towards an NQF registered qualification. The technical skills programmes offered by South Deep are outlined below:

Table 26: Technical Skills Training Plan

Technical Skills Training	TARGET				
	2020	2021	2022	2023	2024
Competent A	41	10	54	10	10
Competent B	74	144	261	50	50
Blasting assistant	0	42	15	10	10
Shaft Timberman	0	0	0	3	3
Loco Operator	10	25	10	5	5
Drill Rig Operators	62	157	66	8	8
Dump Truck Operators	44	86	70	8	8
LHD Operators	188	140	64	8	8
Utility Vehicle Operators	159	157	120	8	8
<b>TOTAL</b>	<b>578</b>	<b>761</b>	<b>660</b>	<b>110</b>	<b>110</b>

Table 27: Technical Skills Training Cost

Technical Skills Training		TARGET				
		2020	2021	2022	2023	2024
Competent A	Numbers	41	10	54	10	10
	Average Rate per Learner	R44 944	R47 641	R50 499	R53 528	R56 740
Competent B	Numbers	74	144	261	50	50
	Average Rate per Learner	R57 124	R54 191	R57 443	R60 889	R64 542
Blasting Assistant	Numbers	0	42	15	10	10
	Average Rate per Learner	R0	R15 483	R16 412	R17 396	R18 440
Shaft Timberman	Numbers	0	0	0	3	3
	Average Rate per Learner	R0	R0	R0	R29 425	R31 191
Loco Operators	Numbers	10	25	10	5	5
	Average Rate per Learner	R2 247	R2 382	R2 525	R2 676	R2 837
Drill Rig Operators	Numbers	62	157	66	8	8
	Average Rate per Learner	R21 629	R22 927	R24 303	R25 761	R27 306
Dump Truck Operators	Numbers	44	86	70	8	8
	Average Rate per Learner	R21 629	R22 927	R24 303	R25 761	R27 306
LHD Operators	Numbers	188	140	64	8	8
	Average Rate per Learner	R17 978	R19 056	R20 200	R21 412	R22 696
Utility Vehicle Operators	Numbers	159	157	120	8	8
	Average Rate per Learner	R7 865	R8 337	R8 837	R9 367	R9 929
Total		R13 015 423	R18 537 760	R23 649 447	R4 513 753	R4 784 554

## 2.13 Portable Skills Training Programmes

### 2.13.1 Portable Skills Enrichment Programme for Retirees and Medical Incapacitation

In alignment with South Deep's commitment to the well-being of our employees, the Mine plans to introduce Portable Skills Training Program for retirees and medical incapacitated employees in 2023/4. It is emphasized that this initiative is not driven by contemplation of retrenchment as referred to under Section 7: Management of Downscaling and Retrenchment, but is designed to provide support and opportunities for these employees. The training will be conducted by accredited service providers, and no direct payment will be made to the applicants. Note that this programme is referenced in this section of the SLP for context while its financial provision is captured under Section 7:

Table 28: Portable Skills Enrichment Programme

Portable Skills Enrichment Costs	2023	2024
Retirees & Medical Incapacitation	24	27
Rate per candidate	R59 150	R62 699
<b>Total</b>	<b>R1 419 600</b>	<b>R1 692 873</b>

## 2.13.2 Portable Skills Training – Community

As part of the South Deep skills development plan, the Mine will provide training in portable skills which are applicable to both the mining industry and other sectors. The key objective is to offer portable skills training programmes to community members, to reduce dependency on the Mine and promote job creation opportunities. Portable skills training will fall into the following broad categories:

Entrepreneurial skills:	Life skills training programme:	Portable skills:
A wide range of skills that are necessary for the success of commercial enterprises. These skills can be classified into broad categories such as enterprise management, marketing competency, production proficiency, ICT and financial management.	This programme will equip participants with education on fundamental life skills essential for promoting sustainability. Some examples include financial management skills, compiling budgets, payment of rates and taxes, family building skills and taking ownership of one's future.	Non-mining related-skills in the local labour-sending areas that are non-mining related and can be utilised to support and improve opportunities for employment.

Table 29: Portable Skills Training Plan

Portable Skills Training	TARGET				
	2020	2021	2022	2023	2024
Community	0	40	30	20	20
<b>Total</b>	<b>0</b>	<b>40</b>	<b>30</b>	<b>20</b>	<b>20</b>

Table 30: Portable Skills Training Cost

Portable Skills Training	TARGET				
	2020	2021	2022	2023	2024
Community	0	40	30	20	20
Rate per Candidate	R49 663	R52 643	R55 802	R59 150	R62 699
<b>Total</b>	<b>R0</b>	<b>R2 105 720</b>	<b>R1 674 060</b>	<b>R1 183 000</b>	<b>R1 253 980</b>

## 2.14 Host Community Training Programmes

### 2.14.1 Mathematics and Science Programme

South Deep will provide extra mathematics and science programmes for Grade 10, 11 and 12 learners at its AET Centre on Saturdays to assist learners from local communities. The purpose of the programme is to offer enrichment classes to local learners in mathematics and science. To further support this project South Deep will provide, food, transport, and stationery to the learners.

Table 31: Mathematics and Science Programme Grades 10, 11 & 12

Maths & Science Programme	TARGET				
	2020	2021	2022	2023	2024
Grade 10 Learners	30	30	30	20	20
Grade 11 Learners				20	20
Grade 12 Learners				20	20
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>60</b>	<b>60</b>

Table 32: Mathematics and Science Programme Cost

Maths & Science Programme	TARGET				
	2020	2021	2022	2023	2024
Grade 10 Learners	30	30	30	20	20
Grade 11 Learners				20	20
Grade 12 Learners				20	20
Average Rate per Learner	R40 405	R42 829	R45 399	R20 900	R22 154
<b>Total</b>	<b>R1 212 150</b>	<b>R1 284 870</b>	<b>R1 361 970</b>	<b>R1 254 000</b>	<b>R2 215 400</b>

## 2.14.2 FET College Engineering Studies

South Deep will endeavour to increase the participation of our local communities within the engineering field by implementing the bursary scheme for Further Education and Training. The bursary scheme will enable Grade 12 mathematics and science learners from our local schools to enroll with TVET colleges and acquire N1, N2 and N3 qualifications. Upon completing the N3, learners may become feeders into learnership programmes in the market.

Table 33: FET College Engineering Studies Plan

FET	TARGET				
	2020	2021	2022	2023	2024
Employees	8	6	1	0	0
Community	32	35	38	20	20
<b>Total</b>	<b>40</b>	<b>41</b>	<b>39</b>	<b>20</b>	<b>20</b>

Table 34: FET College Engineering Studies Cost

FET	TARGET				
	2020	2021	2022	2023	2024
Number	40	41	39	20	20
Average Rate per Learner	R35 259	R37 374	R39 617	R32 796	R34 764
<b>Total</b>	<b>R1 410 360</b>	<b>R1 532 334</b>	<b>R1 545 063</b>	<b>R655 920</b>	<b>R695 280</b>

## 2.14.3 School Scholarship Scheme Grade 10-12

With effect from 2023, South Deep will revise its school support programmes to offer a broader and more focused scholarship development focus which will provide current top-performing Grade 10, 11 and 12 Math and Science learners from our local schools with a scholarship.

Table 35: Scholarship Plan

Scholarship plan	2023	2024
Grade 10	10	10
Grade 11	10	10
Grade 12	10	10
<b>Total</b>	<b>30</b>	<b>30</b>

Table 36: School Scholarship Scheme Cost (Including Continuations)

Scholarship Grade 10-12	2023	2024
Community	30	50
Rate per candidate	R32 800	R34 768
<b>Total</b>	<b>R984 000</b>	<b>R1 738 400</b>

#### 2.14.4 School Support Programme

In order to deliver a successful school bursary programme, it is important that the right skills are available at tutor level. South Deep will initiate a school support programme effective in 2023 whereby tutors are equipped with the didactic skill in the form of mentorship to ensure success to the programme. This will guarantee a sustainable programme and provide learners that meet the requirements to compete for bursaries and other opportunities to empower themselves.

Table 37: School Support Programme Financial Provision

School Support Programme	2023	2024
Total per annum	R810 000	R1 200 000
<b>Total</b>	<b>R810 000</b>	<b>R1 200 000</b>

#### 2.14.5 Programme for People with Disabilities (PWD)

South Deep in partnership with the Signa Academy has embarked on a programme to assist people with disabilities. The Signa Academy is a national institution with six permanent campuses in five provinces and an average 1400 learners who participate in over 44 accredited skills development programmes. The courses are facilitated onsite at the Signa Academy or online.

The objective of this programme is to reach the most vulnerable individuals in South African communities affording them an opportunity to study a recognised and registered programme and to better equip and support these individuals to enter the job market.

Table 38: PWD Plan

PWD plan	2023	2024
Candidates	50	50
<b>Total</b>	<b>50</b>	<b>50</b>

Table 39: PWD Cost

PWD cost	2023	2024
Candidates	50	50
Rate per candidate	R54 000	R57 240
<b>Total</b>	<b>R2 700 000</b>	<b>R2 862 000</b>

#### 2.14.6 Community Cadet Programme (CCP)

In further support of unemployed youth in our local communities, South Deep runs a cadetship training programme that combines practical on-the-job experience and formal, facilitated training. The programme focuses on experiential learning and job exposure at entry-level mining occupations over a one-year fixed term contract. This programme is delivered in partnership with Yes4Youth and is intended to equip cadettes with elementary job experience as preparation to compete for employment opportunities at South Deep or in the broader job market.

Table 40: CCP Plan

CCP plan	2023	2024
Candidates	40	40
<b>Total</b>	<b>40</b>	<b>40</b>

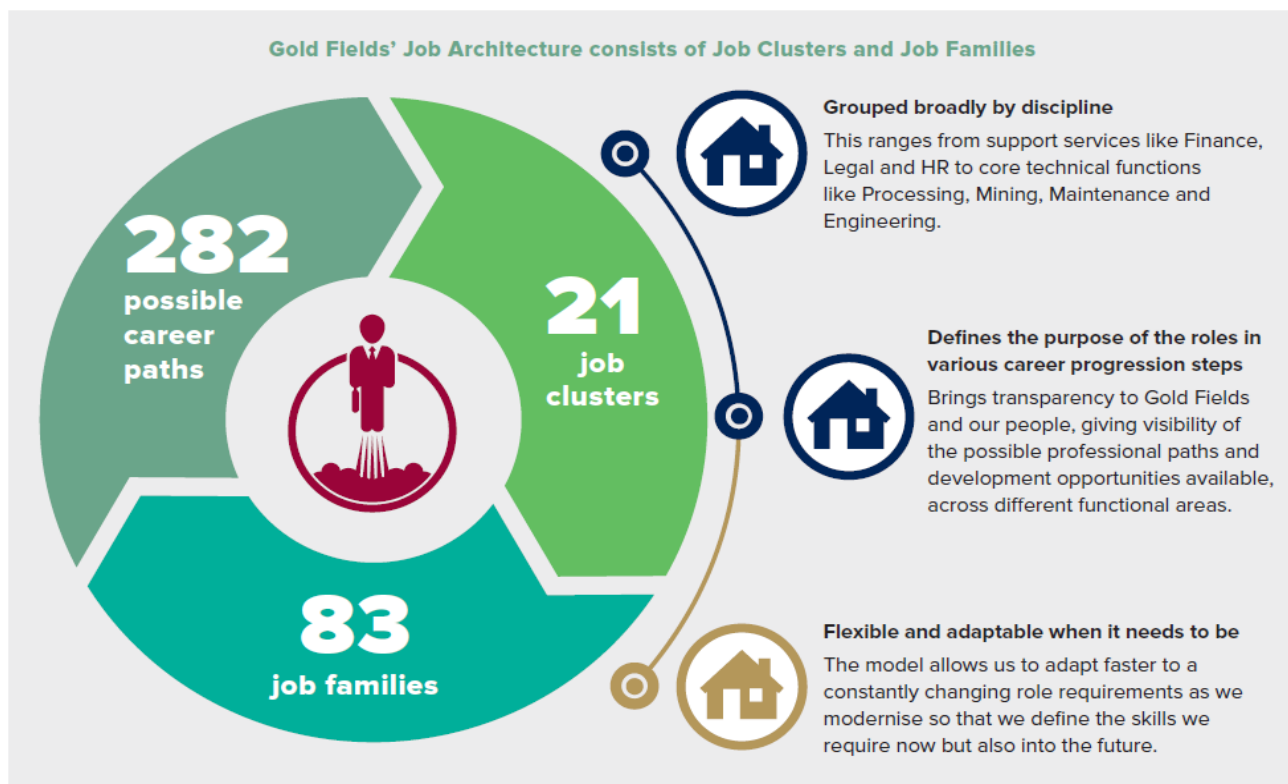
Table 41: CCP Cost

CCP cost	2023	2024
Candidates	40	40
Rate per candidate	R78 000	R82 680
<b>Total</b>	<b>R3 120 000</b>	<b>R3 307 200</b>

## 2.15 Career Progression Plan

The Gold Fields Group Job Architecture sets the foundation upon which the organisation's Talent Management and Career Progression strategy and approach is based. The Job Architecture systematically defines the hierarchy of roles within a defined construct of 21 job clusters, 83 job families and 282 possible career paths across the Gold Fields' global portfolio.

Figure 6: Illustration of the Gold Fields Job Architecture



Job clusters are designed to generically group defined functional delivery across the organisation's value chain and sets out the required organisational capabilities to effectively deliver intended business outcomes. Job Families represent a further clustering of individual roles or jobs within a functional or work discipline construct that reflects similar types of work and the associated capabilities required to achieve defined functional objectives to enable the delivery of intended business outcomes.

The construct of the job architecture, job clusters and job families enable a more consistent and transparent mapping of the organisational value chain, required organisational capabilities, enabling roles and the associated role capabilities to ensure sustained organisational growth. This mapping, therefore, provides clarity for managers and employees to better understand the factors that differentiate successive role complexities, required capabilities and individual growth possibilities. It sets the foundation for agile and flexible career planning, individual development and, structured opportunities for employees to reach their potential.



The table below depicts the core job family elements and its framework construct that informs career progression direction, associated role dimensions and capabilities:

*Table 42: Core Job Family Elements and their Framework Constructs*

1	<b>Cluster</b>	Grouping of job families that relate to a single organisational core capability.
	<b>Job Family</b>	A specific line of work or work discipline that represents a logical vertical career progression.
2	<b>Family Purpose</b>	A summary of the principal accountabilities/key responsibilities of the family.
	<b>Progression Steps</b>	Development milestones that represent distinct levels of work and contribution within a line of work. These are natural vertical career advancement steps.
	<b>Job Purpose</b>	A brief summary of the core purpose represented by the job or level of work. Represents the core intent of having this level of work in the organisation.
3	<b>Key Accountabilities</b>	The main areas in which this job must get results in order to achieve its purpose. The areas of accountability described as specific to the line of work and are useful to describe how work evolves in a job family.
	<b>Differentiating Factors</b>	Areas of work which serve to clearly distinguish one level of work complexity from the next. They are chosen specifically to identify differences in work complexity in a given family.
4	<b>Education</b>	Minimum level of education required to operate successfully in the job or level of work.
	<b>Applied Knowledge</b>	Knowledge required to operate successfully in that job or level of work.
	<b>Experience</b>	Type of experience required to be prepared to operate successfully in the job or level of work.
5	<b>Behavioural Competencies</b>	Critical behaviours required to be demonstrated at the job or level of work to perform and align to Gold Fields' values and desired culture. Competencies are grouped in the dimensions of Thought, Results, People, and Self. Core competencies are mandatory across all job families. The rest are family specific.
	<b>BARS (<i>Behaviour Anchored Rating Scale</i>)</b>	Represents the type of work across four stages of contribution. This is used to map the right behavioural indicators to the job.
	<b>Technical Competencies</b>	Critical technical skills are required in the job family to operate successfully, and with an assigned level of proficiency per job.

Key to the achievement of sustainable high performance is an effectively designed organisation, clearly defined roles, tasks and accountabilities, and the accurate matching of employee capability to the work that needs to be done. Realising the full potential of our people and assets, therefore, relies upon the right people in the right roles, doing the right work.

The Gold Fields job architecture, job clusters and job families provide the enabling framework upon which to construct and guide the organisation, its leadership and its employees to achieve sustainable high performance and, to realise the full potential of our people and assets.

### 2.15.1 Career Paths

Career paths at South Deep Mine are structured and comprehensive development planning processes that provide line leaders and employees with a defined pathway upon which to plan career advancement. Employees are thus able to assess defined career paths relative to their career aspirations and to engage with their line leaders to obtain advice and support to design development options aligned to such aspirations.

The core prerequisite for employees to embark on sanctioned career development plans is to, in the first instance, attain full performance in consistently delivering to their current job delivery requirements. This is primarily to ensure optimal task delivery, confirmation of employee capability and that neither the employee nor operational delivery is adversely impacted on account of further development demands.

Formal career progression and development programmes require the employees' current role to be within the specified job family in which such development is targeted. This is to ensure that line leaders are able to create sufficient opportunities for exposure, coaching and support to facilitate such development. This applies equally to employees seeking to access Company sponsored or subsidised further education and related study grants. While both parties are accountable for ensuring adherence to the internal development plan (IDP), the employee is expected to assume overall accountability to ensure that development objectives are consistently met and reviewed.

This career progression phase is generally intended to develop employees in preparation for vertical career progression within defined semi-skilled and skilled job categories. In exceptional cases, such development could be aimed at intra- and inter-job cluster career progression preparation as well.

Vertical career progression	Intra-job cluster career progression	Inter-job cluster career progression
where an employee progresses within a job family from one role to a successive and higher complexity role.	where an employee moves from one job family role into another job family role within the same job cluster. Such a move may be from one role to another role of equal complexity to broaden experience or, may entail a move into a higher complexity role.	where an employee moves from one role or career direction from one job cluster into another or a different job cluster. Such an inter-cluster move may be into a role of equal complexity to broaden experience or may entail a move into a higher complexity role.

Employees who progress into the skilled technical and academically qualified and/or professionally qualified job categories within a designated job family, whose performance is consistently rated as high and, who have been assessed as having the potential to operate at higher complexity levels may be classified as emerging talent or placed on a discipline talent watchlist.

Once so classified, employees may be admitted into formalised discipline talent development programmes and will be assigned a discipline-specific coach and/or mentor to ensure formalised alignment with discipline-specific development prerequisites. This will further include cyclical discipline talent progress reviews with discipline head oversight.

## a. Mining and Trackless Career Path

Table 43: Mining and Trackless Mining Career Path

Development progression levels	Mechanised mining career path (excluding logistics)	Grade	Dover test	Preferred requirements	Mandatory requirements	Drivers license	Computer literacy	Basic rock mechanics	Hydraulics appreciation course	Machine specific training	Mechanised mining experience
1	General Labourer	AU	No	NQF 4	Grade 12/ Comp B, Safe Production Rules, Health and Safety course/induction	No	No	No	No	No	None
2	Impact Breaker Operator	BL	Yes	NQF 4	Grade 12/ Comp B, Safe Production Rules, Health and Safety course/induction, machine specific training	No	No	No	Yes	3 days	6 months
3	Scaler Operator/ Utility Vehicle Operator/ Charmec operator/ Spray-mec Operator	BU	Yes	NQF 4	Grade 12/ Comp B, Safe Production Rules, Health and Safety course/induction, machine specific training	Yes	No	No	Yes	5 days	12 months
4	Dumptruck Operator/ Grader Operator/ Dozer Operator	BU	Yes	NQF 4	Grade 12/ Comp B, Safe Production Rules, Health and Safety course/induction, machine specific training	Yes	No	No	Yes	10 days	18 months

Development progression levels	Mechanised mining career path (excluding logistics)	Grade	Dover test	Preferred requirements	Mandatory requirements	Drivers license	Computer literacy	Basic rock mechanics	Hydraulics appreciation course	Machine specific training	Mechanised mining experience
5	LHD Operator	CL	Yes	Blasting Certificate/ NQF 4	Grade 12/ Comp A, Safe Production Rules, Health and Safety course/induction, machine specific training	Yes	No	Yes	Yes	10 days	24 months
6	Drill Rig Operator/ Support Rig Operator/ Long Hole Rig Operator	CL	Yes	Blasting Certificate	Grade 12/ Comp A, Safe Production Rules, Health and Safety course/induction, machine specific training	Yes	No	Yes	Yes	10 days	30 months
7	Crew Leader	CU	Yes	Learner Official Prog/ POLC	Grade 12/ Blasting Certificate, Safe Production Rules, Health and Safety course	Yes	Yes	Yes	Yes	Progressed through levels	4 years
8	Production Supervisor	CU	Yes	M O Certificate/ POLC course	Grade 12/ Blasting and Production Supervisors Certificate, Methane Test Certificate, Safe Production Rules, Health and Safety course	Yes	Yes	Yes	Yes	Progressed through levels	6 years
9	Mine Overseer	DL	Yes	Mine Managers Certificate/ GIBS-MDP/LDP	Grade 12/ Mine Overseer Certificate, Safe Production Rules, Health and Safety course	Yes	Yes	Yes	Yes	Progressed through levels	8 years
10	Section Manager	DU	Yes	Mining Degree/ Diploma/ GIBS-MDP/LDP	Grade 12/ Mine Managers Certificate, Professionals Registrations, Safe Production Rules, Health and Safety course	Yes	Yes	No	No	Progressed through levels	10 years
11	Operations Manager	EL	Yes	Mining Degree/ Diploma/ GIBS-MDP/LDP	Grade 12/ Mine Managers Certificate, Professionals Registrations, Safe Production Rules, Health and Safety course	Yes	Yes	No	No	No	12 years
12	Head of Mining	EU	Yes	Mining Degree/ Diploma/ GIBS-MDP/LDP	Grade 12/ Mine Managers Certificate, Professionals Registrations, Safe Production Rules, Health and Safety course	Yes	Yes	No	No	No	15 years
<p>* Duration of Training and Development dependent on individual performance, competence and progression</p> <p>* Valid First Aid Certificate and Medical Certificate of Fitness are compulsory for all underground employees</p>											

## b. Engineering Career Path

Table 44: Engineering Career Path

Development progression levels	Engineering career path	Grade	Dover test	Preferred requirements	Mandatory requirements	Drivers license	Computer literacy	Technical courses per trade	Hydraulics appreciation course	Machine specific training	Engineering experience
1	Engineering Assistant	AU	No	NQF 4	Grade 12/Safe Production Rules, Health and Safety course/induction, Engineering Assistant Certificate	No	No	No	No	No	None
2	Learnership	NG	Yes	N3 / NQF 4	Grade 12/Safe Production Rules, Health and Safety course/induction	Yes	Yes	No	Yes	Yes	3-4 years' during training
3	Learner Official	NG	Yes	BSC Eng/ National Diploma	Grade 12/Safe Production Rules, Health and Safety course/induction, Engineering & Equipment specific training	Yes	Yes	Yes	Yes	Yes	Completed apprenticeship or Deg. Dip
4	Artisan	CL	Yes	N3 / NQF 4	Grade 12/ Safe Production Rules, Health and Safety course/induction, Equipment specific training, Trade Test	Yes	Yes	No	Yes	Yes	Completed learnership 3-4 years
5	Foreman Engineering	CU	Yes	NQF 4/ N3/ Foreman Certificate	Grade 12/Safe Production Rules, Health and Safety course/induction, Machine/ Equipment specific training, Trade Test	Yes	Yes	Yes	Yes	Yes	5 years post learnership
6	Junior Engineer	NG	Yes	BSC Eng/ National Diploma	Grade 12/ Safe Production Rules, Health and Safety course/induction, Equipment specific training	Yes	Yes	Yes	Yes	Yes	4 years
7	Maintenance Overseer	DL	Yes	N4	Grade 12/ N4, Safe Production Rules, Health and Safety course/induction, Machine/equipment specific training, Trade Test	Yes	Yes	Yes	Yes	Yes	10 years post learnership/ Machine specialist
8	Section Manager Engineering	DU	Yes	BSC Eng/National Diploma	GCC, Safe Production Rules, Health and Safety course	Yes	Yes	Yes	Yes	Yes	1-2 years post Junior Engineer programme
9	Engineering Manager	EL	Yes	BSC Eng/National Diploma	GCC, Safe Production Rules, Health and Safety course	Yes	Yes	Yes	Yes	Yes	10 years post Junior Engineer programme
10	Head of Engineering	EU	Yes	BSC Eng/National Diploma	GCC, Safe Production Rules, Health and Safety course	Yes	Yes	Yes	Yes	Yes	15 years post Junior Engineer programme
<p>* Duration of Training and Development dependent on individual performance, competence and progression</p> <p>* Valid First Aid Certificate and Medical Certificate of Fitness are compulsory for all underground employees</p>											

## 2.15.2 Capability

As noted above, realising the full potential of our people and assets relies upon the right people in the right roles and doing the right work. This requires the optimal match between the role specification and the individual's capability to do the work as defined by applicable job clusters and job families. According to the job architecture model, work is structured in levels of increasing complexity in the organisation with each of the levels adding value to the organisation in a unique way.

Evaluating the complexity of tasks at different levels, ensuring the correct number of organisational layers and matching the capability of employees to the nature and complexity of the work to be done will help ensure that an organisation is effective and that people within it work to their potential. To ensure fairness and consistency in the assessment of capability, cognizance will be given to the relevant provisions of the Employment Equity Act requiring such assessments to be scientifically valid and reliable, applied fairly to all employees, and not to be biased against any individual or group. Capability is comprised of five elements as listed below:

<b>1</b>	<b>Mental processing ability</b>	Problem-solving skills relates to the amount and complexity of information that an individual is capable of processing. It is the ability to make order out of chaos, and to pattern and construe the world in terms of scale and time i.e., how a person orders and processes the information they take in to solve problems and make quality decisions.
<b>2</b>	<b>Social Processing Skills</b>	Relationship and collaboration skills are those skills that give the employee the ability to read social situations, understand the underlying social processes and influence those processes productively.
<b>3</b>	<b>Job Knowledge</b>	Qualifications and job-specific knowledge is the employee's relative formal qualifications, what an employee knows and what has been learned. Understanding of relevant technical/functional information, which could comprise all or part of an accepted body of knowledge and/or heuristics (self-generated knowledge).
<b>4</b>	<b>Technical Skills</b>	Experience and demonstrated track record which refers to proficiency in the practical use or application of knowledge i.e., the ability to carry out particular activities using tools, processes and/or systems.
<b>5</b>	<b>Application</b>	Energy, drive and diligence in respect of the employee displaying an adequate amount of energy in applying themselves, the drive and initiative applied and consistent delivery of outputs.

In the South Deep context, an employee is regarded as capable when all five elements of capability are demonstrated and assessed as consistently meeting the defined specification for the role. As these elements are all related and have an interdependent correlation, the absence of one or more of these elements will render the employee "not capable" and further development will be required to attain capability.

To reiterate, high performance requires the optimal match between the role specification and the individual's capability to do the work as defined by applicable job clusters and job families. South Deep applies a merit-based system requiring a match to ensure our people work productively and to their potential. Employees are required to assume accountability to ensure that they manage their development while line leaders are accountable for creating the environment, conditions and support mechanisms to ensure that employees develop optimally and that they work to their full potential.

Line leaders are therefore required to undertake the required training and development to ensure that they are capable of managing these aspects to facilitate a healthy skills and talent supply in the organisation.

### 2.15.3 Talent management

The Gold Fields job architecture is the foundation of talent management within the Group. It identifies all the elements of capability that make an individual successful in a current or future role and allows for short-term and long-term talent management. As the job architecture is applied across the Gold Fields Group, it defines the following core aspects of talent management:

<b>a. Defines the talent required across the business in all disciplines and across all regions</b>	<b>b. It clearly and consistently defines the capability requirements for each role</b>
<b>c. It maps employees to job clusters and job families and assesses their capabilities in order to have a global view of talent capability</b>	<b>d. Provides information to have structured conversations on development in the short, medium and long term</b>

In line with South Deep's strategic objective of building sustainable human capacity, strengthening leadership and achieving transformational excellence, the Mine will continue to focus on talent as a critical resource that must be managed. Based on the current talent management model and with reference to the above career path narrative, the structured talent management framework focuses predominantly on professionally qualified and senior management job categories. Identified skilled technical and academically qualified employees who are classified as emerging talent or placed on a discipline talent watchlist are included by exception and based on assessed merit. Employees outside of this classification are subject to a structured skills development tier which is addressed later in this document.

To this end, an integrated talent management strategy has been developed that caters for the needs of the company and the individual. The strategy consists of:

<b>1</b>	<b>Performance Management</b>	Annual structured performance cycles comprising individual Balanced Scorecards and IDPs for all employees at D Band and above aligned to key applicable South Deep business plan objectives. Progress against set performance and development objectives is assessed bi-annually with corresponding interventions implemented to ensure successive optimal delivery against these objectives as required.
<b>2</b>	<b>Annual Talent Reviews</b>	Career progression and related conversations are convened when designing individual Balanced Scorecards and IDP for all employees at D Band and above and reviewed throughout the year. The outcomes of these conversations and reviews are translated into discipline-specific talent assessments for consideration in respect of discipline health assessment, potential talent deployment, succession coverage, further capability development/exposure, etc. Actions and interventions emanating from annual talent reviews are translated into operational interventions and incorporated into further opportunities for development, deployment, etc.

3	<b>Talent Councils</b>	<p>Discipline talent councils are convened for each discipline with the key objectives being to:</p> <ul style="list-style-type: none"> <li>• Assess the Mine's strategic workforce plans to assess opportunities and areas of development</li> <li>• Maintain, refine and/or refresh discipline talent bench-strength and to assess emerging talent or those placed on a discipline talent watchlist</li> <li>• Assess the depth and breadth of the Mine's successor supply and implement succession plans for identified mission-critical and high-impact positions</li> <li>• Assess the availability and supply of capable talent in the short, medium and long-term</li> <li>• Accelerate the development of identified and selected high-performing and high-potential employees through actively managing their development</li> <li>• Assess the attraction and retention of critical talent, as well as, harness talent and delivery through people.</li> <li>• Fast-track the development of identified diverse talent, HDSAs, etc. in support of the company's transformation objectives</li> <li>• Formulate and/or update annual talent review status</li> </ul>
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The overall objective of the cyclical talent management process is to improve alignment between the group job architecture, update the job architecture and develop appropriate contingency plans to ensure optimal talent supply aligned to the short, medium and long-term strategic business plan.

#### 2.15.4 Structured Skills Development & Progression (SSDP)

The SSDP is a secondary career progression tier that has been introduced for the focused development of identified employees in preparation for vertical career progression into skilled technical and academically qualified job categories. This programme differs from the general career path focus as discussed earlier in that its design is specific to launching and fast-tracking career progression preparation of employees within the unskilled, semi-skilled and skilled job categories.

<p><b>Access to the SSDP requires:</b></p> <ul style="list-style-type: none"> <li>• Nomination by a line leader or discipline head</li> <li>• Consistent full performance in current role</li> <li>• Assessed capability in respect of application and social processing skills</li> <li>• Willingness to pursue career progression in a technical job family category</li> <li>• Willingness to undertake and commit to specific career focussed studies and/or coursework</li> <li>• Psychometric assessment of at least level of work 2</li> </ul>	<p><b>Formal enrolment into the SSDP programme comprises:</b></p> <ul style="list-style-type: none"> <li>• A bespoke IDP aligned to a targeted Level 2 role within a defined job family</li> <li>• An assigned formal mentorship agreement with a nominated discipline middle manager</li> <li>• Structured academic development and associated coursework programme with the majority of study/course attendance in own time</li> <li>• Practical assignments, project work and acting assignments</li> <li>• Structured progress assessment and performance evaluation</li> <li>• Salary progression aligned to successful completion of defined modules</li> <li>• Time-bound i.e., the programme to be completed within a specific and discrete period</li> </ul>
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Successful graduation would place the employee within the skilled technical and academically qualified job category and the employee will be subject to discipline talent management processes associated with emerging talent or placed on a discipline talent watchlist. Failure to achieve such classification will result in the employee's removal from the programme and assignment to a suitable alternative role.



## Career Progression Plans – 2023 to 2024

Table 45 below reflects the Career Progression Plan for permanent employees. The appointment of community learners is however linked to the operational requirements and vacancies that might arise within the business.

Table 45: Career Progression Plan for Permanent Employees

Current Positions	Training Intervention	Qualification Obtained	2023	2024
Engineering Learner	Learnership	Artisan	10	10
Winding Engine Driver (WED) learner	WED Learnership	Winding Engine Driver	1	1
Onsetter Learner	Onsetter Learner Programme	Onsetter	1	1
Mining Learner	Learner Miner Programme	Blasting Ticket	10	10
Bursars	Academic Studies	Degree/ Graduation	10	10
Graduates	Graduate Development Programme	Appointment in specific field	0	0
<b>Total</b>			<b>32</b>	<b>32</b>

## 2.16 Mentorship Plan

South Deep is committed to providing leaders and employees with the opportunity to be actively involved in mentorship programmes. To this end, the following people are encouraged to participate in mentorship programmes:



Employees on structured development as per the outcome of the talent review process.



Employees identified as future successors as per the outcome of the talent review process.



Employees on internships, learnerships and bursaries.



Graduates who are new entrants in the company.



Employees targeted for the Talent pool.

The mentorship programme is provided in the following categories: Junior Management, Junior Engineers, Bursars (Graduates), Engineering Learnerships and Mining Learnerships. Mentoring/ training is provided to employees.

Table 46: Mentorship

Mentorship	TARGET				
	2020	2021	2022	2023	2024
Number of Mentees	209	29	0	27	27
Number of Mentors	11	23	0	14	14

## 2.17 Financial Provision HRD

Table 47: Financial Provision HRD

HRD Spend and Estimates	2020	2021	2022	2023	2024	Total
	R54 359 110	R72 832 089	R83 076 327	R54 606 245	R61 331 040	<b>R326 204 811</b>

SECTION

# 3



## EMPLOYMENT EQUITY

## SECTION 3

### EMPLOYMENT EQUITY

<b>3.1</b>	Objectives to be Achieved for Each Year of the EE Plan	46
<b>3.2</b>	Employment Equity Forum	46
<b>3.3</b>	Workplace Barriers and Affirmative Action Measures	46
<b>3.4</b>	Employment Equity Profile and Goals	48
3.4.1	Employment Equity Profile and Goals – 2023 & 2024	48
3.4.2	Employment Equity Goals – HDSA & PWD Representation	49
<b>3.5</b>	Employment Equity Plan to Progress Women in Mining and HDSA Participation in Management	50
3.5.1	Action Plans	51
3.5.2	Two-pronged Plan to Achieve Targets	52
3.5.3	Barriers to Achieving these Goals and Ways of Overcoming them	52
3.5.4	HDSA Participation in Management: Plan	52

## SECTION 3

# EMPLOYMENT EQUITY

South Deep supports the intent and principles underlying the Employment Equity Act, No. 59 of 1998 (“EEA”) and the Mineral and Petroleum Resources Development Act, No 28 of 2002 (“MPRDA”).

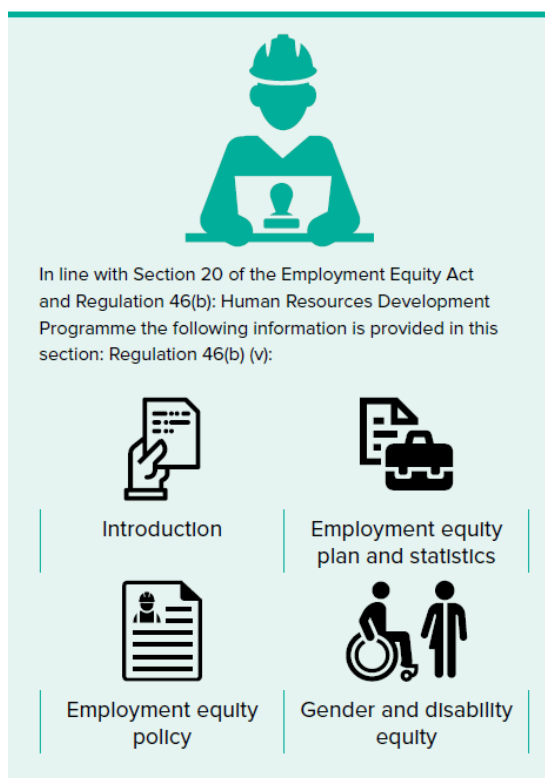
The Company through its commitment to Employment Equity, will therefore continually strive towards:

- Eliminating unfair discrimination;
- Promoting a broadly representative workforce;
- Redressing imbalances caused by past practices of unfair discrimination;
- Ensuring fair and equal opportunities for all;
- Managing diversity for the long-term benefit of the organisation and its employees;
- Valuing the contribution made by all employees; and
- Ensuring compliance with the EEA and the MPRDA.

Giving effect to these commitments requires the development and implementation of a roadmap that embodies timeframes, goals and positive measures through which South Deep’s Employment Equity objectives can be achieved.

South Deep has accordingly developed a five-year Employment Equity Plan (“EE Plan”) not only to comply with its statutory obligation in terms of the EEA and the MPRDA, but also seeks to address the Company’s strategic objectives by accessing a broader skills base.


The purpose of the EE Plan is to ensure diversity as well as participation of Historically Disadvantaged South Africans (“HDSA”) at all decision-making positions and core occupational categories in the mining industry.



### 3.1 Objectives to be Achieved for Each Year of the EE Plan

Specific objectives have been set to ensure reasonable progress towards transformation. These are as follows:

Figure 7: Employment Equity Plan Objectives

TIMEFRAME 2020 – 2024				
	1	2	3	4
 OBJECTIVES	Apply affirmative action measures to progressively remove any barriers to employment equity	Improve the representivity of designated groups through the implementation of annual numerical targets	Improve the percentage of the workforce classified as HDSA and women through targeted recruitment	Improve the disability profile through targeted recruitment and workplace accommodation
5	6	7	8	9
Develop and implement appropriate training and development measures and programmes for people from designated groups demonstrating the potential to meet the capability requirements for specified roles	Improving the number of females through internal learnerships and skills programmes	Identify eligible candidates for appointment from available pools of suitably qualified designated groups	Develop and review strategies for the retention of people from designated groups	Set up and review monitoring, measurement and communication procedures

### 3.2 Employment Equity Forum

An Employment Equity Forum (EE Forum) has been established to deal with Employment Equity and Diversity and Inclusion issues and to make recommendations as provided for in the employment equity legislation. Members of the EE Forum are aligned to the terms of reference as agreed in consultation between representatives of management, trade unions and nominated representatives of non-union members.

### 3.3 Workplace Barriers and Affirmative Action Measures

In accordance with the requirements of the EEA, an analysis of the employment equity policies, procedures and the working environment has been conducted at South Deep Mine to identify employment barriers which adversely affect people from designated groups. A summary of the analysis conducted and action plan to address the barriers is outlined below:

Table 48: Employment Barriers

Employment barriers identified as per S19 of EEA	Measures to eliminate in terms of S15(2)(a) of EEA
Recruitment procedures	<p>Review the Mine's Recruitment Policy to identify and eliminate any unfair discrimination to enable achievement of the EE Plan</p> <p>Ensure recruitment planning takes cognisance of the stated EE goals and targets in the EE Plan</p>
Advertising positions	<p>Ensure that advertised vacancies are consistently flighted on the Mine's approved electronic recruitment platform. This platform is currently the Group Internet and Intranet</p> <p>Advertisements to clearly indicate EE criteria and prerogative of the employer to appoint according to its EE Plan as a strategic objective</p>
Selection criteria	Train senior managers to equip them with competency-based interviewing techniques and to follow existing guidelines for selection and interviewing of prospective candidates
Appointments	<p>Consider the capacity and potential of candidates to acquire skills over a reasonable time period</p> <p>Provide guidance on development objectives and expectations for newly appointed employees to facilitate the joint formulation of individual development plans and performance expectations</p>
Remuneration and benefits	South Deep to become employer of choice in mechanised mining environment; identify and promote benefits of employment in a trackless environment
Terms and conditions of employment	Identify and execute plans to effect reasonable accommodation for eligible employees in respect of Gender and People with Disabilities
Work environment and facilities	Implement the regular assessment and actions to improve access and facilities for PWD on the mine
Promotions	Implement a merit-based career progression framework underpinned by structured HRD interventions, including mentoring programmes, to prepare eligible employees to compete for promotion opportunities
Succession and experience planning	Align employee progression, career planning and succession management programmes to the Gold Fields Group Job Architecture framework and provide accessible development and career planning services for employees and line managers to facilitate the joint formulation of individual development plans
Disciplinary measures	Communicate and provide training on the disciplinary code and procedure to all staff
Retention	Embed the Courageous Conversations campaign to facilitate an enhanced employee experience based on identified employee engagement themes
Corporate culture	<p>Promote social inclusion and "collegiality" in the South Deep culture</p> <p>Establish Leadership Development Programmes</p> <p>Provide training on Employment Equity for Senior Managers</p>
Reasonable accommodation	Review opportunities to match employee capabilities, classified disabilities and workplace adjustments to facilitate the reasonable accommodation of PWD
HIV/AIDS education and prevention programme	Align on-mine HIV/AIDS education and awareness campaign with broader wellness drive and continue VCT campaign as administered via the Occupational Health Centre
Appointed senior manager(s) to manage EE implementation	Continue Head of HR appointment as EE Manager and identify support resources to monitor and co-manage EE & transformation at South Deep
Budget allocation in support of employment equity goals	<p>Ensure provision of sufficient budget and access to resources to fund EE plans and programmes</p> <p>South Deep to provide ongoing training to Organized Labour on aspects of Employment Equity through a combination of external and internal Training Providers.</p>

## 3.4 Employment Equity Profile and Goals

### 3.4.1 Employment Equity Profile and Goals – 2023 & 2024

The purpose of the SLP is to ensure diversity as well as participation of HDSAs at all decision-making positions and core occupational categories in the mining industry. To determine the degree of underrepresentation of people from designated groups in decision-making positions, South Deep conducted a workplace profile analysis comparing its diversity profile against the economically active population of the region in which it operates. Table 49 represents the current employment equity staff profile in decision-making positions according to gender and race.

Table 49: Demographic Profile in Decision-making Positions as at December 2023

Occupational Level	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	1	0	8	2	0	1	0	1	0	15
Professionally Qualified	33	5	6	42	22	1	2	21	1	0	133
Skilled Technical	701	9	5	188	213	5	3	26	93	2	1 245
<b>PWD</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>75</b>

The Employment Equity Act requires that a designated employer must, as part of its Employment Equity Plan, determine numerical goals and targets to achieve equitable representation of suitably qualified people from all designated groups (including persons with disabilities) within each occupational category of the workforce. The targets will form the framework for implementation of the EE Plan. South Deep Mine has made a policy decision to set goals at the following level:

1	2	3	4	5
<b>The regional economically active population</b> taken into account at top management, senior management, professionally qualified, skilled technical, semi-skilled and unskilled levels, also including people with disabilities.	<b>The Broad Based Black Economic Empowerment Act (53 of 2003) Codes of Good Practice</b> , taken into account at top management, senior management, professionally qualified and skilled technical levels, including core and critical skills, as well as people with disabilities.	<b>The Broad-Based Socio-Economic Empowerment Charter for the Mining and Minerals Industry (2018)</b> , taken into account at top management, senior management, professionally qualified and skilled technical levels, also including core and critical skills as well as people with disabilities.	<b>The Employment Equity Act (55 of 1998) as amended</b> , taken into account at top management, senior management, professionally qualified, skilled technical, semi-skilled and unskilled levels, also including people with disabilities.	<b>The Department of Employment of Labour Proposal on Employment Equity Targets for the Mining and Quarrying Sector (Board Circular No. 48/22)</b> , taken into account at top management, senior management, professionally qualified and skilled technical levels, as well as people with disabilities.

The tables below reflects the employment equity goals South Deep will endeavour to achieve in decision-making positions and in terms of people with disabilities (PWD) for each year of the EE Plan.

Definition Explanation	
Top Management	Directors of Gold Fields Operations Limited, GFI Joint Venture Holdings (Pty) Limited and Newshelf 899 (Pty) Limited
Senior Management	All E-Band Employees (Permanent Employees and Temporary Employees employed for more than 3 months)
Professionally Qualified	Professionally Qualified & experienced specialists/mid-management. DL and DU Employees (Permanent Employees and Temporary Employees employed for more than 3 months)



Definition Explanation	
Skilled Technical	Skilled Technical & Academically Qualified/Junior Management/Supervisors/Foremen/Superintendents. All D1 and C Band Employees, including NG Employees (Permanent Employees and Temporary Employees employed for more than 3 months)
Core & Critical Skills	Science, technology, engineering, and mathematical skills across the organisational levels, in both production and operations of a mining company. All employees in the following core production disciplines: Mining, Engineering, Projects, Metallurgy, Technical Services, Safety and Environmental excluding Health Services.

Table 50: Employment Equity Targets 2023

Occupational Level	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
Top management											
Senior management	6	1	0	11	4	0	1	1	0	0	24
Professionally qualified	45	5	6	39	24	4	2	14	2	0	141
Skilled technical	652	14	12	157	242	7	9	42	80	3	1 218
Core & critical skills	620	13	13	107	337	13	10	40	77	6	1 236
<b>PWD</b>	<b>27</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>21</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>59</b>

Table 51: Employment Equity Targets 2024

Occupational Level	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
Top management											
Senior management	6	1	0	10	4	1	1	1	0	0	24
Professionally qualified	46	5	6	35	26	5	2	14	2	0	141
Skilled technical	656	18	15	146	273	10	11	48	73	3	1 254
Core & critical skills	586	16	17	97	372	15	13	46	68	6	1 236
<b>PWD</b>	<b>27</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>21</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>59</b>

### 3.4.2 Employment Equity Goals – HDSA & PWD Representation

The table below reflect the HDSA & PWD status South Deep will endeavour to achieve in decision-making positions and in terms of people with disabilities for year 2023 and 2024 of the EE Plan.

Table 52: HDSA & PWD Percentage 2023 and 2024

Measure	Compliance Target	TARGETS	
		2023	2024
Top Management			
Senior Management	60,0%	54,0%	58,0%
Professionally Qualified	60,0%	71,0%	74,0%
Skilled Technical	70,0%	80,0%	82,0%
Core & Critical Skills	60,0%	85,0%	86,0%
People with Disabilities	1,5%	2,0%	2,0%

### 3.5 Employment Equity Plan to Progress Women in Mining and HDSA Participation in Management

South Deep is committed to the progress of women in the mining industry as well as increasing HDSA participation in management. The Mine will offer women an equal opportunity to participate in all of its operations, and at all levels of responsibility. Initiatives undertaken to ensure the achievement of this:

<b>Recruitment:</b>
Preference during recruitment will be given to women who meet the requirements of the job and show the capability to perform the job.
<b>Selection:</b>
Once all the applications have been received for a particular position these are scrutinised according to the required competencies, experience and qualifications necessary for the task. Preference is given to women who meet the requirements of the job.
<b>Training:</b>
As a result of the general lack of skills women have in the industry, South Deep is committed to identifying those employees and training them to acquire the necessary skills. The Mine will focus on the development of women to enable the company to meet the employment equity targets.
This would be done through various skills programmes, experiential and immersive training and aligned to the Mine's discipline and career progression frameworks.

The tables below reflect the status of Women in Mining at South Deep as at December 2023:

*Table 53: Information Pertaining to Women in Mining as at December 2023*

Women in Mining	As at Dec-23:
Total Mine Strength	2582
Women at the mine	716 (27.8%)
Total no. of employees in core mining occupations	2101
Women in core mining occupations	462 (64.5%)

*Table 54: Women in Mining: Core versus Support Roles as at December 2023*

Women in Mining	Female					HDSA (RSA) %	Foreign National %
	A	C	I	W	Foreign Nationals		
Women in core roles	415	4	3	18	22	61.5%	3.2%
Women in support roles	205	6	4	32	7	34.5%	1.0%

Formula:  $\frac{\text{Women in core roles}}{\text{Total Women on Mine}}$

Table 55: Women in Mining per Core Discipline as at December 2023:

Grade	Total mine	Total in core	Total Women in Core Roles							
			Mining	Engineering	Metallurgy	Technical	HEE	Safety	Total	% Women in Core
E-Band	15	9	0	0	0	0	0	0	0	0.0%
D-Band	135	80	1	4	0	10	0	3	18	39.1%
C-Band	1 194	1 055	48	72	11	10	9	7	157	69.8%
B-Band	548	443	75	40	7	0	0	3	125	67.6%
A-Band	611	514	64	80	3	4	11	0	162	76.1%
NG	79	0	0	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>2 582</b>	<b>2 017</b>	<b>188</b>	<b>196</b>	<b>21</b>	<b>24</b>	<b>20</b>	<b>13</b>	<b>462</b>	<b>64.5%</b>

### 3.5.1 Action Plans

The following action plans have been developed to ensure the recruitment and appointment of women into both non-technical and technical or core operational roles as well:

- The Company has to take cognisance of its various internal and external transformational commitments and to ensure the harmonisation of these to deliver pragmatic transformational outcomes. In particular, core statutory obligations relate to the Employment Equity Act, the Mining Charter, the B-BBEE Codes of Good Practice while the internal obligations relate to the Gold Fields Group Diversity & Inclusion and organisational transformation imperatives in relation to its ESG commitments. The South Deep transformation objectives therefore seek to translate these obligations into a pragmatic strategy that serves as a source of strength upon which to drive superior business outcomes by leveraging the diverse talents of its workforce.
- Actively assess and identify specific opportunities based on identified vacancies as may be approved in each annual labour budget commencing in 2023 and for the duration of the SLP/EE Plans. These opportunities will be assigned and designated for the defined population group and/or PWD to ensure that focused and specific recruitment mandates are approved and that all endeavours are undertaken to source the required candidates.
- Assess the Mine's progress against its annual EE plans and define the required hiring ratios for the various population groupings. In the event that the Mine is unable to source a suitably qualified candidate from the designated population group, the HR department will be required to adjust the hiring ratios for the respective population groups to ensure that reasonable progress is made toward attaining the annual EE targets.
- Examine the opportunities created following turnover to ensure that the hiring ratios or sourcing preferences are adjusted to ensure that reasonable progress is made toward attaining the annual EE targets.
- Identify eligible employees demonstrating potential for further development and to formulate mutually suitable career progression plans. The development programmes will follow the mine's Structured Skills Development and Progression (SSDP) framework to prepare eligible employees for career progression opportunities.
- The SSDP will further be accessed to identify Hard to Fill positions and, as a platform upon which to construct accelerated or fast-track career progression interventions as a means to progress attainment of the EE plans. This will include targeted core disciplines through access to learnerships, bursaries, graduate programmes and core skills training programmes.
- Employee development will include Immersive Learning, which is a teaching and learning approach that integrates technology with traditional methods of education, providing a more realistic and stimulating environment for growth. It focuses more on the learning experience to enhance learner content understanding and retention rather than a student's ability to merely regurgitate content.
- Employees admitted to and who successfully progress or graduate through the SSDP become eligible for inclusion on the formalised Mine Talent and Succession pool and, would be subject to dedicated performance management, annual talent review and talent council oversight.
- A key focus of the South Deep HRD and EE intervention is transformation and women development. As a result, emphasis will be placed on identifying eligible women employees via the 2022/2023 Skills and Qualification Audit for further development.

### 3.5.2 Two-pronged Plan to Achieve the Targets

South Deep has structured its transformation strategy to effect the advancement of EE, Diversity and Inclusion and the progression of women along the following approach:

Plan 1	Plan 2
<ul style="list-style-type: none"> <li>Current female employees will be career progressed (learnerships, bursaries, internships etc); and</li> <li>Female employees with core discipline qualifications currently in service departments will be targeted for career progression in core occupations via the Structured Skills Development and Progression (SSDP) framework as described above.</li> </ul>	<ul style="list-style-type: none"> <li>Target host community women for appointment on learnerships, bursaries, internships;</li> <li>Target host community women for the appointment in AET learners;</li> <li>Create developmental positions specifically for non-white HDSA employees aligned to the SSDP framework; and</li> <li>Target women for appointment into vacant positions and ensure that female employees who leave the Mine are replaced by other women</li> </ul>

### 3.5.3 Barriers to Achieving these Goals and Ways of Overcoming them

Talent attraction and retention: Given the skills shortage in the mining industry in terms of suitably experienced women, South Deep competes with other mining houses. The dual focus of appropriate market-competitive remuneration positioning and enhancing the employee experience are key enablers to attract and retain the required capability necessary for South Deep's long term success. Through the on-going Employee Engagement Survey and Courageous Conversations campaigns, the Mine is persuaded that it has identified the core barriers and corresponding mitigation actions to improve its inherent talent attraction and retention capability.

### 3.5.4 HDSA Participation in Management: Plan

Aligned to the South Deep integrated Talent and Skills Progression Framework, a distinction is broadly made in respect of differentiating between core and non-core discipline occupations and associated roles. The Mine therefore classifies these as follows:

#### Core disciplines:



#### Non-core disciplines:



Despite these distinctions, the South Deep HRD philosophy is to ensure that all employees, regardless of discipline, are entitled to be considered for employment progression and career progression.

SECTION

# 4



## MINE COMMUNITY DEVELOPMENT

## SECTION 4

### MINE COMMUNITY DEVELOPMENT

<b>4.1</b>	District, Metropolitan and Local Municipalities	55	<b>4.3.13</b>	Sanitation	66
<b>4.2</b>	Consultation and Stakeholder Engagement for SLP	55	<b>4.3.14</b>	Key Economic Activities	67
<b>4.3</b>	Social and Economic Background Information	56	<b>4.3.15</b>	Negative Impact of the Mining Operation	67
<b>4.3.1</b>	Population	57	<b>4.4</b>	South Deep Host Communities	68
<b>4.3.2</b>	Language	60	<b>4.5</b>	Partnerships and Collaboration	68
<b>4.3.3</b>	Economic Profile	60	<b>4.6</b>	Aim of Local Economic Development (LED) Projects	68
<b>4.3.4</b>	Education Levels	61	<b>4.7</b>	Identified Community Needs	69
<b>4.3.5</b>	Employment	62	<b>4.8</b>	Funding for LED Projects	70
<b>4.3.6</b>	Wards and South Deep Host Communities	64	<b>4.9</b>	LED Projects: 2023 to 2027	70
<b>4.3.7</b>	Poverty	64	<b>4.9.1</b>	South Deep LED Projects in Host Communities	71
<b>4.3.8</b>	Crime	65	<b>4.10</b>	Proposed Projects	71
<b>4.3.9</b>	Health	65	<b>4.10.1</b>	Renovation of Thusong Centre (Bekkersdal)	72
<b>4.3.10</b>	HIV/AIDS	65	<b>4.10.2</b>	Provision of Solar Energy to Local Schools and Public Facilities (Rand West City)	74
<b>4.3.11</b>	Housing and Infrastructure	66	<b>4.10.3</b>	Building of classrooms at Thusa Setjhaba Secondary School (Poortjie Township)	75
<b>4.3.12</b>	Electricity	66	<b>4.10.4</b>	Building of classrooms at Zuurbekom Intermediate School (Zuurbekom)	77

## SECTION 4

# MINE COMMUNITY DEVELOPMENT

The primary objective of mine community development is to meaningfully contribute to the social development and upliftment of South Deep's host communities.

South Deep acknowledges that such contribution is best achieved through meaningful consultation and collaboration with key stakeholders in the formulation and review of the local authorities' Integrated Development Plan (IDPs) for our communities. South Deep will furthermore consult with other economic development frameworks like the Provincial Growth and Development Strategy (PGDS), National Spatial Development Strategy (NSDS), National Priorities and any other relevant stakeholders.

The Mining Charter states that the Mine Communities form an integral part of mining development, which requires a balance between mining and the Mine Community's socio-economic development. South Deep meaningfully contributes towards the development of the Mine Community (with a bias towards communities where mining takes place) both in terms of impact and also in keeping with the principles of the social license to operate. Mine Community Development Projects aim to include infrastructure projects, income generating projects and enterprise development.

### 4.1 District, Metropolitan and Local Municipalities

District, metropolitan, and local municipalities as constitutionally mandated institutions for community development, have a responsibility to compile integrated development plans (IDPs) in consultation with all relevant stakeholders in a transparent and inclusive manner. South Deep must contribute towards Mine Community development by exploring opportunities to support some of the priority project/s identified through IDPs.

South Deep invests in the development of communities that are directly and indirectly affected by its operations. Projects supported by the Mine contribute to sustainable socio-economic development in communities where the majority of its employees and their families live. In so doing the Mine plans to also fulfil its Local Economic Development (LED) objectives, as contained in its SLP.

### 4.2 Consultation and Stakeholder Engagement for SLP

The Mining Charter 2018 requires a mining right holder, in consultation with relevant municipalities, mine communities, traditional authorities, and relevant stakeholders to identify developmental priorities of mine communities. Mine communities are defined as communities where mining takes place within a local municipality, metropolitan municipality, or district municipality and major labour sending areas.

For this SLP, South Deep focused its consultations on its host community, specifically Poortjie, Bekkersdal, Simunye, Thusanang and Zuurbekom using focused groups from communities in line with Environmental Impact Assessment (EIA) public participation guidelines. This was necessitated following delays in Rand West City Local Municipality (RWCLM) – which is the local municipality within which the Mine operates – holding its IDP sessions. South Deep needed to complete its engagements for the new SLP. Non-governmental Organisations (NGOs) from different communities were also invited to the workshops to consult in a similar manner as the communities but based on their focus areas and projects. These consultations were done in collaboration with local councillors, ward committee members representing RWCLM and community leaders.

It is important to note that South Deep operates in a peri-urban area characterised by a heterogenous population. The areas were selected based on previous benefit and projects implemented as part of previous SLPs. The consultation sessions were undertaken from June to August 2022. To further assist in understanding current needs of our host communities, South Deep conducted a 2022 Socio-Economic Baseline Study (SEBS).

For each consultation, the local councillors and community leaders provided a status of the socio-economic conditions of the area and South Deep presented the results of the SEBS. This allowed communities to raise their developmental priorities. This process culminated in LED projects being identified for the SLP.

## 4.3 Social and Economic Background Information

The economy of Gauteng province is described in terms of Gross Domestic Product (GDP), unemployment, output per economic sector, investment, labour productivity and income from tourism. The leading service delivery problems faced by municipalities in Gauteng according to the SEBS, are cost of electricity; lack of or inadequate employment opportunities; violence and crime; lack of reliable electricity supply and inadequate housing. The highest share in employment for Rand West City is mining while the lowest were electricity, gas, water and agriculture, forestry and fishery. Education levels are very low for the District Municipality, although there are slight improvements across all three local municipalities. Youth unemployment is a great challenge in South Deep's host communities.

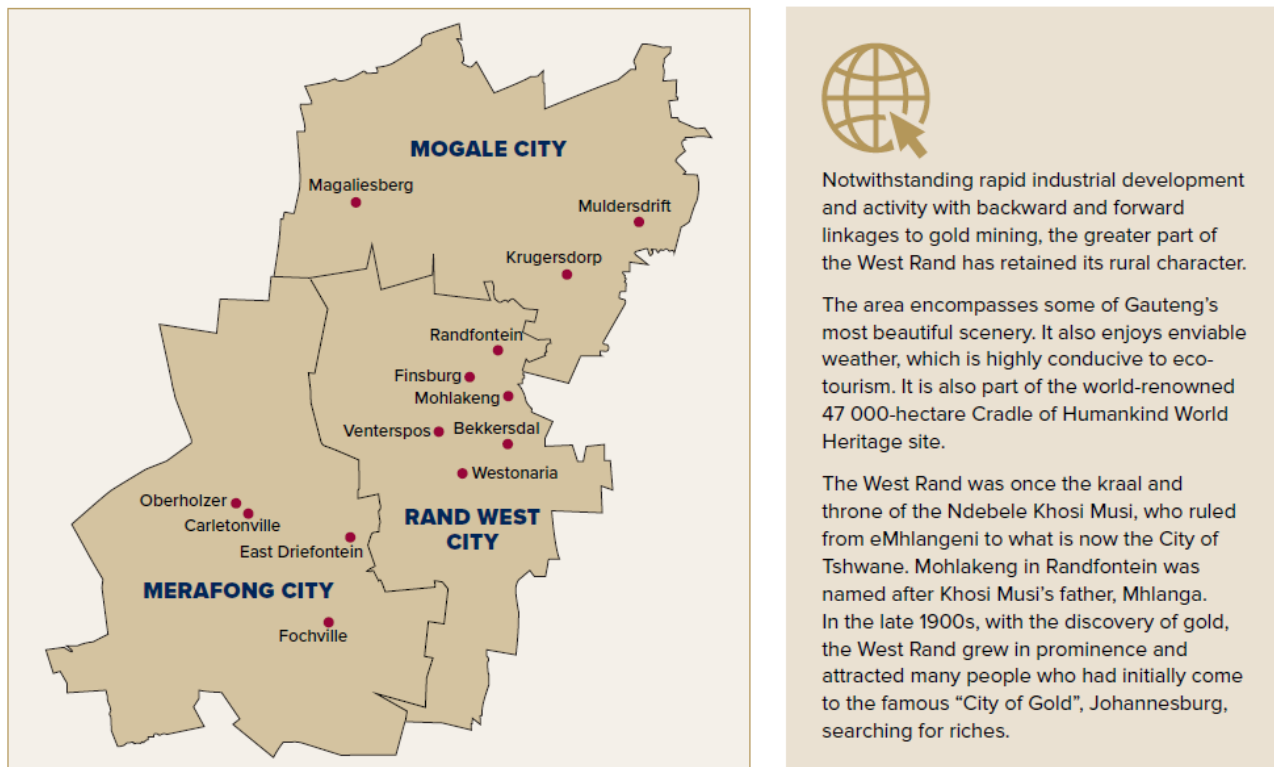
Table 56: Key Socio-economic Indicators

Key Indicator	Unit/Variable	SA	Gauteng	West Rand DM	Rand West City LM
Demographic	Total population <sup>1</sup>	55 653 654	13 399 724	838 594	308 567
	% Share of Region	N/A	24.1% <sup>2</sup>	6.2% <sup>3</sup>	31.7% <sup>4</sup>
	Population density (number of people per km <sup>2</sup> ) (2018)	45.3	737.0	203.5	238.1
	Urban Population Growth Rate (%) (2016 – 2020) <sup>5</sup>	1.4%	2.4%	1.2%	1.2%
Development	Human Development Index (HDI) <sup>6</sup>	0.71	0.65	0.65	0.65
	Gini coefficient (2019) <sup>7</sup>	0.63	0.62	0.64	0.60
	Poverty gap rate (from upper poverty line) <sup>8</sup>	49.2%	46.9%	49.9%	49.9%
	Number with Matric age 20+ years <sup>9</sup>	14 644 033	4 808 764	257 310	68 356
	% With Matric of age 20+ years population <sup>10</sup>	43.4%	52.4%	44.1%	37.4%
	Share of households occupying formal dwellings <sup>11</sup> (2017)	87.0%	82.3%	77.4%	74.1%
<sup>1</sup> Community Survey 2016 <sup>7</sup> Gauteng SERO 2021 <sup>2</sup> Relative to the national figure <sup>8</sup> Gauteng SERO 2021 <sup>3</sup> Relative to Gauteng <sup>9</sup> Community Survey 2016 <sup>4</sup> Relative to West Rand DM <sup>10</sup> Community Survey 2016 <sup>5</sup> Gauteng SERO 2021 <sup>11</sup> Community Survey 2016 <sup>6</sup> Tshwane Economic Output Presentation 2017					

The bulk of the land within the jurisdiction of Rand West City Local Municipality is in private hands, with vast tracts owned by mining companies. Vacant municipal land is scattered across the West Rand. The two main towns of Randfontein and Westonaria are functionally linked to Mogale City urban complex via the R28. The presence of mining activities ensures a degree of spatial separation between Randfontein and Westonaria. Densification and infill development extend from Mogale City in a south-westerly direction towards Randfontein. Development in the area is fragmented largely because tracts of land are not suitable for development. Mining settlements, which are predominantly located close to the mines they serve, lead to further fragmentation.



Figure 8: Local Municipalities within West Rand District



## Economy of the West Rand District Region

Despite being the smallest of South Africa's nine provinces, Gauteng is the country's economic powerhouse, with the province contributing 34% of South Africa's GDP (StatsSA, 2017). Although historically built on a mining and industrial base, the Gauteng economy has diversified and is now primarily driven by tertiary and community services.

Agriculture and mining are the primary drivers of the West Rand's economic activity. In 2018, mining output accounted for 29.2% of the district's economic output. Trade and tertiary services, notably the financial sector, play a critical role within Gauteng and within the West Rand District. The significant contribution of community-related services is a consequence of the large population.

## Economic Sectors

The West Rand District Municipality's economy is made up of various industries. Figure 9 provides an overview of the percentage contribution of each sector to the economy of the West Rand District Municipality. The Gross Value Added (GVA) variable provides a sector breakdown, where each sector is measured in terms of its value-add to the local economy. GVA is a measure of output (total production) of a region in terms of the value that is created within the region. It can be broken down into various production sectors.

The Rand West City Local Municipality is key to South Deep as the Mine operates here and must support its development priorities. While this document will cite information and statistics about the district municipality for greater context, the emphasis will be on the local municipality and host communities. It is important to note that South Deep uses its SLP budget to the benefit of the RWCLM and its host communities. Host communities are defined as those in close proximity to the Mine, and therefore impacted by mining operations. As a responsible company, South Deep is committed to contributing positively to the social upliftment and development of these communities and to mitigating any real and perceived negative impacts.

### 4.3.1 Population

#### Population profile

The West Rand is the least populated area in the Gauteng Province. The population size (according to Stats SA) is estimated to be below 900 000 people with a slight decline between 2010 and 2016.

The combined area of RWCLM and City of Johannesburg (COJ) Ward 5 are referred to here as the Area of Impact (AOI). The AOI had a population of 308 567 people according to the 2016 community survey. In terms of distribution, Black Africans make

up the largest population group, with slightly more males than females. Between 2016 and 2020, South Africa had an average population growth rate of 1.4% (The World Bank, 2022).

Rand West City Local Municipality (newly formed and combining the Westonaria Local Municipality and Randfontein Local Municipality) has a population of 308 567 people, with Stats SA data from 2011 and 2016 showing an overall decrease of 2.6% in population size. Household sizes in the local municipality are smaller compared to the District and Province, with an average of 2.8 people per household (2015 – Westonaria, Distressed Mining Towns).

## Age distribution

Sixty-five percent of the population within the AOI is of working age, between 18 and 64 years old. Gauteng, like the rest of South Africa, has what is known as a 'demographic dividend'. A demographic dividend is the economic growth potential that results when the share of the working-age population is larger than the non-working age share of the population. The benefits of this demographic dividend are decreasing as the population age structure is slowly shifting higher over time. To realise the benefit of the existing demographic dividend, the South African economy needs to grow employment opportunities and improve the labour market prospects for younger working-age people. Greater employment will raise mean incomes, allowing South Africans to invest in education and to save. These actions are crucial for achieving the second demographic dividend (Oosthuizen, 2016). Thus, there is a window of opportunity for faster economic growth and family welfare, but it requires a well-educated and skilled population.

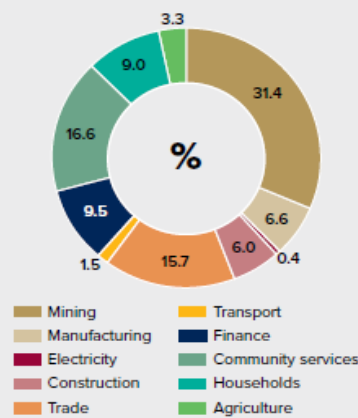
## Head of household

Despite the relatively even population distribution between males and females, the large majority of households in the AOI are headed by men.

## Origin of population and migration

Understanding migratory patterns reveals the population and development pressures exerted on a geographical area. This is especially true for Gauteng, as the province has seen the greatest net in-migration of both domestic and international migrants since 2016 (BusinessTech, 2021). Figure 10 shows the scale of migratory pressures exerted on Gauteng compared to South Africa's other eight provinces. Cognisance of the effects of high in-migration should be taken into account when designing sustainable local economic and community development programmes.

Figure 9: Percentage Contribution of Each Sector to the West Rand District Municipality Economy



Source: Community Survey 2016

Table 61: Population Profile

Population profile		
Profile	Population	%
Black African	253 202	82.1
Coloured	16 096	5.2
Indian or Asian	753	0.2
White	38 420	12.4
Other	96	0.0
Female population	49.0	
<b>Total population</b>		<b>308 567</b>

Source: Census 2011 and Community Survey 2016

Table 62: Age Profile

Age profile		
Age	Population	%
Under 18	95 572	31.0
18 - 64	199 050	65.0
65+	13 944	5.0

Source: Census 2011 and Community Survey 2016

Table 63: Head of Household

Head of household		
Household	Population	%
Male	77 687	67.0
Female	38 777	33.0

Source: Census 2011 and Community Survey 2016

Figure 10: Net Migration 2016-2021 by Province

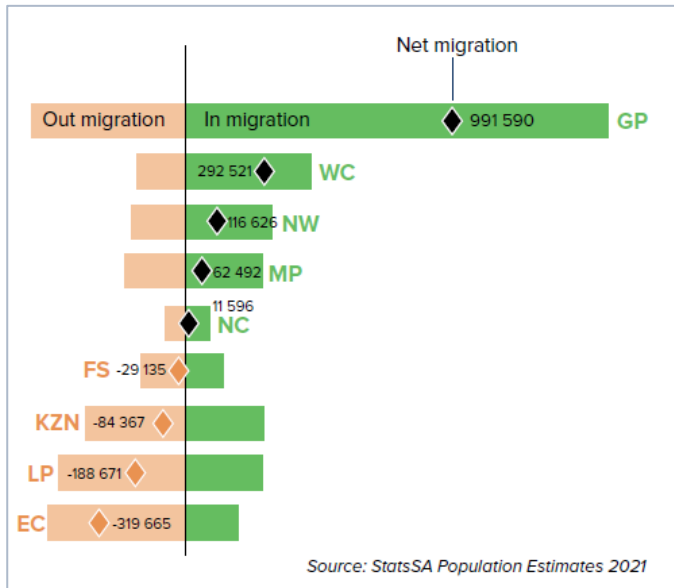
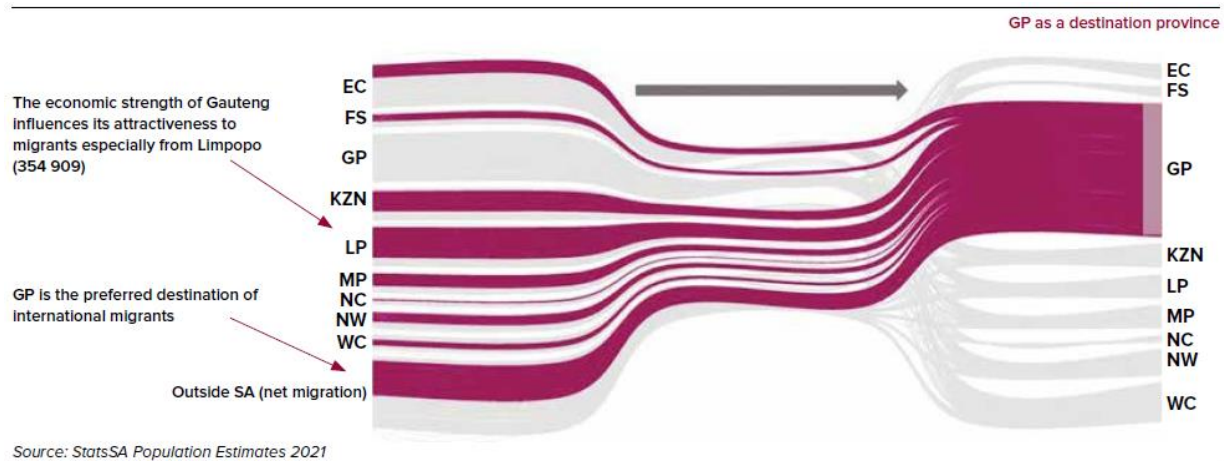



Figure 11: Shows the origins of both domestic and international migrants arriving in Gauteng, with the province being a preferred destination for domestic migrants from Limpopo and receiving the majority of international migrants.

Figure 11: Gauteng as a Destination Province



Within the AOI, two-thirds of the population were born in Gauteng, whilst one-third are first-generation migrants. This is in line with the province-level trends presented above.

Table 57: Province of Birth

 Province of birth		
Place	Population	%
Gauteng	202 982	66.0
Eastern Cape	22 343	7.0
Outside South Africa	23 803	8.0
Kwa-Zulu Natal	11 671	4.0
Limpopo	9 918	3.0
Other	17 965	6.0
North West	17 067	6.0
Free State	2 816	1.0
<b>Total</b>	<b>308 565</b>	<b>100.0</b>

Source: Census 2011 and Community Survey 2016

### 4.3.2 Language

Predominant languages influence both the medium of communication used within our communities, as well as the publication of the approved SLP document. Within the AOI, the most commonly-spoken language is Setswana, followed by Afrikaans.

Table 58: Languages

 Languages		
Language	Population	%
Setswana	87 491	28.4
Afrikaans	50 609	16.4
IsiXhosa	45 769	14.8
Sesotho	43 807	14.2
IsiZulu	36 657	11.9
Xitsonga	16 258	5.3
Sepedi	1 093	0.4
Other	26 883	8.7
<b>Total</b>	<b>308 567</b>	<b>100.0</b>

Source: Census 2011 and Community Survey 2016

### 4.3.3 Economic Profile

RWCLM has a fairly diversified economy with a contribution to the regional GDP of R3.7 billion in 2011.

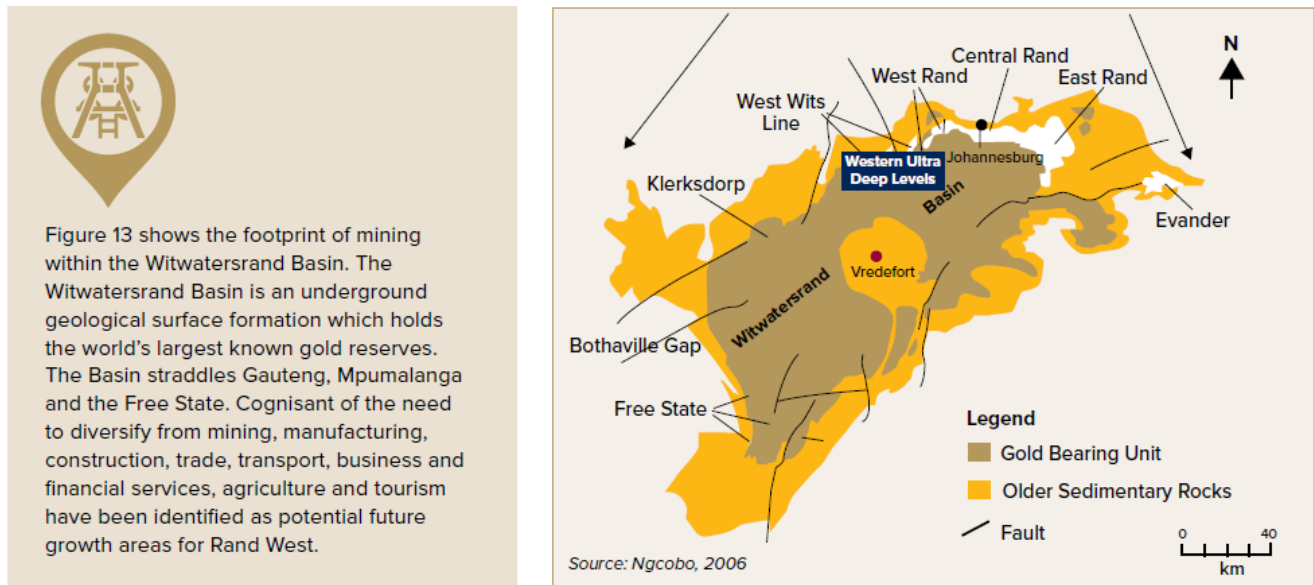
Rand West's economy is mainly driven by the mining sector and, therefore, subject to external volatilities and impacts. As such, the highest share of employment in Rand West City is mining and quarrying, and community services while the lowest are in electricity, gas and water and agriculture, forestry and fishery. Mining and several other sectors experienced declining sector output growth in 2020.

Table 59: Sector Output Growth 2020

Sector	Gauteng (%)	Rand West (%)	Merafong (%)	Mogale (%)
Agriculture	16.6	16.3	19.7	16.8
Mining	(16.5)	(13.5)	(20.7)	(16.7)
Manufacturing	(10.0)	(9.4)	(11.3)	(9)
Electricity	(17.2)	(13.4)	(10.7)	(12.4)
Construction	(10.4)	(10.8)	(11.6)	(10.4)
Trade	(11.70)	(11.9)	(12.4)	(11.7)
Transport	(9.1)	(7.6)	(7.7)	(7.5)
Finance	(1.7)	(2.1)	(1.1)	(2.2)
Community services	(4.7)	(4.8)	(5.4)	(4.2)

Source: Gauteng SERO 2021

Figure 12: Mining Footprint of the Witwatersrand Basin



#### 4.3.4 Education Levels

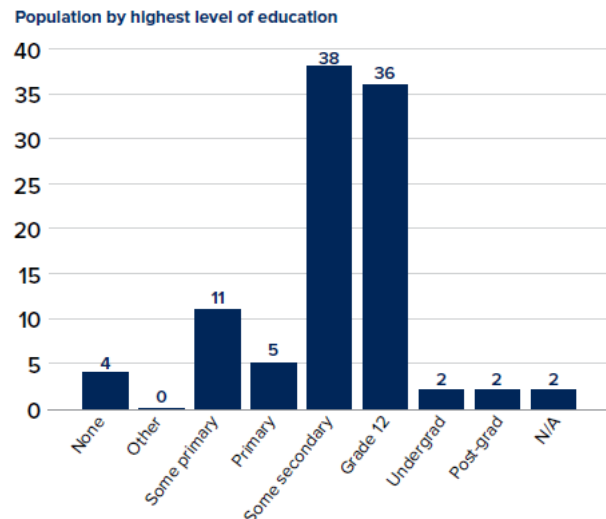
Education is a basic human right in terms of the Bill of Rights, Chapter 2 of the Country's Constitution. Seventy-four percent of the population in the AOI have secondary or Grade 12 levels of education. The level of post-secondary education is relatively low, with only 4% of the population falling within this category.

Table 60: Population by highest level of education

Highest educational level		
Education Level	Population	%
None	8 791	4.0
Other	545	0.0
Some Primary	23 063	11.0
Primary	10 036	5.0
Some Secondary	78 020	38.0
Grade 12	75 386	36.0
Undergrad	3 729	2.0
Post-grad	3 493	2.0
N/A	4 700	2.0
<b>Total</b>	<b>207 763</b>	<b>100.0</b>

Source: Census 2011 and Community Survey 2016

Figure 13: Population by highest level of education



The COVID-19 pandemic and subsequent social disruptions had a significant impact on education across South Africa. In a report issued by StatsSA in February 2022, the following key impacts of COVID-19 on education were noted:

- Only 11.7% of schools offered remote learning options, while the remaining implemented rotational learning. This greatly reduced the amount of in-class contact time for those students without access to remote learning.
- A noticeable increase in children not attending school was observed, with an estimated one million 5-18-year-olds not attending school at all during the pandemic period.
- Only 24.7% of households with children aged 5-24 owns a computer or laptop, limiting access to the internet and remote learning options to cellular devices only.
- A significant rural-urban divide exists in access to the internet and devices such as laptops or computers, as well as home internet connectivity.

Significant investment into education is required to not only improve South Africa's shortcomings evident from before the pandemic, but to support those learners who inevitably fell behind in their education during the pandemic.

Education levels are very low for this District Municipality, although there are slight improvements across all three local municipalities. The percentage of people with "no schooling" in the West Rand is 3.8% (2015), compared to 2010 when it was 4.8%. It is positive to note that there is a marginal increase in the percentage of people with matric, from 29.7% to 31.2% (2015).

There is also an increase in the percentage of people with tertiary education, 11.2%, up from 10.3%. This improved pattern in education levels is reflected in all three municipalities (Rand West District Municipality, IDP 2016/7 to 2020/1\_14 Outcomes Document). The increase in matric and tertiary education levels in the RWCLM is encouraging to South Deep Mine as the Mine makes substantial contributions to education.

The town of Westonaria has 13 primary schools, four secondary schools and two intermediate schools. For South Deep to make a positive contribution to education in this municipality, its focus must be on these identified schools. The education levels have improved for the municipal area and the company, together with its Trusts (South Deep Education Trust and South Deep Community Trust) have steadily contributed to the increase in these percentages, given the number of scholarships provided through the mentioned entities. Facilities at most schools are poor, and only 6 of the 12 schools have libraries.

The matric pass rate has steadily increased between 2012 and 2016, from 78% to 87%. The average Pupil-Teacher Ratio has increased, consistent with the rest of Gauteng.

In 2016, 55% of school children in the (former) Westonaria Local Municipality walked to school. Of this number, about 67% took between 15 and 30 minutes to reach their destinations (www.statssa.gov.za). Although public transport in the form of taxis is ample in the townships, the costs prohibit children from travelling in this way.

It is important to note the lack of sports facilities at the schools in low-income areas in the Local Municipality, including Bekkersdal and Simunye, which is in stark contrast to the schools in more affluent areas, such as Westonaria. The lack of sport facilities may be a contributing factor to the high crime rate in the local municipality, and partly attributed to youth unemployment and boredom.


#### 4.3.5 Employment

South Africa is often said to experience the triple burden of poverty, inequality and unemployment, with the latter proving to be a social crisis exacerbated by the COVID-19 pandemic and slowing economic growth. As of 1 June 2022, Stats SA cited the following unemployment figures at the country level:

The data clearly illustrates that youth bear the greatest burden of unemployment in South Africa. It is essential to design an integrated skills development and experiential learning programme which makes young people employable in both the mining industry and a diverse range of other economic sectors.


Within the AOI in 2016, 24% of the population were either unemployed or discouraged work seekers. It is anticipated that this number will have increased by 2022.

Table 61: Population by employment status

 Population by employment status		
Employment status	Population	%
Discouraged work seeker	8 382	4.0
Employed	102 186	48.0
Other not economically active	60 969	28.0
Unemployed	43 180	20.0
<b>Total</b>	<b>214 717</b>	<b>100.0</b>

Source: Census 2011 and Community Survey 2016

Table 62: Population by sector of employment

 Sector of employment		
Sector	Population	%
Formal sector	78 496	76.0
Informal sector	11 924	12.0
Private household	10 777	10.0
Do not know	2 254	2.0
<b>Total</b>	<b>103 451</b>	<b>100.0</b>

Source: Census 2011 and Community Survey 2016

The majority (76%) of those who are working, do so within the formal sector. This still indicates a significant population working within the informal sector. The informal sector is a haven to almost a third of Gauteng's residents, while the national average shows that almost one in five economically active citizens is in the informal sector. The emerging picture challenges development policy and local economic development practitioners to think outside the box and begin to create a conducive space for the informal sector to grow and constructively contribute to the local and national economy.



## Incomes (including social grants)

The majority of the population in the AOI earned between R40 000 and R75 000 per annum in 2016. This translates to an average monthly income of R4 800, which is above the national minimum wage of R3 710,40 per month (South African Government, 2022). As per the adjusted poverty levels indicated by Stats SA in 2021:


The Food Poverty Line (monthly income needed per person to afford basic energy intake levels) is R624;

The Lower Bound Poverty Line (including basic food items and additional household goods) is R890;

The Upper Bound Poverty Line (able to purchase both adequate food and non-food items) is R1 335.

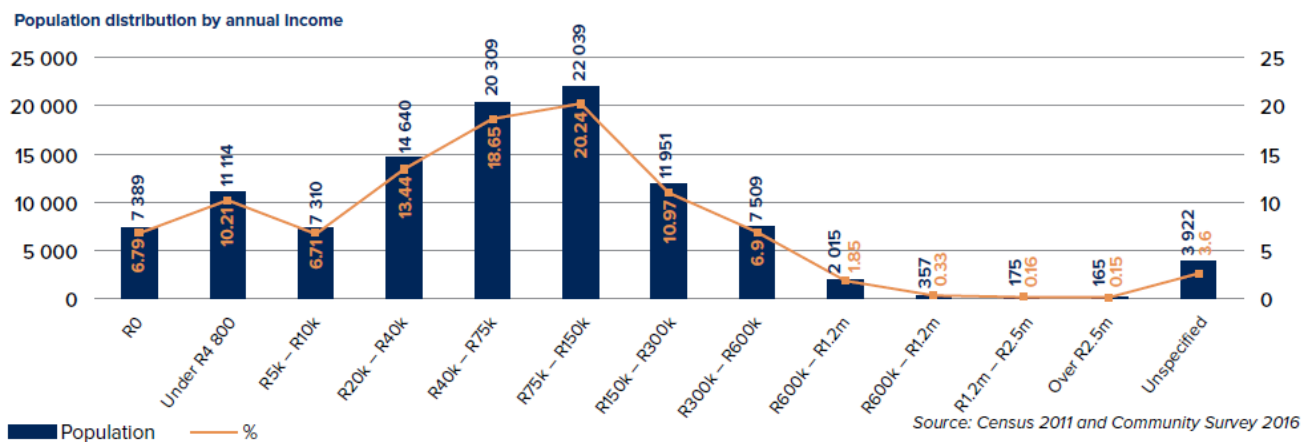
While specific detail is not available for the R0 to R4 800 income bracket, at least 6.79% of the population reported having no income and therefore fall below the aforementioned poverty lines.

Table 63: Annual income distribution of population

 <b>Population distribution by annual income</b>		
Income Level	Population	%
R0	7 389	6.8
Under R4800	11 114	10.2
R5k – R10k	7 310	6.7
R10k – R20k	14 640	13.4
R20k – R40k	20 309	18.7
R40k – R75k	22 039	20.2
R75k – 150k	11 951	11.0
R150k – R300k	7 509	7.0
R300k – R600k	2 015	1.9
R600k – R1.2M	357	0.3
R1.2M – R2.5M	174	0.2
Over R2.5M	165	0.2
Unspecified	3 922	3.6
<b>Total</b>	<b>108 894</b>	<b>100.0</b>

Source: Census 2011 and Community Survey 2016

Figure 14: Population distribution by annual income



Sustainable livelihood creation and income generation is an essential component of poverty alleviation and is crucial to the ongoing efforts to rebuild the economy following the COVID-19 pandemic.

### 4.3.6 Wards and South Deep Host Communities

Youth unemployment is a great challenge in the communities close to South Deep Mine including former Westonaria Local Municipality as revealed by the data from Gold Fields' commissioned baseline study conducted by ERM in July 2017. The Bekkersdal and Simunye communities (Wards 27, 28, 29, 31, 32, 33, 34 and 35) have the highest unemployment rate of close to 50%.

Table 64: Youth unemployment

Wards	Youth employed	Youth unemployed	Youth labour force	Youth unemployment rate (%)
Wards 30, 17 (Thusanang, Hillshaven & Zuurbekom)	3 742	1 504	5 246	29%
Wards 23, 25 (Glenharvie, Libanon & Venterspost)	3 821	1 113	4 934	23%
Wards 24, 26 (Westonaria CBD, Westonaria Borwa)	2 216	736	2 952	25%
Wards 27, 28, 29, 31, 32, 33, 34 and 35 (Simunye and Bekkersdal)	8 360	8 391	16 751	50%
Former Westonaria Local Municipality	18 138	11 745	29 883	39%

### 4.3.7 Poverty

It is important to highlight the challenge of poverty and food insecurity in this local municipality independently from the employment statistics, since it is such concerning issue.

In 2016 almost 15% of households in the former Westonaria Local Municipality lived below the poverty line. The poverty head count ratio (i.e. defined as the proportion of a population that exists, or lives, below the poverty line for an area), is significantly higher than Gauteng and South Africa.

Table 65: Households below the poverty line

	2011	2016
Westonaria LM	15.4%	14.9%
Gauteng	4.8%	4.6%
South Africa	8.0%	8.0%

The South African Multidimensional Poverty Index (SAMPI), a measure of acute poverty, shows RWCLM's 2016 percentage to be at 0.07%, with Gauteng at 0.02% and South Africa at 0.03%. When looking at food security versus insecurity, it is important to note that:

<b>10%</b>	<b>15%</b>
of the population in 2016 stated that they had "skipped a meal in the past 12 months"	had "run out of money to buy food in the past 12 months"

www.statssa.gov.za, 2016 survey data



### 4.3.8 Crime

The crime situation in the former Westonaria Local Municipality is a significant risk, which is emphasized here as part of context setting and for consideration as a social development priority. Recent data shows the increases across a significant number of serious crimes, over a five-year and one-year period, with Westonaria local municipality significantly higher than the Gauteng Province for a number of serious crimes. (ERM Baseline Study, July 2017).

Table 66: Westonaria crime rate

	Gauteng	Westonaria LM	Gauteng	Westonaria LM
	Change in crime rates over 5 years: 2012 – 2016		Change in crime rates over 1 year: 2015 – 2016	
Contact crimes				
Murder	28.0%	39.0%	5.0%	7.0%
Attempted murder	33.0%	54.0%	9.0%	43.0%
Assault (with the intent to inflict grievous bodily harm)	0.0%	29.0%	2.0%	18.0%
Robbery with aggravating circumstances	42.0%	17.0%	5.0%	6.0%
Property related crimes				
Stock theft	35.0%	225.0%	2.0%	24.0%
Other serious crimes				
Commercial crimes	(21.0%)	26.0%	(1.0%)	7.0%
Crime detected as a result of police action				
Drug-related crime	114.0%	387.0%	(21.0%)	(35.0%)
Driving under the influence	56.0%	76.0%	25.0%	10.0%
Subcategories of aggravated robbery				
Carjacking	48.0%	30.0%	7.0%	(6.0%)
Truck hijacking	57.0%	400.0%	(14.0%)	(20.0%)
Robbery at residential premises	25.0%	91.0%	(3.0%)	38.0%
Robberies at non-residential premises	35.0%	11.0%	9.0%	11.0%

The statistics above compare change in crime over a five-year versus one-year period at a provincial and municipal level. It is important to note that a 387% increase in drug-related crimes for the municipality means the number of these types of crime had increased from 62 in 2012 to 302 in 2016. In the case of the province the numbers increased from around 25 000 to over 55 000 cases over the same period, therefore a 114% increase.

The data strongly correlate with the anecdotal information that community members share with the Mine representatives in community engagement forums. Community safety should be a priority area for all stakeholders operating in the local municipality.

### 4.3.9 Health

There are no public hospitals in the former Westonaria Local Municipality, but eight (8) health facilities are available. These include clinics in Venterspost, Westonaria, Bekkersdal West, Bekkersdal East, Simunye, Thusanang, Zuurbekom and Glenharvie. Mobile clinics are used to service other areas that do not have health clinics.

### 4.3.10 HIV/AIDS

The RWCLM's IDP quotes data from "Global Insight", which shows a slight decline in the HIV/AIDS cases between 2003 and 2013. Mogale City had 8.8% of the population living with the disease in 2003, which decreased to 8.5% by 2013. Randfontein had the lowest percentage of people living with HIV during 2013, at 7.6% (down from 7.9% in 2003). Westonaria had the second highest percentage for the district in 2013, at 10.3%, and the figure has decreased to 10.09% by 2013. At 12%, Merafong had the highest percentage of people living with HIV in the West Rand LM in 2003 and 2013.

### 4.3.11 Housing and infrastructure

Census 2011 data indicates that those that live in formal dwellings within the RWCLM earns on average 2.5 times more than those residents living in informal dwellings. The data further indicates that both the number of formal and informal dwellings increased between 2011 and 2016 but the proportional percentage of informal dwellings decreased (from 40.0% to 38.0%) during the same period.

### 4.3.12 Electricity

Access to electricity is high and above 80.0% for Mogale City, Merafong City and Randfontein, but low for Westonaria, which sits at 60.6%. The increase in electricity tariff from Eskom between 2011/12 and 2012/13 has been the highest for Westonaria.

The Stats SA data from 2016 shows that 32% of the population on the RWCLM have “no access to electricity” and those with access have declined from 71.0% (2011) to 67.0% (2016).


### 4.3.13 Sanitation

In contrast to access to water, all households in the region saw an increase in access to proper sanitation.

In 2003, Randfontein households had the highest level of access, at 86.6%, followed by Mogale City at 86.4%. However, Randfontein had only marginal growth in access, reaching 87.5% in 2012. Access in Mogale City grew to 91.6% over the same period, making it the highest in 2012. It is again lowest for the Westonaria LM, at 77.1%.


There are discrepancies between the IDPs of the District Municipality and the data from the Distressed Mining Towns”, 2015 research, but it still shows a significant improvement in sanitation for the Westonaria Local municipality. The “2015 – Westonaria Distressed Mining Towns”, state that the “number of households with access to flush toilets has increased from 49% to 62.6% between the 1995-2013 period. The proportion of households with access to sanitation below RDP standards has decreased from 10% to 4.7% between 1995 and 2013.

Table 67: Population by refuse disposal

 Population by refuse disposal		
Refuse disposal type	Population	%
Service provider (regular)	256 483	83.0
Own dump	24 637	8.0
Communal Dump	10 600	3.0
None	6 414	2.0
Other	10 431	3.0
<b>Total</b>	<b>308 565</b>	<b>100.0</b>


Source: Census 2011 and Community Survey 2016

Table 68: Population by sanitation

 Population by sanitation		
Sanitation type	Population	%
Flush toilet	219 010	79.0
Pit latrine	41 534	15.0
Bucket toilet	10 674	4.0
None	3 468	1.0
Other	2 950	1.0
<b>Total</b>	<b>277 636</b>	<b>100.0</b>

Source: Census 2011 and Community Survey 2016

Table 69: Population by water supplier

 <b>Population by water supplier</b>		
Water supplier	Population	%
Service provider	268 124	8.7
Own supply	19 993	6.5
Water scheme	14 564	5.0
Do not know	2 799	1.0
Tanker	838	0.3
Borehole	244	0.1
Other	1 805	0.6
<b>Total</b>	<b>308 367</b>	<b>100.0</b>

Source: Census 2011 and Community Survey 2016

#### 4.3.14 Key Economic Activities

Mining, Manufacturing and Construction are the primary economic sources for the District Municipality and Mining is for the Rand West Local Municipality where South Deep operates. Agriculture and agri-processing are identified as key diversifiers and both the district and local municipalities are working on growing this sector.

Sibanye-Stillwater Resources operates in the same district and local municipality and share host communities with South Deep. The two companies have leveraged this proximity to bring maximum positive net worth to communities, through a formal partnership arrangement which was known as the Gold Alliance. Through the Gold Alliance, the companies implemented a "Gold Alliance Agriculture Programme", aimed at developing local black emerging farmers and creating jobs. This emphasis on agriculture is in line with the Gauteng province and district municipal identification of agriculture as a key economic driver for the region, as well as the RWCLM's "14 Outcomes Document", which contains the priorities for the municipality.

The Gold Alliance has been replaced by a new collaboration between Sibanye-Stillwater and South Deep Gold Mine.

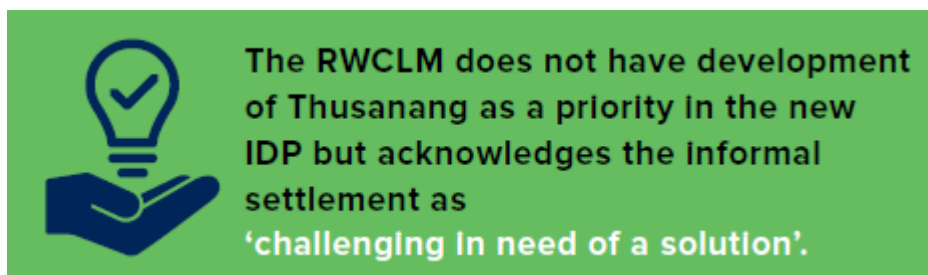
#### 4.3.15 Negative Impact of the Mining Operation

##### Relocation of people

South Deep has not relocated any people and it has no relocation plans in place. The Mine growth plans do not necessitate the relocation of communities/individuals.

##### Influx of people – informal settlements

The Mine has identified Thusanang's growth as a potential risk to its operations as well as for the municipality, given this is not a proclaimed township. The area known as Thusanang has grown since its inception in 1998 from 121 households to 1 182 households in 2016. The land ownership structure adds complexity to finding a solution to the influx, since there are two private individuals as landowners, with the third landowner being the "Thusanang Community Trust".



## 4.4 South Deep Host Communities

The Mine had historically identified the following nine host communities in close proximity to the operation and impacted by the Mine:

<b>Thusanang</b> (Ward 30)	<b>Westonaria</b> (Ward 24)	<b>Hillshaven</b> (Ward 30)
<b>Bekkersdal</b> (Ward 29,31,33,34,35)	<b>Simunye</b> (Ward 27,28)	<b>Jachtfontein</b> (Ward 30)
<b>Kalbasfontein</b> (Ward 30)	<b>Zuurbekom</b> (Ward 17)	<b>Poortjie</b> (Ward 5, Region D, CoJ)

These impacts are positive (employment) and potentially negative (dust, noise, traffic, etc.), and the Mine has a social responsibility towards the communities who may be impacted by mining activities. The host community definition is now broader to reflect RWCLM following the merger between Randfontein and Westonaria local municipalities in August 2016.

## 4.5 Partnerships and Collaboration

South Deep undertakes community investment beyond its SLP commitments. Socio-economic development is undertaken directly by the Mine and also through collaboration with the Mine's community trusts – the South Deep Education Trust and the South Deep Community Trust. Gold Fields' social investment focuses on socio-economic development and shared value projects at community level. These projects create positive socio-economic impacts for host communities by targeting their priority needs including employment and skills and enterprise development. Shared value projects ensure that value created is shared by the business and the community. At South Deep these include host community procurement projects and an education and skills training programme.

The two community trusts act independently of South Deep, to bring socio-economic development benefit to the Mine's host and labour sending communities. Projects undertaken are in the areas of education and training, health and wellbeing and economic diversification.

To meet its LED objectives, as well as Gold Fields' Society and Community Charter commitment to build strong relationships and trust, South Deep effectively engages with its stakeholders in accordance with its stakeholder engagement principles to achieve:

1	2	3
Meaningful contribution to the socio-economic development of host communities.	Collaboration with local and district municipalities and contribution to the design and implementation of Integrated Development Plans.	Liaison, consultation and engagement with communities, relevant government departments and agencies pertaining to development programmes.

## 4.6 Aim of Local Economic Development (LED) Projects

LED projects are aimed at eradicating poverty and community upliftment in the area within which South Deep undertakes mining operations. These projects are identified in consultation with the local authorities, communities, key stakeholders and within the context of the IDPs of the local municipality.

In the context of this reconstituted SLP III as articulated in Section 1 – Introduction, South Deep had engaged its host communities in preparing for the identified LED projects planned for the respective periods of 2018 to 2022 and for 2023 to - 2027. South Deep's consultations focused on host communities, specifically Poortjie, Bekkersdal, Simunye, Thusanang and Zuurbekom using focus groups in line with EIA public participation guidelines. This was due to delays in RWCLM holding its IDP sessions, whereas South Deep needed to complete its engagements for the new SLP.

A Group of NGOs from different communities was also invited to workshops to consult in a similar manner as the communities, based on their focus areas and projects. These consultations were done in collaboration with local councillors, ward committee members and other important stakeholders in each community. The areas were selected based on previous benefit and projects implemented as part of previous SLPs.

For each consultation, the local councillors and community leaders provided a status of the socio-economic conditions of the area and South Deep presented the results of the Socio-Economic Baseline Study formally conducted in 2022. This allowed communities to raise developmental priorities and eventually projects were identified for inclusion in this SLP.

Our approach is matched by clear delivery principles and standards where projects supported must:



## 4.7 Identified Community Needs

For each community, several issues were highlighted, namely: unemployment, lack of or insufficient skills, inadequate infrastructure for community services (education, transport, health, etc.) as the main challenges. Stakeholders from each community proposed projects for the SLP, highlighting priority projects. The list of projects per community is below:

Table 70: Identified projects per community

General	Type of Need	Specific Need	Municipality
Education	Infrastructure	Additional classrooms and new high school	City of Johannesburg (Poortjie, Zuurbekom)
Enterprise Development	Infrastructure	Hawker stalls at taxi rank	Rand West City Local Municipality (Bekkersdal)
Community Services	Infrastructure	Multipurpose Centre	Rand West City Local Municipality (Bekkersdal)
Community Services	Infrastructure	Bekkersdal Information Centre	Rand West City Local Municipality (Bekkersdal, Simunye)
Enterprise Development/Poverty eradication	Infrastructure, Skills Development, Capacity building & Training, Financial Support	Support for local farmers and job creation projects	Rand West City Local Municipality (All communities)
Poverty eradication (Job creation)	Skills Development	Skills development and support for entrepreneurs, youth, women, people living with disabilities	Rand West City Local Municipality (all communities)
Health Services	Infrastructure	Waiting area shelter at the clinic	Rand West City Local Municipality (Thusanang)
Poverty eradication, Enterprise Development	Skills Development, Training, Incubation & Market access	Manufacturing opportunities in different sectors such as furniture, baking, agriculture, garment making, etc.	Rand West City Local Municipality (All communities)
Sports and recreation	Infrastructure	Sports and recreation facilities	Rand West City Local Municipality (Thusanang)
Housing	Infrastructure	Decent affordable housing	Rand West City Local Municipality (Thusanang)

General	Type of Need	Specific Need	Municipality
Education	Infrastructure	Expanding the existing library facility	Rand West City Local Municipality (Thusanang)

Overall, there are trends which appeared as developmental needs in most host communities. These include the following:



Infrastructure support for schools and community amenities



Capacity building and skills development for different groups in communities such as women, youth and people living with disabilities



Support for farmers at different stages and levels of operation



Job creation opportunities and the need for renewable energy projects

## 4.8 Funding for LED Projects

South Deep provides its own funding for LED Projects in line with the Operational Business Plan. For the period 2018-2022

South Deep committed to implement the following projects:

Financial Provision	2018	2019	2020	2021	2022	SLP Provision
<b>SLP (LED) PROJECTS</b>						
<b>Host Communities</b>	3,900,000	6,600,000	5,000,000	850,000	650,000	17,000,000
Community Clinic Hillshaven	500,000	500,000	500,000	250,000	250,000	2,000,000
Sport Complex Hillshaven	800,000	900,000	200,000	100,000	-	2,000,000
Westonaria TVET Phase 1	500,000	2,000,000	2,500,000			5,000,000
Dual purpose Library Zuurbekom	500,000	1,000,000	500,000			2,000,000
Science Lab at TM Letlhake secondary school Simunye	1,000,000	1,000,000	500,000			2,500,000
SMME Funding and Business Support Centre Westonaria	400,000	400,000	400,000	200,000	100,000	1,500,000
Agricultural Support Program Jachtfontein	200,000	800,000	400,000	300,000	300,000	2,000,000
<b>Labour Sending Areas (LSA)</b>	<b>500,000</b>	<b>5,500,000</b>	<b>1,400,000</b>	<b>300,000</b>	<b>300,000</b>	<b>8,000,000</b>
Infrastructure Project		5,000,000	1,000,000			6,000,000
Partnership for Agricultural project (Limpopo, EC, KZN)	500,000	500,000	400,000	300,000	300,000	2,000,000
<b>TOTAL SLP LED Projects</b>	<b>4,400,000</b>	<b>12,100,000</b>	<b>6,400,000</b>	<b>1,150,000</b>	<b>950,000</b>	<b>25,000,000</b>

## 4.9 LED Projects: 2023 to 2024

Regulation 46 (c) IV requires the Mine to implement Infrastructure and Poverty Eradication projects that the Mine would undertake in line with the Integrated Development Plan (IDP) of the areas and other relevant frameworks in which the Mine operates and the major sending areas. Projects to be implemented should be classified as follows:

- Infrastructure Projects
- Income Generating Projects, which are sustainable and impactful

To address the administrative error and align the SLP cycle with the mining right as articulated in Section 1 – Introduction, this reconstituted SLP III only details projects planned for 2023 to 2024. These projects are planned and will be implemented upon the approval and go-ahead of this reconstituted SLP III by the DMRE.

### 4.9.1 South Deep LED Projects in Host Communities

South Deep participates in the socio-economic development initiatives of Rand West City Local and West Rand District Municipalities and supports projects that are aligned to their IDP projects relating to people and infrastructure development. Projects identified and prioritised as key development needs are categorised as follows:



### 4.10 Proposed Projects

South Deep has undertaken the engagement and analysis work to deepen discussions on a proposed pipeline of development projects. The final selection is based on these discussions and consultations with relevant stakeholders, as well as a focus on those projects that will make the highest positive impact, enhance benefits and create jobs for our communities.

Table 71: Proposed Community Development Projects for Host Communities:

#	General	Specific	Type of need	Municipality	Township	Potential Partners
1.	Community Services	Construction of Multipurpose (Thusong) Centre	Infrastructure	Rand West City Local Municipality	Bekkersdal Township	Rand West City Local Municipality
2.	Education/ community services	Installation of solar energy at local schools/ clinics, police stations	Infrastructure & Renewable Energy	Rand West City Local Municipality	Rand West City Local Municipality	South Deep Business Partners
3.	Education	Construction of additional classrooms at Thusa Setjhaba Secondary School	Infrastructure & Education	City of Johannesburg	Poortjie Township	Gauteng Department of Education
4.	Education	Construction of additional classrooms at Zuurbekom Combined School	Infrastructure & Education	Rand West City	Zuurbekom Agricultural Holdings, Rand West City Local Municipality	Gauteng Department of Education
Budget for Host Community projects					R20 500 000	



Table 72: Summary of LED Project Costs for Host Community Development Projects (2023 – 2024)

Project Name		Total Budget
1.	Construction of Multipurpose Centre (Thusong Centre in Bekkersdal Township)	R 3 500 000
2.	Installation of solar energy at community facilities & local schools (Rand West City Local Municipality)	R4 000 000
3.	Construction of additional classrooms at Thusa Setjhaba Secondary School (Poortjie)	R 5 000 000
4.	Construction of additional classrooms at Zuurbekom Intermediate School (Rand West City Local Municipality)	R 8 000 000
<b>GRAND TOTAL</b>		<b>R20 500 000</b>

## 4.10.1 Construction of Multipurpose Centre (Thusong - Bekkersdal)

### 1. Project Description

The community of Bekkersdal and Rand West City Local Municipality have indicated that since 2012 they struggle to access community services in their township. South Deep commits to building the Thusong Centre that has been vandalized so that communities can access community services closer to their places of residence. The Municipality has cleared the area where the Centre was located, and a new building must be erected.

### 2. Project Rationale

Delivery of services to communities is a local government responsibility. However, the RWCLM is unable to adequately provide some of the services close to the community of Bekkersdal because the buildings where these were rendered were vandalized during community uprising. This also limits other government services such as those rendered by Department of Social Development, Department of Home Affairs and SASSA who provide services to vulnerable communities. By building the Thusong Centre, these Departments and the local municipality will be able to render community services in Bekkersdal. This will not only improve service delivery, but it will save community members money and time when they need services.

### 3. Project Objectives

The project aims to assist the RWCLM with service delivery by building and facilitating provision of services in secure infrastructure in Bekkersdal.

### 4. Project Location

The project will be situated within the Rand West City Local Municipality at Bekkersdal.

### 5. Project Beneficiaries

The project will benefit the community of Bekkersdal and surrounding areas.

### 6. Project Costs

The cost of this project for a period of two years (2023 – 2024) is R3.5 million.

#### Implementation and Sustainability Plan

The Mine will ensure that there is a partnership with the RWCLM. This approach is to ensure that there is sustainability of delivery of services for residents in the area.

Implementation of the project entails the following items as depicted on the right:

Local contractors who have the relevant credentials will be used to do the renovations. They will be encouraged to employ local community members. This will ensure that local communities benefit by obtaining employment during construction.





## Exit strategy

On completion of the project, the Mine will hand over the project to the Local Municipality. There will be a legally binding agreement prior to construction which will include commitment by the Local Municipality to equip, operate and maintain the infrastructure that South Deep will build. The Municipality will enter into agreements with the different users who will be charged a nominal rental fee to cover maintenance costs of the building.

Table 73: Construction of Thusong Centre (Bekkersdal)

Bekkersdal Construction of Thusong Centre									
Project incorporated into which IDP		RAND WEST CITY LOCAL MUNICIPALITY						Construction of Thusong Centre Project	
Project Partners		Rand West City Local Municipality						Beneficiaries	Communities in Rand West City Local Municipality
Project start date	March 2023	No. permanent jobs	No. part-time jobs	Males employed	Females employed	Youth employed	Disabled employed	Geographical location of project	
Outcome		TBC	TBC	TBC	TBC	TBC	TBC	Bekkersdal Rand West City	
		Responsible entity		Activity KPI initiative		KPI (measurable)		Timeframe	
								2023	2024
Engagement with the RWCLM, in relation to project funding, operation and maintenance		South Deep Mine		Develop and implement programme		Project scope finalised		X	X
Formal agreement with RWCLM and other partners		South Deep Mine		Formulate agreement on terms and conditions of partnership		Signed MOU among the partners		x	X
Preparation work including determination & obtaining all approvals		South Deep Mine and partners				Approvals granted		x	X
Selection and appointment of contractor		South Deep Mine				Appointed Contractor		x	X
Construction of Centre		South Deep Mine		Construction schedule		Completed building		x	X
Handover Centre		South Deep Mine & Partners						x	X
Financial provision								R1 750 000	R1 750 000
Total financial provision								R 3 500 000	

## 4.10.2 Provision of Solar Energy to Local Schools and Public facilities (Rand West City)

### 1. Project Description

South Africa is experiencing an energy crisis. This hampers services delivered to communities. Teaching and learning at schools cannot occur effectively, police stations and clinics are unable to render their services fully and efficiently due to loadshedding. To assist with reducing demand for power from the grid, assist these facilities to manage their power costs and improve consistency of delivering services, South Deep has committed to provide solar power to selected schools and public facilities in the RWCLM.

### 2. Project Rationale

Solar energy will provide natural, free energy for schools, reduce the carbon footprint and costs of electricity. This will also assist in improved learning which is usually affected by the loadshedding that is happening throughout South Africa. Installing solar power at schools enables digital teaching and learning without disruptions. This will also reduce electricity demand on the RWCLM, and in turn on the national grid. Services at police stations and clinics will continue uninhibited.

### 3. Project Objectives

The project aims to assist the RWCLM with provision of renewable energy for critical community services at clinics, schools, and police stations. Trained local solar installers will be used to do these installations through competent and certified local contractors. There will also be enterprise development for the trained locals to empower them to maintain the solar installations at these community facilities.

### 4. Project Location

The project will be situated within the RWCLM at selected schools and public facilities (police stations and clinics) in Westonaria and Randfontein.

### 5. Project Beneficiaries

The project will benefit the community of the West Rand City Local Municipality and surrounding areas. At least four (4) facilities will be powered with solar energy. These will be a combination of schools, police stations and clinics in the community. They will be selected in consultation with relevant authorities and partners based on the needs.

### 6. Project Costs

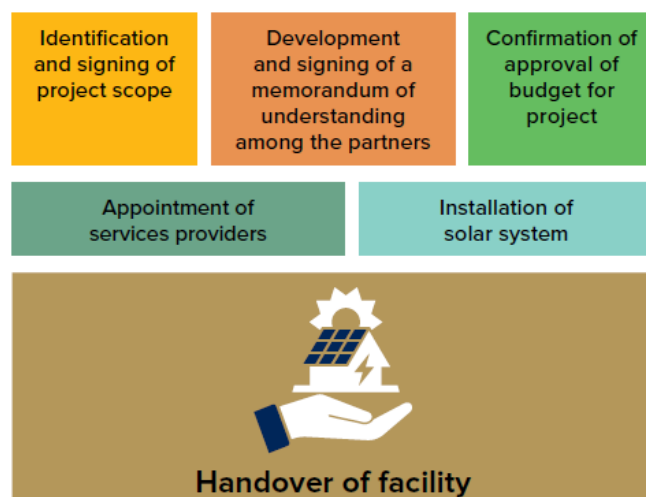
South Deep has committed an amount of R4 million for a period of two years (2023 – 2024) towards this project.

#### Implementation and Sustainability Plan

The Mine will ensure that there is a partnership with the RWCLM, and the schools' and other facilities' management.

This approach is to ensure that there is sustainability of delivery.

Implementation of the project entails the steps as depicted on the right:



### Exit Strategy

On completion of the project, the Mine will hand over the project to the Local Municipality and to relevant authorities to manage. This will ensure that there is community ownership of the property and accountability. There will be a legally binding agreement prior to construction which will include commitment by the RWCLM and the community and schools'/facilities' management to operate and maintain the infrastructure that South Deep will install.

Table 74: Provision of Solar Energy to Local Schools and Public facilities (Rand West City)

Installation of Solar Power at public facilities									
Project incorporated into which IDP		RAND WEST CITY LOCAL MUNICIPALITY						Installation of Solar Power at public facilities	
Project Partners		Rand West City Local Municipality						Beneficiaries	Communities in Rand West City Local Municipality
		Schools/ Clinics/ Police Stations							
Project Start date	June 2023	No. permanent jobs	No. part-time jobs	Males employed	Females employed	Youth employed	Disabled employed	Geographical location of project	
Outcome		TBC	TBC	TBC	TBC	TBC	TBC	Westonaria Rand West City LM	
		Responsible entity		Activity KPI initiative		KPI (measurable)		Timeframe	
								2023	2024
Defining project scope and sign off		South Deep Mine and partners				Defined & signed off scope		X	X
Engagement with the RWCLM, and other partners in relation to project funding, operation and maintenance		South Deep Mine		Formulate agreement on terms and conditions of partnership		Signed MOU among the partners		x	X
Formal agreement with RWCLM and other partners		South Deep Mine and partners				Approvals granted		x	X
Selection and appointment of contractors		Formulate agreement on terms and conditions of partnership				Bill of quantities and approved budget		x	X
Installation		South Deep Mine				Completed solar powered facilities		x	X
Formal sign-off, handover and monitoring		South Deep Mine and partners						x	X
Financial provision								R2 000 000	R2 000 000
Total financial provision								R4 000 000	

### 4.10.3 Building of Classrooms at Thusa Setjhaba Secondary School (Poortjie Township)

#### 1. Project Description

South Deep has committed to construction of six (6) classrooms at Thusa Setjhaba Secondary School in Poortjie.

#### 2. Project Rationale

Thusa Setjhaba is the only secondary school in Poortjie, where there are three primary schools. There are no other high schools to accommodate learners from these primary schools. More than 90 percent of primary school learners from Thusanang, a community at South Deep's doorstep, attend school in Poortjie and enroll at Thusa Setjhaba Secondary School when they complete primary education. Due to the high demand for space at Thusa Setjhaba, more and more learners are enrolled every year without increased infrastructure. By building extra classrooms, teaching, and learning will be improved as overcrowding will be reduced and a conducive environment for learning will be created.

#### 3. Project Objectives

The project aims to assist the Department of Education, the school, and the local community, by ensuring that students can learn in a conducive environment.

This is intended to improve the results of learners at the school and will enable South Deep to source some of its learnership candidates from Thusanang and Poortjie.

#### 4. Project Location

The project will be situated within Ward 5 of City of Johannesburg Region D, in Poortjie.

## 5. Project Beneficiaries

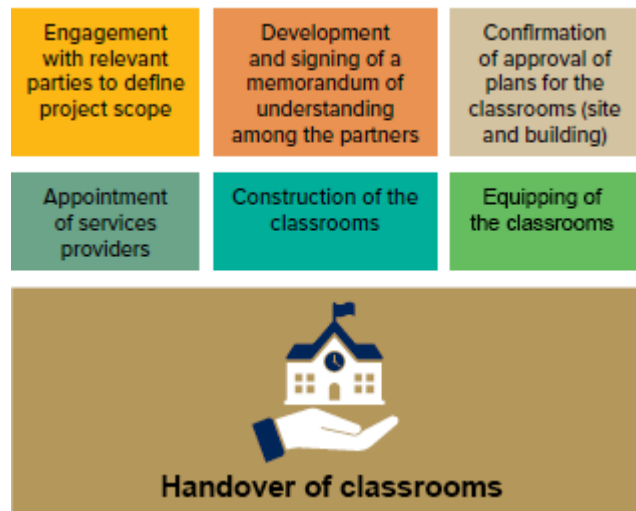
The project will benefit the community of Poortjie and Thusanang in the West Rand City Local Municipality and surrounding areas.

## 6. Project Costs

South Deep has committed an amount of R5 million for a period of two years (2023 – 2024).

### Implementation and Sustainability Plan

The Mine will ensure that there is a partnership with the Department of Education and the School Governing Body for this project to be a success. This approach is to ensure that there is sustainability of delivery of support facilities for quality education for residents in the area. Implementation of the project involves the steps as depicted on the right:



### Exit Strategy

On completion of the project, the Mine will hand over the project to the Department of Education and the School Governing Body (SGB) to benefit the school community. There will be a legally binding agreement prior to construction between the appropriate parties, which will include commitment by the Department of Education and the SGB, to operate and maintain the infrastructure that South Deep will provide.

Table 75: Building of Classrooms at Thusa Setjhaba Secondary School (Poortjie Township)

Construction of classrooms at Thusa Setjhaba Secondary School										
Project incorporated into which IDP		CITY OF JOHANNESBURG						Construction of classrooms at Thusa Setjhaba Secondary School		
Project Partners		Department of Education, School Governing Body						Beneficiaries	Communities in Poortjie and Rand West City Local Municipality	
Project Start date	June 2023	No. permanent jobs	No. part-time jobs	Males employed	Females employed	Youth employed	Disabled employed	Geographical location of project		
Outcome		TBC	TBC	70%	30%	50%	1%	Poortjie Community, City of Johannesburg		
		Responsible entity		Activity KPI initiative		KPI (measurable)		Timeframe		
								2023	2024	
Engagement with the School Management, and Department of Education in relation to project funding, operation and maintenance		South Deep Mine		Develop and implement programme		Project scope finalized		X	X	
Formal agreement with DoE, SGB and other partners		South Deep Mine		Formulate agreement on terms and conditions of partnership		Signed MOU among the partners		x	X	
Preparation work including drawing and approval of classrooms		South Deep Mine and partners				Approvals granted		x	X	
Selection and appointment of contractors		South Deep Mine		Select local contractor for the project		Contractor appointed		x	X	
Construction of classrooms		South Deep Mine		Construction schedule		Complete classroom infrastructure		x	X	
Formal sign-off and handover and monitoring		South Deep Mine and partners						x	X	
Financial provision								R2 500 000	R2 500 000	
Total Financial Provision								R 5 000 000		

#### 4.10.4 Building of Classrooms at Zuurbekom Intermediate School (Zuurbekom)

##### 1. Project Description

South Deep has committed to construction of five (5) classrooms at Zuurbekom intermediate School to cater for high school learners.

##### 2. Project Rationale

Zuurbekom Intermediate School which is in the farming area of Zuurbekom, is a primary school that caters for both primary school and high school (up to Grade 9) learners. This was necessitated by the fact that there are insufficient high schools in the area. Furthermore, the demand for schools is higher as learners from Soweto are also enrolled at Zuurbekom because of the proximity of the school to the newly built and expanding township of Protea Glen. Currently the high school learners are accommodated at the same premises with pre-primary and primary school learners. This causes discipline challenges at the school because of the age differences of the learners. By building extra classrooms, teaching, and learning will be improved as overcrowding will be reduced and a conducive environment for learning will be created.

##### 3. Project Objectives

The project aims to assist the Department of Education, the school, and the local community, by ensuring that students can learn in a conducive environment.

The secondary objective is to improve the results of learners at the school so that South Deep can source some of its learnership candidates from the local community.

##### 4. Project Location

The project will be situated within Ward 17 of Rand West City Local Municipality, in Zuurbekom.

## 5. Project Beneficiaries

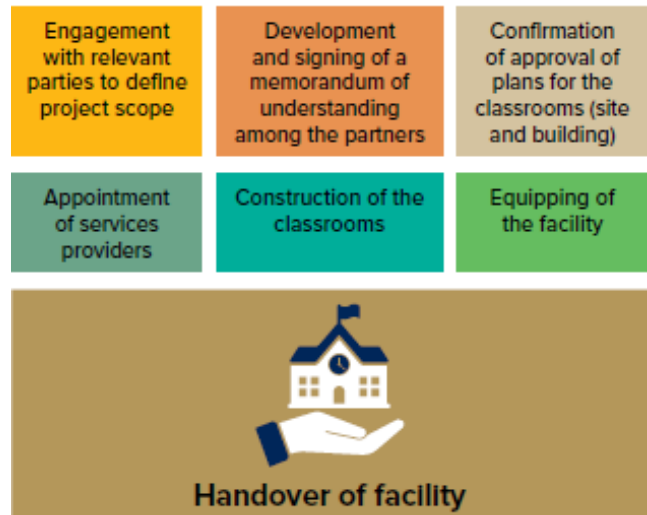
The project will benefit the community of Zuurbekom in the West Rand City Local Municipality and surrounding areas.

## 6. Project Costs

South Deep has committed an amount of R 8 million for a period of two years (2023 – 2024).

### Implementation and Sustainability Plan

The Mine will ensure that there is a partnership with the Department of Education and the School Governing Body for this project to be a success. This approach is to ensure that there is sustainability of delivery of support facilities for quality education for residents in the area. Implementation of the project involves the steps as depicted on the right:



### Exit Strategy

On completion of the project, the Mine will hand over the project to the Department of Education and the School Governing Body (SGB) to benefit the school community. There will be a legally binding agreement prior to construction between the relevant parties, which will include commitment by the Department of Education and the SGB, to operate and maintain the infrastructure that South Deep will provide.

Table 76: Building of Classrooms at Zuurbekom Combined School (Zuurbekom)

Construction of classrooms at Zuurbekom Combined School										
Project incorporated into which IDP		RAND WEST CITY LOCAL MUNICIPALITY						Construction of classrooms at Zuurbekom Combined School		
Project Partners		Department of Education, School Governing Body						Beneficiaries	Communities in Rand West City Local Municipality and City of Johannesburg	
Project start date	Sept 2023	No. permanent jobs	No. part-time jobs	Males employed	Females employed	Youth employed	Disabled employed	Geographical location of project		
Outcome		TBC	TBC	70%	30%	50%	1%	Zuurbekom Community, Rand West City		
		Responsible entity		Activity KPI initiative		KPI (measurable)		Timeframe		
								2023	2024	
Engagement with the School Management, and Department of Education in relation to project funding, operation and maintenance		South Deep Mine		Develop and implement programme		Project scope finalized		X	X	
Formal agreement with DoE, SGB and other partners		South Deep Mine		Formulate agreement on terms and conditions of partnership		Signed MOU among the partners		x	X	
Preparation work including drawing and approval of classrooms		South Deep Mine and partners				Approvals granted		x	X	
Selection and appointment of contractors		South Deep Mine		Select local contractor for the project		Contractor appointed		x	X	
Construction of classrooms		South Deep Mine		Construction schedule		Complete classroom infrastructure		x	X	
Formal sign-off and handover and monitoring		South Deep Mine and partners						x	X	
Financial provision								R 4 000 000	R4 000 000	
Total Financial Provision								R 8 000 000		

SECTION

# 5



## HOUSING AND LIVING CONDITIONS



# SECTION 5

## HOUSING AND LIVING CONDITIONS

5.1	Introduction	82
5.2	Accommodation Survey	83
5.3	Compliance with the requirements of the Minerals and Petroleum Industry Act	84
5.4	Housing Strategy	84

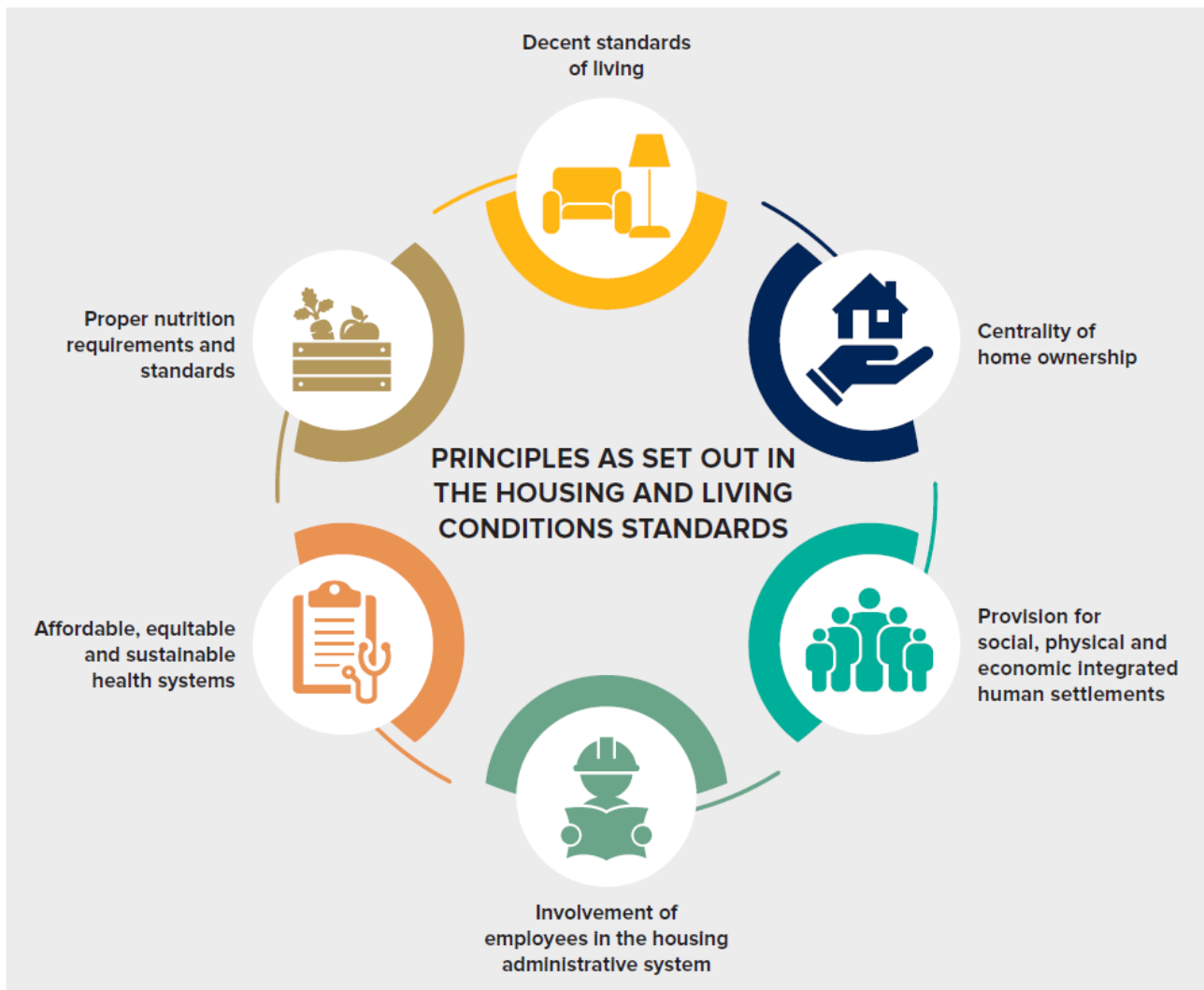
## SECTION 5

# HOUSING AND LIVING CONDITIONS

### 5.1 Introduction

South Deep fully subscribes to the principles as set out in the Housing and Living Conditions Standards for the Mining and Minerals Industry developed in terms of section 100(1)(a) of the MPRDA and Mining Charter which includes:

Figure 15: Principles as set out in the Housing and Living Conditions Standards



## 5.2 Accommodation Survey

In March 2019 South Deep appointed Shisaka Development Management Services (Shisaka) to provide assistance with reformulating the Mine's home ownership support programme. The findings and recommendations of the review were considered and incorporated to inform the South Deep Home Ownership Scheme comprising the following key features:

South Deep has a comprehensive housing strategy and policy that addresses both the supply and demand side accommodation and home ownership needs of its employees.	The policy aims to encourage employees to shift from the use of poor-quality accommodation (Living out Allowance) to better quality accommodation through the Housing Allowance.	South Deep has a good quality housing units portfolio available.	The policy also aims to support increased levels of home ownership through the offering of South Deep owned units for sale, owner-build options and a financial support package in the form of an interest-free loan.
--	--	--	---

Some of the key outcomes of the survey related to:

<p>A South Deep employee accommodation survey was undertaken in October 2020 via WhatsApp media communication.</p> <p>Participants were asked to answer the following questions as part of the survey:</p> <ul style="list-style-type: none"> <li>• Type of accommodation at work.</li> <li>• Tenure at work.</li> <li>• Whether the employee owns alternative accommodation at work or not at work.</li> <li>• Housing aspirations</li> </ul>	<p>At the time that the survey was conducted, South Deep had 2,237 employees. Of this number, a total of 837 employees provided responses, comprising 37% of the total sample.</p> <p>The following results could be gleaned from the survey:</p> <ul style="list-style-type: none"> <li>• 33.0% would like to buy a house close to work</li> <li>• 24.0% would like to be owner builders</li> <li>• 16.0% would like to improve their existing homes close to work</li> <li>• 5.0% would like to rent</li> <li>• 36.0% do not wish to invest any further</li> </ul>
--	--

## 5.3 Compliance with the requirements of the Minerals and Petroleum Industry Act

The Minister of Mineral and Energy Resources published the Housing and Living Conditions Standard for the Mining Industry for comment on 20 March 2019.

The overall objective of the Standard is to provide for strengthened housing and living condition standards with clearly defined principles, processes, timelines and enforcement measures.

The standard sets out the following principles that a mining rights holder must fulfil:

- Develop social, physical and economic integrated housing developments within a mine community.
- Make sufficient provision to respond adequately to the housing needs of employees consistent with its growth plans.
- Ensure the involvement of employees in the housing administrative systems.
- Promote best practices and compliance with minimum norms and standards.
- Promote the use of financing schemes in a transparent and accountable manner. In this regard housing as part of the remuneration package should be negotiated through collective bargaining.

Following extensive consultation with various stakeholders, including organised labour, Gauteng Department of Human Settlement, National Distress Mining Towns Programme, Rand West Municipality and West Rand District Municipality, the South Deep Housing and Living Conditions Plan is attached hereto as Annexure 1.

## 5.4 Housing Strategy

The factors above have contributed to the current South Deep Mine Housing Strategy. One of the cornerstones of this strategy is that South Deep, as a responsible Mine, wants its employees to live in good quality, affordable accommodation that is located in integrated communities, close to the Mine.

The current South Deep Housing Policy (For C Band and below) aims to enable employees to access good quality and affordable accommodation on either a rental or ownership basis within reasonable daily commuting distance to South Deep Mine.

South Deep's current housing policy is aimed at facilitating affordable home ownership and access to decent accommodation options and comprises of five components:

- Housing Policy
- Housing Allowance,
- Living Out Allowance,
- Provision of mine-owned accommodation for rental; and
- Financial support for home ownership comprising a R200,000 interest-free loan for the purchase of a mine-facilitated house.

For those employees who wish to invest in home ownership within a reasonable daily commute of 100km from work, the South Deep Home Ownership Support Programme enables the following home ownership options:

- Purchasing houses from South Deep;
- Purchasing houses from developers or other employers;
- Purchasing an existing house in the secondary market; or
- Purchasing a site and building, or building on an already owned site as an owner builder

In addition, South Deep will provide Home Ownership Support Programmes comprising the following:

- Home ownership advice;
- Home ownership-linked creditworthiness management;
- Transactional support by assisting employees with bond applications, registrations, etc;

- Financial support for home ownership through interest free loan facilities as detailed below;
- Discount on existing South Deep housing stock.

The interest-free home ownership loan is made up and can be accessed as follows:

- The maximum amount of the loan is R200,000 provided on a targeted sliding scale.
- Where transactions exceed R400,000 the size of the interest-free loan will reduce proportionally to zero for all transactions of a value of R800,000 or above.
- Similarly where the transaction value is less than R400,000 the interest-free loan will never exceed the total value of the full transaction.
- The repayment period of the interest-free loan will be determined by the retirement date of an employee, but subject to a maximum of 15 years or 180 months.
- South Deep has appointed Summit Financial Partners to provide financial wellness, debt consolidation and debt rehabilitation services to all employees in order to equip employees with the ability to access the interest-free loan.

## South Deep employees have access to accommodation options and related facilities as listed below:

### Single accommodation units

The hostel upgrade was completed in 2014 and all rooms are now single units. A total of 848 employees can be accommodated in the single accommodation units on a one-to-a-room basis. Residents do not pay rent, nor do they pay for water and electricity. Food and beverages are also provided daily.

### Family units

A hostel was converted into two and three-bedroom family units that now house 203 families. Residents do not pay rent, nor do they pay for water and electricity. Units have kitchens so that families can prepare their own meals. South Deep continues to actively and regularly maintain the upgraded accommodation to ensure that the accommodation is suitable for our employees.

### Existing South Deep Mine-owned houses and apartments

There are 471 houses in Hillshaven, Westonaria and Glenharvie townships. Monthly Housing Allowances increased by an average 8.2% from R4110 in 2020 to R4445 in 2022 and was increased by a further 7.5% to R4780 in 2023. Housing allowances are intended to subsidise their monthly rental, and water and electricity costs. The Mine carries out maintenance at its cost. Employees can access the housing scheme to purchase the houses they occupy.

### South Deep leased houses from third party landlords

South Deep increased its third Party housing rentals between 2020 to 2022 with a total of 246 units rented by end 2022 to accommodate employees. Third-party rentals will be gradually phased out as more employees enter into homeownership.

### Housing allowance for non-Mine facilitated accommodation

By the end of December 2022, 1010 employees chose to access the monthly housing allowance of R4445 for living in the approved accommodation of their choice located within a 100km radius of South Deep Mine. Of these 1010 employees, 162 live in fully paid-up homes, 439 are paying off a bond and the remaining 409 are in leased accommodation.

### Housing committee

To give effect to its Housing and Living Conditions Plan the Mine has established a Joint Housing Committee as the primary mechanism by which the Company and Organised Labour will consult on matters relating to Facilitated Home Ownership, as well as those regulated by Housing and Living Conditions Standards for the Minerals Industry, as issued by the Department of Mineral Resources and Energy. The terms of reference of the Joint Housing Committee are attached hereto as Annexure 2.

The purpose of the Joint Housing Committee is to:

- Oversee and contribute to the development and implementation of the South Deep Facilitated Home Ownership Programme;
- Contribute to the preparation of the Housing and Living Conditions Plan for submission to the DMRE;
- Review progress and provide feedback on a regular basis on the effectiveness of the Home Ownership Support Programme; and
- Consult in good faith on the implementation of the South Deep Facilitated Home Ownership Programme and Housing related matters.

### Nutrition

The provision of a healthy and balanced diet is a key and integral element of ensuring healthy and adequate nutrition for our employees. With this commitment in mind, the following initiatives are in place at South Deep:

Cooks have been trained by the HTA School of Culinary Art to produce quality food for employees at South Deep;

Meals are prepared in line with the Centre for Scientific and Industrial Research (CSIR) nutritional guidelines;

New kitchen equipment was purchased and the kitchen complies with ISO 14001-standards;

A balanced diet plan has been introduced at the Mine kitchen located at South Shaft.

SECTION

# 6



# PROCUREMENT, ENTERPRISE AND SUPPLIER DEVELOPMENT

## SECTION 6

# PROCUREMENT, SUPPLIER AND ENTERPRISE DEVELOPMENT

6.1	Introduction	89
6.2	Preferential procurement targets	91
6.3	Host Community procurement	91
6.4	Establishment of South Deep's Enterprise and Supplier Development (ESD) programme	92



## SECTION 6

# PROCUREMENT, ENTERPRISE AND SUPPLIER DEVELOPMENT

### 6.1 Introduction

South Deep is aware that inclusive procurement is an ideal mechanism for the economic empowerment of Historically Disadvantaged Persons (HDPs).

South Deep is committed to the preferential purchasing and procurement objectives contained in the Mining Charter as amended. The purpose of this SLP is to ensure the identification, procurement and subsequent management of suppliers categorised as B-BBBEE Entities (i.e. Ownership >25%) in particular HDP owned and controlled (i.e. Ownership >51%). South Deep is also committed to procuring locally and assisting potential HDP suppliers, through mentoring, to become part of the Mine's supply chain. Through its mining operation, South Deep will have the ability to create an enabling environment for the empowerment of HDP owned and controlled companies within the surrounding areas. The Inclusive Procurement Ecosystem is comprised of various internal and external stakeholders, (Regulatory Authorities, communities, industry contributors, business linkages). Inclusive Procurement goes hand in hand with Enterprise and Supplier Development, jointly making up the Inclusive Procurement and Enterprise and Supplier Development (ESD) Framework for South Deep.

South Deep will provide preferred supplier status to HDP (including youth and women) owned and controlled companies through the implementation of the following measures:

- Increasing the level of contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination based on race, gender or disability;
- Increasing business opportunities for B-BBBEE compliant companies especially HDP, youth and women owned and controlled companies;
- Growing local enterprises, from host communities, so that they can become sustainable and eventually be potential suppliers to South Deep (i.e., promoting entrepreneurship amongst HDP/ B-BBBEE businesses);
- Giving preference to B-BBBEE -compliant suppliers involved in host community job creation based on sound commercial and sustainable business cases;
- Increasing host community procurement spend through the involvement of the South Deep ESD Programme; and
- Increasing the number of Enterprise and Supplier Development Beneficiaries through an ESD Fund that has been established.



The Mining Charter states that leveraging maximum benefit from the Republic's mineral resources will require strengthening linkages between the mining and minerals industry and the broader economy. 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.

To achieve this, the mining industry must procure from BEE entities in accordance with the following criteria:



A minimum of  
**70%**  
of total mining  
goods procurement  
spend must be  
on South African  
manufactured goods.



A minimum of  
**80%**  
of the total spend  
on services must  
be sourced  
from South African  
based companies.

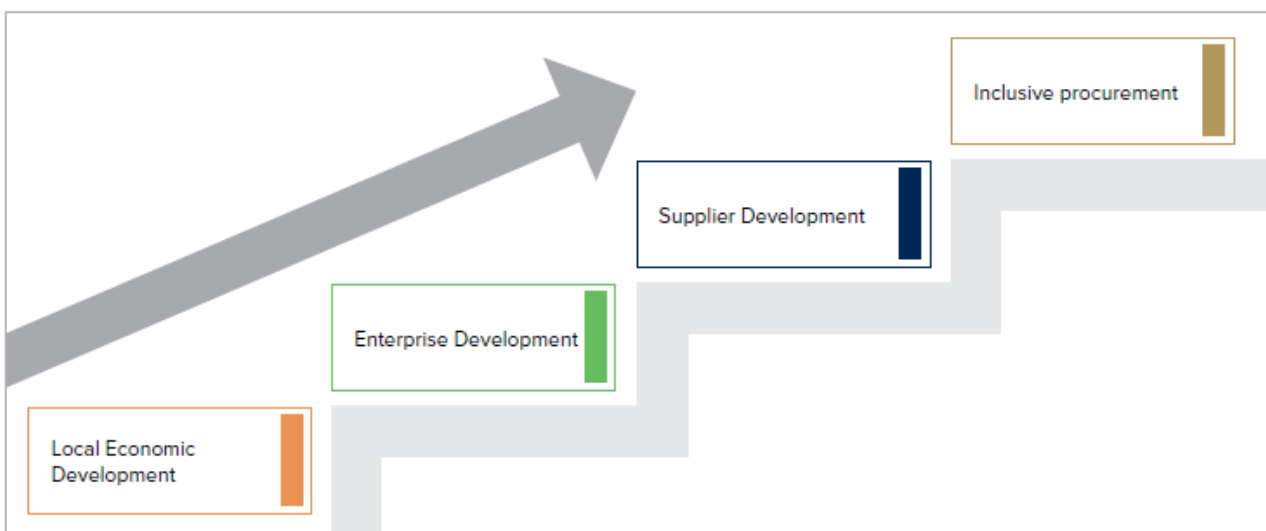
## Inclusive Procurement

### Inclusive Procurement



The ESD Stairway to inclusive Procurement comprises the following pillars:

Figure 16: The ESD Stairway to Inclusive Procurement



In terms of the Inclusive Procurement and ESD Framework, South Deep has set itself the following objectives to be achieved by 2027:

1	2	3	4	5
An officially ratified South Deep host community Enterprise and Supplier Development (ESD) programme aligned to the Mine's preferential procurement objectives.	Twenty-five percent procurement spend with host community suppliers.	Approved Local Economic Development (LED) projects that create sustainable jobs (transferable skills).	Facilitating the growth of the South Deep Business Development Centre (BDC) into a fully-fledged Business Incubator aligned to South Deep's KPIs.	ESD fund for SMME development.

Aligned with the 2018 Mining Charter, South Deep seeks to promote and give preferred supplier status to HDP businesses which incorporate businesses where Historically Disadvantaged Persons hold at least 51% of exercisable voting rights, and economic interest, focusing on women and youth.

## 6.2 Preferential procurement targets

South Deep has used the 2019 expenditure as a basis for formulating preferential procurement targets.

Table 77: Preferential Procurement Targets

Procurement targets	Target	2020	2021	2022	2023	2024
		Target	Target	Target	Target	Target
<b>MINING GOODS (Compliant companies)</b>	<b>70.0%</b>				<b>71.0%</b>	<b>73.0%</b>
HDP owned & controlled company (51% HDP)	21.0%	31%	40%	40%	21%	22%
Women or youth owned & controlled company	5.0%	5%	10%	13%	6%	7%
BEE compliant company (25%+1 Vote BEE)	44.0%	47%	54%	52%	44%	44%
<b>SERVICES (Compliant companies)</b>	<b>80.0%</b>				<b>82.0%</b>	<b>85.0%</b>
HDP owned & controlled company	50.0%	47%	69%	69%	51%	52%
Women owned & controlled company	15.0%	16%	26%	25%	16%	17%
Youth owned & controlled company	5.0%	0%	0%	4%	1%	2%
BEE compliant company	10.0%	85%	90%	88%	14%	14%

\*The above table is as per the 2018 Mining Charter targets for period 2020 - 2024, however our SLP for 2020/21/22 was submitted according to the 2010 Mining Charter targets as per the table below.

Table 78: Preferential Procurement Targets

Procurement Element	2020	2021	2022
	Target	Target	Target
Capital goods (40%)	81%	86%	88%
Services (70%)	90%	91%	90%
Consumable Goods (50%)	92%	90%	90%

\*The above table is as per the 2010 Mining Charter targets for period 2020 – 2022 and as previously reported per annual SLP compliance reports for 2020 - 2022.

## 6.3 Host community procurement

The formation of the Host Community Procurement aims to guide and support the procurement department's decisions through its host community procurement strategy. The host community procurement strategy expresses the company's commitment to contributing to the economic development of host communities by sourcing goods and services from host community businesses, addressing the gaps in capabilities, and building suppliers' competitiveness to meet global standards and qualify for beneficial contracts.




South Deep has revised its host community definition as the communities that are directly affected by and have an expectation regarding our activities. They typically include the communities nearest to our operations, within Rand West City Local Municipality and Poortjie, and include any person(s) residing there.

A range of specific objectives to be achieved includes the following:

- Capacitating host community SMMEs to operate sustainable and competitive entities;
- Integrating host community SMMEs within our supply chain;
- Identifying missing links in the value chain and prioritising these in attracting new businesses to the area;
- Facilitating host community SMME partnerships with established non-host community entities; and
- Creating an enabling environment for enterprise development by promoting collaboration between the host community business and government institutions.

Evaluating opportunities for investment in host community capability development usually starts with demand analysis. This involves identifying supplier opportunities and assessment of their capability for each opportunity and a rigorous cost-saving analysis of sourcing from a host community company against regional or national scale. Generally, companies should start small, with simple and small contracts and progress towards contracts that are more complex.

Figure 17: Criteria used to select Host Community Suppliers

		
Host community procurement criteria	Qualifying metric per criteria: Option 1	Qualifying metric per criteria: Option 2
Location of the whole or part of the entity	Yes (must be located in suburbs as per host community definition)	No
Host community member(s) ownership of the entity	Yes (must be a minimum of 25% + 1% and preference must be given to host community members - women, men, youth, disabled)	Yes (must be a minimum of 25% + 1% and preference must be given to host community members - women, men, youth, disabled)
Host community labour component	Yes (minimum of 25% of total labour on the contract must be from the host community as defined)	Yes (minimum of 50% of total labour on the contract must be from the host community as defined)

South Deep has identified the following targets as part of its Enterprise and Supplier Development programme in developing host community suppliers.

Table 79: Enterprise Development Targets

Enterprise development	2020 Target	2021 Target	2022 Target	2023 Target	2024 Target
Number of host community vendors targeted yearly, that meets the selection criteria	2	5	8	3	3
SMME training (no of Companies Trained)	14	8	10	5	5
Number of new entrants	22	30	28	5	5
Enterprise development beneficiaries	N/A	N/A	N/A	10	10
Supplier development beneficiaries	N/A	N/A	N/A	9	10

Between 2020 and 2022, the focus was on the introduction of new entrants in general (HDP SMMEs introduced to business as new vendors), however in 2023 we introduced the ESD programme which requires the reporting of ESD beneficiaries for 2023/24 period hence the set targets. The ESD beneficiaries listed above, are host community SMMEs trained to benefit from our inclusive procurement and other markets where their skills and expertise are required.

## 6.4 Establishment of South Deep's Enterprise and Supplier Development (ESD) programme

The Enterprise and Supplier Development (ESD) programme is South Deep's initiative aimed at giving effect to the 2018 Mining Charter, the DTI revised Broad-Based Black Economic Empowerment Charter and Codes of Good Practice, and to operationalise South Deep's strategic goals and objectives with respect to implementing the ESD and procurement support programme for the benefit of our host community enterprises and local economic development projects.

The Centre for Supplier Development (CfSD) is our ESD programme implementation partner tasked with developing an ESD programme that responds to South Deep's current challenges and realities within our host communities. There are five (5) key components and aspects of the ESD programme which can be summarised as follows:

1. Providing ongoing SMME business development support and value-added services to address the business development needs and requirements of South Deep's host community enterprises and entrepreneurs.
2. Providing the processes, systems, and tools to manage and maintain a database of host community enterprises and to offer procurement support to facilitate the participation of host community enterprises in the South Deep Procurement value chain.

3. Providing SMME training and development programmes to build the capacity, competencies, and capabilities of host community entrepreneurs to establish, grow, and sustain their enterprises or local community income generating projects.
4. Providing SMME incubation and technical training facilities to create a suitable environment to develop the technical and business skills required to establish and support South Deep's host community entrepreneurs and start-up enterprises.
5. Providing financial support required to empower the ESD Programme and to facilitate access to funding by host community entrepreneurs and enterprises.



### **Enterprise Development Programme**

- Provide SMME soft business skills training and development
- Provide SMME technical skills training and development
- Facilitate new venture creation opportunities for SMMEs
- Provide enterprise incubation facilities and services for start-up SMMEs
- Provide capacity-building interventions for new and existing SMMEs

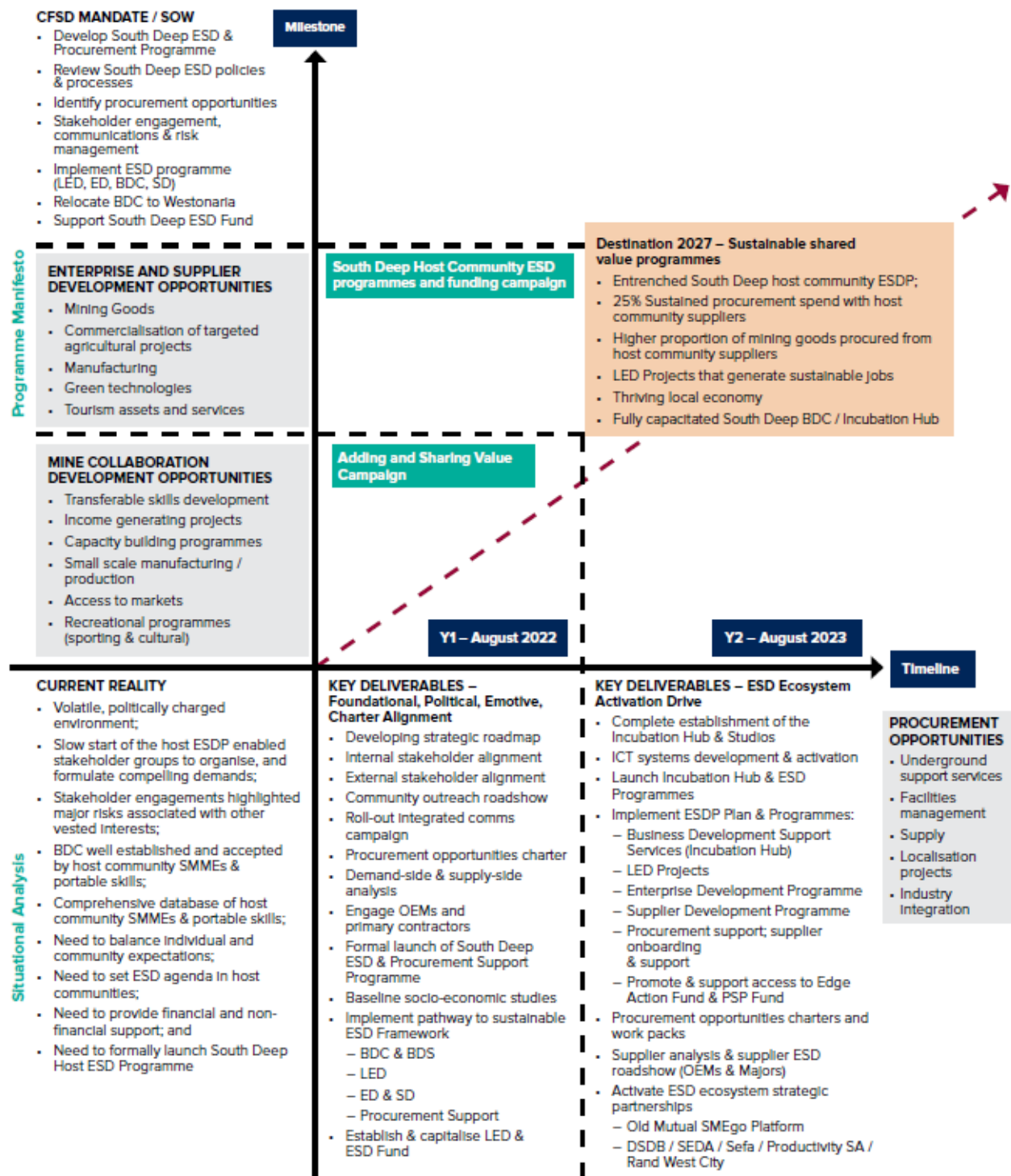


### **Supplier Development Programme**

- Facilitate a business accelerator programme to speed up the growth, development, and sustainability of selected host community beneficiary enterprises
- Provide advanced capacity building interventions to support the selected supplier development beneficiaries
- Facilitate the formation and participation of host community enterprises in special purpose vehicle opportunities
- Provide tender specification guidance and training to improve the standard and levels of participation in tenders by host community enterprises.

Below is a summary of the ESD programme for the next five years

Figure 18: Summary of five-year ESD Programme





The programme has been rolled-out across the areas and communities highlighted below. These include our nine host communities as well as communities considered relevant to the procurement policy. Priority is given to historically disadvantaged communities in general, and the socially and economically depressed areas within these communities. The scope of the programme is confined to the community areas as articulated below:

Table 80: Host Community Areas

Host Community Areas			
Westonaria *	Randfontein	Greenhills	Bootha Plots
Bekkersdal *	Mohlakeng	Westergloor	Loumarina
Simunye *	Zenzele	Helikon Park	Middlevlei
Hillshaven *	Toekomsrus	Culemborg Park	Randridge
Kalbasfontein *	Pelzvale	Eike Park	Rietvallei
Jachtfontein *	Finsbury	Hectorton	Rikasrus
Zuurbekom *	Hillside	Kocksoord	Tenacres
Thusanang *	Aureus	Orion Park	Vleikop
Venterspost *	Bhongweni	West Porges	Wheatlands
Libanon *	Homelake	Brandvlei	Witbotsdal
Glenharvie *	Randgate	Dennydale	City of Johannesburg Poortjie*
Waterpan	Robinpark	Dwarskloof	
Wagterskop	Randpoort	Elandsvlei	

\* Primary Host Communities

## Establishment of South Deep's ESD Fund

The ESD Strategy and Implementation Plan highlighted the need to provide financial support and comprehensive value-added services to meet the ESD needs and requirements of the programme beneficiaries, and South Deep's host communities in general.

South Deep has, therefore, partnered with Edge Growth which is an experienced SME Development Fund Manager to unlock the potential of our host community enterprises. South Deep has contributed over R60 million for the period 2021/22 towards the ESD Fund and will continue to make additional contributions on an annual basis.

The Fund is structured in such a way that there are two funds managed by Edge Growth and Profit Share Partners to accommodate both Supplier Development and Enterprise Development, respectively.



Edge Action Fund (Supplier Development Funding)	Profit Share Partners Fund (Enterprise Development Funding)
<p>Committed R45.3 million for Supplier Development</p> <ul style="list-style-type: none"> <li>Aimed at providing growth finance to South Deep suppliers who are investment ready but struggle to get funding elsewhere.</li> <li>Due to the high number of fund applications that did not meet the fund mandate, South Deep has decided to review the fund mandate to accommodate more investment ready SMMEs who requires funds for operational purposes.</li> </ul>	<p>Committed R19.7 million for Enterprise Development</p> <ul style="list-style-type: none"> <li>Aimed at providing short-term finance to South Deep SMMEs / suppliers who need cash to procure goods or pay their suppliers</li> <li>Providing loans to eligible SMMEs to help them overcome financial challenges and invest in growth.</li> <li>Since its inception, the fund has distributed over R7 million to nine (9) host community SMMEs and that has led to the creation of 49 jobs for host community members who were previously unemployed.</li> </ul>

These funds are an integral part of South Deep's commitment to the ESD programme and its beneficiaries, with a strong focus on women and youth owned and controlled businesses. Both funds were well received by our host communities and enquiries regarding the fund have since increased.

These funds will form the foundation towards supporting the ESD programme and its beneficiaries, host community enterprises and the identification and development of women and youth owned and controlled businesses.



SECTION

# 7



## MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

## SECTION 7

# MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

7.1	Future Forum	99
7.2	Functions of the Future Forum	99
7.3	Forum engagements	100
7.4	Processes to be followed to Avoid Job Losses and a Decline in Employment	100
7.5	Section 52 of the MPRDA	100
7.6	Financial Provision for Downscaling and Retrenchment	100
7.7	Portable Skills Enrichment Programme for Retirees and Medical Incapacitation	102

# SECTION 7

## MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

The primary objective of managing downscaling and retrenchment is to ensure that there are no other viable options to achieve operational requirements before considering the downscaling of workers. To achieve this, the following have been put in place:

### 7.1 Future Forum (“Forum”)

South Deep embraces the legislative requirement relating to the establishment of a Future Forum (“Forum”) to ensure compliance in the event of downscaling and/or retrenchment. As such the Mine has engaged Organised Labour to nominate representatives to serve on this Forum and senior members of management are also represented. The Forum seeks to engage Organised Labour on pertinent business issues and the impact thereof on the workforce with terms of reference aligned to those set out in Regulation 46.

### 7.2 Functions of the Future Forum

The intention of the Forum, as outlined in the table below, stipulates the Regulation 46 requirements for the establishment of the Future Forum:

#### Establishment of a Future Forum

- Promote ongoing discussions between worker representatives and employers about the future of the Mine;
- Look ahead to identify problems, challenges and possible solutions with regard to productivity and employment;
- Develop turnaround and redeployment strategies to help reduce job losses and to improve business sustainability;
- Implement strategies agreed upon by both employer and work parties; and
- Mechanisms to save jobs, avoid job losses and a decline in employment.

The key issues which are discussed include (amongst others):



### 7.3 Forum engagements

South Deep annually develops a schedule of engagements with Organised Labour. This schedule includes quarterly Forum meetings. The Forum is chaired by either the Vice-President and Head of Operations or the Executive Vice-President South African Region. Over and above the Forum, South Deep has established a number of other forums to promote constructive engagements with Organised Labour. The Transformation Committee is one such forum, which meets on a regular basis to engage on matters relating to the progress tracking on the implementation of the SLP.

### 7.4 Processes to be followed to Avoid Job Losses and a Decline in Employment

The resource information upon which the Mine Work Programme was based indicates that South Deep has a 70-year operational life span. However, this may be impacted upon by various economic factors, both internal and external which could negatively affect the future economic viability of the mine. In the event that downscaling becomes unavoidable, South Deep will follow due process, supported by the following engagement process:

- Communication and Planning through the relevant engagement structures, as established at the Mine;
- Any potential downscaling or closure requirements will be identified during on-going consultations, discussions and deliberations at the quarterly Forum meetings;
- All strategic plans identified by the relevant engagement structures will be implemented with a view to avoiding job losses. Plans and strategies will be continuously assessed to ensure that they are relevant to the prevailing conditions at the time that closure or downscaling is envisaged;
- The relevant engagement structures will assess the economic conditions and the number of employees that are likely to be affected by the downscaling or closure;
- The relevant engagement structures will discuss and agree on strategies and action plans that will be implemented to avoid job losses;
- Potential Strategies and plans to avoid job losses will include but not be limited to:
  - Voluntary early retirement for employees who qualify in terms of relevant provident and pension funds;
  - Suspension of overtime, job-sharing schemes, short and extended leave;
  - Cease recruitment of new employees until South Deep operations have attempted to fill vacant positions from internal sources;
  - Where relevant and viable, cease the employment of temporary employees and/or contractors;
  - Where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period up to the downscaling or closure, will be critically reviewed before the position, is filled to allow for natural attrition of employees thereby avoiding unnecessary job losses and retrenchment.

During the life of the operation there will be on-going accredited mining related training and non-mining portable skills training programmes to equip employees with alternate skills to remain economically active in the event of retrenchment.

### 7.5 Section 52 of the MPRDA

In terms of section 52 of the MPRDA, the holder of a mining right is obliged to notify the Minister of Mineral Resources and Energy in instances where any mining operation is to be scaled down or cease with the possible effect that 10% or more of the labour force or more than five hundred employees, whichever is the lesser, are likely to be retrenched in any twelve month period. South Deep Mine will issue the DMR with a formal notification in terms of section 52 where the circumstances contemplated in section 52(1) of the MPRDA arise.

### 7.6 Financial Provision for Downscaling and Retrenchment

Decisions to embark upon organisational restructuring is dictated by the company's operational requirements and the prevailing economic circumstances of the Mine at a particular point in time. South Deep Mine accordingly does not plan for retrenchments ahead of time. Where the need for such decisions do arise the Mine will incorporate financial provisions for the management of downscaling and retrenchment in its business and financial plan.

South Deep Mine has concluded several agreements with the National Union of Mineworkers and the United Association of South Africa, with regards downscaling and retrenchments. These agreements replicate the processes and procedures set out above, but also deal with such issues as severance pay. These agreements commit South Deep Mine to paying severance packages in excess of the minimum required by legislation and provides for the following:

1	Salary due at date of termination (including where applicable, outstanding authorised overtime, standby, pro-rata bonus and contract earnings);
2	Pro-rata holiday leave allowances;
3	Leave pay;
4	Benefits in accordance with the applicable retirement fund rules;
5	Payments as per the Group Long Service Award Scheme, if applicable;
6	One month's pay in lieu of notice;
7	<p>A severance package consisting of:</p> <ul style="list-style-type: none"> <li>• two week's basic wage for each completed year of continuous service with the Group;</li> <li>• Ex gratia payment, equivalent to 4 (four) months basic rate of pay</li> <li>• provided that the minimum severance package shall not be less than R60 000.</li> </ul>
8	A Portable Skills Allowance will be made available to employees in the A and B Paterson Bands. This allowance will not exceed R30 000 and will be paid directly to a SETA approved training providers only, on receipt of a valid invoice.

Financial provisions for downscaling and retrenchment, is determined by the operation requirements at a time when there is a need to retrench or downscale employees. However, As part of our compliance commitment, we have made comprehensive financial provisions for the implementation of our SLP III, including processes to manage downscaling and retrenchments. In line with this requirement, our annual resources and reserves statement includes a detailed financial model that accounts for all costs at a specific gold price, as well as operating, capital, and other costs. Notably, this model incorporates a financial provision for retrenchments in the event that employment levels decrease by more than 10% from the previous year and by the end of the mine's life, Life of Mine (LOM) expected to be 70 to 80 years.

For the 2023 submission of our LOM plan, we have included a real (unescalated value in 2024 terms) provision of R813 million. The majority of this provision is allocated for closure activities in the year 2096/97 (R760 million), with additional amounts modelled for the years 2046 (R17.1 million), 2072 (R16.2 million), and 2091 (R20 million).

To effectively manage downscaling, we place a strong emphasis on the training and upskilling of our employees. This proactive approach not only prepares our workforce for eventual transitions but also supports them through bursary programs and additional training opportunities outside the mining industry. By equipping our employees with skills that are valuable in various sectors, we ensure they have access to diverse employment opportunities in the future.

## 7.7 Portable Skills Enrichment Programme for Retirees and Medical Incapacitation

With a projected Life of Mine (LOM) extending over 70 years into the year 2101, downscaling and retrenchment does not occupy any prominence in the mine's current strategic business planning cycles. In securing the optimal mining of future reserves and resources, the mine relies on its continued investment in leading operational technologies and, developing the requisite modern workforce capabilities to support the application of these technologies. This combination is critical to maintaining a globally competitive business, fostering workforce adaptability, achieving specialisation, driving innovation and, attracting and retaining a skilled and talented workforce to drive long-term sustainable business value.

South Deep is committed to modern employee training, ensuring that all skills acquired are portable and valuable in both current roles and future endeavours. We focus on developing skills that are not only essential for our operations but also beneficial for broader career opportunities in the mining industry and beyond.

Our training programs are designed to enhance employee capabilities, ensuring they remain competitive and adaptable in a global market. By fostering specialization, innovation, and a skilled workforce, we aim to drive long-term business value. Section 2 of our SLP III outlines structured programs that include workplace orientation, occupational skill development, advanced proficiency training, education enhancement, and support through mentorship.

The mine's HRD programs ensure that our employees gain market-competitive skills that are highly sought after in the mining industry and other labour markets. Over 61% of our training programs impart skills that are transferable to other industries, giving all our employees the ability to seek opportunities outside of South Deep and in some instances outside the country.

South Deep's formal HRD programs cover a wide range of skills, from technical training to leadership development. We also encourage ongoing education through Individual Development Programs (IDP's). Our approach follows the 70-20-10 model: 70% on-the-job coaching, 20% project-based and collaborative learning, and 10% classroom training. This method ensures that more than 80% of learning occurs through real-time operational activities, making the skills acquired highly transferable.

We also recognize employees who pursue education outside their current disciplines. Through our Structured Skills Development & Progression (SSDP) program, detailed in Section 2 of our SLP III, we support these employees in transitioning to new fields, helping them join formal talent pipelines.

While not all employees may seek career progression, South Deep ensures that those in unskilled or semi-skilled positions have access to Basic Portable Skills Enrichment Programs. These programs are especially important for employees who may face employment termination due to retirement or medical reasons, providing them with valuable skills for future opportunities.

As noted in 2.13, projected retirement and medical incapacitation numbers are estimated to be a total of 24 in 2023 and 27 in 2024, totalling 51 persons. These individuals have access to basic portable skills training, on top of the training already provided during their tenure at South Deep, and the associated average escalated costs of R62 699 per employee in 2024 have been provided for.

It is expected that, over the next decade (2025 to 2034), 457 employees, or 20% of our workforce, will retire from South Deep. Among these, 54% are in skilled or higher employment categories, and unlikely to need or want basic portable skills training. This leaves 208 employees in unskilled and semi-skilled categories from 2025 onwards. It is however expected that a number of these employees are likely to benefit from the mine's HRD programme which includes education and skills progression programmes with potential progression as evidenced in the mine's average internal HDSA employee promotion rate of 87.4% between 2020 and the first quarter of 2024.

The mine therefore prioritises modern workforce capability development over basic portable skills training for its employees to pursue career advancement opportunities and the acquisition of market competitive capabilities.

However, in recognition that certain employees, especially those within the classified Unskilled and/or Semi-Skilled employment categories, may not pursue available career progression opportunities, such employees will be afforded access to basic Portable Skills Enrichment Programmes in the event of their employment contracts being terminated on grounds of their retirement or medical incapacitation. In alignment with South Deep's commitment to the well-being of our employees, the Mine plans to introduce Portable Skills Training Program for retirees and medical incapacitated employees in 2023/4. It is emphasized that this initiative is not driven by contemplation of retrenchment but is designed to provide support and opportunities for these employees.

## **Programme Objective:**

The primary objective of the Portable Skills Enrichment Programme is to equip our employees with valuable skills that will enhance their employability and potential income, both within and outside the mining sector. We aim to empower individuals with skills that can serve as a supplementary source of income during retirement or in case of service termination due to medical incapacity.

## **Available Portable Skills:**

The programme offers a diverse range of portable skills, including but not limited to:

- Computer Skills
- Garment Making
- Poultry Farming
- Vegetable Farming
- Electric Domestic Installer
- Welding and Cutting Skills
- Mechanical Skills
- Carpentry
- Masonry Building Skills
- Plumbing Installations

These skills are carefully selected to provide a broad spectrum of opportunities, both in the formal and informal sectors.

## **Eligibility:**

Portable skills training will be available to the following categories of individuals:

- Employees within one year from retirement (aged 62 to 63 years old).
- Employees in the process of final incapacitation, allowed to attend specific skills training as advised by a medical practitioner.
- Employees facing incapacitation and nearing pension, with training tailored to their specific condition.

## Training Process:

The training will be conducted by accredited service providers, and no direct payment will be made to the applicants. Instead, Gold Fields South Deep Mine will cover the cost of the training and shall be administered and provided for under the HRD Programme. This approach ensures that employees receive high-quality training without incurring personal expenses.

The Portable Skills Enrichment Programme will not be available to individuals who already possess portable skills or choose not to complete the program.

We believe that the Portable Skills Enrichment Programme will not only benefit our employees but also contribute positively to the economic empowerment of our local host communities. By equipping individuals with these valuable skills, we aim to support their continued growth and success beyond their careers in mining.

## Financial Provision:

Below is the financial provision that has been made for the applicable Portable Skills Enrichment Programme as articulated above:

*Table 81 Portable Skills Enrichment Programme*

Portable Skills Enrichment Costs	2023 target	2024 target
Retirees & Medical Incapacitation	24	27
Rate per candidate	R59 150	R62 699
<b>Total</b>	<b>R1 419 600</b>	<b>R1 692 873</b>



SECTION

# 8



# FINANCIAL PROVISION

# SECTION 8

## FINANCIAL PROVISION

Financial Provision – 2020 - 2024	107
Undertaking	108

Table 82 (1) Financial Provision – 2020 - 2024

	2020 Provision	2021 Provision	2022 Provision	2023 Provision	2024 Provision	Total Provision 2020 - 2024
HRD SLP spent	R54 359 110	R72 832 089	R83 076 327	R53 186 645	R59 638 167	R323 092 338
Mine Community Development – Host Community *	R6 400 000	R1 150 000	R950 000	R 10 250 000	R10 250 000	R29 000 000
Management of Down Scaling and Retrenchments	-	<b>R639 305</b>	<b>R314 750</b>	R1 841 331.50	R2 946 853	R5 742 239.50

## Undertaking

I, Benford Letuka Mokoatle the undersigned and duly authorised by South Deep Joint Venture undertake to ensure compliance with the Social and Labour Plan and to make it known to the employees and other stakeholders.

SIGNED AT South Deep Gold Mine ON THIS 19th DAY OF August 2024



**Benford Mokoatle**

*Executive Vice President: South Africa*

APPROVED BY THE DEPARTMENT OF MINERALS & RESOURCES

SIGNED AT \_\_\_\_\_ ON THIS \_\_\_\_\_ DAY OF \_\_\_\_\_

\_\_\_\_\_  
SIGNATURE OF THE RESPONSIBLE PERSON

DESIGNATION:

**SECTION**

# 9



# GLOSSARY OF TERMS

**SECTION 9**

**GLOSSARY OF TERMS, ABBREVIATIONS AND DEFINITIONS**

Glossary of terms	111
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# GLOSSARY OF TERMS, ABBREVIATIONS AND DEFINITIONS

Term / abbreviation	Definition
<b>AET</b>	Adult Education and Training
<b>AOI</b>	Area of Impact
<b>ATR</b>	Annual Training Report
<b>BDC</b>	Business Development Centre
<b>BEE Certificate,</b>	Refers to a certificate issued by a BEE Verification Agent validating a supplier's BEE Status, that is SANAS accredited
<b>BEE compliant company (BO)</b>	Means a company with a minimum B-BBEE level 4 status in terms of the B-BBEE Codes of Good Practice and minimum 25% plus 1 vote ownership by Historically Disadvantaged Persons
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment as defined by government in its strategy for broad-based black economic empowerment, subsequent legislation and codes of practice
<b>CfSD</b>	Centre for Supplier Development
<b>CoJ</b>	<b>City of Johannesburg</b> Gauteng province is divided into three metropolitan municipalities and two district municipalities. Along with City of Johannesburg is one of the metropolitan municipalities.
<b>Contractor</b>	Means a contractor appointed by South Deep for a period of at least 3 years, to perform work within the boundaries of the mining area and: <ul style="list-style-type: none"> <li>• the employees of such contractor, who are employed by the contractor on a full time basis and who form part of the workforce at the mine; and</li> <li>• performs work of a repetitive nature (e.g. mining operations, repair and maintenance, construction, catering and cleaning services, etc.)</li> </ul>
<b>Core and Critical Skills</b>	Science, technology, engineering and mathematical skills across the organisational levels, in both production and operations of a mining company. All employees in the following core production disciplines: Mining, Engineering, Projects, Metallurgy, Technical Services, Safety and environmental excluding Health Services.
<b>CSIR</b>	Council for Scientific and Industrial Research
<b>DHET</b>	Department of Higher Education and Training
<b>DMRE</b>	<b>South Africa's government Department of Mineral Resources and Energy</b> In May 2019 the Department of Mineral Resources and the Department of Energy merged into a new Department of Mineral Resources and Energy (DMRE) to better capacitate and respond to the strategic objectives espoused in the National Development Plan (NDP) with regard to the regulation and transformation of the mining and energy sectors
<b>DoL</b>	South Africa's government Department of Employment and Labour
<b>EE</b>	Employment Equity
<b>EEA</b>	Employment Equity Act No. 59 of 1998
<b>Employee</b>	Means any person who works for the holder of a prospecting right, mining right, mining permit, retention permit and who is entitled to receive any remuneration, and includes any employee working at or in a mine, including any person working for an independent contractor.
<b>ESD</b>	Enterprise and Supplier Development
<b>FET</b>	<b>Further Education and Training</b> FET institutions are vocational or occupational by nature, meaning that the learner receives education and training for a specific range of jobs or employment possibilities
<b>FLC</b>	Foundational Learning Competence
<b>GDP</b>	Gross Domestic Product

# GLOSSARY OF TERMS, ABBREVIATIONS AND DEFINITIONS

continued

Term / abbreviation	Definition
GET	General Education and Training
GFO	Gold Fields Operations Limited
GVA	Gross Value Added
Historically disadvantaged person	Any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993, took effect; any association, a majority of whose members are persons contemplated in Paragraph (a); and any juristic person other than an association, in which persons contemplated in Paragraph (a) own and control a majority of the issued capital or members' interest and are able to control a majority of the members' votes
HDSA	Historically Disadvantaged South African. Means any person, category of persons or community, disadvantaged by unfair discrimination before the Constitution of the Republic of South Africa, 1993 (Act No. 200 of 1993) came into operation
HET	Higher Education and Training
Host Community Spend	Spend in the host community around South Deep as described in the SLP and includes vendors in the host community and where a vendor employs more than 50% of their labour from the host community
HRD	<b>Human Resources Development</b> This refers to the integrated training and career development effort implemented by a company to improve the performance of the individual or group as well as overall organisational effectiveness
High impact positions	Drives strategically identified change in the organisation (long-term outcome). Not key to operational continuity, but if wrong person is in the role, the organisation misses opportunities for growth/efficiency.
IDP	Individual Development Plan
IDP	The Municipal Systems Act requires every municipality to develop an IDP as a tool to plan and coordinate development within their areas of jurisdiction. This tool is meant to assist municipalities to involve all stakeholders in the plan
ILE	Immersive Learning Environment
JV	Joint Venture
Learnerships	A "work-based" process that leads to the achievement of a qualification but is not necessarily the only means of achieving a qualification. A skills plan can be considered a "mini- qualification", as it comprises an agreed cluster of unit standards. A skills programme, when completed, will constitute credit toward an NQF registered qualification. Skills Programmes are registered by the relevant SETA
LED	<b>Local Economic Development</b> An approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development thereby bringing economic benefits and improved quality of life for all residents in a local municipal area.  As a programme, LED is intended to maximise the economic potential of all municipal localities throughout the country and enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development. ( <a href="http://www.cogta.gov.za">www.cogta.gov.za</a> )
Local content	Refers to the value added during assembly or manufacturing of the mining good that is produced in South Africa
Mining Charter	Means the Broad Based Socio-Economic Empowerment Charter for the South African Mining industry



# GLOSSARY OF TERMS, ABBREVIATIONS AND DEFINITIONS

continued

Term / abbreviation	Definition
<b>MR</b>	Mining Rights
<b>Mining goods</b>	Refers to capital goods and consumables used by a right holder or by a contractor on behalf of a right holder
<b>MPRDA</b>	<b>Mineral and Petroleum Resources Development Act 28 of 2002</b> This Act makes provision for equitable access to and sustainable development of the nation's mineral and petroleum resources; and to provide for related matters
<b>MQA</b>	<b>Mine Qualifications Authority</b> This is a statutory body established in terms of the Mine Health and Safety Act No. 29 of 1996 and is a registered Sector Education and Training Authority (SETA) for the mining and minerals sector in terms of the Skills Development Act No 97 of 1998 as amended. The MQA must supports the objectives of the National Skills Development Plan (NSDP) 2020-2030 as guided by the Department of Higher Education and Training (DHET), and also supports the objectives of the Mining Charter in terms of the Minerals and Petroleum Resources Development Act No. 29 of 1996.
<b>Multi-nationals</b>	Organisations that operate globally
<b>NDP</b>	<b>South Africa's National Development Plan</b> This is a long-term South African development plan, developed by the National Planning Commission in collaboration with South Africans. It serves as an action plan for securing the future of South Africans as charted in the Constitution. It is founded on six pillars that represent the plan's broad objectives to eliminate poverty, reduce inequality and ensure a decent standard of living for all South Africans by 2030
<b>NGOs</b>	Non-Governmental Organisations
<b>NQF</b>	<b>National Qualifications Framework</b> This is the set of principles and guidelines by which records of learner achievement are registered to enable national recognition of acquired skills and knowledge, thereby ensuring an integrated system that encourages life-long learning. ( <a href="http://www.saqqa.org.za">www.saqqa.org.za</a> )
<b>Partnership</b>	Commitments between two or more organisations to form strategic collaborative relationships based on trust and shared objectives for the benefit of all parties.
<b>Preferential Procurement</b>	Means the system of preference applied to purchasing from Black owned/Black woman owned and related categories of Suppliers
<b>Procurement Spend</b>	Means all expenditure as per Mining Charter definitions to acquire goods and/or services including capital expenditure, but excluding: non-discretionary spend as defined in the Charter Guideline
<b>Professionally Qualified</b>	Professionally Qualified & experienced specialists/mid-management. DL and DU Employees (Permanent Employees and Temporary Employees employed for more than 3 months)
<b>PWD</b>	People with Disabilities. People who have a long-term or recurring physical, including sensory, or mental impairment which substantially limits their prospect of entry into or advancement in employment. Employees at all levels in the organisation.
<b>QCTO</b>	Quality Council for Trades and Occupations
<b>Recipient/beneficiary</b>	An individual or organisation that receives the supplied benefit of the humanitarian relief effort
<b>RWCLM</b>	<b>Rand West City Local Municipality</b> RWCLM is one of three local municipalities that comprise the West Rand District Municipality (WRDM) of Gauteng province
<b>SA</b>	South Africa
<b>SAQA</b>	<b>South African Qualifications Authority</b> The role of SAQA, as stipulated in the NQF Act, is to advance the objectives of the NQF, oversee the further development and implementation of the NQF, and co-ordinate the Sub-Frameworks ( <a href="http://www.saqqa.org.za">www.saqqa.org.za</a> )
<b>Scope</b>	Refers to the boundaries of the project; it defines what the project will deliver and what it will not deliver
<b>Senior management</b>	All E-Band Employees (Permanent Employees and Temporary Employees employed for more than 3 months)
<b>Services</b>	Intangible offers from organisations that customers experience or engage in to satisfy a need or want

# GLOSSARY OF TERMS, ABBREVIATIONS AND DEFINITIONS

continued

Term / abbreviation	Definition
<b>SETA</b>	<b>Sectoral Education and Training Authority</b> This refers to South Africa's 21 vocational skills training organizations responsible for managing and creating learnerships, internships, unit-based skills programmes, and apprenticeships within the industries and occupations it is responsible for.
<b>SGB</b>	School Governing Body
<b>SMME</b>	Small- to medium-sized enterprise, normally defined by turnover or number of staff
<b>Skilled Technical</b>	Skilled Technical & Academically Qualified/Junior Management/Supervisors/Foremen/Superintendents. All D1 and C Band Employees, including NG Employees (Permanent Employees and Temporary Employees employed for more than 3 months)
<b>SLP</b>	<b>Social and Labour Plan</b> A document that mining companies are required to submit to the Department of Mineral Resources and Energy as part of their applications for mining rights. In essence, it is a collection of promises the Mine makes which become legal commitments once the application is approved by the DMRE
<b>Sourcing</b>	Assessing the market to identify viable suppliers able to meet organisation's needs (such as quality, quantity and speed of delivery)
<b>South African manufactured goods</b>	Refers to goods with a minimum of 60% local content during the assembly or manufacturing of the product in South Africa. The calculation of local content excludes profit mark-up, intangible value such as brand value and overheads
<b>SPV</b>	<b>Special Purpose Vehicle</b> A separate entity created for a specific and narrow objective. SPVs are typically used by companies to isolate the firm from financial risk
<b>Spend</b>	Payments made to third parties in exchange for products, services and information.
<b>SSDP</b>	Structured Skills Development and Progression
<b>Strategic</b>	High level planning, including setting direction and long-term goals
<b>Sustainable development</b>	Means the integration of social, economic and environmental factors into planning, implementation and decision making so as to ensure that mineral and petroleum resources development serves present and future generations
<b>Sustainability</b>	Supporting future ecological balance by not harming the environment or depleting natural resources
<b>Tender</b>	A written /electronic offer in response to a RFx.
<b>TMM</b>	Trackless mobile Machines
<b>Top management</b>	Directors of Gold Fields Operations Limited, GFI Joint Venture Holdings (Pty) Limited and Newshelf 899 (Pty) Limited
<b>WSP</b>	<b>Workplace Skills Plan</b> This is a document submitted to the relevant SETA describing the company's annual plan for training and development of its employees
<b>WRDM</b>	<b>West Rand District Municipality</b> Gauteng province is divided into three metropolitan municipalities and two district municipalities which are in turn divided into three local municipalities each. West Rand District Municipality is one of the district municipalities and is divided into Rand West City Local Municipality, Mogale City and Merafong City
<b>Women at the Mine (WAM)</b>	All Permanent Employees and Temporary Female Employees
<b>Women in Mining (WiM)</b>	Permanent Employees and Temporary Employees in Core Disciplines included are Mining, Engineering, Metallurgy / Processing, Projects, Technical Services and SHEE (excluding Health)

SECTION

10



**ANNEXURES**

# SECTION 10

## ANNEXURES

Annexure 1	117
Annexure 2	137
Annexure 2a	140

## ANNEXURE 1

Friday, 11 December, 2020

The Regional Manager  
Department of Mineral Resources and Energy: Gauteng  
Region  
Mineralia Building  
Corner De Korte and De Beer Streets  
Braamfontein  
2017

Email: Sunday.Mabaso@dmre.gov.za

**BY HAND AND EMAIL**

Dear Sir,

### **SUBMISSION OF SOUTH DEEP JOINT VENTURE'S HOUSING AND LIVING CONDITIONS PLAN**

Section 4 of the new Housing and Living Conditions Standard for the Minerals Industry issued on the 11 December 2019 indicates that: 'An existing Mining Right Holder must within a period of twelve months from the date of publication of the Standard and after consultation with organised labour, submit a detailed Housing and Living Conditions Plan ("Plan").

On behalf of Gold Fields Operations Limited (Registration Number:1959/003209/06) and GFI Joint Venture Holdings (Pty) Limited (Registration Number:1998/023354/07) known as "The South Deep Joint Venture" (Mining Right Number: GP 30/5/1/2/2(220)MR), we hereby submit the Housing and Living Conditions Plan for South Deep Gold Mine. We have also attached for your reference, three sets of minutes reflecting the external stakeholder engagements that took place regarding the Plan as required by Section 11 of the Housing and Living Conditions Plan.

\* South Deep Joint Venture is an unincorporated joint venture between GFI Joint Venture Holdings Proprietary Limited (Reg. No. 1998/023354/07) and Gold Fields Operations Limited (Reg. No. 1959/003209/06), both wholly-owned subsidiaries of Newshelf 899 Proprietary Limited (Reg. No. 2007/019941/07) a subsidiary of Gold Fields Limited (Reg. No. 1968/004680/06).

Gold Fields Operations Limited Directors: NJ Holland<sup>†</sup> (Chairman), NA Chohan, M Preece, R Bardien, B Mokoatlhe, P Matete  
GFI Joint Venture Holdings Proprietary Limited Directors: NJ Holland<sup>†</sup> (Chairman), NA Chohan, M Preece, R Bardien, B Mokoatlhe, P Matete  
<sup>†</sup>British

Corporate Secretary: Gold Fields Group Services (Pty) Ltd



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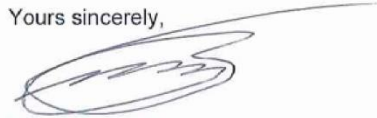


## ANNEXURE 1 continued

Furthermore we have included below two statements from Representatives of the National Union of Mineworkers (NUM) and the United Association of South Africa (UASA) confirming support for the submission of the South Deep Plan.

We will be scheduling a meeting with your office, early in 2021 to take you through the Plan.

Yours sincerely,



**MARTIN PREECE**  
**EXECUTIVE VICE PRESIDENT - SOUTH AFRICA**

CC: Director General - Department of Mineral Resources

### National Union of Mine Workers

I Vuyo Gubanza, Secretary of the South Deep NUM Health and Safety Structure, herewith confirm that the NUM has been consulted on the South Deep Housing and Living Conditions Plan and support the submission of the Plan to the Department of Mineral Resources and Energy.



**Vuyo Gubanza**  
**NUM Secretary Health and Safety Structure**

11/12/2020  
Date

### United Association of South Africa

I Asivhanga Musiwalo, Chairperson of the South Deep UASA Branch, herewith confirm that UASA has been consulted on the South Deep Housing and Living Conditions Plan and support the submission of the Plan to the Department of Mineral Resources and Energy.



**Asivhanga Musiwalo**  
**UASA Branch Chairperson**

11/12/2020  
Date

## ANNEXURE 1 continued

HOUSING AND LIVING CONDITIONS PLAN	
SECTION A: COMPANY DETAILS	
Company name/ Mining Operation	Holding Company : Gold Fields Operations Limited ("GFO") and GFI Joint Venture Holdings (Pty) Limited ("GFI Holdings") Mine : South Deep Gold Mine
Registration number/ Licence Number	Mining Right No: GP30/5/1/2/2(220)
Telephone number	Tel: (011) 411 1000
Postal address	South Deep Gold Mine, Old Vereeniging Road, Farm Modderfontein,
Postal code	1779
City/Town	Westonaria
Province	Gauteng
Physical address	South Deep Farm Modderfontein Old Vereeniging Road
Postal code	1779
City/Town	Westonaria
Province	Gauteng
Details of responsible manager at the filing of this plan	
Name and surname	Gerrit Lotz
Telephone number	0837032397
Email address	<a href="mailto:Gerrit.lotz@goldfields.com">Gerrit.lotz@goldfields.com</a>
Financial Year in which this report is submitted	2020

## ANNEXURE 1 continued

### SECTION B: HOUSING AND ACCOMMODATION NEEDS ANALYSIS

#### B1: EMPLOYEE ACCOMMODATION NEEDS ANALYSIS

Total Number of Employees Surveyed	South Deep has 2,237 employees (end 30 September 2020)
Date of survey	October 2020
Method used (e.g. survey, group meetings, housing forums etc.)	<p>An electronic survey via cell phone (WhatsApp) was undertaken where employees provided the required data. The fields that were covered included:</p> <ul style="list-style-type: none"> <li>- Type of accommodation at work</li> <li>- Tenure at work</li> <li>- Whether the employee owns alternative accommodation not at work</li> <li>- Housing aspirations</li> </ul> <p>A total of 823 employees provided valid responses comprising a 37% sample overall.</p> <p><b>It is noted that the survey provides indicative findings due to the fact that it depended on employees electing to respond as opposed to a survey based on a randomly selected sample.</b></p>

#### B2: PREFERRED ACCOMMODATION AT WORK ASPIRATIONS

Employees Preferred Accommodation Options at work	<p>Employees have the following housing aspirations at place of work:</p> <ul style="list-style-type: none"> <li>• 33% would like to buy a house close to work</li> <li>• 24% would like to be owner builders: <ul style="list-style-type: none"> <li>- 16% would like to improve their existing home close to work</li> <li>- 8% would like to build a house close to work</li> </ul> </li> <li>• 5% would like to rent</li> <li>• 36% do not wish to invest further</li> </ul>
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### SECTION C: CURRENT HOUSING AND LIVING CONDITIONS AT WORK

#### C1: CURRENT STATUS OF ACCOMMODATION (as at end 30 September 2020)

TOTAL NUMBER OF EMPLOYEES	2,237
Employer Provided Accommodation (mine owned & rented-in)	1113



## ANNEXURE 1 continued

Employer Assisted Home Ownership	142 (100k interest free loan or 20% discount on the purchase of a company house)
Employees in Government Subsidized Homes	67
Employees in Other Accommodation	915
Employees Not Yet Accommodated	None

### C2. HOUSING OPTIONS PROVIDED BY THE EMPLOYER

#### Overview

South Deep's current housing policy comprises four components as follows:

- 1) **Housing Allowance:** The Housing Allowance applies to Category 4-8, Miners as well as Artisans & Officials. To qualify employee must:
  - Have purchased a housing unit through the South Deep Ownership Scheme;
  - Own a housing unit, (standard approved by South Deep);
  - Have rented a housing unit within a radius of 100 kilometers from the mine;
  - Occupy one of the mine-owned housing units (excluding the single and family quarters)

In addition the employee must live in the house whilst at work.
- 2) **Living-Out Allowance:** The Living-Out Allowance applies to Category 4-8, Miners as well as Artisans & Officials. The Living-Out Allowance (which has a lower value than the housing allowance) applies to employee who do not qualify for a housing allowance.
- 3) **Mine Owned/Provided Accommodation:** Applies to Category 4-8, Miners as well as Artisans & Officials. The Mine administers and maintains these units. The accommodation includes:
  - 848 high density accommodation units for rental. No or a nominal rental is charged but benefiting employees do not receive the housing allowance.
  - 936 houses or flats for rental owned by South Deep or rented in by South Deep for on-rental to employees. Rental and utility charges are levied and a housing allowance is paid.
- 4) **Financial Support for Homeownership:** Applies to Category 4-8, Miners, and Artisans & Officials who have demonstrated an ability to afford home ownership with the Mine support provided. The financial support comprises:
  - Interest free housing loan to support the purchase of a mine facilitated house.
  - A discount on the purchase price on a mine facilitated house.
  - Free financial literacy, borrower education, and monitoring
  - Service Level Agreement with First National Bank for mortgage loans

## ANNEXURE 1 continued

### C2.1: Rental Accommodation – Single Occupancy Rooms

Name of Hostel	Location	Municipality	Number of units
1.Emoyeni - single quarters	South Deep Mine	Westonaria	848 (Occupied 320)
2.			
3.			

### C2. 2: Rental Accommodation – Family Units

Name of Hostel	Location	Municipality	Number of units
1.Enduleni Heights	South Deep Mine	Westonaria	123 (Occupied 116)
2. Ethembeni	South Deep Mine	Westonaria	56 (Occupied 45)
3.Sifikile	South Deep Mine	Westonaria	24 (Occupied 20)

### C2.3: Rental Accommodation – Flats / Houses

Property Type	Location(s)	Municipality	Number of units
1. Houses	Glenharvie / Westonaria/Hillshaven	Westonaria	403 (Occupied 314)
2. Flats	Hillshaven & Westonaria	Westonaria	84 (Occupied 60)
3. Houses	Westonaria	Rand west City Council	44 (Occupied 39)
4. Flats	Randfontein & Soweto		202 (Occupied 199)

### C2.4: Private Home Ownership (Assisted by the Employer)

Private Home Ownership	Location	Municipality	Number of units
1. Employer Assisted Home Ownership	Various	Gauteng	142
2.			
3.			

### C2.5: Allowances

Amount	Period Applicable
Living Out Allowance R2 200 (347 recipients)	Reviewed annually (as part of wage negotiations)
Housing Allowance R4 110 (978 recipients)	Reviewed annually (as part of wage negotiations)

## ANNEXURE 1 continued

### C2.6: Rental Accommodation – Hostels (Where there is no full conversion)

Name of Hostel	Location	Municipality	Number of units
None	-	-	-

### C3: HOUSING OPTIONS INITIATED BY THE EMPLOYEE (Indicative figures based on the employee survey)

#### C3.1: Private Home Ownership - Employee Initiated

Private Home Ownership	Location	Municipality	Number of units
1. Private home ownership	Various	Various	465
2.			
3.			

#### C3.2: Government Subsidized Home Ownership (Low Cost Housing and/ or FLISP)

Government Subsidised Home Ownership	Location	Municipality	Number of units
1. Subsidised home ownership	Various	Various	67
2.			
3.			

#### C3.3: Rental Accommodation – Flats / Houses

Property Type	Location(s)	Municipality	Number of units
1. Private rental	Various	Various	432
2.			

### C4: OTHER ACCOMMODATION

#### C4.1: Rental Accommodation – Informal Settlements

Property Type	Location(s)	Municipality	Number of units
Informal settlement	Unknown		18

## ANNEXURE 1 continued

### SECTION D: HOUSING AND LIVING CONDITIONS PLAN

#### D1: PROPOSED HOME OWNERSHIP SUPPORT PROGRAMME

In 2019/20 South Deep undertook a review of its housing policy and has formulated a proposed revised home ownership programme. This programme is still to be reviewed by management and Unions and then to be approved by the GFO and GFI Holdings Board.

The purpose of the programme is to enable the maximum number of employees to effectively invest in home ownership at work should they wish to do so.

The programme will comprise four components as follows:

- 1) Home ownership advice to clarify housing options and affordability and agree a home ownership pathway.
- 2) Credit worthiness support to identify and rehabilitate employees that can become home owners with the correct support provided.
- 3) Transactional Support for employees who undertake a housing transaction.
- 4) Strengthened financial Support (interest free housing loan and access pension and mortgage backed loans from banks) to for employees who undertake a housing transaction so as to improve affordability.

Work is also currently underway to develop a policy in respect of the housing and living conditions of Contractor's employee. This is expected to be finalized and introduced in the course of 2021.

#### D2: GEOGRAPHICAL AREA OF THE PLAN

The geographical area of the plan are the towns within commuting distance of South Deep Mine namely Westonaria, Randfontein, Mogale City, Syferfontein Mega City in the Johannesburg Metropolitan Municipality and Protea Glen Ext 39.

## ANNEXURE 1 continued

### D3: RESPONDING TO THE STANDARD PRINCIPLES

There are five principles specified in the Housing and Living Conditions Standard for the Minerals Industry, 11 December 2019. Set out in the table below is how South Deep Mine is responding to them.

Principle	Requirements in the standard	South Deep Mine Response
1) Develop social, physical and economic integrated housing within mine community	<ul style="list-style-type: none"> <li>Housing options for mine employees to form part of collective bargaining negotiation relating to remuneration.</li> <li>Holder who intends developing accommodation to, where possible, buy land within close proximity of operations.</li> <li>Consult municipalities on planned housing development (social and recreational facilities considered).</li> <li>Planned housing development to be developed on a non-racial, non-ethnic basis and must accommodate a range of income groups (i.e.: facility specific and type of housing options offered – rental, ownership etc.)</li> </ul>	<p><b>South Deep Mine is fully compliant with this principle:</b></p> <ul style="list-style-type: none"> <li>The housing options provided through the current policy have been agreed with the Unions and are incorporated in negotiations in respect of remuneration. Processes are currently underway to negotiate the revised policy with the Unions.</li> <li>While 1051 high density single and family units have been created through the conversion of mine hostels on South Deep Mine land, the number of units in use will be reduced and demolished as employees' access home ownership through the new home ownership scheme and demand for these units decreases.</li> <li>The majority of South Deep Mine's rental accommodation is located in the town of Westonaria, which is the closest town to the Mine.</li> <li>South Deep Mine does not intend to undertake any new developments as a review of the market determined that there is an extensive amount of accommodation available for sale and rental in the surrounding towns.</li> </ul>
2) Measures to address housing demand	<ul style="list-style-type: none"> <li>Holders to ensure that housing plans include potential growth and increase in number of mine employees.</li> <li>Housing options offered to employees include (not an exhaustive list) – <ul style="list-style-type: none"> <li>Rental (with basic fixtures and fittings)</li> <li>Private home ownership</li> <li>Government subsidized home ownership</li> <li>Living out allowance</li> </ul> </li> </ul>	<p><b>South Deep Mine is fully compliant with this principle:</b></p> <ul style="list-style-type: none"> <li>South Deep Mine has sufficient rental accommodation at present. The current and proposed revised housing policy encourages and enables employees to become home owners at the place of work. It is therefore envisaged that over time South Deep Mine will have more accommodation than required and the intention is to make such units available to employees on an ownership basis.</li> <li>All of the housing options specified are being made available.</li> <li>All of South Deep Mine's rental accommodation meets the standard requirements as specified. Currently South Deep Mine is</li> </ul>



## ANNEXURE 1 continued

Principle	Requirements in the standard	South Deep's Response
	<ul style="list-style-type: none"> <li>- Possible temporary accommodation as a result of jobs they have on the mine</li> <li>• Standard of housing to be redeveloped or developed to have basic amenities including –               <ul style="list-style-type: none"> <li>- access to electricity</li> <li>- access to hot water and running water</li> <li>- access to ablution facilities</li> </ul> </li> <li>• Mining right holder to encourage employees to ensure that their housing needs are addressed through the Housing Committee and Housing Forum structures set up.</li> </ul>	<p>South Deep's response is not requiring employees in private rental or ownership to meet such requirements but this will be introduced through the revised Housing Policy.</p>
3) Involvement of mine employees in the housing administrative systems	<ul style="list-style-type: none"> <li>• Mining right holder to encourage employees to ensure that their housing needs are addressed through the Housing Committee and Housing Forum structures set up.</li> </ul>	<p><b>South Deep Mine is fully compliant with this principle:</b></p> <ul style="list-style-type: none"> <li>• South Deep Mine has a housing forum that meets as required.</li> </ul>
4) Promote best practices and compliance with minimum norms and standards in relation to the delivery and management of housing	<ul style="list-style-type: none"> <li>• For construction of housing, Mining Right Holder to ensure compliance with the approved               <ul style="list-style-type: none"> <li>- National Minimum Norms and Standards for Permanent Housing Structures; and</li> <li>- National Minimum Norms and Standards for High Density Residential Buildings</li> </ul> </li> <li>• Holder to consider inclusive procurement criteria in MC18 when considering contractors and suppliers for housing developments</li> <li>• Consistent standard of housing development to be built</li> </ul>	<p><b>South Deep Mine is fully compliant with this principle:</b></p> <ul style="list-style-type: none"> <li>• All of South Deep Mine's rental accommodation meets the National Norms and Standards and is developed to a consistent standard.</li> </ul>
5) Promote the use of financing schemes in a transparent and accountable manner	<ul style="list-style-type: none"> <li>• Through Housing Committees and Housing Forums, Holder to educate mine employees on financing options and schemes.</li> <li>• Mine employees to negotiate financing schemes with financial institutions through union structures, if they wish to.</li> </ul>	<p><b>South Deep Mine is fully compliant with this principle:</b></p> <ul style="list-style-type: none"> <li>• South Deep provides financial literacy training to employees as part of its current policy and has a service level agreement with First National Bank in respect of mortgage loans.</li> </ul>

## ANNEXURE 1 continued

### D4: MINE CLOSURE PLAN FOR HOUSING AND ACCOMMODATION

South Deep Mine has a life of mine of approximately 75 years. Closure plan for housing and accommodation will be reviewed and updated accordingly when the mine is within 5 years of planned closure. In case of unplanned closure and or Care and Maintenance, the plan will be reviewed. In addition, South Deep will regularly review its plan to ensure it remains applicable, relevant, adequate and in line with the mining cycle.

### SECTION E: CONSULTATION AND MONITORING

Please indicate below the stakeholders that were involved in the consultation process when developing and implementing your Housing and Living Conditions plan.

Consultation	Yes	No
Registered trade union(s) (NUM)	√	
Employees (via What's App Survey)	√	
Municipality (Rand West City Local Municipality)	√	
Gauteng Department of Human Settlements	√	
National Department of Human Settlements, Water and Sanitation	√	
The Housing Development Agency	√	
The Human Rights Commission (For information only)	√	

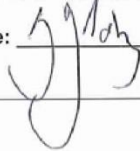
### HOUSING AND LIVING CONDITIONS PLAN

**Company:** South Deep Gold Mine

**Approved On:** 11 December 2020 **at (place):** Westonaria – South Deep

**Full Name:** Gerrit Lotz

**Position:** Vice President People and Organisational Effectiveness

**Signature:** 

## ANNEXURE 1 continued

### Goldfields: South Deep Housing and Living Conditions Plan Stakeholder Consultation

Date	3 November 2020
Time	10h00 – 11h00
Location	Zoom Meeting
Participants	Randwest Municipality: Greg Setai <a href="mailto:Greg.Setei@Randwestcity.gov.za">Greg.Setei@Randwestcity.gov.za</a> West Rand District Municipality : Mashudu Nevhugoni Southdeep: Puseletso Matete Shisaka: Themba Maluleke, Monty Narsoo and Karen Hague
Purpose	The purpose of the meeting was to consult with the proximate Local Municipalities on the Housing and Living Conditions Plan (HLCP) of Goldfield South Deep mine.

Summary of the discussion
<p>M Narsoo presented the South Deep HCLP to the municipalities.</p> <p>The following responses were received from Randwest:</p> <ul style="list-style-type: none"> <li>• There is a major problem with dolomite in the area.</li> <li>• They also have a problem with bulk infrastructure and bulk infrastructure funding.</li> <li>• They have been rolling out a rapid land release programme.</li> <li>• They still need to complete a land audit of the municipality.</li> <li>• The municipality has a good relationship with mining companies in the area but want an ongoing relationship.</li> <li>• They also noted that the local municipality and district municipality want to jointly engage with South Deep.</li> <li>• They were satisfied with the HCLP.</li> <li>• They also expressed the need to align the Housing Policy of South Deep and their IDP.</li> </ul> <p>South Deep expressed the desire to continue a relationship with the municipality</p>



## ANNEXURE 1 continued

### Goldfields: South Deep Housing and Living Conditions Plan Stakeholder Consultation

Date	10 November 2020
Time	1500 – 16h30
Location	Zoom Meeting
Participants	Shisaka: Monty Narsoo Themba Maluleke and Karen Hague Southdeep: Puseitso Matete NDHS Head of the Distressed Mining Towns Programme: Pamela Dili <a href="mailto:Pamela.Dili@dhs.gov.za">Pamela.Dili@dhs.gov.za</a> HDA Head of the Distressed Mining Towns Programme : Thiathu Manenzhe <a href="mailto:Thiathu.Manenzhe@thehda.co.za">Thiathu.Manenzhe@thehda.co.za</a>
Purpose	The purpose of the meeting was to consult with the National Department and the Housing Development Agency on the Housing and Living Conditions Plan (HLCP) of Goldfields Southdeep mine.

#### Summary of the discussion

M Narsoo presented the South Deep HCLP to the meeting participants:

The following response was received

- Clarification was needed on the link between the Housing Allowance, Living Out Allowance and the Home Ownership funding. The response to this question is that the Housing Allowance was related to both ownership and rental housing that is compliant with minimum norms and standards and within a 100km radius, whereas those who do not qualify receive a Living Out Allowance. The home-ownership scheme is being revised to phase out the Living Out Allowance in accordance with the principles in the DMRE Housing and Living Conditions Standard..
- There was also a question of the housing conditions of employees of the sub-contractors. It was explained by Shisaka that South Deep has initiated a process to understand the scope and housing arrangements relating to the employees of subcontractors. This is to be reviewed going forward as South Deep continues its review of Housing arrangements for permanent workers and its contractual relationship with sub-contractors regarding the housing conditions of their employees. .
- The role of the Housing committee in the process was asked. A Terms of Reference has been submitted to the Housing Committee for consideration.
- The HCLP has been finalised in consultation with the Housing Committee.
- Whether there was a 'rent to buy' option. The response was that there is no rent to buy option but that the company would be offering some of its properties for sale with financial support.
- Were happy with the creditworthiness programme and the role of the mine in accessing financial products such as pension backed loans.
- Felt that the issue of mine closures and legacy assets needed more detail in the HCLP. This was noted.

## ANNEXURE 1 continued

### Goldfields: South Deep Housing and Living Conditions Plan Stakeholder Consultation

<b>Date</b>	3 November 2020
<b>Time</b>	11h30 – 12h30
<b>Location</b>	Zoom Meeting
<b>Participants</b>	Gauteng Department of Human Settlements: Leah Manenzhe <a href="mailto:Leah.Manenzhe@gauteng.gov.za">Leah.Manenzhe@gauteng.gov.za</a> Ofentse Makhu <a href="mailto:Ofentse.Makhu@gauteng.gov.za">Ofentse.Makhu@gauteng.gov.za</a> Libby Molekane <a href="mailto:libby.molekane@gauteng.gov.za">libby.molekane@gauteng.gov.za</a> South Deep: Puseletso Matete Shisaka: Themba Maluleke, Monty Narsoo and Karen Hague
<b>Purpose</b>	The purpose of the meeting was to consult with the Gauteng Province on the Housing and Living Conditions Plan (HLCP) of Goldfields South Deep mine.


Summary of the discussion
<p>M Narsoo presented the South Deep HCLP to the participants from Gauteng Province. Over and above the presenter also mentioned the particular circumstances of Western Gauteng in regard to rapid land release, Mega Projects and the housing market in the area.</p> <p>The following response was received:</p> <ul style="list-style-type: none"> <li>• The HCLP is inward looking in relation to their employees.</li> <li>• Their view as that the mine should also look at the issue of sub-contractors</li> <li>• That South Deep needs to look at the community as a whole and also understand the Provinces backlog and its beneficiary list</li> <li>• Attention should also be given to sustainable livelihoods in the area</li> <li>• They also wanted to know the lifespan of the mine and the affordability of the mineworkers.</li> </ul> <p>Response to the questions:</p> <ul style="list-style-type: none"> <li>• In terms of the gazetted Housing and Living Conditions Standard the current requirement is in relation to the permanent employees.</li> <li>• The issue of sub-contractors is being addressed through a process of engagement with them to understand the housing conditions of their employees.</li> <li>• In regard to the community this is mainly through the Social and Labour Plans including issues of sustainable livelihoods. The point was made that South Deep will not be developing further housing but will be supporting their employees to access housing (for both rental and purchase) in the housing market.</li> <li>• The affordability of mineworkers has been taken into account and employees will also receive financial support to afford home ownership. Some employees would qualify for FLISP.</li> <li>• P Matete indicated that the lifespan of the mine is in excess of 35 years. She also indicated that an ongoing relationship with GDHS is important.</li> </ul>

## ANNEXURE 1 continued

GDHS said that alignment with provincial and municipal plans is important. They also indicated that an ongoing relationship was desired. They were happy with responses and wanted to be kept updated.


The presenter then indicated that the ongoing relationship will become important when there is the implementation of the home-ownership scheme.

**ANNEXURE 1** continued



**SOUTH DEEP GOLD MINE**  
**HOUSING AND LIVING CONDITIONS PLAN**  
**CONSULTATION**

November 2020



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**PRESENTATION OUTLINE**

BACKGROUND

☐ STANDARD REQUIREMENTS

☐ SOUTH DEEP MINE'S HOUSING APPROACH

**04** CONCLUSIONS

2

## ANNEXURE 1 continued



### BACKGROUND

- On 11 December 2019 the Department of Mineral Resources and Energy (DMRE) released the revised Housing and Living Conditions Standard for the minerals industry.
- The reviewed Standard repeals the 2009 Housing and Living Conditions Standard.
- The Standard requires that existing mining right holders submit a detailed Housing and Living Conditions Plan by December 2020.
- The Minerals Council issued a format for the Housing and Living Conditions Plan (Circular No 26/20)
- Section 11 of the Housing and Living Conditions plan indicates that consultation on the plan must be undertaken with organised labour, relevant municipalities and related stakeholders
- South Deep Mine is a mining rights holder and is proceeding with the compilation of its housing and living conditions plan for submission in December 2020. This presentation aims to facilitate the consultation process.

3



### PRESENTATION OUTLINE

- ☐ BACKGROUND
- ☒ STANDARD REQUIREMENTS
- ☐ SOUTH DEEP MINE'S HOUSING APPROACH
- 04** CONCLUSIONS

4



## ANNEXURE 1 continued



### HOUSING AND LIVING CONDITIONS STANDARD FOR THE MINERALS INDUSTRY, 11 DECEMBER 2019

**Mission of the Standard:** To provide for the progressive realisation and protection of mine employees basic constitutional right to human dignity through provision of adequate access to housing, better living conditions and related amenities of life.

**Purpose of the Standard:**

- To ensure that mining right holders provide decent livable integrated human settlements, healthcare schemes, balanced nutrition, water and related amenities to
- To provide for housing and living conditions standards with clearly defined principles & processes and to guide mining right holders in providing decent housing & living conditions to mine employees

**Status:** The housing and living conditions standard came into effect on 11<sup>th</sup> December 2019 and requires first plans to be submitted within 12 months (December 2020)

5



### KEY REQUIREMENTS OF THE STANDARD

The standard sets out the following principles that a mining rights holder must fulfill:

- 1) **Develop social, physical and economic integrated housing developments within a mine community.** In this regard a mining right holder must promote housing delivery for a range of income groups in an integrated manner.
- 2) **Make sufficient provision to respond adequately to the housing needs of employees consistent with its growth plans.** A mining right holder must offer employees a range of housing options which includes, amongst others rental accommodation, private home ownership, government subsidised home ownership and living out allowance. Housing options must include single and family accommodation and home ownership within places of origin or residence and the place of work; or rental flexibility considering their occupational mobility and a need for temporary accommodation.
- 3) **Involvement of employees in the housing administrative systems.**
- 4) **Comply with the National Minimum Norms and Standards** approved by the Department of Human Settlement for the construction of housing, homeownership and rental
- 5) **Promote the use of financing schemes in a transparent and accountable manner.** In this regard housing as part of the remuneration package should be negotiated through collective bargaining

6

## ANNEXURE 1 continued



### HOUSING AND LIVING CONDITIONS PLAN

**Section 4:** An existing mining right holder must within a period of twelve months from the date of publication of the standard submit a detailed Housing and Living Conditions plan indicating the following:

- 1) **Maintenance of single and family units** in line with the National Norms and Standard approved by the Minister of Human Settlement;
- 2) Where applicable, a detailed plan to finalise **single and family units hostel conversion upgrades**;
- 3) A three year detailed plan to **phase out living out allowances** where verifiable decent accommodation cannot be proven and verified;
- 4) **Current and future housing option schemes /allowances** ; and
- 5) **An agreed Employer Assisted Home Ownership Scheme** consistent with its growth plans.

7



### HOUSING AND LIVING CONDITIONS PLAN CONTENT

**Section 11:** The Housing and Living Conditions plan must be consulted with organised labour, relevant municipalities and related stakeholders (Provincial Government, National Government) and must address the following issues:

- a) **Measures on how the mining right holder will implement the housing and living conditions principles** that are outlined in this Standard;
- b) **Provide the current status of available accommodation for employees and a targeted response to specifically quantified and profiled housing needs of employees**;
- c) **Preferred options for housing and living conditions of the mine employees**;
- d) Where applicable provide the **status of progress in converting or upgrading of hostels into single quarters and family units**;
- e) **An Employer Assisted Housing Scheme**;
- f) **Mine closure and post mining development**.

8

**ANNEXURE 1** continued



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# PRESENTATION OUTLINE

☐

BACKGROUND

☐

STANDARD REQUIREMENTS

☒

**SOUTH DEEP MINE'S HOUSING APPROACH**

**04**

CONCLUSIONS

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9



## **ANNEXURE 2**



**Terms of Reference:**  
**South Deep Joint Housing Committee**

**December 2020**

## ANNEXURE 2 continued

### 1. Introduction

- 1.1 South Deep Gold Mine recognises that its success is linked to the performance, commitment and well-being of its employees and believes that this is impacted on by their living conditions.
- 1.2 The Mine further recognises that individual home ownership leads to a better quality of life, greater security for employees and wealth creation in the longer term.
- 1.3 The Mine recognises that certain employees, particularly those in unskilled and semi-skilled job categories are struggling to afford home ownership close to their place of work.
- 1.4 To this end South Deep will develop and implement a Facilitated Home Ownership Programme.
- 1.5 The purpose of the programme is to encourage home ownership by providing eligible South Deep employees with advice, technical and financial support to facilitate access to safe, decent, and affordable housing, close to their place of work.
- 1.6 The parties agree to establish a Joint Housing Committee as the primary mechanism by which the Company and Organised Labour will consult on matters relating to Facilitated Home Ownership, as well as those regulated by Housing and Living Conditions Standards for the Minerals Industry, as issued by the Department Of Mineral Resources and Energy.
- 1.7 This document sets out the Terms of Reference for a Joint Housing Committee to oversee the development and ongoing implementation of the South Deep Home Ownership Programme.

### 2. Purpose

The purpose of the Joint Housing Committee is to:

- 2.1 Oversee and contribute to the development and implementation of the South Deep Facilitated Home Ownership Programme;
- 2.2 Contribute to the preparation of the Housing and Living Conditions Plan for submission to the DMRE; and
- 2.3 Review progress and provide feedback on a regular basis on the effectiveness of the Home Ownership Support Programme.
- 2.4 Consult in good faith on the implementation of the South Deep Facilitated Homeownership Programme and Housing related matters.

### 3. Time Frame

- 3.1 The time frame for the Joint Housing Committee is 3 years from 1 October 2020, and the term is subject to termination, amendment or extension by agreement between the parties.

### 4. Membership and quorum

- 4.1 The Joint Housing Committee will comprise the following parties:
  - Three representatives from the NUM, two representatives from UASA; and
  - Three representatives of South Deep management.
- 4.2 A quorum for the meeting will be at least two representatives from South Deep and one representative from NUM and UASA respectively.
- 4.3 The names of members of the Joint Housing Committee is outlined in Annexure A.

### 5. Decisions

- 5.1 The Joint Housing Committee does not limit management's authority, nor do they interfere with a union's rights as established by legislation or collective agreements.
- 5.2 The parties further commit to engage in good faith with the intent of reaching agreement. The parties agree that good faith engagement will include, without limitation, that the parties will make themselves reasonably available for meetings at a mutually convenient time and venue, will obtain mandates promptly for purposes of negotiation, will not cause any undue delay in the engagement process, will limit discussions to topics relevant to the engagement, and will arrive for scheduled meetings on time and be fully prepared to engage. Parties will also adhere to reasonable requests for relevant information and will conduct themselves in a courteous, disciplined and polite manner during engagements.

## **ANNEXURE 2** continued

### **6. Role**

The role of the Joint Housing Committee will be as follows:

- 6.1 Contribute to the development of South Deep Facilitated Homeownership Programme, which includes the Strategy, Implementation Plan and Funding Arrangements;
- 6.2 Contribute to the formulation of South Deep Housing Policy;
- 6.3 Review and comment on annual plans and budgets for the South Deep Housing Programme;
- 6.4 Monitor and comment on the overall progress and performance of the South Deep Housing Programme;
- 6.5 Review and comment on all South Deep Housing Initiatives;
- 6.6 Review and comment on South Deep housing related communication programmes to employees;
- 6.7 Feedback and discussion on any housing related issues that may arise.

### **7. Meetings**

- 7.1 The Joint Housing Committee shall meet at least once every three months;
- 7.2 In addition, the Joint Housing Committee shall meet on an ad hoc basis as required.

### **8. Chairperson**

- 8.1 The Chairperson of the Joint Housing Committee will be South Deep HR Manager or his/her nominee.
- 8.2 The duties of the Chairperson and his/her alternate shall be:
  - 8.2.1 Convene and chair meetings;
  - 8.2.2 Set the agenda;
  - 8.2.3 Ensure that all stakeholders participate, and quorums of the Committee are achieved; and
  - 8.2.4 Ensure that the secretariat to the Joint Housing Committee performs its responsibilities to the satisfaction of the parties to the Joint Housing Committee.

### **9. The secretariat**

- 9.1 The secretariat of the Joint Housing Committee will be provided by South Deep.
- 9.2 The Secretariat will be responsible for the following functions:
  - 9.2.1 Preparation and circulation of all agendas and supporting documentation;
  - 9.2.2 Serving adequate notice of meetings and making all necessary arrangements for meetings including transport to attendees where necessary;
  - 9.2.3 Preparing formal minutes for all meetings, securing confirmation of minutes and retaining a formal record of approved minutes of all meetings; taking minutes;
  - 9.2.4 Any other support functions required by the Joint Housing Committee.
- 9.3 The secretariat shall report to and be accountable to the Chairman of the Joint Housing Committee.

## **ANNEXURE 2A**

### **Joint Housing Committee Members**

#### **NUM Representatives:**

Robert Mphaga

Rabecca Nyoni

Vuyo Gubanja

#### **UASA Representatives**

Asivhanga Musiwalo

Themba Shihlongonyane

#### **South Deep Management Representatives**

Gerrit Lotz

Brian Boatard

Silas Munyai



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