

AngloGold Ashanti South Africa West Wits Operations



Social and Labour Plan 2020-2024

Date of original submission: 30 September 2019

WEST WITS MINING RIGHTS:

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



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30 September 2019

I, Moses Madondo, Senior Vice President: South Africa, undersigned and duly authorised thereto by AngloGold Ashanti Limited (Company), undertake to ensure that the company will adhere to the requirements, commitments and conditions as set out in this five-year West Wits Operations Social and Labour Plan for the period 2020 to 2024.

Signed at Carletonville on this 30th day of September 2019.

Signature:

Senior Vice President: South Africa

CONTENTS		PAGE NO.
	Signed Undertaking	2
	Contents	3
SECTION 1: PREAMBLE	A. Introduction	5
	B. Background and Context	15
	C. Objectives of the Social and Labour Plan	15
SECTION 2: OWNERSHIP	A. Overview	16
SECTION 3: MINE COMMUNITY DEVELOPMENT	A. Introduction	17
	B. Background and Context	19
	C. Mine Community Development Projects: Host and Labour Sending Areas	20
	D. Footprint Reduction Strategy	28
	E. Education Upliftment and Support	36
SECTION 4: HOUSING AND LIVING CONDITIONS	A. Introduction	40
	B. Housing and Living Conditions Plan	41
	C. Nutrition	43
SECTION 5: EMPLOYMENT EQUITY	A. Introduction	44
	B. Employment Equity Plan	45
	C. Conclusion	51
SECTION 6: PROCUREMENT, SUPPLIER AND ENTERPRISE DEVELOPMENT	A. Background and Context	52
	B. Procurement Progression Plan	53
	C. AGA's Approach to Enterprise and Supplier Development	55

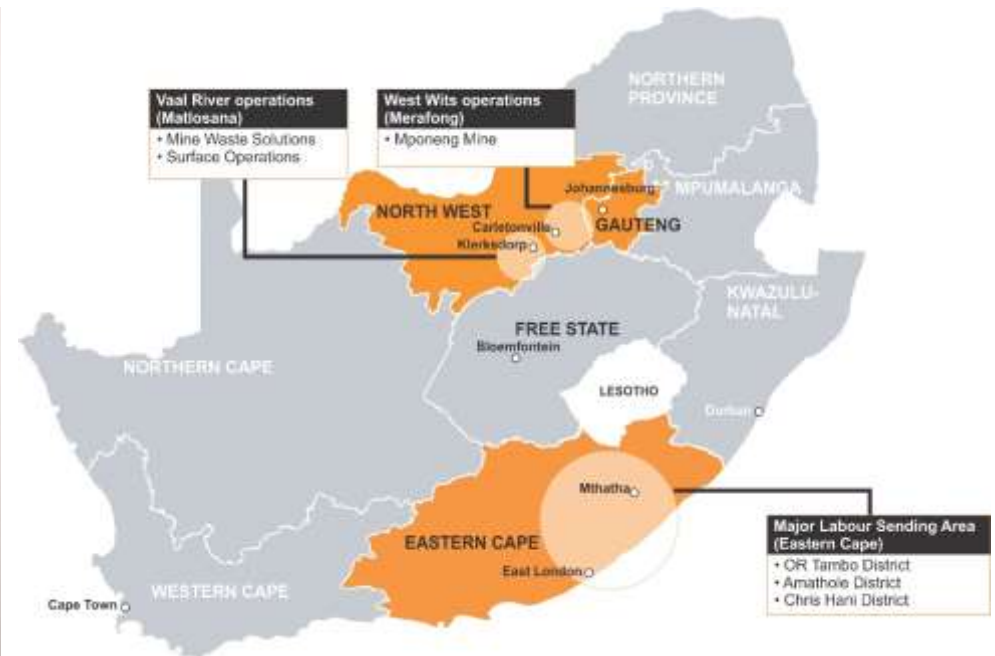
CONTENTS		PAGE NO.
	D. Conclusion	64
SECTION 7: HUMAN RESOURCES DEVELOPMENT	A. Introduction	65
	B. Human Resources Development Programmes	69
SECTION 8: DOWNSCALING AND RETRENCHMENT	A. Introduction	86
	B. Background	86
	C. Mechanisms to Save Jobs and Avoid Job Losses	88
	D. Mechanisms to Provide Alternative Solutions and Procedures	89
	E. Mechanisms to Ameliorate Social and Eco Impacts	90
SECTION 9: REPORTING (MONITORING AND COMPLIANCE)	A. Introduction	92
	B. Monitoring	92
	C. Reporting	92
SECTION 10: FINANCIAL PROVISION	A. Introduction	93
	B. Financial Provision Plan	93
	C. Conclusion	93
SECTION 11: ANNEXURES	11.1 Detailed Breakdown of Labour Profile	96
	11.2 Form Q	106
	11.3 Form R	110
	11.4 Stakeholder Consultations	111

1. PREAMBLE

A. Introduction

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

AngloGold Ashanti is the third-largest gold mining company in the world, measured by production. It has 14 mines gold mines in 9 countries, as well as several exploration programmes in both the established and new gold producing regions of the world. AngloGold Ashanti produced 3.4Moz of gold in 2018, generating \$3,943bn in gold income, utilising \$721m capital expenditure. AngloGold Ashanti has an attributable ore reserve of 44.1Moz of gold and an attributable mineral resource of 184.6Moz. These operations are supported by a focused global exploration programme which includes the projects in Colombia, the tenth country in which we operate.



In terms of its location, the West Wits Operations is situated approximately 75 Km (Kilometres) west of Johannesburg within the Gauteng Province. The site is approximately 7 km south of Carletonville (Merafong) and 12 km north of the closest neighbouring town Fochville. The land occupied by the West Wits Operations straddles the boundary between Gauteng and North West Provinces which can be seen in the map on the previous page, which also reflects the company's major labour sending area.

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

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

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

AGA's Vision

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

AGA's Mission

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

AGA's Business Objectives



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



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




Ongoing **portfolio improvements** through investment and rationalisation



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



Towards zero harm, excellence in environmental stewardship, community development

Our five key business objectives – Supporting our core strategy:

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

AGA's Values



Safety is our first value.

SAFETY



We treat each other with **dignity** and respect.

DIGNITY & RESPECT



We value **diversity**.

DIVERSITY



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

ACCOUNTABILITY



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

COMMUNITIES



We respect the **environment**.

ENVIRONMENT

1.1 Breakdown of Labour Profile

AGA South Africa Operations has, as at 22 August 2019, a total workforce of **9 215** employees (**including 2 424 contractors**), of which **7 090** are at the **West Wits Operations**. The detailed breakdown of the origins of the employees (including contractors) is contained in Annexure 11.1. (Kindly note that the number of employees reflected in Annexure 11.1 differs from that contained in the Form Q (Annexure 11.2), as the information is sourced at different times from AGA's system).

BREAKDOWN OF LABOUR PROFILE (including Mine + Contractors: Operational and Service Providers): West Wits as at 22 August 2019		
Country of origin	Province	West Wits Total
SOUTH AFRICA	GAUTENG	2 293
	EASTERN CAPE	1 640
	NORTH WEST	676
	KWAZULU NATAL	402
	FREE STATE	322
	LIMPOPO	198
	MPUMALANGA	98
	NORTHERN CAPE	23
	WESTERN CAPE	6
	SUB TOTAL	5 658
LESOTHO		736
MOZAMBIQUE		420
SWAZILAND		268
BOTSWANA		5
ZIMBABWE		3
	SUB TOTAL	1 432
<i>(Note: these figures include Contractors)</i>	TOTAL	7090

SA Operations Labour (incl. Mine + Contractor Type 1, 2 and 3) Originating from the Eastern Cape as at 22 August 2019

DISTRICT MUNICIPALITY	VAAL RIVER OPERATIONS	WEST WITS OPERATIONS	TOTAL E/CAPE EMPLOYEES	AGA'S ORDER OF PRIORITY
OR Tambo	42	827	869	Focus of SLP 2015-2019
Amatole (EL)	38	297	335	1
Chris Hani	27	293	320	2
Alfred Nzo	12	122	134	
Joe Gqabi / Ukhahlamba	16	96	112	
Nelson Mandela (PE)	0	4	4	
Other	0	6	6	
GRAND TOTALS	135	1 646	1 781	

WW Labour (incl. Mine + Contr. Type 1, 2 and 3) Originating from Top Labour Sending Areas as at 22 August 2019

MUNICIPALITY	WEST WITS OPERATIONS	AGA'S ORDER OF PRIORITY
Matlosana, North West	332	1
Amatole, Eastern Cape	304	2
Chris Hani, Eastern Cape	268	3

A contractor may be operational or providing a service to AGA. A contractor's labour is only permitted to be on the company's property for the duration of the work order i.e. once the work order is closed, then their employment is terminated.

As part of the SLP, contractor company/s are required to satisfy AGA of its commitments to the following:

- Employment Equity and Black Economic Empowerment objectives
- Mining Charter and Scorecard
- Proof of competence in terms of the new explosion regulations (under the Regulations of Mine Health and Safety Act, Chapter 4)
- Commitment to undertake unit standard based training programmes by 2024; and
- Any other policies relating to recruitment, training, health and safety, procurement, etc.

As per the labour profile breakdown it is clear that the majority or at least 47% are occupied in the unskilled group of employees. These are mainly underground employees representing in the direct production environment. The second largest group of employees or 27% are occupied in the semi-skilled group of employees. They are mainly entry level supervisors and underground operators. The third largest group of employees or 21% are mainly occupied as miners and artisans and are responsible for the breaking of underground ore, maintenance of machinery and supervisors. The remaining 5% of employees are occupied as managers across various levels as well as various disciplines within the organisation

The following graph show the company's labour profile breakdown in terms of conditions of employment:

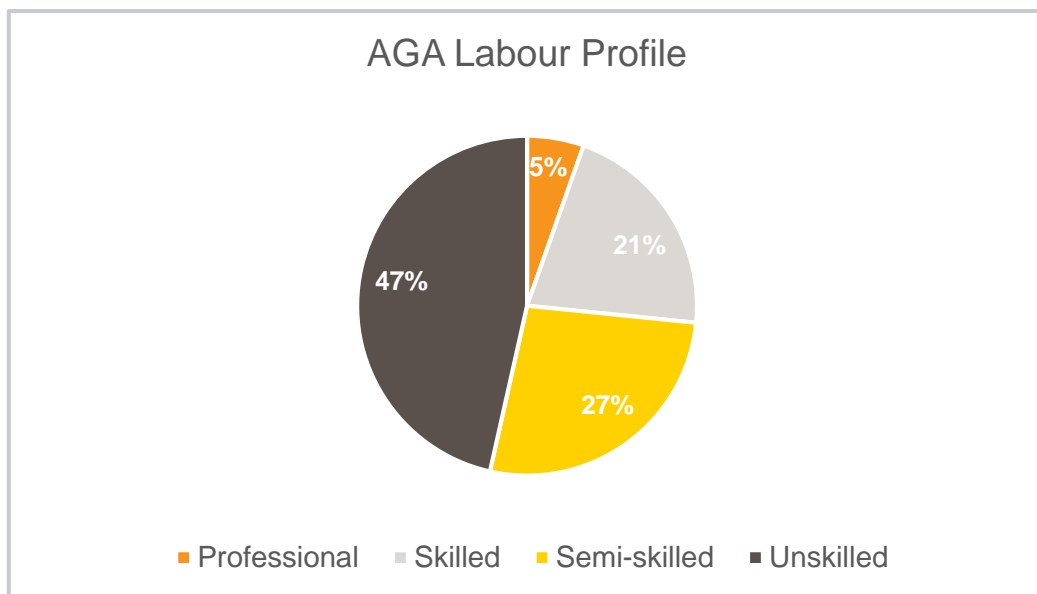


Figure 1 Breakdown of company Labour Profile

The following graphs show the West Wits Operations labour profile plan for the next five years:

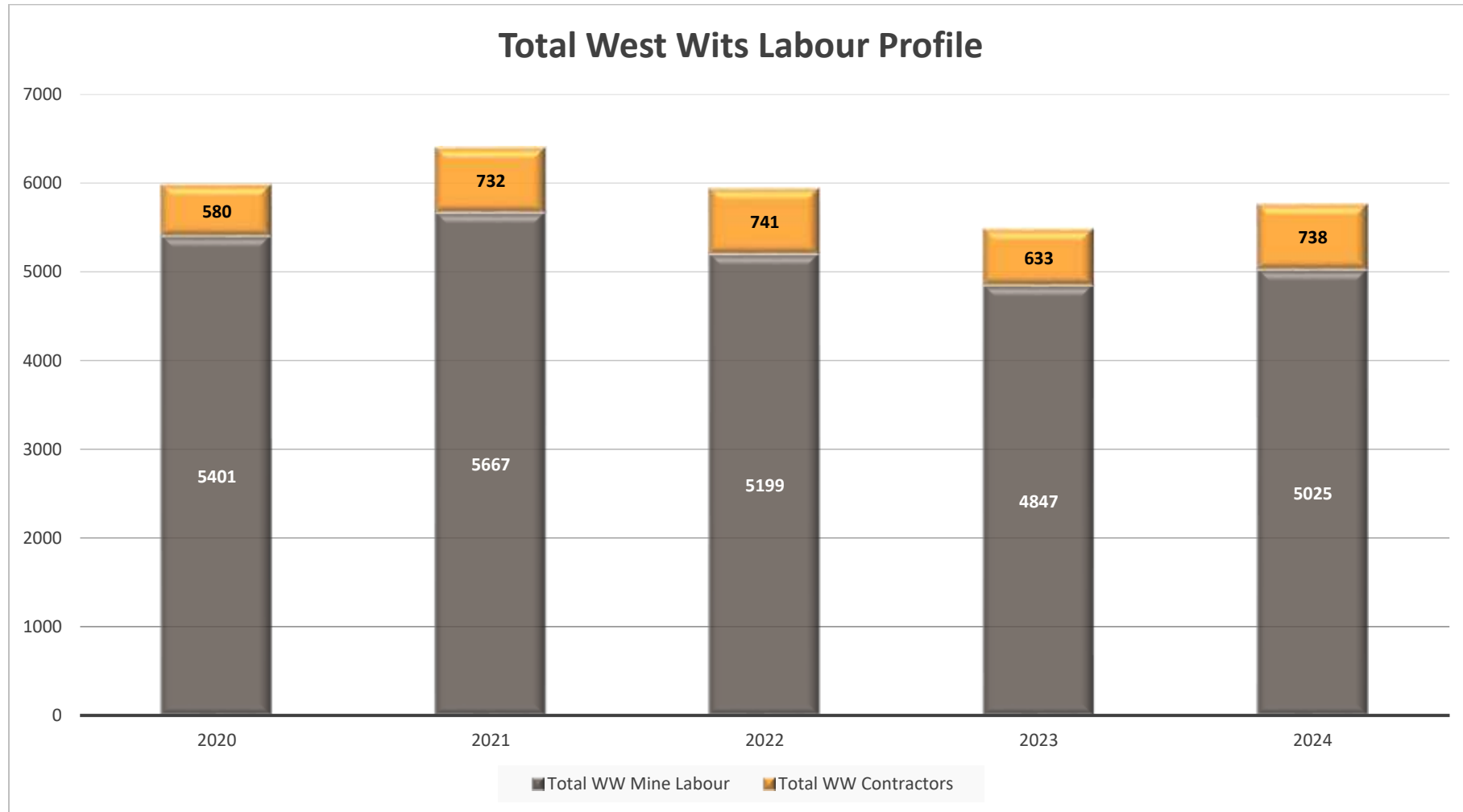
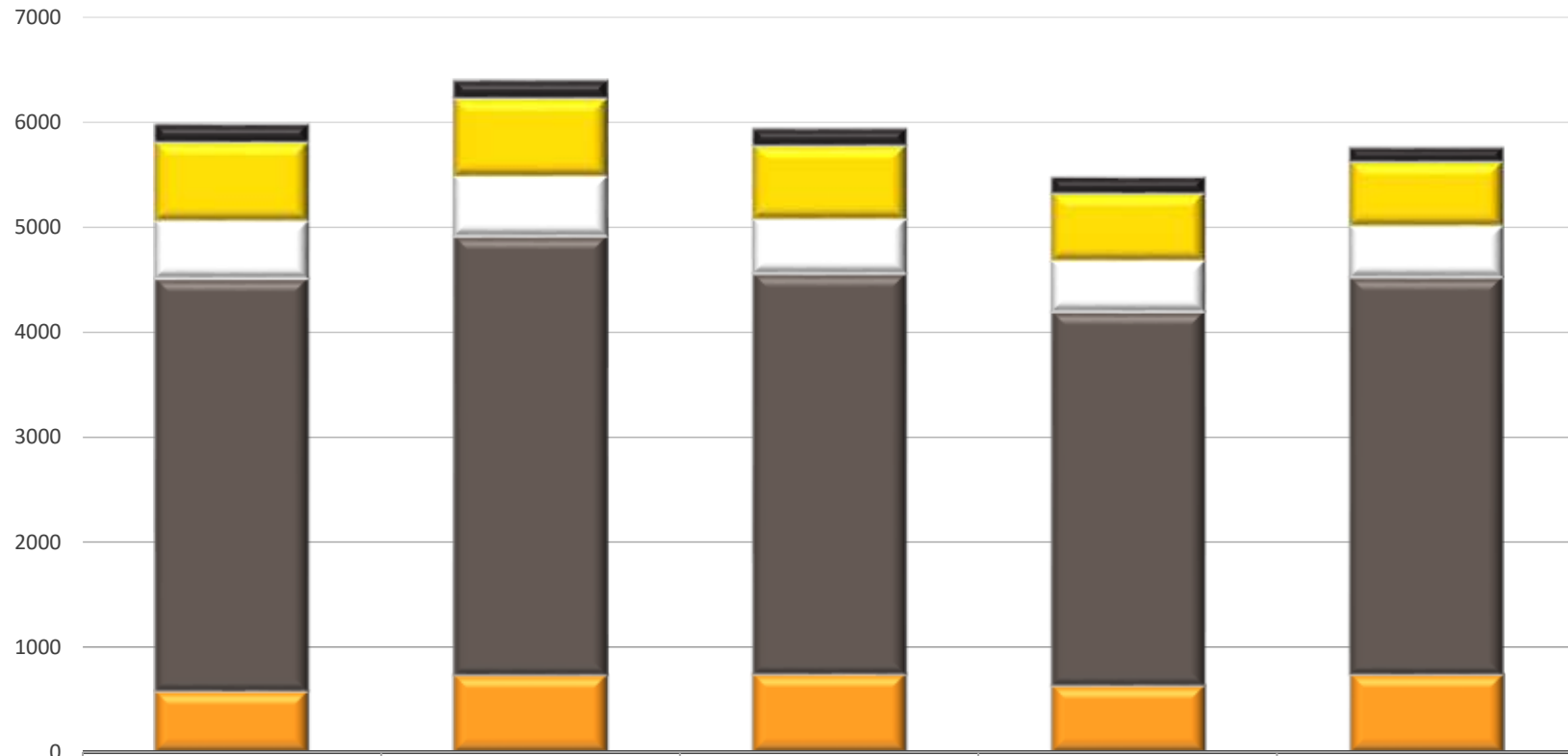


Figure 2 West Wits Labour Profile

Total West Wits Labour Profile per COE



	2020	2021	2022	2023	2024
Management	172	175	165	156	138
Officials	753	743	702	649	616
Miners & Artisans	547	570	516	479	487
Cat4-8	3929	4179	3817	3564	3784
Contractors	580	732	741	633	738

Figure 3 West Wits Labour Profile per COE

1.2 Business Planning Profile 2020-2024

The 5-year life of mine underpinning the SLP will be informed by the following project schedule and project timeframes.

The following graph is the actual production profile from year 2014 to 2018 and the forecast plan for years 2019 to 2024. From 2014 to 2017, production was including the TauTona & Savuka shafts, which stopped mining operations in 2017. These two shafts are currently continuing with orderly closure. In 2018, actual gold production was from underground mining only at Mponeng mine and the treatment of marginal ore dumps, as well as tailings dams. The forecast gold will continue in these same areas in the plan for years 2019 to 2024.

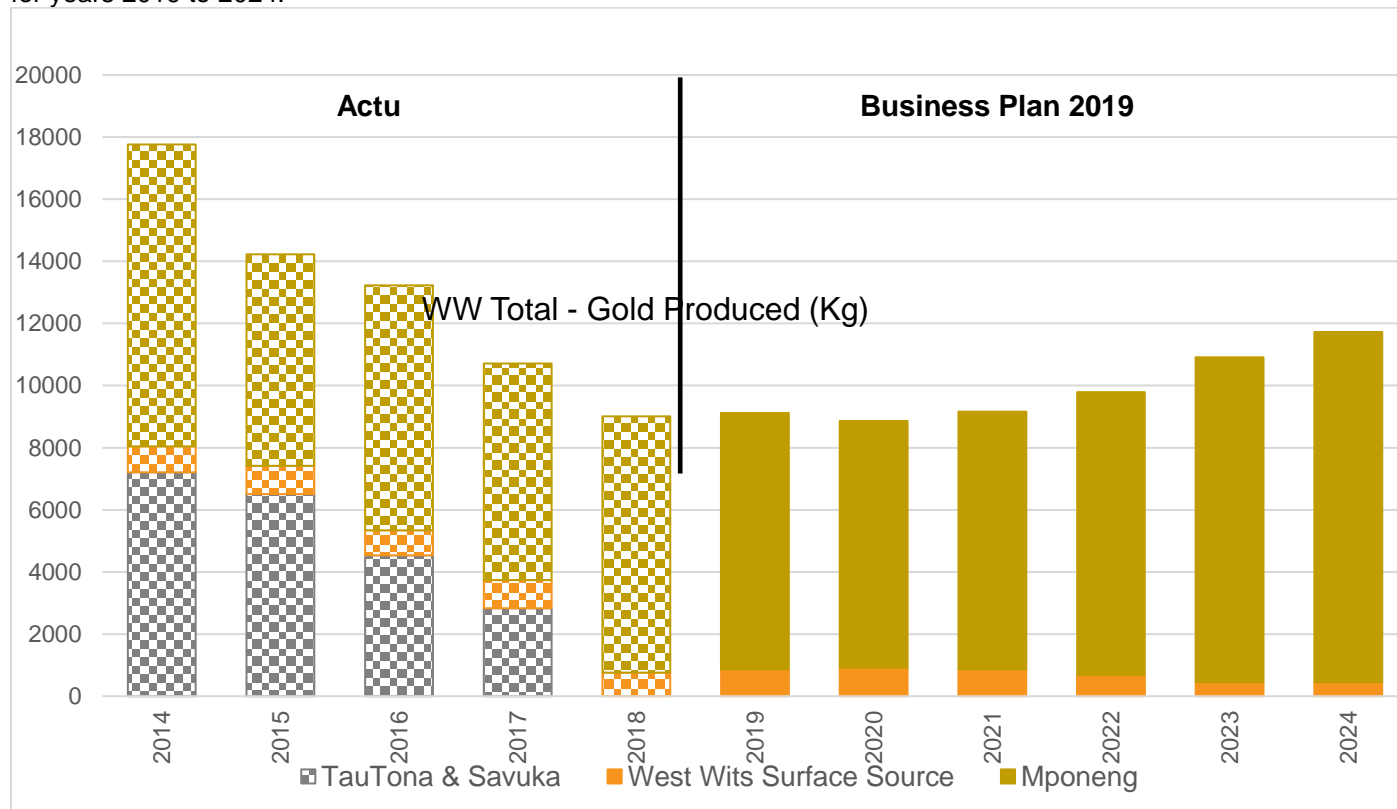


Figure 4 Production Profile including forecast to 2024

The following are the Mining Rights covered in this West Wits Operations Social and Labour Plan 2020-2024:

1. MPTR0 REF: 10/2006, including Deed of Amendment 04/2012 (DMR Reference No.: GP30/5/1/2/2(01) MR) (“West Wits Operations: Mponeng, TauTona and Savuka mines”). A S102 Application was submitted to incorporate/consolidate the Block 1C11 and Magnum Farm mining rights, amongst other areas, into this mining right. The S102 Application is currently being processed by the DMR.
2. MPTR0 REF: 30/2006, including Deed of Amendment 15/2011 (DMR Reference No.: GP30/5/1/2/2(11) MR) (“Block 1C11”). A renewal application of this mining right was timeously submitted at the offices of the DMR GP and it is currently awaiting finalisation of the renewal process with the DMR.
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B. Background and Context

AngloGold Ashanti’s South Africa Operations underwent restructuring and rightsizing in 2017 and 2018, resulting in its operations being reduced to Mponeng Mine and Surface Operations in Merafong, Gauteng and Mine Waste Solutions and Surface Operations in Matlosana, North West. The labour profile also significantly changed from 24 994 at the beginning of 2017 to 9 598 at the beginning of 2019.

In May 2019, AGA announced that it was starting a process to review and evaluate the ownership of its South African assets, which includes the operations in Merafong and Matlosana. This decision was made based on the understanding that, under the right ownership, these South African assets hold long-term value. The current review process will look at all ownership options for the South African assets, and make sure that the value of these assets is protected and maximised into the future. AGA is committed to ensuring that the review is conducted with the appropriate care, and the outcome is managed in a responsible way ensuring the long-term sustainability of the South Africa assets.

C. Objectives of the Social and Labour Plan

The objectives of the AGA Social and Labour Plan as defined in the MPRDA Act No. 28 of 2002 Regulations of 2004, as well as the Mining Charter 2018 are to:

- i. promote employment and advance the social and economic welfare of all South Africans whilst ensuring economic growth and competitiveness of the mining industry;
- ii. contribute to the transformation of the mining industry; and
- iii. ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they are operating.

This will be conducted in the context of generally recognised standards of sustainable development by integrating the social, economic and environmental factor in planning the mining operations throughout the life of mine . This is informed by our sustainability strategy and integrated mine closure strategy.

This will be accomplished by:

- promoting employment and advancing the social and economic welfare of the people of Merafong District Municipality and South Africans in general;
- contributing to the transformation of the mining industry; and
- implementation of the defined integrated mine closure strategy.

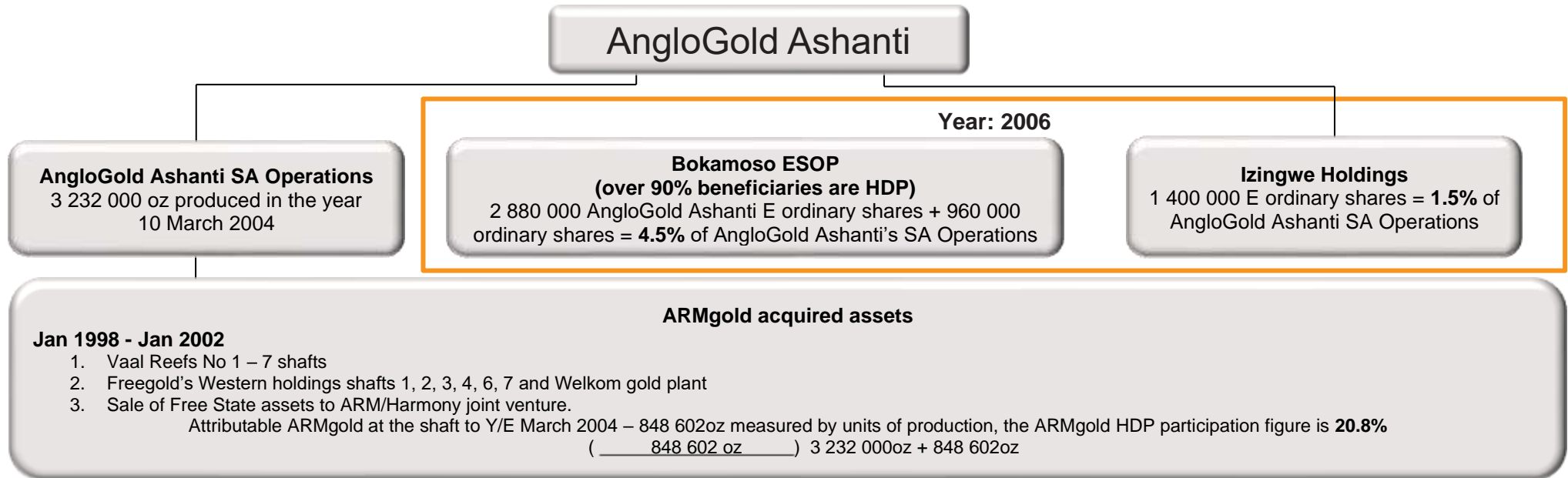
2. OWNERSHIP

A. Overview

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

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

MINING CHARTER III SCORECARD			
Element	Compliance Target		AGA Progress & Status
Ownership (Ring-fenced)	CATEGORY	TARGET	ACTUAL
	26% BEE Shareholding	Yes	Yes. 26.8%: 20.8% ARM; 4.5% ESOP; 1.5% Izingwe



3. MINE COMMUNITY DEVELOPMENT

A. Introduction

The Mining Charter states that mine communities form an integral part of mining development, which requires a balance between mining and mine community's socio-economic development need. A mining right holder must meaningfully contribute towards Mine Community Development; with a bias towards mine communities both in terms of impact and size, and in keeping with the principles of the social license to operate.

In this section we address REGULATION 46 (c) (iii) of the MPRDA which requires that the contents of a social and labour plan must contain a local economic development programme which must include:

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

The Mining Charter prescribes that a mining right holder must consult with relevant municipalities, traditional authorities and affected stakeholders in the development of Social and Labour Plans (SLP), may collaborate on identified project with operators in the same area, must implement 100% of Social and Labour Plan commitments in any given year. The identified developmental priority needs must be contained in the prescribed and approved Social and Labour Plan.

As required by Regulation 46 of the MPRDA and according to the SLP Guidelines, the Mining company must, in developing its SLP, co-operate in the formulation and review of the IDPs of the areas with which it operates and in its major Labour Sending Areas and ensure that consultation with host and Labour Sending Areas communities takes place.

The following is a brief outline of the company's consultation process followed in developing this SLP, there were however some challenges faced with consulting with the communities which some have been outlined below:

Description	Area	Date	Comments
Future Forum	West Wits	29 March 2019	Future Forum Meeting held to discuss the 2020-2024 SLP Projects
		5 July 2019	

Description	Area	Date	Comments
Merafong City Local Municipality	West Wits	07 March 2019 12 June 2019	Mandating Meeting confirmation of 2020-2024 SLP Project with the Mayor present
Merafong City Local Municipality-Community Briefing	West Wits	17 September	Meeting could not be held due to the Municipality strike in Merafong Town There was no access to the facility to host the consultation session with the community
Merafong City Local Municipality-Mandating Meeting	West Wits	18 September 2019	Meeting could not be held due to the Municipality strike in Merafong Town. Unavailability of Council Members There was no access to the facility to host the consultation session with the community
Chris Hani District Municipality	Labour Sending	23 August 2019	Special Meeting
Amathole District Municipality	Labour Sending	21 August 2019	Special Meeting
OR Tambo District Municipality	Labour Sending	11 September 2019	Mandating Meeting
Department of Education	Labour Sending	26 September	Special Meeting

B. Background and Context

In 2018, the organisational restructuring and rightsizing imperative intensified given the evolving SA Operations operating environment and the continued pressure on margins resulting from reduced production and increasing costs, resulting in the company transitioning from 26 000 employees to less than 5 900 employees currently. Therefore, at the beginning of 2019, AGA SA Operations Sustainable Development (SD), embarked on a process of reviewing its approach and strategy to socio-economic development of its host and labour sending communities in line with the current business strategy and mine closure plans. In terms of the current business strategy, **focus on people, safety and sustainability is one of the key focus areas identified to support** the business to operate according to its values to remain sustainable in the long term which is the foundation of the above-mentioned SD Strategy.

The current organisational structural, footprint changes and recognising the community challenges of poverty, high rates of unemployment and inequality required that our approach to socio-economic development be a strategic intent of moving from a transactional approach to a more transformational one. In moving toward being more transformational, the sustainable development strategy is shaped by the two-pronged approach of building trust with stakeholders and driving creative solutions. Building higher levels of trust requires acting with **integrity** and **co-designing** solutions with various stakeholders, while creativity in finding solutions is driven by **innovating** and **integrating** solutions with business activities. Once the mineral resources in the local areas in which we operate have been depleted and the mines closed, it is critical that the local communities be in a position to economically sustain themselves beyond mining.

The outcome of the strategy was a clear objective to positively impact society through the creation of a sustainable future, and the realisation of shared value for stakeholders and AGA. The Region aims to achieve this objective through having integrated Mining Charter and SLP commitments, building capacity in our host and labour sending municipalities to mitigate the risks of project delays experienced in the precious SLP cycle, utilisation of available infrastructure and land for projects by incorporating unutilized buildings and land into the local Council making provision for residential and industrial areas and gainfully utilise the land owned by the company for the benefit of the company, its employees and community with the aim of ensuring that at the point of closure of the Mines, the Mining Community remains economically viable and does not turn into a liability for the host communities. Also, through the initiatives of Enterprise Development create alternative economic industries for the communities.

The above-mentioned strategy has thus informed the approach adopted in developing the 2020-2024 SLP, as well as the dictates of the SLP guidelines, MPRDA regulations and Mining Charter, to ensure that developmental priorities of the mine communities are identified in consultation with all relevant stakeholders and put in the SLP. The company also took into consideration the mine works plan with estimated gold production when selecting the projects to ensure affordability, that the projects are impactful and sustainable, responsive to the prevailing socio-economic conditions of the communities, enabling resilience and self-reliance in communities beyond mining. An integral component of the project selection was the focus on collaboration and partnerships with industry and other relevant stakeholders with distinct components which AGA would be able to deliver on its commitments in the project in full. The company reviewed its cashflow over the SLP period of 2020-2024 and base the financial provision on a 4% NPAT for the West Wits operations. This amounts to a total SLP provision of R64m. The previous SLP had a budget of R116m, admittedly with a bigger footprint and production and different economic conditions.

As part of the research portfolio or the selected projects, the company considered policies and developmental frameworks including the Local/District Municipality Integrated Development Plans (IDPs) of the Host and Major Labour Sending Areas, National Development Plan 2030 and Sustainable Development Goals.

C. Mine Community Development Projects

AGA's West Wits operations form part of the Gauteng Mining Belt which includes 55 gold mining operations. Neighbouring gold mining companies to the West Wits operations are Sibanye Gold Limited, Harmony Gold Mining Company and Gold Fields Limited. Despite AGA's low financial provision, collaboration opportunities are possible with other companies in the area in order to gain economies of scale

3.1 Mine Community: Merafong Local Municipality

Merafong City Local Municipality (GT 484) (MCLM) is a category B municipality as defined in the Municipal Structures Act. The area size of the municipality is 1631, 7km² and it comprises of twenty-eight (28) wards. MCLM is situated in the south western part of Gauteng and forms part of West Rand District Municipality which consists of various local municipalities namely: Mogale City, RandWest Municipality and Merafong City. MCLM incorporates mining towns where mining takes place, labour sending areas, as well as adjacent communities within a local municipality :

- Carletonville
- Khutsong
- Fochville
- Kokosi
- Greenspark
- Waverdiend
- Wedela
- Blybank
- Magalieshoek
- Blyvooruitzicht

This SLP further appreciates that our targeted employees come from various labour sending areas inclusive of Matlosana despite the fact that we no longer have a mining right in that area, our employees will continue to be beneficiaries of our programmes as well.

The Community Survey conducted in 2016 by Statistics South Africa identified the following data for the Merafong area:

- Population: 188 843
- Households: 66 525
- Household size: 2.8
- Gender: Males 48.8% Females 51.2%
- Household income: Average income per household R6 750/month, with 15.3% having no income
- Economy: Valued at R30 761m, contributing 22.2% to the District's gross domestic product (GDP) and 1.4% to the province

- Education profile: 4% of the population has no education, 28.8% have obtained matric, higher education 9.35% and 57.82% have not completed secondary schooling.

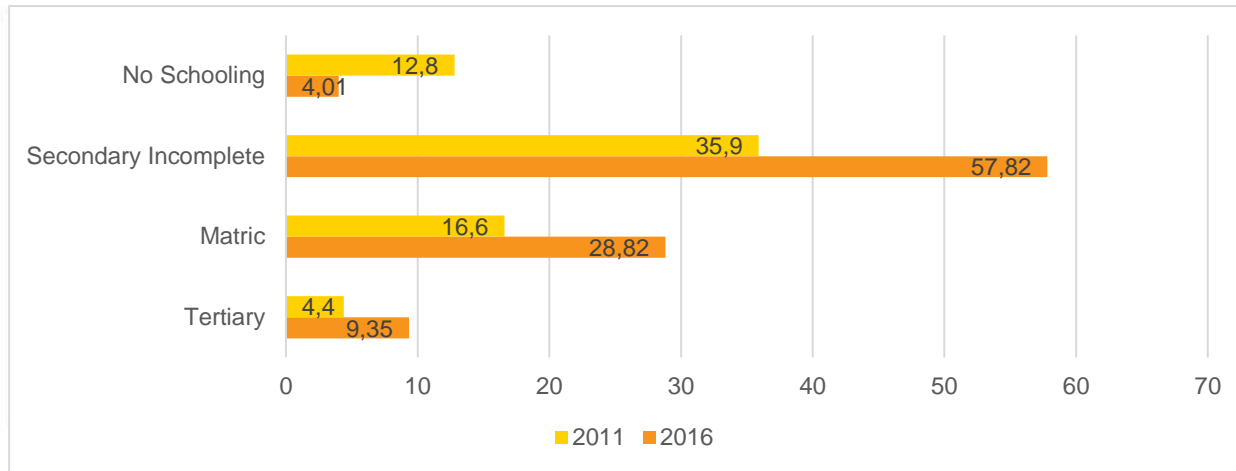


Figure 5 Education Profile _ Merafong Municipality

- Labour profile: 177 959 of which 71% were economically active. The unemployment rate was about 20%

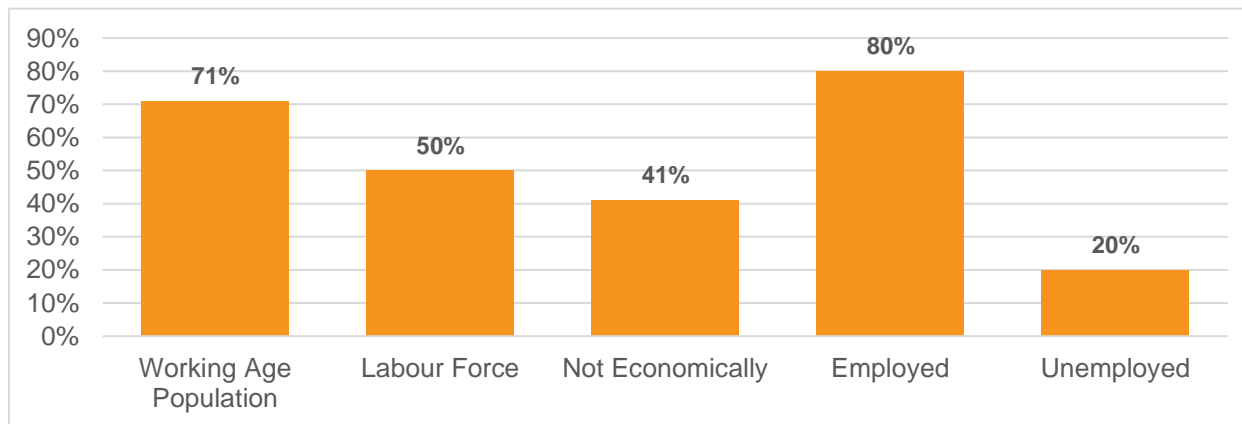


Figure 6 Labour Profile Municipality

- Employment sectors

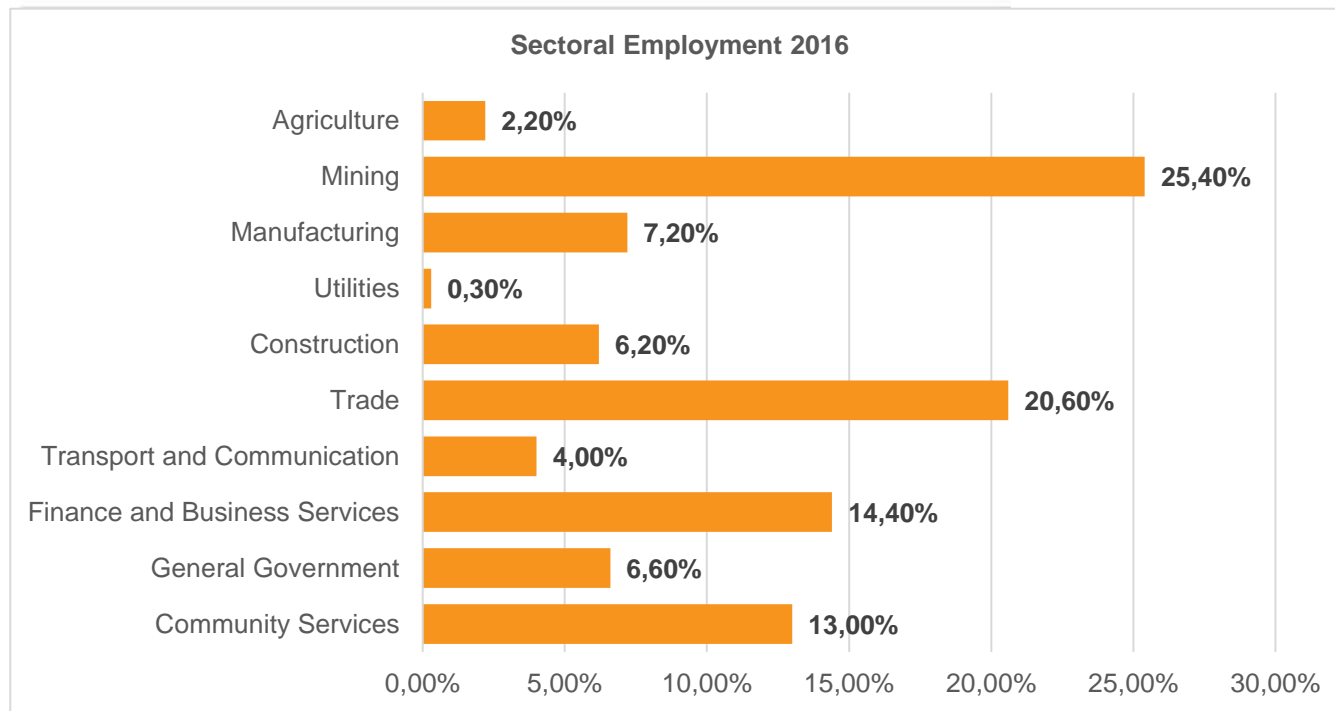


Figure 7 Employment Sectors - Merafong Municipality

It is clear that mining continues to be the biggest employer and a big concern given that the gold industry is also declining, there will be a huge number of households impacted by the looming mine closures. It makes perfect sense to ensure that AGA's interventions support emerging secondary industries such as enterprise development and trade. Community services provision is already being accommodated via our CSI initiatives through the Social Investment Fund. This work will continue in a more streamlined approach to ensure sustainability and less dependency on the mine.

3.1.1 Impact Of The Mining Operation

A full social impact assessment has been undertaken to determine the validity of the projects identified. Immediately available research information such as the National Census and Merafong IDP data, has been used to inform this SLP. The primary economic impacts that AGA is likely to have on the local community are in the following areas:

- Sustainable local economic development through the income generating projects and the Masakhisane Fund through proactive promotion of local SMMEs and linkage to AGA supply chain
- Effective utilisation of the Social Investment Fund to directly impact community services activity in a sustainable way.
- Injection of cash into local and labour sending area economies through salaries and increased local spending.
- Greater development and involvement of SMMES through procurement policies.
- Skills development and enterprise development programs leading to improved entrepreneurial ventures.
- Non-mining activities preferably in alternative economic industries to ensure that there is visible and tangible benefit to the community in the short term.

AGA is currently conducting a skills audit in the labour sending areas to determine the impact of portable skills training that was offered to employees as part of recent S189/VSP processes. Ex-employees of AGA who have undertaken portable skills training, will be located and interviewed to determine whether they are currently economically active, and if the portable skills training had the desired impact. We will further look for ways to incorporate them into the current SLP programs.

3.1.2 Merafong Area Projects

LEDWW1 – PYROLYSIS PLANT	
Description:	Recycling of tyres and waste from AGA and Municipal sites
Location:	Carletonville Extension 6 or West Wits
Project Description and Objective :	The plant would consist of a variety of enterprise types focused on different types of recyclable products such as plastics, tyres, glass, etc. sourcing and processing waste from the entire Gauteng City Region. The plant will be developed in an industrial park setup so that a variety of benefits can be derived through approaching processing, production and consumption in an integrated manner. This plant will form part of the Bioenergy Eco-Industrial Park and as such will be located next to Carletonville Extension 6 or could be located at West Wits
Target groups (beneficiaries)	Community of Carletonville will be the beneficiary to this project which will be managed by a Co-Operative
Assumptions	Local Authority, DTI, Dept. of environmental, NEF, AGA environmental, SETA and Local Municipality will be involved in the project
Project category / type:	Income generating
No of jobs that can be created:	Estimated 20 people to be employed permanently
Value contribution by AGA:	R8m
Project Management	Included in AGA contribution

LEDWW1 – PYROLYSIS PLANT						
and Consultancy Fee Contribution						
Value contribution by Partners:	Financial and non-financial support – DTT, Dept. of environmental, NEF, AGA Environmental, SETA and Local Municipality					
Benefit to community:	Capacity building on recycling & job creation					
Stakeholders:	Local Authority, DTI, Dept. of environmental, NEF, AGA environmental, SETA and Local Municipality					
Deliverables:	Feasibility studies, stakeholder mapping & enter into partnership					
Major Activities Short-term Long Term	To market the Bio-Fuels To develop a data base of suppliers of waste material To establish additional plants					
Timeframe (Year)						
Year	2020	2021	2022	2023	2024	
Budget (ZAR)	R1 250 000	R1 250 000	R1 600 000	R1 600 000	R1 000 0000	
Key Deliverables						
Quarter 1	Pre- feasibility study	Planning and Design	Procurement Process	Procurement Process	Commissioning	
Quarter 2	Sharing of concept with stakeholders	Appointment of a service provider		Identification of Project beneficiaries	Project handover	
Quarter 3	Permits and Environmental Impact Assessment	Site Establishment		Project Training		
Quarter 4	Final Feasibility Study	Site Establishment		Technical Project Training		

LEDWW2 – AQUAPONICS / URBAN FARMING	
Description:	Focuses on achieving food security and sustainable income generation by strengthening local capacity to understand and address climate change, while resolving interrelated issues of environmental degradation, water scarcity and poverty. A

LEDWW2 – AQUAPONICS / URBAN FARMING		
	key component of this programme is aquaponics, an innovative and highly intensive food production technique that combines aquaculture (fish farming) with hydroponics (soilless crop growing) in a closed system.	
Location:	West Wits	
Project Description and Objective :	Introduce new technology to new/old farmers, food security – organic free, job creation, branding & packing and creating value chain	
Target groups (beneficiaries)	Community of Carletonville will be the beneficiary to this project which will be managed by a Co-Operative	
Assumptions	Financial and non-financial support – DAFF, GDARD, Agri-Seta, DTI and market will be involved in the project	
Project category / type:	Income generating	
No of jobs that can be created:	Estimated 34 people to be employed permanently	
Value contribution by AGA:	R10m	
Project Management and Consultancy Fee Contribution	Consultancy Fee and Project Management fee included in AGA contribution	
Value contribution by Partners:	Financial and non-financial support – DAFF, GDARD, Agri-Seta, DTI and market	
Benefit to community:	Capacity building of new technology & more producer local – economics of scale	
Stakeholders:	Local Authority, DAFF, GDARD, Agri-Seta and market	
Deliverables:	Feasibility studies, stakeholder mapping & enter into partnership for collaborative effort	
Major Activities	To market organic honey, beeswax, propolis	
Short-term	To develop a market that wishes to benefit from the many healthy properties derived from bee-related products.	
Long Term	To create long term employment for the community of Carletonville and expand the nodes and become first grade supplier	
Timeframe (Year)	2021	2022
Budget (ZAR)	R8 060 000	R1 940 000
Key Deliverables		
Quarter 1	<ul style="list-style-type: none"> • Complete final Designs & Costings • Procurement Process • Signing Memorandum of Understanding (MOU) 	<ul style="list-style-type: none"> • Erect Training Facility • Recruit between 15 to 20 employees from the Merafong area • Conduct Safety Training & Induction
Quarter 2	<ul style="list-style-type: none"> • Obtain environmental approval • Building approval 	<ul style="list-style-type: none"> • Erect packing facility • Handover to Municipality

Quarter 3	<ul style="list-style-type: none"> • Monitoring and Evaluation • Erect fence • Erect Offices • Install bulk infrastructure 	
Quarter 4	<ul style="list-style-type: none"> • Install multi-span greenhouses • Monitoring and Evaluation • Install Aquaponics nodes • Install Hatcheries 	

LEDWW3 – KOKOSI URBAN BUSINESS HUB		
Description:	Kokosi Hub Precinct Plan and Kokosi Market	
Location:	Kokosi	
Project Description and Objective :	Hubs function as portals between the secondary networks in a township or group of townships and the primary network of the city, as they offer access to the primary network via a combination of higher order public transport links, the most important of which is rail (understood to be the backbone of the public transport network). They can be regarded as gateways to the broader urban region.	
Assumptions	Local Authority, DTI, Dept. of environmental, NEF, AGA environmental, SETA and Local Municipality will be involved in the project	
Project category / type:	Income generating	
No of jobs that can be created:	To be determined post precinct plan	
Value contribution by AGA:	R8m	
Project Management and Consultancy Fee Contribution	Consultancy Fee and Project Management fee included in AGA contribution	
Value contribution by Partners:	Financial and non-financial support – DTI, Dept. of environmental, NEF, AGA environmental, SETA and Local Municipality	
Benefit to community:	Capacity building & job creation	
Stakeholders:	Local Authority, DTI, Dept. of environmental, NEF, AGA environmental, SETA and Local Municipality	
Deliverables:	Feasibility studies, stakeholder mapping & enter into partnership	
Major Activities	To create business hubs	
Short-term	To create jobs for the community and SMMEs of Kokosi	
Long Term	To see the hubs expand as tourist attraction	
Timeframe (Year)	2022	2023

Budget (ZAR)	R1 500 000	R6 490 000
Key Deliverables		
Quarter 1	Precinct & Implementation Plan (Spatial arrangements; Land uses; Built form; Design guidelines; Environmental sustainability objectives; Access and transport (including the reservation of corridors); Community facilities such as schools, child care, health care; Desired characters; Infrastructure provision; Open space/public realm; and Other items of specific importance to the Council in respect of the specific project)	Construction of the Taxi Rank <ul style="list-style-type: none"> • Site Establishment • Monitoring & Evaluation • Excavation • Structural Steel
Quarter 2	Complete Precinct & Implementation Plan	Construction of the Taxi Rank <ul style="list-style-type: none"> • Paving • Monitoring & Evaluation
Quarter 3	Consultation Process (e.g. MOU etc.)	Erection of the Kokosi Market <ul style="list-style-type: none"> • Design • Containers • Refurbishment • Monitoring & Evaluation • Installation
Timeframe (Year)	2022	2023
Budget (ZAR)	R1 500 000	R6 490 000
Key Deliverables		
Quarter 4	Subdivision & Rezoning	Erection of the Kokosi Market <ul style="list-style-type: none"> • Surfacing (1 000m²) • Ablution • Service reticulation • Monitoring & Evaluation • Landscaping • Project Handover

LEDWW4 – BAMBOO PRODUCTS

Description:	Bamboo Research & Development
Location:	Carletonville
Project Description and Objective:	Planting of Bamboo trees to produce multiple by-products. Bamboo has many applications in the construction and building industries due to its woody nature and similar properties to timber.

LEDWW4 – BAMBOO PRODUCTS	
Target groups (beneficiaries)	The Mavubeza Junior Primary school will be the beneficiary to the new building
Assumptions	Merafong City Local Municipality, University of Cape Town
Project category / type:	Income Generating
No of jobs that can be created:	To be determined post pilot study completion.
Value contribution by AGA:	R500 000 for R&D
Value contribution by Partners:	University of Cape Town
Benefit to community:	Job Creation, Skills Development, High Impact and Alternative Economy
Stakeholders:	Merafong City Local Municipality, University of Cape Town
Deliverables:	Produce various products from the Bamboo tree e.g. wood, fiber, energy-based products
Major Activities	To grow and nurture trees as the community nursery and to support the volumes of tree production by supplying seedlings and resources for the identified groups to grow trees to a required size and supply trees to both the public and private sector
Timeframe (Year)	2020
Budget (ZAR)	R500 000
Key Deliverables	
Quarter 1	Research and Development
Quarter 2	Research and Development
Quarter 3	Research and Development
Quarter 4	Research and Development

D. Footprint Reduction Strategy

As previously indicated, AGA is embarking on a footprint reduction strategy in line with its reduced operations post sale of assets to Harmony Gold and closure of the TauTona Mine in 2018. Given the now redundant infrastructure, opportunities exist to repurpose the infrastructure. The footprint reduction strategy entails a three- pronged strategy that includes the incorporation of mine properties into Municipal land and infrastructure, the sale of mine support services building and residential properties, the sale of under-utilised equipment, plant and infrastructure and donation of under-utilised assets to local community through local government arrangements. To date AGA has donated or is in the process of donating the following infrastructure as part of their fulfilment of the strategy:

In addition to these planned projects, AGA has already donated or is in the process of donating the following assets:			
NO.	ASSET	BENEFICIARY	VALUE
1.	Kanana Police Station: The six units measure 1 000m ² in total on erven 2581, 2582, 2590, 2591, 2592 and 2593. The lease agreement was entered into with the Department of Public Works in June 1996 when the premises was used as a satellite police station. The Municipality is the owner of the land in terms of the Land Availability Agreement and AGA the owner of improvements built on the stands.	City of Matlosana (July 2019)	R470 000
2.	Wedela Hive: A small business industrial workshop of approximately 446m ² was established by AGA in the 1990's on residential zoned erven 76, 77, 78, 891 and 892. Small businesses have since been operating industrial type operations on the premises. The operations accommodated at the premises (i.e. motor mechanics, panel beaters, upholstery, welding, etc.) are governed with formal lease agreements	Merafong Municipality (donation in progress)	R358 000
3.	1A Milton, Orkney: The property consists of offices, ablution facilities, a kitchen, classrooms and lecture halls measuring 4 368m ² . A Lease Agreement will remain in force at R1 per annum until all matters relating to the acquisition and/or transfer of the property is concluded with the NW Tourism Board	Hotel School (donation in progress)	R500 000
4.	West Boarding House, Orkney: The facility consists of the following amenities: 58 single rooms, TV room and games room, offices, kitchen (self-catering), Dining Hall, store rooms, boardroom, undercover parking and flat measuring 7 062m ² .		R3 200 000
5.	Golden Village: The facility consists of offices, boardrooms, ablution facilities, store rooms and under cover parking. The City of Matlosana submitted a proposal to utilize the Golden Village as a business incubation centre and requested AGA to donate the premises to the municipality which measures approximately 5 816m ² . The City of Matlosana intends to utilize the building as a community business development centre. The donation will be part of the Councils' broader community development project.	City of Matlosana (donation in progress)	R1 200 000
6.	House, 42 Burns Avenue, Orkney: This house measures between 99 -124 m ²) and is situated on Erf 118, Orkney. Orkney Child Welfare approached AGA to donate the unit which has been used by the Orkney Child and Family Care Society for the past 20 years.	Orkney Child and Family Welfare (donation in progress)	R360 000
7.	X-ray equipment: Digital x-ray unit previously used in AGA's Occupational Health Centre	Department of Health - for ex-miners with occupational lung disease (donation in progress)	R800 000
		Deinstallation from Occupational Health Centre and reinstallation in mobile vehicle	R116 000

In addition to these planned projects, AGA has already donated or is in the process of donating the following assets:

NO.	ASSET	BENEFICIARY	VALUE
	Total value of donations pending		R7 004 000

3.2 Labour Sending Area: Eastern Cape (OR Tambo District, Amathole District and Chris Hani District)

The Eastern Cape represents one of AGA's major labour Sending areas and to a lesser degree, with countries such as Lesotho and Mozambique. For the purpose of this SLP and the Mining Charter requirements, focus is on the Eastern Cape and in particular the Amathole, Chris Hani and OR Tambo District Municipality. The socio-economic information of OR Tambo Municipalities are summarized below. For South Africa Operations, the OR Tambo District municipality is the largest labour sending community. As indicated above, Matlosana District continues to be an area of interest as some of our employees are domiciled there post sale of assets to Harmony Gold.

3.2.1 OR Tambo District

This District is located in the Eastern Cape; it covers 80 per cent of what used to be known as Transkei, and comprises five local municipalities as follows:

- King Sabatha Dalinyebo Local Municipality;
- Nyadeni Local Municipality;
- Port St John's Local Municipality;
- Ngquza Hill Local Municipality;
- Mhlontlo Local Municipality

The municipality is largely rural in character with 68 per cent unemployment of economically active persons. It is estimated that 72 per cent of the population live in poverty. Community services, wholesale and retail trade sector and financial services are key economic drivers in the district. As in Merafong area the company contracted external consultants viz. Bigen Africa to conduct Economic scans on the OR Tambo Municipality as well. The findings which are in line with the priorities set out in the municipalities IDP reflecting that Agriculture is an important sector to anchor Economic Development.

Data collected from the 2016 Community Survey and 2015 study revealed the following about the District:

- Population: 1 457 382
- Households: 314 080
- Household size: 4.6 average number per household
- Gender: Males 47% Females 53%
- Education levels:

District vs. Province	No schooling	Some primary	Completed primary	Some secondary	Matric	Higher
ORT	14.0%	15.3%	5.1%	40.9%	18.1%	5.9%
Eastern Cape	8.1%	13.2%	5.4%	40.3%	24.3%	7.7%

- Household income: 525 586 live below the poverty line and 404 564 receive government grants; that's 36% and 28% respectively of the District's population
- Economy: GDP contribution was approximately 2%
- Employment sectors

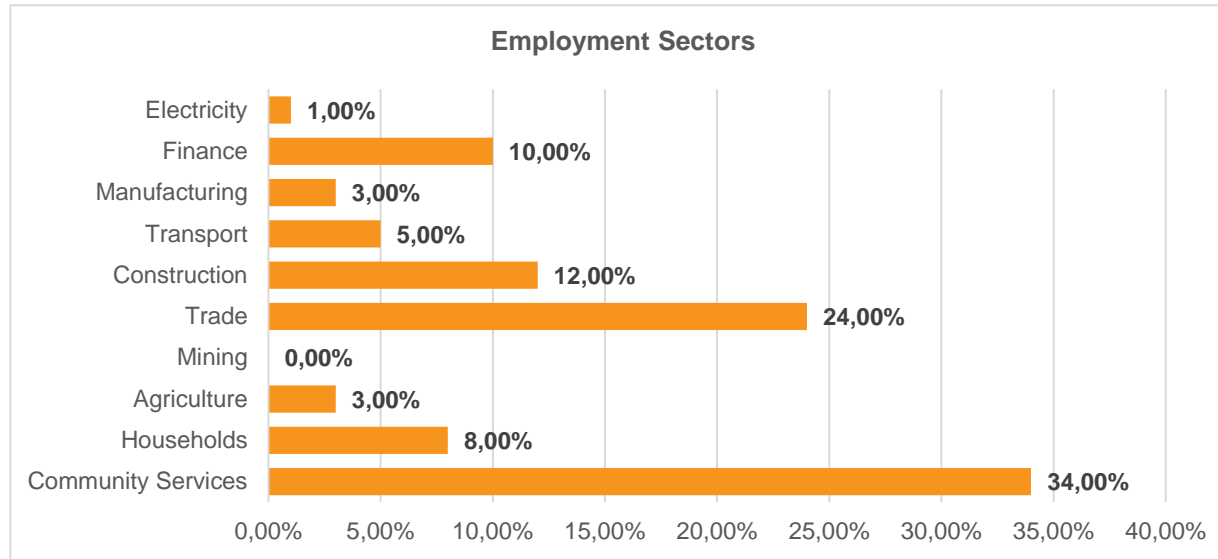


Figure 8 Employment Sectors in OR Tambo

- Labour force

District vs. Province	Economically active population	Number of unemployed	Unemployment rate (%)	Number of employed
ORT	281 334	96 723	34.4%	182 538
Eastern Cape	2 001 442	583 131	29.1%	1 422 766

3.2.2 Amathole District Municipality

This District is situated with the Eastern Coastline of the country in the south to the Amathole Mountains in the north. It is one of three municipal Districts in the Eastern Cape and is the third largest in terms of population behind OR Tambo and Nelson Mandela Metropolitan area. The District covers roughly 21 121.11 km and has a coastline of 192 km. The District is 60% rural and 40% urban which declares it as a rural district. Amathole DM is composed of six local municipalities namely:

- Amahlathi Municipality

- Raymond Mhlaba Municipality
- Ngqushwa Municipality
- Great Kei Municipality
- Mnquma Municipality
- Mbashe Municipality

Amathole District Municipality was one of the Municipalities that had a severe drought in 2018. National Government allocated R6 Billion provisional drought relief funding aimed at addressing the resistant drought in the Eastern Cape. Water and sanitation are a challenge in the Municipality; most of the communities and schools are still using pit toilets. As the district is majority rural, it makes it difficult for the municipality to render effective services to the community.

Data collected from the 2016 Community Survey and 2017 Socio-Economic Review revealed the following about the District:

- Population: 914 842
- Households: 227 000
- Gender: Males 51% Females 49%
- Education levels:

District vs. Province	No schooling	Grade 0-2	Grade 3-6	Grade 7-11	Matric	Higher
Amathole	50 600	18 500	84 200	238 000	73 700	33 920
Eastern Cape	328 000	123 000	561 000	1 892 000	841 000	373 700

- Household income: 580 000 live in poverty with nearly 20% living on less that R30 000 per annum
- Economy: GDP 8.26% contribution to the Province
- Employment sectors:

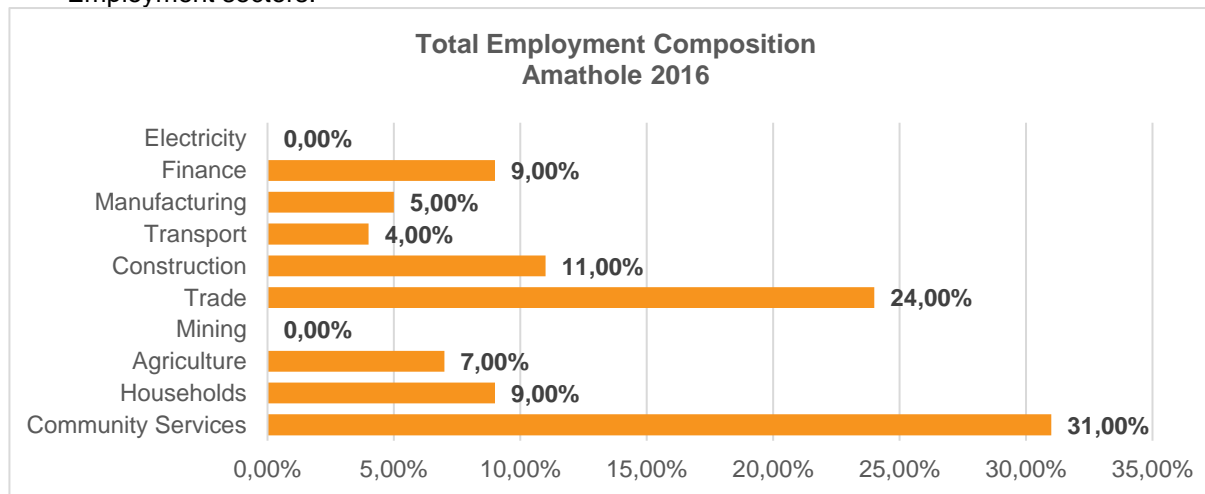


Figure 9 Employment Sectors in Amathole District

- Labour force: The economically active population was 190 000 of which 141 000 were employed

3.2.3 Chris Hani District Municipality

This District is situated on the northern region of the Eastern Cape Province and covers a surface area of 36,756 km². Only 35.2% of the district population live in areas classified as urban, while 63.8% live in predominantly rural areas. The district also shares borders with five other districts, namely, Pixley ka Seme DM, Joe Gqabi DM, Sarah Baartman DM, Amathole DM and O.R. Tambo DM. After the 2016 Local Government Election (3 August 2016), the number of local municipalities decreased from eight to six with the merger of Tsolwana LM, Inkwanca LM and Lukanji LM into a newly established municipality, Enoch Mgijima LM, which also hosts the district municipal headquarters and council chambers in Komani. The Chris Hani District is comprised of three historically distinct areas, the result of which is seen in the spatial development of the district. The former Ciskei – made up of Hewu and Glen Grey magisterial districts – and the former Transkei – which includes primarily the districts of Ngcobo, Cala, Cofimvaba, Tsomo and Lady Frere magisterial districts – are characterised by significant underdevelopment and a high level of poverty.

The balance of the Chris Hani District Municipality area is made up of former RSA magisterial districts. The settlement and land use patterns in the two former homeland areas are distinctively different. Settlement in the former Ciskei and Transkei is predominantly of the dispersed “traditional” rural village settlement type, where subsistence-farming practices (pastoral and dry land cultivation) are the dominant forms of land use activity apart from the residential function of these areas. In contrast, settlement and land use in the former RSA component of the district is largely characterised by nodal urban development (small service towns) and commercial farms.

Largely, the spatial pattern of the Study Area is characterised by a “mismatch” of separate rural and urban areas, which are nevertheless functionally interrelated and dependent on a core area like Queenstown. It is important to note that the spatially fragmented settlement pattern of the Study Area is the result of different political historical factors, as well as administrative and ideological based development initiatives implemented in the area over the last century.

The following are the names of the local municipalities that fall under Chris Hani District Municipality, with their urban nodes:

- Inxuba Yethemba LM: Cradock and Middleburg.
- Enoch Mgijima LM: Komani, Whittlesea, Tarkastad, and Hofmeyr.
- Emalahleni LM: Cacadu, Dordrecht and Indwe.
- Intsika Yethu LM: Cofimvaba and Tsomo.
- Sakhisizwe LM: Cala and Ekhowa.
- Engcobo LM: Engcobo.

Data collected from the 2016 Community Survey revealed the following about the District:

- Population 841 493
- Households 221 634
- Gender Males 48% Females 52%

- Education levels: Illiteracy rate was 165 325

District vs. Province	No schooling	Grade 0-2	Grade 3-6	Grade 7-11	Matric	Higher
Chris Hani	53 353	18 596	82 931	214 820	78 017	35 950
Eastern Cape	322 722	121 762	559 671	1 892 000	840 464	373 105

- Household income: 550 000 live in poverty and about 19% of households live on R30 000 or less per annum
- Economy: The GDP was 8% of the province
- Employment sectors: Employment is split into formal and informal sectors. Formal sector employment is measured on formal business and informal employment is measured on household-based income where no formal business has been established

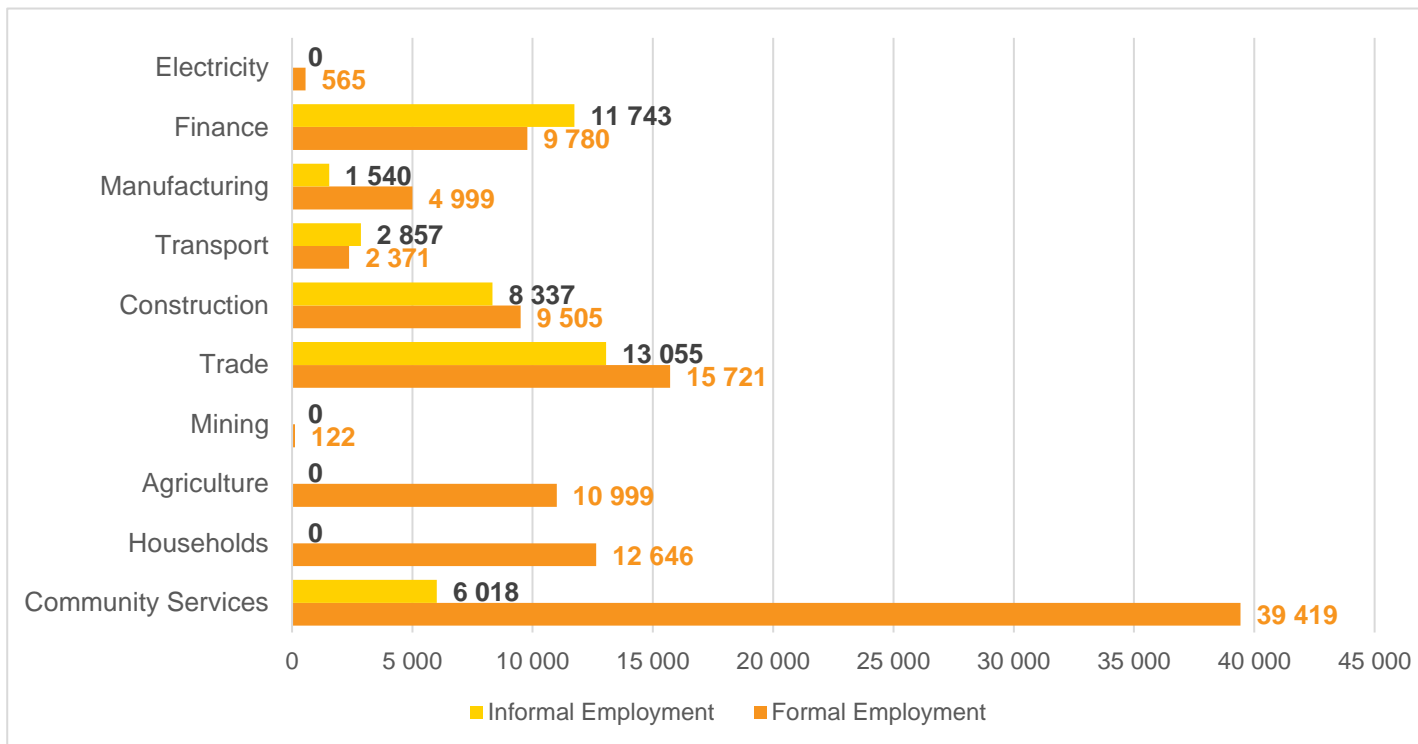


Figure 10 Employment Sectors Chris Hani District

- Labour force: The economically active population was 211 973 of which 140 267 were employed

3.2.4 Labour Sending Area Projects:

LEDLS1 – HONEY PROCESSING PLANT			
Description:	Establishment of a Honey Processing Plant		
Location:	Ngqushwa (Amathole) Eastern Cape		
Project Description and Objective:	<p>Providing a robust bee population that provides optimal pollination services to a diverse range of horticultural crops. To become a preferred service provider of bee pollination service in the Ngqushwa Municipal District.</p> <p>To help the District re-establish the bee population essential to the fertilization of farmlands, fruits and vegetables and sustain its ability to feed itself.</p>		
Target groups (beneficiaries)	The Ngqushwa Bee Keeping Association existing of 9 Co-operatives in the Ngqushwa Local Municipality area will be the beneficiary		
Assumptions	Cooperatives and Amathole District Municipality will be involved in the project		
Value contribution by AGA:	Estimated R3.0m		
Project Management and Consultancy Fee Contribution	Consultancy Fee and Project Management fee included in AGA contribution		
Value contribution by Partners:	Amathole District Municipality R2.0m and further, Non-financial support: Department of Agriculture, AgriSETA,		
Project category / type:	Income Generating		
Employment Opportunities:	38 people to be employed Permanently		
Benefit to community:	Skills development, Infrastructure Development, Job Creation, High Growth and Alternative Economy		
Stakeholders:	Cooperatives and Amathole District Municipality		
Deliverables:	Stakeholder Mapping		
Major Activities	<p>To market organic honey, beeswax, propolis</p> <p>To develop a market that wishes to benefit from the many healthy properties derived from bee-related products.</p> <p>To have a healthy queen and bee hive facility to support bee-keeping in the Ngqushwa Municipal District</p>		
Short-term			
Long Term			
Timeframe (Year)	2020	2021	2022
Budget (ZAR)	R200 000	R1 000 000	R3 800 000
Key Deliverables			

LEDLS1 – HONEY PROCESSING PLANT			
Quarter 1	Development of Memorandum of Understanding (MOU)	Procurement of service providers and equipment to be installed	Erecting and installation of process plant on site
Quarter 2	Signing Memorandum of Understanding (MOU)	Procurement of service providers and equipment to be installed	Erecting and installation of process plant on site
Quarter 3	Design and Engineering Drawings	Procurement of service providers and equipment to be installed	Implementation of production process
Quarter 4	Design and Engineering Drawings	Procurement of service providers and equipment to be installed	Commissioning of Process plant

LEDLS2 – MAVUBEZA JUNIOR SECONDARY SCHOOL	
Description:	Building of a new school in Ngqeleni
Location:	ORT Coastal District, Eastern Cape
Project Description and Objective:	Building of a new administration block, ablution facilities and 8 classrooms
Target groups (beneficiaries)	The Mavubeza Junior Primary school will be the beneficiary to the new building
Assumptions	ORT District Municipality, Department of Education, MJSS school SGB, Local SMMEs will be involved in the project
Project category / type:	Infrastructure
No of jobs that can be created:	±24 people to be employed Non-permanent
Value contribution by AGA:	R7m
Project Management and Consultancy Fee Contribution	Consultancy Fee and Project Management fee included in AGA contribution
Value contribution by Partners:	ORT Department of Education, ORT District Municipality, DMRE
Benefit to community:	Job Creation, Skills Development and Poverty Alleviation
Stakeholders:	ORT District Municipality

LEDLS2 – MAVUBEZA JUNIOR SECONDARY SCHOOL		
Deliverables:	New administration block, ablution facilities and 8 classrooms	
Major Activities	To build a new school in order to promote learning in a conducive environment for learners, improve on the quality of education, alleviate classroom overcrowding, promote learners' rights to human dignity and equality and job creation during the building phase	
Short-term	To procure suitable and skilled SMMEs and create jobs during construction phase	
Long Term	To improve on the quality of education, alleviate classroom overcrowding, promote learners' rights to human dignity and equality	
Timeframe (Year)	2022	2023
Budget	R746 000	R6 254 000
Key Deliverables		
Quarter 1	<ul style="list-style-type: none"> • Signing of Memorandum of Understanding (MOU) • Designs 	<ul style="list-style-type: none"> • Excavation • Foundation • Building of Superstructures
Quarter 2	<ul style="list-style-type: none"> • Land Surveying • Appoint Professional Quantity Surveyor (QS) • Appoint Health and Safety Consultant 	<ul style="list-style-type: none"> • Roofing • Plumbing • Ceilings
Quarter 3	<ul style="list-style-type: none"> • AGA Procurement Process 	<ul style="list-style-type: none"> • Painting • External Works
Quarter 4	<ul style="list-style-type: none"> • Site Handover • Site Establishment 	<ul style="list-style-type: none"> • Project Handover

LEDLS3 – SHILOH WINERY AND JUICE CELLAR	
Description:	Establishment of a 100-ton Winery in Whittlesea, Queenstown
Location:	Chris Hani District Municipality, Eastern Cape
Project Description and Objective:	Processing of harvested grapes into wine and grape juice
Value contribution by AGA:	R4m
Project Management and Consultancy Fee Contribution	Consultancy Fee and Project Management fee included in AGA contribution

LEDLS3 – SHILOH WINERY AND JUICE CELLAR		
Value contribution by Partners:	Chris Hani Development Agency, VinPro and FarmVision	
Project category / type:	Income Generating	
No of jobs that can be created:	To be determined	
Benefit to community:	Skills development, Infrastructure Development, Job Creation, High Growth and Alternative Economy	
Stakeholders:	Cooperatives and Chris Hani District Municipality. Land Bank and Dept of Agriculture, Eastern Cape	
Deliverables:	Wine Cellar	
Major Activities	To develop a proficient and viable organization To develop viable and sustainable rural economies To facilitate investment promotion and SMME development To facilitate development of sector – specific scarce skills To develop strong stakeholder and community engagement for increased public accountability	
Short-term		
Long Term		
Timeframe (Year)	2023	2024
Budget (ZAR)	R2 000 000	R2 000 000
Quarter 1	Development of Memorandum of Understanding (MOU).	Procurement of service providers and equipment to be installed
Quarter 2	Signing Memorandum of Understanding (MOU)	Procurement of service providers and equipment to be installed
Quarter 3	Design and Engineering Drawings	Procurement of service providers and equipment to be installed
Quarter 4	Design and Engineering Drawings	Procurement of service providers and equipment to be installed

E. Education Upliftment and Support

3.3 Early Childhood Development (EDC): Mobile Libraries

Since democracy SA has made little headway in its reading crisis. In 2016 SA ranked last out of 50 countries in the Progress in International Reading Literacy study. This study tested reading comprehension of fourth year primary schools' learners. 78% of SA learners at this level could not read properly. It is important to promote a culture of reading and make books accessible for all. Accesses to books is a serious problem in SA. The Department of Basic Education (DBE) has introduced the "Read to Lead Campaign",

which seeks to create 1000 libraries in schools in SA, out of a possible 26 000 (Willenberg, 2018). To aid with this problem, AGA is embarking on a Reading project at ECD level.

To aid the national “Read to Lead Campaign”, address the reading crisis in the country and improve literacy at an early stage, AGA CHRD will provide mobile trolley libraries for ECD centers. The objective is to improve reading starting at ECD level, which impacts future education levels.

The following constitutes the 2020 to 2024 ECD mobile libraries plan.

ECD, MOBILE LIBRARIES: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
WW PLAN	1 school	1 school	2 schools	2 schools	3 schools
LS PLAN	1 school	1 school	1 school	2 schools	2 schools

3.4 Primary School: Virtual Reality: Literacy, Maths & Science

The SA higher education system has doubled, yet the Black and Coloured population groups are under-represented (Council on Higher Education, 2018). In highly stratified systems, most students who face disadvantages could be recruited into low quality, cheap and standardised courses which does not provide a good base of skills which is critically needed for development. It was found that fields like Medicine, Mathematics, Engineering and Economics which are crucial to development may become vulnerable, while degrees which are easier and cheaper like Business Studies may grow exponentially, (Ashwin, P. & Case. J. 2018:21) thus causing a shortage of skills in SA and lack of contribution to economic development. Hence Literacy, Maths and Science projects at primary school and high school (See the plan that follows and Section 7.14) as well as issuing of Bursaries (See Section 7.7.2) become key towards building a pool of possible candidates for vulnerable fields. By providing this to primary school learners, a foundation is set to continue with Literacy, Maths and Science in high school and then into tertiary level.

For primary school learners to better understand Literacy, Maths and Science, Virtual Reality (VR) lessons are very helpful. Industry 4.0 is an unavoidable global revolution with disruptive effects and a need exists for SA to stay relevant in the global industry, (Maasz & Darwish, 2018). To contribute to this, there is a need to improve schools and technical education systems to equip people with skills to flourish in a digital age. Schools are still weak with outdated curriculum, and yet there is a need for life-long education in digital skills.

Virtual Reality (VR) simulations provide a deep understanding of the material by a learner with its further application in real life. VR makes good for the education system as the brain tends to remember 10% of what it reads, 20% of what it hears, and 90% of what it does or simulates (Think Mobiles, 2018) and this promotes lifelong learning. VR makes the traditional studying process more fascinating, where a classroom is not limited to four walls, e.g. in biology learners easily visualise the dissection of a frog, without dissecting one. VR is the universal tool to display processes, locations, historical events, etc., which is a computer-generated interactive environment which make things seem real. VR projects done in Western Cape and Kwa-Zulu Natal provinces, has demonstrated positive development in learners’ attitude and behaviour with 70% of learners indicating that VR motivates them to take Science and Maths related subjects in future, with educators easily identifying learner problems, (BusinessTech, 2018). The aim of this project is to equip schools with VR gear and relevant software in Maths & Science to aid learners to have a better grasp of Maths and Science, contributing to a pool of learners to take up Maths and Science in high school and then at tertiary level.

AGA will roll this project out over 5 years. The first year will be to investigate and prepare for the VR classrooms in the second year.

The following constitutes the 2020 to 2024 Primary school VR Literacy, Maths and Science plan.

PRIMARY SCHOOL: VIRTUAL REALITY: LITERACY, MATHS & SCIENCE: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
WW PLAN	0 schools	1 school	1 school	1 school	1 school
LS PLAN	0 schools	1 school	1 school	1 school	1 school

3.5 High School: Virtual Learning: Literacy, Maths & Science

Markus & Mhlolo (2018) found that there is a skills crisis in SA, scarce skills like Engineering are avoided by university entrants and, “This general limited pool of students in engineering remains one of the factors militating against the provision of scarce skills in gateway fields including mathematics and sciences. Acquiring skills in these two major foundational subjects have proven to be the key to averting the impending crisis.” Their study focused on high schools located in local municipalities of SA also found that learners lose interest easily due to the lack of access to basic materials and technologies needed for Maths and Science.

Due to the limited pool of students in engineering and other scarce skills pertaining to Maths and Science, AGA undertakes a Maths, Science and English/ Literacy project to better equip Grade 8 to Grade 12 learners.

E-books/Workbooks with e-bar codes covering exam related work, will be provided. Such E-books will provide access to various electronic resources such as:

- Avatars icons which links to videos for learning content.
- Links to a social network where the learners can work together with other learners as well as educators, contributing to a body of knowledge on subjects.
- A glossary including important terms for each subject is also included.

These E-books/ Workbooks provides a virtual learning for leaners, enabling them to study at their own pace. The aim of this project is to improve Maths, Science and English to prep learners for scarce skill careers.

AGA will roll this project out over 5 years. The first year will be to investigate and prepare for the VR classrooms in the second year.

The following constitutes the 2020 to 2024 High school VR Literacy, Maths and Science plan.

HIGH SCHOOL: VIRTUAL LEARNING: LITERACY, MATHS & SCIENCE: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
WW PLAN	0 schools	1 school	1 school	1 school	1 school
LS PLAN	0 schools	1 school	1 school	1 school	1 school

4. HOUSING AND LIVING CONDITIONS

A. Introduction

In terms of Housing and Living Conditions the 2010 Amended Broad Based Social-Economic Empowerment Charter Of The South African Mining And Minerals Industry states as follows:

"Housing dignity and privacy of mineworkers are the hallmarks to enhance productivity and expedite transformation in the mining industry in terms of housing and living conditions. In this regard mining companies must implement measures to improve the standards of housing and living conditions.

In this section we address Regulation 46 (c) of the MPRDA which stipulates that the contents of a social and labour plan must include:

- (iv) measures to address the housing and living conditions of the mine employees
- (v) measure to address the nutrition of the mine employees.

In accordance with the Mining Charter 2018, the Housing and Living Conditions Standard provides for the following principles:

- Housing conditions:
 - Decent and affordable housing,
 - Provision for home ownership,
 - Provision for social, physical and economic integration of human settlements, and
 - Secure tenure for mine employees in housing institutions.

- Living conditions
 - Proper healthcare services,
 - Affordable equitable and sustainable health system, and
 - Balanced nutrition.

B. Housing and Living Conditions Plan

4.1 Background

High Density residences and the need to improve the standard of accommodation within the mining industry have long been recognised as an issue requiring prioritisation and significant attention. Improving housing and living conditions is a fundamental aspect of transforming the mining industry. It is underpinned by the need to establish and maintain a sense of human dignity and respect within the workforce.

Key activities included:

- Conversion or upgrade of hostels into family units.
- Conversion of communal accommodation into single occupancy rooms.
- Facilitate affordable home ownership options for all employees.

The company's approach has been to address the challenge of the Mining Charter's requirements through the submitted Social Labour Plans. This includes consultation with organised labour through the various levels of housing forums established within the organisation. The following consultative forums have been established to consult on accommodation matters:

- Central Accommodation Forum
- West Wits Regional Accommodation Forum
- West Wits Future Forum

From 2005, the company has spent approximately R45 million in the conversion of hostels into 364 family units and a further R124 million for the development of 5093 single rooms for residents to achieve the target of one person per room at the West Wits Operations.

Significant progress in improving the housing & living conditions standards has been demonstrated and Mining Charter and MPRDA requirements have been met. Despite this, challenges remain and are recognised, as the region seeks to continuously improve and aspires for social normalisation in and around its operations.

4.2 Issues in focus

Notwithstanding the real progress made, the following challenges are highlighted:

- The region, as with the rest of the company, finds itself in a cost constrained environment.
- Declining employee numbers within life of mine plans may present an opportunity to mitigate the impact of reducing the number of private rooms.
- Employee affordability to purchase company houses remains constrained.
- Employee preference and demand for company accommodation.

In responding to these challenges, the company is considering the following approach:

4.3 AGA’s high level approach

Element	Option	Analysis
Housing and Living Conditions	Build on gains made and to seek to have progressive improvements over the next 5 years, but moving beyond compliance	<ul style="list-style-type: none"> • Seek social normalisation in a progressive and measured way • Retain focus on human dignity, but recognises constraints (primarily economic) in immediately addressing the challenges • Consideration of declining employee numbers in relation to life of mine plans and realignment of the business

Based on the analysis, the option which seeks **progressive improvement** on the gains made and **moving beyond compliance** is the recommended approach. In particular, as it maintains and strengthens focus on human dignity it is mindful of current economic conditions and seeks to manage possible unintended consequences associated with the realignment of the business and closure of shafts.

4.4 Next steps

In pursuing the above approach, the next steps are as follows:

- Continue with the following activities in pursuit of the SLP 2020 – 2024 objectives:
 - Stakeholder engagement to continue in conjunction with the recognised forums.
 - Ensure that the spirit of transformation and a focus on human dignity is embedded into the SLP.
 - Prioritisation of interventions such as promotion of home ownership by selling vacant company owned stands, existing housing stock. To this end the company has implemented a Home Ownership Scheme for all employees who qualify and are interested to purchase their company accommodation.
 - To address affordability challenges experienced by employees the company has implemented the following initiatives:
 - A refurbishment discount is provided for all employees who purchase their company house.
 - A further 10% discount is provided to employees in line with the MoU agreement signed with Organised Labour.
 - A further 5% discount is provided for every 5 years of service with the company.
 - A 10% discount is also provided for any Section 189 or voluntary separated employees (VSP).
 - Employees receive a LOA to assist them in funding their bond repayments, where applicable, when the house is registered in their name.
 - In a phased and controlled manner continue selling the existing housing stock and vacant stands to promote home ownership. The ongoing sales process for existing AGA housing stock and stands in the West Wits Operations would continue over a period of 4 years. During this time, it is envisaged that all existing AGA housing stock and vacant stands within the Merafong and Matlosana Municipal areas, could be sold to eligible AGA employees.
 - Linking interventions to life of mine plans and the realignment of the Business.
- Continue consideration of infrastructure options post closure:
 - In partnership with the relevant government departments unlock potential home ownership and business opportunities with the Incorporation of mine village areas into the Merafong Municipality.

- In partnership with the relevant government department develop vacant company owned stands for home ownership.
- Actively address the proliferation of informal settlements by ensuring that AGA employees submit proof of formal lease agreement when receiving a living out allowance
- Ensure continued engagement with formalised labour to gauge that employees requirements are adequately met.
- AGA plans to conduct a study on “ where its employees’ live to have an upto date understanding of compliance to its human resources policy requirements. AGA further through its recruitment policy ensure that at all timnes its potential employees are recruited locally as a focused stratgey to address the issue of accomodation.
- In the longer term influence the industry position
 - Mining Charter targets move beyond compliance – again embedding a spirit of transformation.
 - A more collaborative and intergrated approach by companies in SLP development to obtain leverage and maximise impact on community development and in particular housing – reducing dependence on company accommodation.
- In the longer term influence the industry position

4.5 Conclusion

The SA Operations has made significant progress in addressing accommodation challenges and seeking to reflect respect for human dignity. These challenges are, however based on a century old legacy and the company continues to build on the gains made and seeks to have progressive improvements over the next 5 years .A deliberate plan of selling company houses to employees at discounted rates will, together with the living out allowance, sustainably yield the intended objectives of affordable housing and dignified living conditions

Furthermore, a broader industry alignment of SLPs and a greater collaborative approach is likely to drive greater impact in community housing and development.

C. Nutrition

AngloGold Ashanti has for several years been active in this field and the current status is 18 000 kilojoules per person per day which exceeds the Chamber of Mines benchmark of 13 000 kilojoules as indicated in the Research Organisation reference report No. 11/91 to establish the energy requirements of underground workers.

AGA regularly carries out dietary analysis of menus to ascertain that it adequately caters for the energy and nutritional requirements of workers. Benchmarking and internal and external reviews are conducted on a scheduled basis. Meal participation trends and waste are also monitored on a monthly basis to determine wastage and unpopular menu items.

Established forums, where employee representatives form part of menu planning and meet with Residences management on a regular basis to discuss menu and meal issues.

5. EMPLOYMENT EQUITY

A. Introduction

AngloGold Ashanti fully subscribes to the principles of Mining Charter III that aims to give effect to the Section 100 (2)(a) of the MPRDA, by facilitating sustainable transformation, growth and development of the mining industry.

Recognising that transformation within the mining industry remains an imperative AngloGold Ashanti believes that Employment Equity is an integral part of building an effective and representative workforce that will ensure diversity as well as participation of HDPs at all decision-making positions. At the end of July 2019, 60% of total management AngloGold Ashanti were categorized as being HDP, this compared with the Mining Charter II targets of having 40% of management being HDP. Over the past years AngloGold Ashanti has engaged in various measures to integrate women into mining and at present, women represent 18% of AngloGold Ashanti workforce.

Consistent with the Employment Equity Act, workplace diversity and equitable representation at all levels, AngloGold Ashanti will direct effort to identifying HDPs with talent and then provide accelerated training and development initiatives to assist their progression to achieve a minimum threshold of Historically Disadvantaged Persons that reflects the national demographics. AngloGold Ashanti will report to the Department of Labour (DoL) annually in respect of its Employment Equity progress. Concurrently, AngloGold Ashanti will report progress in terms of HDP in Management to the DMR as reflected currently in the Mining Charter III; the current AGA's HDPs participation in management is 60%. The company is committed to improve HDP representation to 68% on Management levels and for female representation on Management level to 30%.

MINING CHARTER III SCORECARD							
Element	Compliance Target				AGA Progress & Status as at July 2019		
	CATEGORY	TOTAL TARGET	FEMALE TARGET	OVERALL TARGET	ACTUAL TOTAL	ACTUAL FEMALE	OVERALL ACTUAL
Employment Equity	Board	50%	25%	30%	45%	27%	69%
	Executive management	50%	20%		43%	29%	
	Senior management	60%	25%		43%	19%	
	Middle management	60%	25%		54%	35%	
	Junior management	70%	30%		63%	20%	
	Employees with Disabilities	1.5%			0.1%		
	Core and Critical skills	60%			54%		

B. Employment Equity Plan

The five-year EE Plan has been developed to be consistent with the Employment Equity Act (EEA), workplace diversity and equitable representation at all levels as catalysts for social cohesion, transformation and competitiveness. To create a diverse workplace, as well as ensure participation of Historically Disadvantaged Persons at all decision-making positions; and core occupational categories in the mining industry, a mining right holder must achieve a minimum threshold of Historically Disadvantaged Persons that reflects the provincial or national demographics in the following manner:

BOARD:	A minimum of 50% Historically Disadvantaged Persons with exercisable voting rights, proportionally represented in terms of provincial or national demographics, 20% of which must be women.
EXECUTIVE MANAGEMENT:	A minimum of 50% Historically Disadvantaged Persons at the executive director level as a percentage of all executive directors proportionally represented in terms of provincial or national demographics, 20% of which must be women.
SENIOR MANAGEMENT:	A minimum of 60% Historically Disadvantaged Persons in Senior Management proportionally represented in terms of provincial or national demographics, 25% of which must be women.
MIDDLE MANAGEMENT:	A minimum of 60% of Historically Disadvantaged Persons in Middle Management proportionally represented in terms of provincial or national demographics, 25% of which must be women.
JUNIOR MANAGEMENT:	A minimum of 70% Historically Disadvantaged Persons in Junior Management proportionally represented in terms of provincial or national demographics, 30% of which must be women.

5.1 Methodology:

The following guiding principles were applied when developing the Employment Equity (EE) Plans for the 2019 – 2024 period:

1. Our approach is to align the company Employment Equity targets to the Mining Charter targets over a period of five years (2019 – 2024) to be compliant as required, considering the EEA and the MPRDA.
2. Employment Equity numerical targets have been applied with respect to EAP guidelines, and the workforce analysis as at May 2019.
3. Business Plan 2019 to 2024 has been considered with respect to the workplace profile at all management levels. (BP under review at the time of determining the EE targets and goals).
4. The targets were set from the Talent Management Pool of employees including the Skills required, which will be supported by the Human Resources Development (HRD) Plans.
5. Recruit and select suitably qualified individuals from the designated groups.

5.2 Company Workforce Profile

The following Mining Charter definitions have been customised in line with the company's reporting in terms of the EE Act.

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

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

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

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

Designated Employees includes African, Coloured, Indian and White Females.

Non-Designated Employees includes White Females and Foreign Nationals

5.2.1 AngloGold Ashanti Board of Directors as at 31 July 2019

AngloGold Ashanti Board of Directors as at 31 July 2019											
Occupational Levels	Males			Females				Male	Foreign National		Total
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female	
AGA Board	1	1	0	1	0	1	1	0	5	1	11
Grand Total	9%	9%	0%	9%	0%	9%	9%	0%	46%	9%	

5.2.2 AngloGold Ashanti Management Levels as at 31 July 2019

AngloGold Ashanti Workforce Profile as at 31 July 2019												
Occupational Levels	Designated							Non-Designated			Total	Actual HDP %
	Male			Female				Male	Foreign Nationals			
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female		
Top Management	1	0	0	1	0	1	0	1	2	1	7	43%
Senior Management	21	4	11	7	3	6	11	75	6	1	145	43%
Middle Management	53	10	10	40	7	12	71	154	12	5	374	54%
Junior Management	609	19	3	141	13	7	127	438	108	1	1466	63%

5.2.3 Corporate Office Management Levels as at 31 July 2019

Corporate Office Workforce Profile as at 31 July 2019												
Occupational Levels	Designated							Non-Designated			Total	Actual HDP %
	Male			Female				Male	Foreign Nationals			
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female		
Top Management	1	0	0	1	0	1	0	1	2	1	7	43%
Senior Management	11	2	8	6	3	6	9	61	6	1	113	40%
Middle Management	19	5	8	22	6	8	39	55	9	5	176	61%

Corporate Office Workforce Profile as at 31 July 2019												
Occupational Levels	Designated							Non-Designated			Total	Actual HDP %
	Male			Female				Male	Foreign Nationals			
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female		
Junior Management	25	2	1	23	10	5	52	9	2	0	129	92%

5.2.4 SA Operations Management Levels as at 31 July 2019

SA Operations Workforce Profile as at 31 July 2019												
Occupational Levels	Designated							Non-Designated			Total	Actual HDP %
	Male			Female				Male	Foreign Nationals			
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female		
Senior Management	10	2	3	1	0	0	2	14	0	0	32	56%
Middle Management	34	5	2	18	1	4	32	99	3	0	198	49%
Junior Management	584	17	2	118	3	2	75	429	106	1	1337	60%

5.3 Gap Analysis

The following table illustrates the shortfall in terms of headcount for historical disadvantage persons and females across all management levels in order to meet the prescribed Mining Charter 5-year numerical targets.

5.3.1 AngloGold Ashanti Gap Analysis for Management Levels: Historical Disadvantage Persons and Females

Gap Analysis for both HDP & Females based on July 2019 Workforce Profile									
AGA HDP Actual								Shortfall	
Occupational Levels	Total AGA	Total HDP	Actual HDP %	MC HDP Targets	Designated Females	Designated Female %	MC Female Target	HDP	Female
Board	11	5	45%	50%	3	27%	20%	-1	0
Top Management	7	3	43%	50%	2	29%	20%	-1	0
Senior Management	145	63	43%	60%	27	19%	25%	-24	-9
Middle Management	374	203	54%	60%	130	35%	25%	-21	0
Junior Management	1466	919	63%	70%	288	20%	30%	-107	-152

5.4 5 Year Progress Target Achievement Indicator

The 2020 - 2024 EE Plan has been developed according to the guiding principles as outlined in the implementation guidelines issued by the DMR.

The outline in the following two tables is a percentage (%) based estimation on what to achieve year on year to reach the Mining Charter Employment Equity targets within the next five years. The following key assumptions has been used to derive the 5 Year EE Plan:

- Goals at the end of 2024 are based on the 2019 to 2024 Business Plan (BP under review at the time of determining the EE targets and goals).
- Talent Management and HRD strategy is aligned to the EE Plan.
- Recruitment and selection strategy is aligned to the EE Plan.
- Governance structures are established, and all stakeholders will be engaging in good faith.

5 Year Progress Target Achievement Indicator for HDP based on May 2019 Workforce Profile						
Occupational Levels	Start Month Profile HDP	2020	2021	2022	2023	2024
		Year 1	Year 2	Year 3	Year 4	Year 5
Board	33%	45%	45%	45%	45%	50%
Top Management	43%	43%	43%	43%	43%	57%
Senior Management	44%	47%	50%	53%	57%	60%
Middle Management	55%	56%	57%	58%	59%	60%
Junior Management	62%	66%	66%	67%	68%	70%

5 Year Progress Target Achievement Indicator Females based on May 2019 Workforce Profile						
Occupational Levels	Start Month Profile Female	2020	2021	2022	2023	2024
		Year 1	Year 2	Year 3	Year 4	Year 5
Board	17%	27%	27%	27%	27%	27%
Top Management	29%	29%	29%	29%	29%	29%
Senior Management	18%	19%	21%	21%	23%	25%
Middle Management	35%	36%	37%	37%	37%	36%
Junior Management	20%	25%	27%	27%	28%	30%

The following tables shows year-on-year progress achievement targets for the period 2020 – 2024

Progress Target Achievement Indicator for 2020 - Year One (1)												
Occupational Levels	Designated							Non-Designated			Total	Actual HDP %
	Male			Female				Male	Foreign Nationals			
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female		
Top Management	14%	0%	0%	14%	0%	14%	0%	14%	29%	14%	100%	43%
Senior Management	16%	3%	9%	6%	2%	4%	8%	49%	4%	1%	100%	47%
Middle Management	14%	3%	3%	11%	2%	3%	20%	40%	3%	1%	100%	56%
Junior Management	39%	2%	1%	15%	1%	1%	8%	27%	7%	0%	100%	66%

Progress Target Achievement Indicator for 2021 - Year Two (2)												
Occupational Levels	Designated							Non-Designated			Total	Actual HDP %
	Male			Female				Male	Foreign Nationals			
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female		
Top Management	14%	0%	0%	14%	0%	14%	0%	14%	29%	14%	100%	43%
Senior Management	17%	4%	9%	7%	2%	4%	8%	47%	2%	1%	100%	50%
Middle Management	15%	3%	3%	11%	2%	3%	20%	39%	3%	1%	100%	57%
Junior Management	38%	2%	1%	16%	1%	1%	8%	27%	7%	0%	100%	66%

Progress Target Achievement Indicator for 2022 - Year Three (3)												
Occupational Levels	Designated							Non-Designated			Total	Actual HDP %
	Male			Female				Male	Foreign Nationals			
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female		
Top Management	14%	0%	0%	14%	0%	14%	0%	14%	29%	14%	100%	43%
Senior Management	18%	4%	9%	7%	2%	4%	8%	44%	2%	1%	100%	53%
Middle Management	15%	3%	3%	11%	2%	3%	19%	38%	3%	1%	100%	58%
Junior Management	37%	2%	1%	16%	2%	1%	8%	27%	6%	0%	100%	67%

Progress Target Achievement Indicator for 2023 - Year Four (4)												
Occupational Levels	Designated							Non-Designated			Total	Actual HDP %
	Male			Female				Male	Foreign Nationals			
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female		
Top Management	14%	0%	0%	14%	0%	14%	0%	14%	29%	14%	100%	43%
Senior Management	20%	4%	10%	7%	3%	4%	9%	40%	2%	1%	100%	57%
Middle Management	16%	3%	3%	11%	3%	3%	20%	37%	3%	1%	100%	59%
Junior Management	36%	2%	1%	16%	2%	2%	8%	27%	5%	0%	100%	68%

Progress Target Achievement Indicator for 2024 - Year Five (5)												
Occupational Levels	Designated							Non-Designated			Total	Actual HDP %
	Male			Female				Male	Foreign Nationals			
	African	Coloured	Indian	African	Coloured	Indian	White	White	Male	Female		
Top Management	14%	14%	0%	14%	0%	14%	0%	14%	14%	14%	100%	57%
Senior Management	21%	5%	10%	8%	3%	5%	9%	37%	2%	1%	100%	60%
Middle Management	16%	4%	3%	11%	3%	3%	18%	36%	3%	1%	100%	60%
Junior Management	37%	2%	1%	16%	3%	2%	9%	28%	2%	0%	100%	70%

5.5 Women In Mining

AngloGold Ashanti is committed to offering females an equal opportunity to participate at all levels and promotes Gender Equity as a critical part for economic growth and wealth creation in South Africa. WIM is an essential element of the Human Resources strategy, which aims to attract, develop and retain talent. A number of initiatives are in place to increase the number of women in mining and to address their particular needs, including the physical aspects, health, work culture and workplace environment. As illustrated in the following table, women currently constitute 18% of the total workforce. Only 10% are women in mining (women in technical positions).

AGA Women In Mining Actual as at July 2019								
Occupational Levels	Female				Total Local Females	Foreign National Female	Total	%WIM
	A	C	I	W				
Top Management	1	0	1	0	2	1	3	18% of women against the total workforce of 7072
Senior management	7	3	6	11	27	1	28	
Professionally qualified...management	40	7	12	71	130	5	135	
Skilled technical...superintendents	141	13	7	127	288	1	289	

AGA Women In Mining Actual as at July 2019								
Occupational Levels	Female				Total Local Females	Foreign National	Total	%WIM
	A	C	I	W		Female		
Semi-skilled... decision making	242	3	1	26	272	0	272	
Unskilled & defined dec.. making	511	2	0	1	514	18	532	
Total Permanent	942	28	27	236	1233	26	1259	
Non-permanent employees	43	0	0	12	55	0	55	
GRAND TOTAL	985	28	27	248	1288	26	1314	

Table 5.4 illustrated targets envisaged for females on the management levels.

AngloGold Ashanti will make efforts to recruit, develop and retain women and developed the strategies to enhance female representation. These strategies include:

- Recruitment initiatives that will provides the opportunity for females to enter the mining environment.
- Provision will be made within the skills development and training programmes, with a view to developing the pool of female talent within the industry. These include opportunities for females within core training programmes, learnerships programmes, bursaries and internships.

5.6 Governance Structure

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

The Committees established are as follows:

- The Social, Ethics and Transformation Sub-Board Committee, which is at Board level,
- Employment Equity and Skills Development Committee, which is at Regional level,
- Skills Development and EE Committees, which are at the respective Business Units branch level.

C. Conclusion

The Five-Year Employment Equity Plan provides a framework and guidelines for implementation that will ensure and secure compliance as provided for in the MPRDA. This approach is also in support of the company values and in the spirit of transformation.

6. PROCUREMENT, SUPPLIER AND ENTERPRISE DEVELOPMENT

A. Context and Background

AngloGold Ashanti is required to promote economic growth through the development or nurturing of small, medium and micro enterprises and suppliers of mining goods and services. Procurement of South African manufactured goods and services provide opportunities for expanding economic growth, creating decent jobs and widening market access to the country's goods and services.

In this section we address Regulation 46 (c) of the MPRDA which requires that the contents of a Social and Labour Plan must:

“Provide a plan for the progression of procurement from HDP companies in terms of capital goods, services and consumables.”

The following table details the Mining Charter 2018 requirements and targets for the Inclusive Procurement, Supplier and Enterprise Development, against the West Wits 2018 procurement spend. This analysis is done to determine the position from which West Wits was performing in relation to the Mining Charter 2018 targets:

TABLE 1: MINING CHARTER III SCORECARD							
Element	Compliance Target			AGA West Wits Gap Analysis 2018 Procurement Spend			
	CATEGORY	TARGET	OVERALL TARGET	ACTUAL	OVERALL ACTUAL		
Procurement, Supplier and Enterprise Development	70% locally manufactured Mining goods	21% HDS Owned	40%	35%	15%	33%	
		5% Women/Youth Owned		6%			
		44% BEE Compliant		53%			
	80% Services	50% HDS		28%			
		15% Women Owned		5%			
		5% Youth Owned		7%			
		10% BEE Compliant		37%			
	Research & Development	70% SA based facilities		Require clarity			0%
	Sample Analysis	100% SA based facilities		100%			2.5%

B. Procurement Progression Plan

Post gazettement of Mining Charter III in 2018, a gap analysis was conducted, and areas of improvement identified in line with the prescripts of the new charter. In line with the compliance requirements as per MC guidelines, the Inclusive Procurement Five-Year Progressive Plan 2019-2023 was defined and submitted to the DMR on 29 March 2019. The aim of this plan was to close the MC II gap, indicating progressive implementation of inclusive procurement targets within a period of five (5) years as outlined in the transitional arrangements.

The following table represents the procurement progression plan for the SLP 2020-2024. The targets for year 5 of the SLP 2020-2024 are reflected the same as those of year 4, to maintain consistency to the Mining Charter 2018 Inclusive Procurement Five-Year Progressive Plan 2019-2023.

TABLE 2: PROCUREMENT - 5 YEAR PROGRESSION PLAN 2020-2024													
ELEMENT	ELEMENT DESCRIPTION	COMPLIANCE TARGET BY END OF TRANSITION PERIOD		MEASURE	MINING CHARTER III Targets	2019 MC III Target	Yr 1 2020	Yr 2 2021	Yr 3 2022	Yr 4 2023	Yr 5 2024	Weight	
Inclusive Procurement, Supplier & Enterprise Development	Total procurement budget expenditure on goods and services	Procure 70% locally manufactured mining goods with a 60% local content Yr 1 - 10% Yr 2 - 20% Yr 3 - 35% Yr 4 - 50% Yr 5 - 70% of Procurement budget	10%	21% of the total mining goods procurement budget must be spent on South African manufactured goods produced by Historically Disadvantaged Persons owned and controlled companies	≥51% Black Owned Companies	21%	3%	6%	11%	15%	21%	21%	5%
				5% of the total mining goods procurement budget must be spent on South African manufactured goods produced by women owned and controlled company, or youth owned and controlled companies	≥51% Black Women Owned Companies and/or ≥51% Black Youth Owned Companies	5%	1%	1%	3%	4%	5%	5%	5%
				44% of the total mining goods procurement budget must be spent on South African manufactured goods produced by BEE compliant companies	≥26%BO BBBE levels 1,2,3,4	44%	6%	13%	22%	31%	44%	44%	5%
						10%	20%	36%	50%	70%	70%		
	80% Services Yr 1 - 70% Y2 - 80% of the Procurement budget	70%	50% of the total services budget must be spent on services supplied by Historically Disadvantaged Persons	≥51% Black Owned Companies	50%		50%	50%	50%	50%	50%	50%	5%
			15% of the total services budget must be spent on services supplied by women owned and controlled companies	≥51% Black Women Owned Companies	15%		15%	15%	15%	15%	15%	15%	5%
			5% of the total services budget must be spent on services supplied by youth owned and controlled companies	≥51% Black Youth Owned Companies, for the duration of the procurement contract	5%		5%	5%	5%	5%	5%	5%	5%
			10% of the total services budget must be spent on services supplied by BEE compliant companies	≥26%BO BBBE levels 1,2,3,4	10%		10%	10%	10%	10%	10%	10%	5%
							80%	80%	80%	80%	80%		

TABLE 2: PROCUREMENT - 5 YEAR PROGRESSION PLAN 2020-2024											
ELEMENT	ELEMENT DESCRIPTION	COMPLIANCE TARGET BY END OF TRANSITION PERIOD	MEASURE	MINING CHARTER III Targets	2019 MC III Target	Yr 1 2020	Yr 2 2021	Yr 3 2022	Yr 4 2023	Yr 5 2024	Weight
	Research & Development		A minimum of 70% of total research and development budget to be on South Africa based research and development entities, either in public or private sector.	Vendors that do Research and Development						70%	2.5%
	Sample Analysis		Utilise South African based facilities or companies for the analysis of 100% of all mineral sampled across the mining value chain	Where a mining right holder needs to use foreign based facilities or companies, the mining right holder must obtain the prior written consent of the Minister.						100%	2.5%
Total Inputs to the DMR Scorecard											40%

AGA has developed an Inclusive Procurement policy that will give effect to the vision, mission, and strategic objectives of the company and to specifically align its procurement and supply chain activities with the economic transformation objectives of the,

- Broad-Based Socio-Economic Empowerment Charter for the mining industry, both in terms of spirit and legislative requirements; and the
- Broad-Based Black Economic Empowerment (BBBEE) Act No 53 of 2003

The broad objectives of the policy are to:

- Ensure that all procurement and supply chain processes are seen to be accessible, fair and inclusive.
- Promote accelerated transformation by setting annual preferential procurement spend targets which will be pursued aggressively and reported on by all business units. Further, promote accelerated transformation by including preferential procurement as an element in the performance management systems for all general managers of operation and managers.
- Promote local spend within communities in which AGA operates by setting, pursuing and tracking annual local procurement spend targets for each of the operations.

In the review of the AGA Preferential Procurement Plan, cognizance will always be given to this policy.

Furthermore, a monthly steering committee has been set up to give comprehensive assistance and guidance to ensure the infusion of the spirit of the mining charter in AGAs procurement processes. A guideline is being drafted to support AGA employees in procurement role to give effect to the Inclusive Procurement Policy.

6.1 AGA Inclusive Procurement Strategy

Pursuant to achieve the Mining Charter 2018 targets and the progression plan outlined in table 2, AngloGold Ashanti has formulated a strategy which is aimed at promoting participation of Black Owned (BO), Black Women Owned (BWO), Youth Owned and Host Community entities in our value chain and leveraging on the Enterprise and Supplier Development Programme/Strategy.

1. **Black Ownership:** Targeting existing non-compliant companies to transform their Black ownership;
2. **Capacitation:** Increasing spend with BEE companies greater than 51% BO and Youth Owned Businesses;
3. **Sourcing:** Initiating sourcing projects with tenders issued to the market with the view of awarding to BEE companies; and
4. **Development:** Improving the ability of Black companies to take on additional work by upskilling the entrepreneurs with technical, business and financial skills.

The key initiatives to advance procurement transformation requires AGA to continuously improve on creating access to local suppliers; promoting equitable internal procurement processes; and an integrated Enterprise and Supplier Development Programme/Strategy.

Based on the 2018 spend gap analysis, the following targets are an indication of the spend values in relation to the procurement progressive plan on table 2. In 2018, the Total Non-Discretionary procurement spend for Mining Goods was R952 855 667 and Services was R904 537 846.

MEASURE	MINING CHARTER III TARGETS	2019 MINING CHARTER III TARGET		Yr 1 2020 PLAN		Yr 2 2021 PLAN		Yr 3 2022 PLAN		Yr 4 2023 PLAN		Yr 5 2024 PLAN		Weight
		%	Spend Target (Rs)	%	Spend Target (Rs)	%	Spend Target (Rs)	%	Spend Target (Rs)	%	Spend Target (Rs)	%	Spend Target (Rs)	
≥51% Black Owned Companies	21%	3%	28 585 670	6%	57 171 340	11%	100 049 845	15%	142 928 350	21%	200 099 690	21%	200 099 690	5%
≥51% Black Women Owned Companies and/or ≥51% Black Youth Owned Companies	5%	1%	6 806 112	1%	13 612 224	3%	23 821 392	4%	34 030 560	5%	47 642 783	5%	47 642 783	5%
≥26%BO BBBE levels 1,2,3,4	44%	6%	59 893 785	13%	119 787 570	22%	209 628 247	31%	299 468 924	44%	419 256 494	44%	419 256 494	5%
		10%		20%		35%		50%		70%		70%		
≥51% Black Owned Companies	50%		416 874 354	50%	476 427 834	50%	476 427 834	50%	476 427 834	50%	476 427 834	50%	476 427 834	5%
≥51% Black Women Owned Companies	15%		125 062 306	15%	142 928 350	15%	142 928 350	15%	142 928 350	15%	142 928 350	15%	142 928 350	5%
≥51% Black Youth Owned Companies, for the duration of the procurement contract	5%		41 687 435	5%	47 642 783	5%	47 642 783	5%	47 642 783	5%	47 642 783	5%	47 642 783	5%
≥26%BO BBBEE levels 1,2,3,4	10%		83 374 871	10%	95 285 567	10%	95 285 567	10%	95 285 567	10%	95 285 567	10%	95 285 567	5%
				80%		80%		80%		80%		80%		

C. AGA approach to Enterprise and Supplier Development

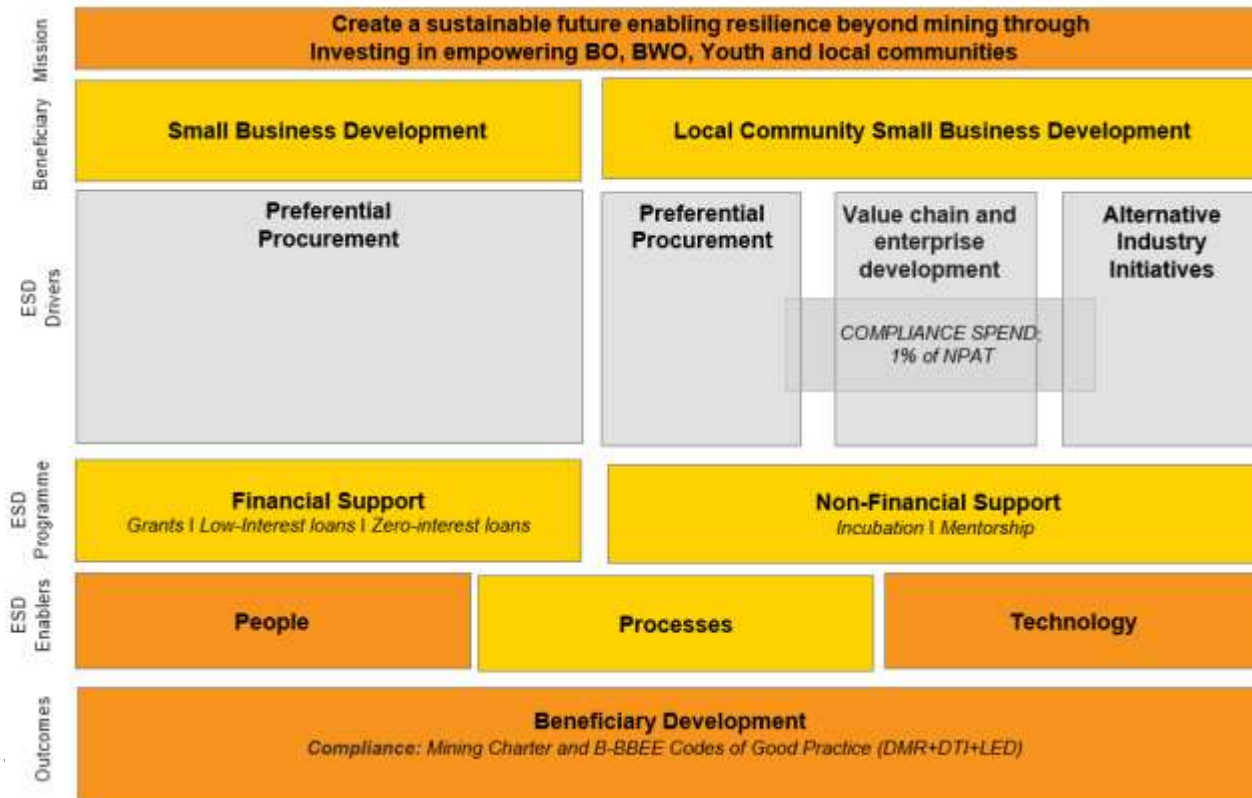
AngloGold Ashanti recognises and acknowledges that our existence and competitiveness is linked to the success of the communities in which we operate. Access to business opportunities can fundamentally improve community resilience by reducing poverty, unemployment and inequality. The company believes that creating mutual value with communities can be driven by local procurement, within the context of the Mining Charter and other important regulatory provisions.

Our approach to local procurement is predicated on our intent to enable meaningful and sustainable local business development; AGA seeks to increase local participation in the supply chain activities by accelerating local business development and local procurement which supports both business success and thriving local economies with empowered communities.

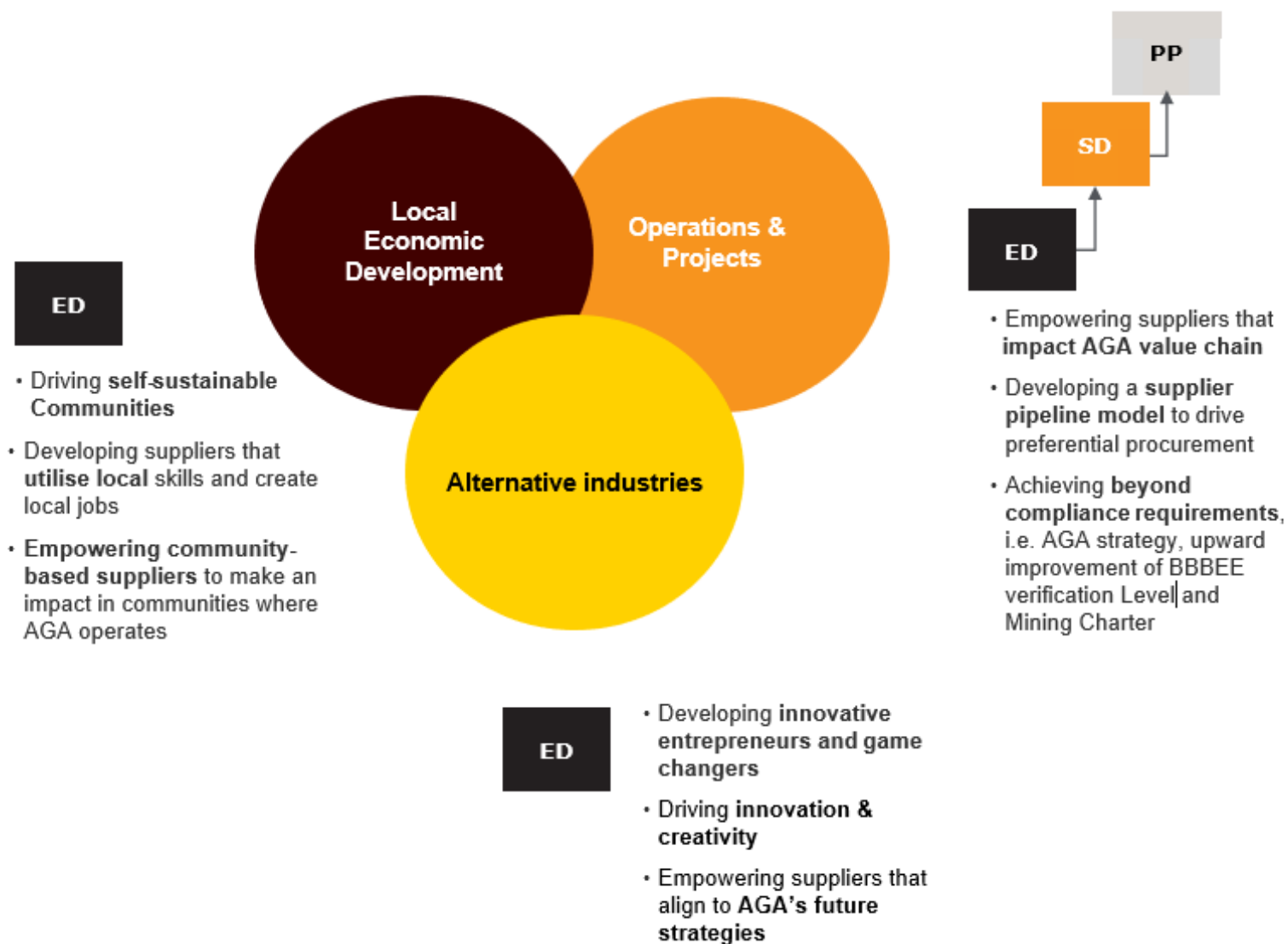
AGA has renewed its Socio-Economic approach by mapping out strategic focus areas, in so doing creating shared value and sustainable futures through:

- Developing and executing local business development plans to drive local procurement.
- Enabling local businesses and skills development for sustainable performance.
- Enabling supplier diversification for resilience beyond life of mine.
- Building local skills and capability to strengthen the value chain and establishment of strategic partnerships.
- Land and Infrastructure Initiatives for alternative industry initiatives.

6.2 AGA Enterprise and Supplier Development Strategy



6.2.1 Ensuring Support to Host Community Small Medium and Micro Enterprises



The Merafong City Local Municipality through its Integrated Development Plan (IDP) and its Growth and Development Strategy (GDS) has prioritised Enterprise and Supplier Development as one of the key strategic objectives for local economic development and job creation. The GDS includes an Enterprise Development Strategy with the long-term vision: *“To create a “new” economy for Merafong loose from mining based on the existing development opportunities in Merafong and to direct and enhance the current resources to promote sustainable, diversified and effective economic development at the local level creating employment and income for the people and business.”*

The following strategies are included:

Strategy 1 – Establishment of a business-friendly environment

Strategy 2 – Business support Centre

Strategy 3 – Access to finance

Strategy 4 – Business development essentials

Strategy 5 – Developing a new future for business

6.2.2 Strategy 1: Establishment of a Business-Friendly Environment

To give effect to AGA Enterprise & Supplier Development Strategy, AGA has established Enterprise Development Center’s (EDC) in the host community of Merafong City Local Municipality. In the labour sending areas (OR Tambo, Amathole and Chris Hani Districts) an Implementing Agents have been identified to offer Enterprise Development support and referral for business proposals to Masakhisane fund consideration.

6.2.3 Strategy 2: Business Support Centre

The Centres renders business support and services such as: ICT, access to business advise, business concept development, business plans, access to finance, enterprise development, incubation and capacity building to name a few. In 2017, AGA adopted a referral model, similar to the models used by the Jozi SME Hub and Transnet, that had proved to be very successful and cost effective. A multi-disciplinary partnership was created comprised of commercial banks, development funding institutions, venture capitalists and government enterprise development agencies. Each of these agencies offers their services at no cost and is aligned to their own mandates. AGA assumes the overall responsibility for the management of the center and the referral of clients to the appropriate partner / service provider. To facilitate the service delivery arrangements with each partner, AGA will sign co-location agreements to secure the level of commitment by all parties; to provide a “one stop support center” for the SMMEs are being signed with government agencies such as SEDA, SEFA, IDC, GEP etc. commercial banks and other funding institutions; to provide a “one stop support center” for the SMMEs.

Co-locators

Various agencies and funding institutions expressed interest in co-locating at the EDC in order to create a “one-stop shop” for new and existing entrepreneurs. Colocation agreements are in place with the Small Enterprise Development Agency (SEDA), National Empowerment Fund (NEF), and Department of Small Business Development (DSBD). In the Labour Sending Area of the Eastern Cape,

AGA has signed a colocation agreement with the SEDA branch in Mthatha in October 2018.

Consultations for collaborative efforts with peer mining houses, commercial banks and business development agencies are in progress as suggested in the Mining Charter, to creating mutual value for our communities within the context of the applicable regulatory framework.

The following table constitutes the 2020 to 2024 plan for SMMEs' support through the EDC:

EDC DEVELOPMENT PROGRAMME PLAN					
YEAR	2020	2021	2022	2023	2024
CIPC Registration	40	40	40	40	40
Access to Procurement Platforms	40	40	40	40	40
Business Plan Development	6	6	6	6	6
Training and Workshops	4	4	4	4	4
<i>WW Entrepreneurial skills training</i>	50	50	50	50	50

Note that the training plan is aligned to the WW Entrepreneurial skills training under HRD 7.4.2 defined in detail.

6.2.4 Strategy 3: SMME Access to Finance

AngloGold Ashanti has established access to finance for SMMEs in host communities (Merafong, Matlosana) including Labour Sending Areas of AGA.

Masakhisane (Pty) Ltd was approved by AngloGold Ashanti (AGA) in March 2014 effectively investing in communities. The Masakhisane objectives are aligned and in support of the developed Socio-Economic Development Framework guiding SLP developments and implementation into the future. The overall objective of Masakhisane is to enhance the economic participation of local black owned businesses and entrepreneurs addressing unemployment, poverty and inequality beyond direct compliance (SLP) commitments. The elements of the Masakhisane model are based on sound financial principles where credit is recycled, and cash flows are prioritized.

AGA had previously committed R 51.3m from the SLP 2010-2014 which was revised in the SLP 2015-2019. The loan repayments forms part of the revolving plan which is thereof rolled over into the SLP 2020-2024. The funding programme initially did not deliver the anticipated success, and the progress rate was not at the expected levels for several reasons.

Challenges

1. Most companies were start-ups.
2. The quality of business plans and proposals was not adequate.
3. Post funding, we learnt that the business plans were limiting in relation to the actual business requirements, or was not aligned to the actual market, technical and financial feasibility.
4. SMMEs have a sense of entitlement towards funds made available through Masakhisane.
5. The money was not used for the intended application/purpose. Most of the SMMEs did not send proof of purchases they made from the loan for reconciliation.
6. Lack of business acumen by the SMMEs. Several assisted small businesses are not sustainable resulting in their closure.

7. Emerging entrepreneurs are politically involved. There is a lack of commitment from such entrepreneurs.
8. Masakhisane as an enterprise funding initiative is experiencing loan repayment defaults by the SMMEs. The businesses are not doing well as was projected in the business plans, poor cashflow management, products and services not marketable as projected and using the sales proceeds for personal use.
9. Dependency on AGA to market on the SMMEs behalf.
10. Time constraints towards commitment on the Mentorship programme. The mentors are voluntary AGA employees with business deliverables as priorities.
11. Lack of support from the AGA's Procurement department for SMMEs contracted.

Strategy for improvement

We have relooked our ESD and funding model to improve on the challenges above. Going forward, the plan is to direct and enhance the current resources to promote sustainable host community businesses. The success of thriving businesses is to implement an integrated approach of the 5 strategies as opposed to applying them in isolation; from when an SMME visits the EDC for the first time to when they are fully fledged suppliers.

1. Apply Entrepreneur assessment tools – Analytical Assessments will be performed for each EDC client to determine a prospective entrepreneur's skills and recommends areas for improvement to fortify successful entrepreneurship.
2. Provide entrepreneurial training for candidates that have assessment results showing an interest and demonstrate their ability to create a new venture. The candidates will be trained on enhancing their business skills, business plan compiling and financial management.
3. To ensure that the entrepreneur is prepared for the challenges that comes with starting and sustaining a business, on completion of the training, we'll apply business readiness assessment tools to determine their readiness to start a business.
4. Ensure that Business Compliance, Legal Requirements and Obligations (CIPC, SARS, Labour, Legislature, Banking etc) are adhered to.
5. Successful candidates with a defined and established market will be directed to apply for Masakhisane funding.
6. Where AGA has identified procurement opportunities, this pool of entrepreneurs will be made available for the new entrant process.

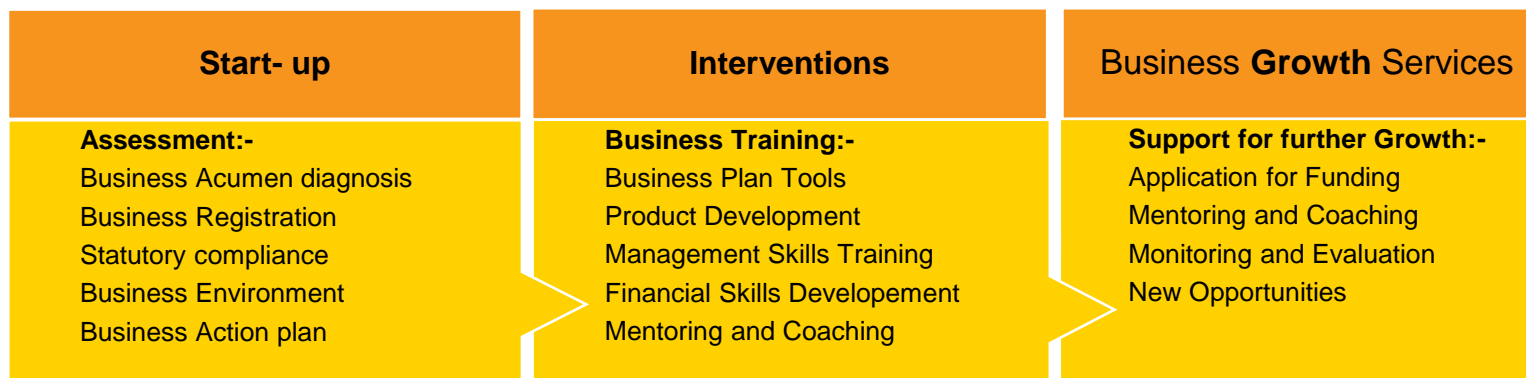
The following table constitutes the 2020 to 2024 plan for SMMEs' access to finance:

MASAKHISANE FUND					
Year	2020	2021	2022	2023	2024
Plan WW	5	5	5	5	5
Plan LSA	1	1	1	1	1

6.2.5 Strategy 4: Business Development Essentials

AngloGold Ashanti aims to accelerate local business development and local procurement which supports both business success and thriving local economies. AGA will create an enabling environment for enhanced local capacity and business skills development for sustainable performance. Where feasible strategic partnerships will be established to maximize the impact.

The following intervention will be implemented for development of local capability and drive local procurement:



The following table constitutes the 2020 to 2024 Business Development Plan SMMEs Targets:

ESD BUSINESS DEVELOPMENT PROGRAMME					
YEAR	2020	2021	2022	2023	2024
DEVELOPMENTAL AREAS PLAN					
GOVERNANCE Business Compliance, Legal Requirements and Obligations (CIPC, SARS, Labour, Legislature etc.)	6	6	6	6	6
FINANCE (Systems, Invoicing, Financial Statements, Cashflow Management, Funding, Profitability)	6	6	6	6	6
TECHNICAL SUPPORT (Product/Service Design and Innovation, SHEQ)	6	6	6	6	6
OPERATIONAL SUPPORT (HR processes, Marketing, Branding)	6	6	6	6	6
SCALABILITY (Access to land, Commercial leasing)	6	6	6	6	6
MENTORSHIP	6	6	6	6	6

Our ESD approach will enable entrepreneurs to develop a business idea towards providing goods or services to their clients.



Our supplier development approach will enable AGA to balance trade-offs between security of supply, on time delivery, quality, price and transformation objectives. This approach will help close the gaps on the MC, 2018 procurement targets.

Initiative	Approach	Key Considerations
Supplier Incubation	<ul style="list-style-type: none"> • Identify need to develop local supplier for a specific category • Qualifying supplier is sourced from enterprise development initiatives / prospective supplier database 	<ul style="list-style-type: none"> • Conduct assessments to ensure supplier qualifies for programme, i.e. capacity, quality, safety • Design long term development path for beneficiaries • Establish cost of the incubation/support programme
Targeted Procurement	<ul style="list-style-type: none"> • Allocation of a portion of contract values to qualifying BO, BWO, QSE and EME suppliers in the local host communities. 	<ul style="list-style-type: none"> • Select participating categories (Strategic and Specialised not included – see Strategic Importance Matrix) • All participating suppliers must meet minimum capacity.
Facilitate Access to Skills Transfer	<ul style="list-style-type: none"> • Allocate staff hours to assist suppliers and thus facilitate skills transfer 	<ul style="list-style-type: none"> • Set contractual obligations for the supplier • Set clear performance measures • Set performance incentives for suppliers such as longer-term contracts, shorter payment periods, higher
Performance Improvement Projects	<ul style="list-style-type: none"> • Identification of underperforming suppliers • Design support programme to improve performance • Implement support programme 	<ul style="list-style-type: none"> • Cost benefit analysis • Determine project success measures • Set clear time frames and terms of engagement

6.2.6 Strategy 5: Developing a new future for business

AngloGold Ashanti is committed to ensure the legacy of self-sustaining communities to address risks associated with local dependence on mines. AngloGold Ashanti recognizes and acknowledges that our existence and competitiveness is linked to the success of the communities in which we operate. Access to business opportunities can fundamentally improve community resilience by reducing poverty, unemployment and inequality. This can be achieved with the mining companies building capacity for job creation through local business and enabling supplier diversification for resilience beyond life of the mine.

The Mine Community Development element in this SLP has identified long term projects that will positively impact the communities through the creation of a sustainable future, and the realisation of shared value for stakeholders and AGA.

Through the ESD strategy there is a direct link to develop entrepreneurs that will be identified for the implementation of the mine community development projects. Furthermore, the strategy will focus on supporting business opportunities that will drive the main economic activities of the host community i.e. Agriculture and Tourism

6.3 Plan to achieve ESD targets

Details of the plan to achieve the procurement target are outlined in the following table

Summary of Procurement interventions

Critical Actions/Milestone to be completed		Action Deadlines
1.	Inclusive and Host Community Procurement Policy	December 2019
1.1	Sign off on the policy	October 2019
1.2	Roll-out and Implementation of the policy by communicating to business and end-users. Draft a guideline to support AGA employees in procurement roles to give effect to the Inclusive Procurement Policy.	June 2020
2.	Procedures and Guidelines The following procedure shall be put in place to support the contents of the Inclusive and HC Procurement Policy	June 2020
2.1	BEE Reporting, fact sheets and dashboards	Immediate
2.2	Set Asides advertisement and shortlisting	Ongoing
2.3	Fronting practices management	

Critical Actions/Milestone to be completed		Action Deadlines
2.4	New Entrant Process	Ongoing
2.5	Procurement Portal Registration	Ongoing
3.	SA Ops Monthly procurement committee meetings	From October 2019
4.	Analyse annual procurement spend for the year and develop a strategic importance matrix	January yearly starting in 2020
5.	Identify procurement opportunities with Business	Qtr. 1 yearly
6.	SMME briefing Sessions - To communicate preferential procurement targets and progress to all existing suppliers and potential new suppliers	Twice yearly in Qtr. 2 and 4
7.	Design an ESD Business Development Plan with measurable milestone	June 2020

D. Conclusion

The five years procurement plan provides a framework that will be proactively managed and reported on at EXCO to ensure compliance.

The Five-Year Employment Equity Plan provides a framework and guidelines for implementation that will ensure and secure compliance as provided for in the MPRDA. This approach is also in support of the company values and in the spirit of transformation.

A quarterly BEE performance report at Business unit and SA Ops level shall be maintained by the ESD department and analysed, to measure progress against the targets above. Various ESD interventions and beneficiaries will be included in the report. This report will be communicated to the SA Ops Executive Committee and reviewed together with the procurement team.

7. HUMAN RESOURCES DEVELOPMENT

A. Introduction

According to the National Development Plan, education, training and innovation are central to South Africa's long-term development. They are the core elements in eliminating poverty, reducing unemployment, inequality, and serve as foundations of an equal and prosperous society as envisioned in the Constitution. Education empowers people to become self-sustainable. AGA's Human Resources Development (HRD) strategy is aimed at empowering and giving employees and communities opportunities to develop within the company and externally and equally achieving individual and organizational goals in the process.

Given the context described above, the HRD and Community Human Resources Development (CHRD) programme for the Social and Labour Plan (SLP) 2020-2024 has been developed as a collaborative effort involving all stakeholders in a manner that demonstrates AGA's intentions to not only move beyond compliance, but to implement HRD and CHRD for maximum impact in securing a sustainable future for employees and communities. In doing so, AGA has considered learnings from previous HRD and CHRD initiatives, United Nations Sustainable Development Goals and Municipal Integrated Development Plans (IDPs).

The objectives of the company's HRD strategy are as follows:

- To build skills, knowledge and improve employee productivity and advancement within the organisation
- To contribute towards South Africa's (SA) education priorities.
- Ensuring development of requisite skills as defined in the Mining Charter.
- Interface with statutory bodies such as Mines Qualifications Authority(MQA) in the formulation of comprehensive skills development strategies that takes into consideration the National Skills Development Strategy.
- Provide employees with portable skills utilizable outside on the mining sector
- Have an integrated workplace skills plan in place annually with specific focus on the development of identified HDP employees for career advancement

- To contribute towards human resources development, align with the company's mission, vision, values, employment equity objectives and community needs.
- Comply with the Skills Development Act and all other relevant legislation.
- Contribute to the empowerment of employees and communities through educational interventions.
- Contribution to the social development of employees and host communities to promote and improve social contribution.
- Contribute to driving the Sustainable Development goals.

To achieve these objectives, the following Skills for the Future approach model which follows guides AGA's HRD and CHRD interventions:

HRD, SKILLS FOR THE FUTURE (18.1 & 18.2) APPROACH

PURPOSE:

1. Preparing employees and community for beyond LOM.
2. Economic opportunities beyond employment.
3. Opportunities to enhance careers for employees.
4. Redefine what we do in future.
5. Alignment with AGA strategy, Municipal IDPs, Partnerships, Future forum.

GUIDING PRINCIPLES:

1. Legislation.
2. Sustainable Development Goals.
3. Business needs.
4. Life of Mine.
5. Unemployment rate in SA.
6. Municipal Integrated Development Plans (IDPs).
7. Employee needs & community needs.

PROCESS & APPROACH TO PLAN SLP:

1. Understanding needs.
2. Analysis of previous SLPs, looking backwards to go forward.
3. Impact assessment of previous SLP, survey to selected sample of beneficiaries.
4. Needs analysis: Future Forum, Municipal IDPs, DOE, DHET, literature reviews.
5. Proposed SKILLS FOR THE FUTURE, based on 1-4 above.
6. SLP 2020-2024, approved by relevant stakeholders.
7. Constant internal and external engagement throughout process.



RESULTS:

1. Sustainable skills set to become employable / start up own business / create jobs.
2. Skills to grow within organisation for employees.
3. Training for entrepreneurs as feeder into company supply chain and enterprise development plan.
4. Entrepreneurial skills for business start up and business success.
5. Considering youth development
6. SLP compliance

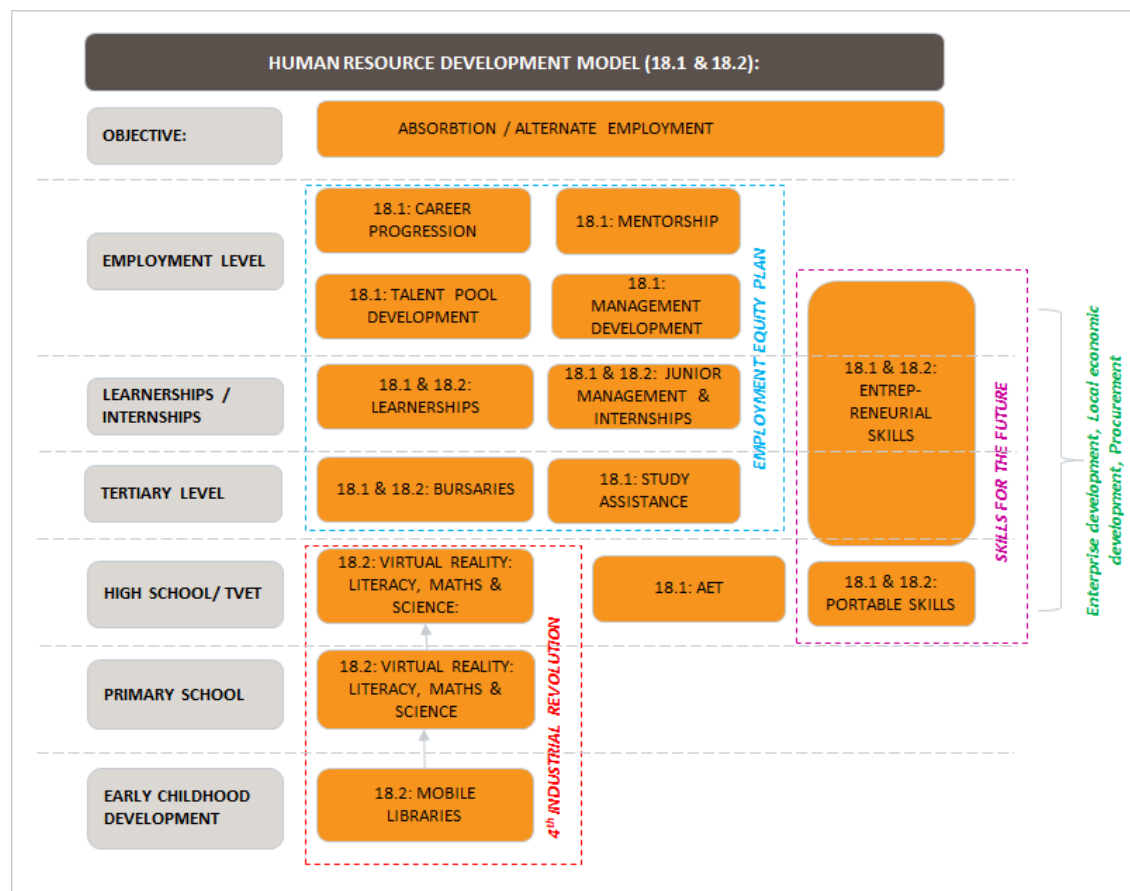
ALIGNMENT TO NATIONAL SKILLS FOCUS:

1. Provide skills that will address the needs and shortages in the sectors.
2. Focus on specific training and not training for the sake of training
3. Support entrepreneurs and job creation
4. Train unemployed community members that can be absorbed in the sectors
5. Not to underestimate the importance of skills development and the value it can add to economic growth in SA.

In this section, we capture AngloGold Ashanti's (AGA) Social and Labour Plan (SLP) 2020-2024 commitments which includes the company's employees (18.1), and host and labour sending communities (18.2), which in AGA terms are known as Community HRD.

Note: For a more detailed Core and Critical Skills Plan refer to the Employment Equity section, Form Q as required by the MPRDA is hereby presented as Annexure 11.1, and Form R as required by the MPRDA is hereby presented as Annexure 11.3

Furthermore, it is AGA's view that a creating a sustained impacted through HRD and CHRD requires a wholistic approach that starts with Early Childhood Development and progresses into Adult Education and Development. The following model depicts how AGA aims to achieve this objective:



Early Childhood Development (ECD)

Aligned with National and Local ECD strategies such as the “Read to Lead Campaign”, AGA will provide mobile trolley libraries to local ECD centres as part of its CHRDI initiatives.

Primary School: Virtual Reality - Literacy, Maths & Science

Leveraging technological innovations, AGA aims to equip schools with Virtual Reality (VR) equipment and relevant software to aid learners to have a better grasp of Maths and Science. The intention is to increase the pool of learners who include Maths and Science in their high school subjects and then continue at tertiary level.

High School: Virtual Learning - Literacy, Maths & Science

E-books/Workbooks provides a virtual learning platform for learners, enabling them to study at their own pace. The aim of this project is to improve Maths, Science and English to better prepare learners for tertiary education and encourage learners to acquire critical and scarce skills

Bursaries and Study Assistance

Bursaries will be awarded to deserving candidates from the community who wish to further their studies at approved tertiary institutions. Study assistance is aimed at developing employees in their existing careers, as well as to reskill employees seeking formal qualifications in unrelated fields.

Internships for the Community

AGA offers supervised work experience to graduates from the community to enable them to apply the theoretical knowledge gained through their studies in a working environment.

Portable Skills and Entrepreneurial Skills

A suite of portable skills is offered to employees and community members (including ex-employees). The purpose is to provide skills courses that promote employability and self-employment outside the mining industry. AGA continues to analyse the market needs and feedback from participants and adapts the offerings where necessary to ensure that skills courses are impactful.

Entrepreneurial and business skills will be aimed at assisting and encouraging community members and employees to pursue business opportunities. AGA will partner with credible external providers to deliver these programmes. Additionally, AGA continues to offer the following programmes:

- Adult Education and Training (AET) for employees
- Learnerships in Engineering and Mining for employees and community members
- Basic Mining Skills for the community members
- Junior Management Programme for employees
- Management Development for employees

To achieve and adhere to the previously mentioned requirements, the plans for Employees (18.1) and Community (18.2) for HRD follow.

B. Human Resources Development Programme

7.1 Workplace Skills Plan (WSP) And Annual Training Report (ATR)

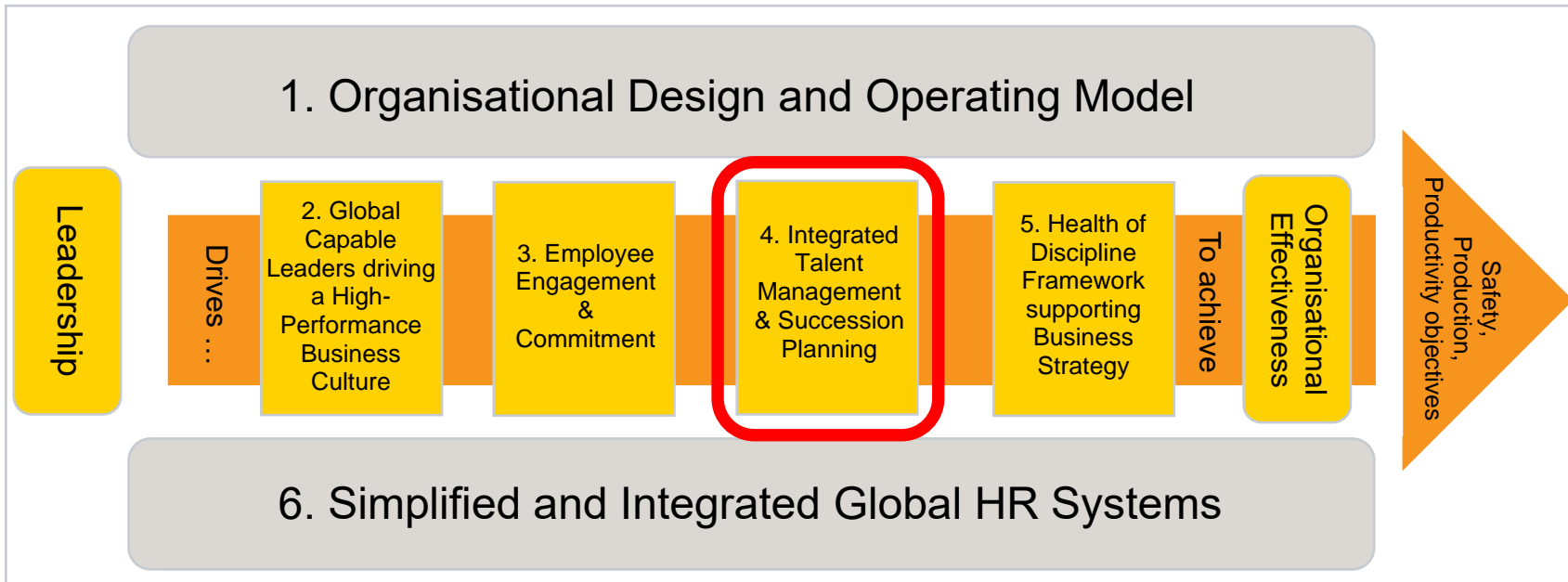
The company complies with the Skills Development Act and submits the Workplace Skills Plan (WSP) and the Annual Training Report (ATR) annually, which is signed off in consultation with Organised Labour and aligned to the company's HRD plan. This is submitted to the Mine Qualification Authority (MQA), the industry SETA, before 30 June each year.

The company's HRD Strategy ensures that a platform for skills development is created and it addresses the skills enhancement of its employees and by so doing supplies competent and skilled employees. Furthermore, this strategy will contribute to alleviating the growing shortage of critical skills in the mining industry in South Africa. As part of our contribution to the host communities, the company creates development opportunities for host and labour sending communities through the Community HRD initiative. HRD will play a significant role and contribute to the Employment Equity and Gender Equity targets of the company through personal development including HDP development. AngloGold Ashanti's HRD plans are aligned to its Workplace Skills Plans (WSP) and are furthermore linked to the company's short, medium and long-term business plans with focus on skills supply.

AGA draws up a WSP and ATR consisting of two core elements. The first element ensures that training conducted and planned complements the achievement of the business objectives and the second element ensures that the development needs of employees are planned for and implemented.

7.2 The AngloGold Ashanti Integrated Talent Management Framework

AngloGold Ashanti's (AGA) integrated talent management framework guides the training and development of its employees to make the most of their potential for current and future roles which are in line with the company's Employment Equity (EE) plans, business unit plans and operational requirements. These principles are embedded in the Integrated Talent Management & Succession Planning pillar of the six HR priorities, which follow. Integrated Talent management is defined as a proactive series of management actions designed to ensure that we assess, plan, attract, develop and retain best-fit talent for the organisation, so that we have the talent capacity to meet current and future business needs to ensure sustainability.



The main goals of talent management are outlined as follows:

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

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

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

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

7.3 Adult Education And Training (AET)

AGA continues to support AET and assist employees with their development as the value derived from AET is that it addresses the needs of a wide spectrum of adults, from those who are illiterate and innumerate to matriculants and qualified individuals, who want to upgrade certain educational areas such as mathematics. To support community development, AET will be extended to community members

For those individuals that wish to develop themselves with assistance from the company, AET targets are formulated to align with the fundamental change of the business in the drive for technology to enhance sustainability, and the changing labour profile, as well as the changes in the educational framework linked to the Quality Council for Trades and Occupations (QCTO). The aim is to address literacy and numeracy levels in English, respond to the labour market and provide individuals with knowledge and skills which ultimately add value to the individuals and the company.

It enables individual participation and improves employability and competencies enabling improved professional mobility and flexibility which will create access to career development. It supports individual development and personal satisfaction and is accessible to all categories of employees within the company. AET is the general conceptual foundation towards lifelong learning and development, comprising of knowledge, skills and attitudes required for social, economic and political participation and transformation applicable to a range of contexts.

An approved and recognised external service provider who is an expert in this field has been contracted by AGA to provide AET which includes placement of learners (based on Recognition of Prior Learning), facilitation, assessments, moderation and external examinations. The service provider also provides educational material including learner workbooks, facilitator guides, teaching aids and stationery which are required to successfully complete the AET levels provided. The service provider is accountable for the appointment and development of qualified and trained facilitators for the different AET levels to guarantee that the quality of the facilitation is of high and acceptable standard. AET Centres are the property of AGA and are maintained by the company. The classrooms are equipped to be conducive to learning and include multimedia facilities to optimise the learning experience for individuals.

AET programmes (Pre-AET, AET 1, 2, 3 & 4) as well as the Foundational Learning Competence (FLC) will be provided to employees on a voluntary basis and part time basis at no cost to the learner.

AGA in collaboration with the service provider will continue to intensify marketing strategies for AET programs within AGA to promote enrolments

The following tables constitute the 2020 to 2024 AET Plans (AETP):

WW AET: EMPLOYEES 18.1 ENROLMENTS					
YEAR	2020	2021	2022	2023	2024
PLAN	60	60	30	30	30

WW AET: COMMUNITY 18.2 ENROLMENTS					
YEAR	2020	2021	2022	2023	2024
PLAN	30	20	20	20	20

7.4 Skills For The Future

As part of responsible mining and the life of mine plan, AGA offers skills for the future in the form of Portable Skills and Entrepreneurial Skills to employees and community members as a means to remain economically active, be employable or self-sustaining. Gaining such a skill allows candidates to become employable or explore opportunities to establish their own Small-, Medium-, or Micro Enterprise (SMME).

7.4.1 Portable Skills

The Portable Skills Programme addresses the needs raised by various stakeholders such as the Future Forum and is aligned with the integrated development plans of relevant municipalities. The programme is offered to employees and community members (including ex-employees) on a voluntary basis and course offerings are based on skills which allow incumbents to become employable or self-employed outside the mining industry. The company will continue to analyse the market needs and adapt the offerings where necessary to ensure that courses remain relevant.

The following table constitutes the 2020-2024 Portable Skills Training Plans for Employees (EPSTP):

WW PORTABLE SKILLS TRAINING: EMPLOYEE 18.1					
YEAR	2020	2021	2022	2023	2024
PLAN	60	60	60	60	60

The following constitutes the 2020 to 2024 Community Portable Skills Training Plans for the Community (CPSTP):

WW PORTABLE SKILLS TRAINING: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
PLAN	40	40	40	40	40

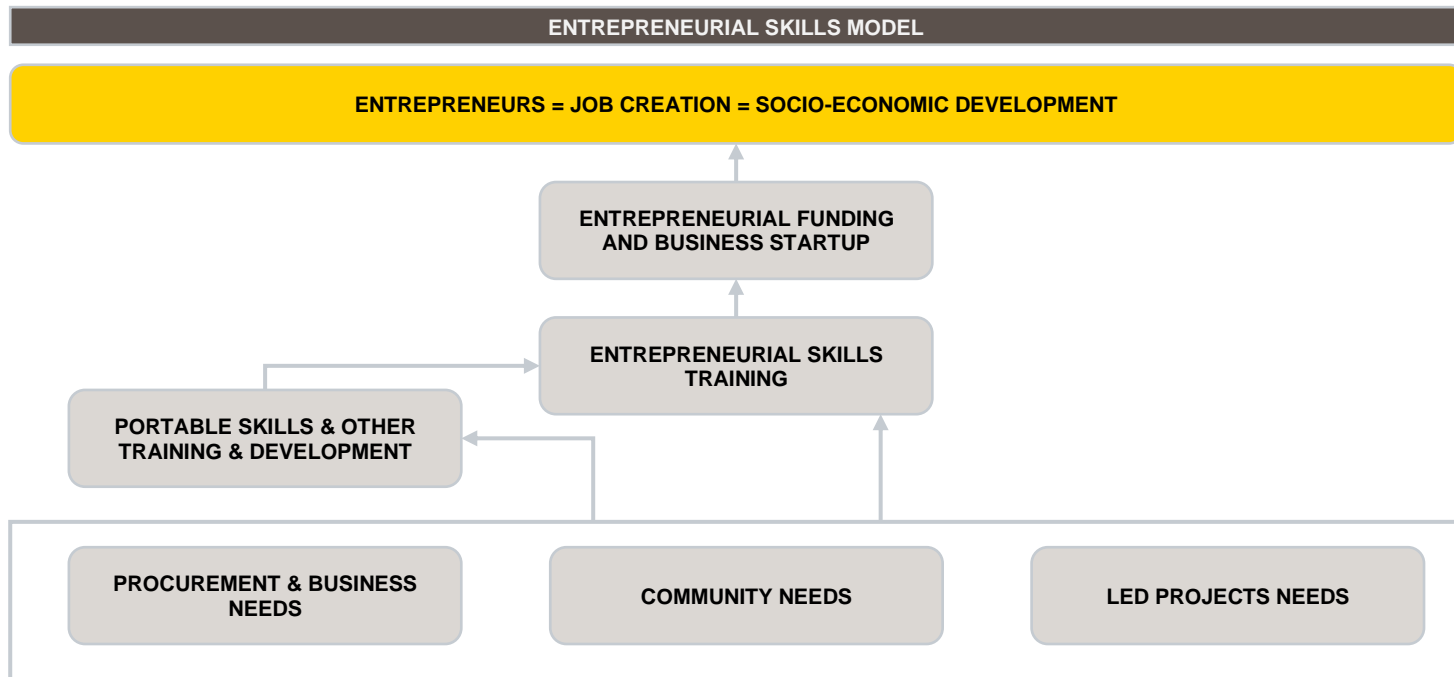
Note: The above plan includes training for members of our labour sending areas.

7.4.2 Entrepreneurial Skills

The National Development Plan (NDP) 2019 has set the “target of 5% for the Gross Domestic Product (GDP) and unemployment reduction to 6% by 2030. This is expected to be achieved through the creation of 11 million jobs, the majority of which are expected to be contributed by small and expanding businesses. Small, Medium and Micro-sized Enterprises are a crucial part of South Africa’s economic growth.” AGA undertakes to provide employees and community members with entrepreneurial skills.

This programme focuses on candidates who show an interest and demonstrate the ability to create a new venture. These entrepreneurial and business skills are aimed at assisting community members and employees exiting the company to become self-employed or to create opportunities for individuals to establish SMMEs (Small, Medium, Micro Enterprises). The programme addresses the need identified in the Future Forum and is a requirement of Mining Charter III. In addition, job creation through entrepreneurial skills is a key focus area of the National Development Plan 2030 and Youth Non-Profit Organisations. AGA will partner with external providers who are experts in this field to provide these programmes.

The following model indicates the need for entrepreneurial skills:



The following table constitutes the 2020-2024 Entrepreneurial Skills Training Plans for Employees (EESTP):

WW ENTREPRENEURIAL SKILLS TRAINING: EMPLOYEE 18.1					
YEAR	2020	2021	2022	2023	2024
PLAN	20	20	20	20	20

The following table constitutes the 2020-2024 Entrepreneurial Skills Training Plans for the Community (CESTP):

WW ENTREPRENEURIAL SKILLS: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
PLAN	50	50	50	50	50

Note: The previous plan includes training for members of our labour sending areas

7.5 AGA Learnership Programmes

These programmes are meant to create, develop and support a pool of suitably qualified and competent individuals to address the industry’s skills requirements related to engineering artisans, mining team leaders, miners and shift overseers. These programmes are registered and accredited through the appropriate qualification authorities. Although learners and trainees will be allocated to geographical areas such as the West Wits, they remain a South African Regional resource. The restructuring and decline in the industry resulted in a lack of available positions to place trainees who have completed the programme however they will continue to receive work exposure and will form part of the resource pool for potential appointment within the industry.

7.5.1 Learnerships in Mining

Although AGA has undergone major restructuring with the closure of some of its assets, the need still exists to cultivate and maintain a pool of mining related skills, not only for the benefit of the company, but also to support the needs of the industry as a whole. In this regard, the company undertakes various interventions which include learnerships in mining. Employees and community members meeting the minimum MQA and AGA entry level requirements will be considered for these programmes which range from 18 months for the Level 2 qualification to 2 years for the Level 3 and Level 4 Qualification.

Plans are based on the estimated needs of the company over the next 5 years taking business unit capacity to host learners into account. Annual targets will include all learners who are carried over from the previous year and are still on the programme during the reporting year (rollovers) as well as learners who commence with the programme during the reporting year (new enrollments).

The following constitutes 2020 to 2024 Learnerships in Mining Plan for Employees (ELIMP):

WW LEARNERSHIP IN MINING: EMPLOYEE 18.1					
YEAR	2020	2021	2022	2023	2024
PLAN	22	22	22	20	18

The following constitutes the 2020 to 2024 Learnerships in Mining Plan for the Community (CLIMP):

WW LEARNERSHIPS IN MINING: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
PLAN	20	20	20	15	15

7.5.2 Learnerships in Engineering

The company equips employees and community members with the necessary knowledge and skills to ultimately qualify as artisans. Learners meeting the minimum AGA and MQA entry level requirements are engaged in learnerships, of approximately three years in duration which are accredited with the MQA for specific trades in line with QCTO requirements. Learnerships available include Rigger, Boilermaker, Fitter & Tuner, Electrician, Instrument Mechanician, Winding Engine Driver and Diesel Mechanic with a strong focus on addressing the critical and scarce skills as stated in the Form R annexured to this SLP. The off the job training component is outsourced to accredited providers and can be done on a modular or unit standard basis.

Plans are based on the estimated needs of the company over the next 5 years taking business unit capacity to host learners into account. Annual targets will include all learners who are carried over from the previous year and are still on the programme during the reporting year (rollovers) as well as learners who commence with the programme during the reporting year (new enrollments).

The following constitutes 2020 to 2024 Learnerships in Engineering Plans for Employees (ELIEP):

WW LEARNERSHIP IN ENGINEERING: EMPLOYEE 18.1					
YEAR	2020	2021	2022	2023	2024
PLAN	10	8	7	7	7

The following constitutes the 2020 to 2024 Learnerships in Engineering Plans for Community (CLIEP):

WW LEARNERSHIP IN ENGINEERING: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
PLAN	15	15	15	15	15

7.6 Mining Skills

Mining remains a significant contributor to the South African economy and a major sector for employment. It is AGA's intention to maintain the pool of individuals who possess the basic skills to be employed as stope team members, development team members and mining engineering assistants. To achieve this objective, community members are afforded the opportunity to be trained in these skills at AGA Satellite Training Centres. This opens opportunities for them to become employable within AGA and other mining houses. After they have completed their training, the individuals will have gained knowledge and practical experience as capable candidates en route towards full competency in the skill trained.

The following constitutes the 2020 to 2024 Community Mining Skills Plans (CMSP):

WW MINING SKILLS TRAINING: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
PLAN	40	40	40	30	30

7.7 Bursaries

AngloGold Ashanti recognizes the need to contribute towards the post school education of employees, ex-employees and the community as a means of improving the scope for employment. To address these needs, the company provides for various types of bursaries for employees as well as members of the community.

7.7.1 Employee Study Assistance and Bursaries

Study assistance and Bursaries are part of the programme to develop employees in their existing careers as well as to reskill employees seeking formal qualifications in unrelated fields. This is also aligned to the downscaling in the mining industry as well as structured exit programs. The company thus encourages employees to further their studies and, at management's discretion, may provide financial or other support to employees entering graduate or post-graduate studies. The support options available are:

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

Plans for the next 5 years are based on previous trends and, although participation is voluntary, assumes a general increase as the life of mine decreases.

The following constitutes the 2020 to 2024 Employee Study Assistance and Bursary Plans (ESABP)

WW EMPLOYEE STUDY ASSISTANCE AND BURSARY PROGRAMME: EMPLOYEES 18.1					
YEAR	2020	2021	2022	2023	2024
PLAN	32	34	36	38	40

7.7.2 Bursaries for the Community

According to Ouma & Carpentier (2018), adequate funding and affordability for students entering universities, especially for students from lower socio-economic backgrounds, is a key problem in SA. In SA, research reveals that graduates are certainly better off than non-graduates (Bhorat, Cassim, & Tseng, 2016).

AngloGold Ashanti supports and encourages members of the community to further their studies and hence provides a bursary programme to address this need. These bursaries are awarded to deserving candidates who want to further their studies at approved tertiary institutions. Individuals will not be guaranteed employment within the company and bursaries are awarded and renewed conditionally upon reviewing of the candidates' exam results, until the qualification has been obtained.

The following constitutes the 2020 to 2024 Community Bursary Plans (CBP):

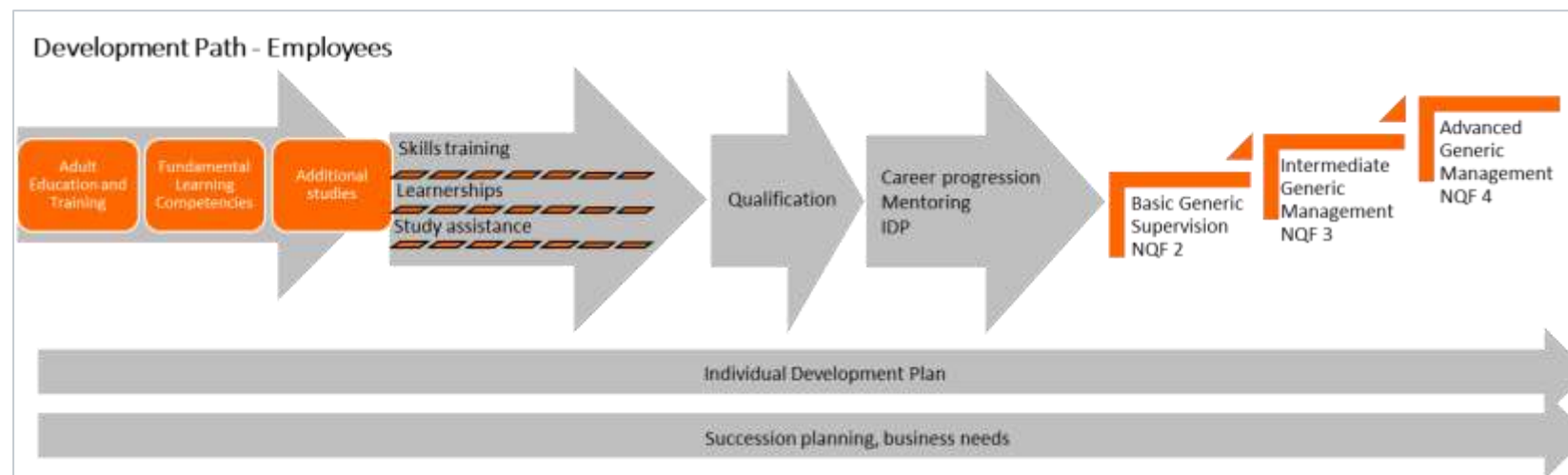
BURSARIES: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
PLAN	40	40	40	40	40

Note: The above plan includes training for members of our labour sending areas

7.8 Career Progression Plan For Employees (18.1)

How We Work and Managerial Accountabilities

AGA has established processes to give effect to career progression. The “How We Work model” is the basis of AGA's organisational culture of accountability and trust, consistent with the company's values, which establishes the environment necessary for the achievement of business objectives and enables employees to deliver on their full potential. The systematic developmental pathway that guides an employee's career progression is depicted in the following figure and underlies discipline specific career pathways.



Skills matrices form the basis for career development. It promotes transparency in terms of the skills and behaviour requirements and, coupled with performance feedback, gives individuals clear guidance in terms of development. The objectives are to:

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

Aligned to AGA’s developmental pathway depicted above, the company has implemented various developmental interventions to support career progression at the various stages of an employee’s development path. These interventions are reflected in the following table and are aligned to the company’s EE Strategy and WSP.

The following shows a summary of career progression interventions for employees

WW EMPLOYEE 18.1 SUMMARY OF CAREER PROGRESSION INTERVENTIONS					
Year	2020	2021	2022	2023	2024
Junior Management Trainees	11	9	7	5	5
Learnerships: Engineering 18.1	10	8	7	7	7
Learnerships: Mining	22	22	22	20	18
Management Development 18.1	10	10	10	10	10
Mining Skills	100	100	100	100	100
Study Assistance	32	34	36	38	40

7.9 Talent Pool Development

Forming a fundamental part of AGA 6 HR Priorities, the Integrated Talent Management pillar is a proactive series of management actions designed to ensure that we assess, plan, attract, develop and retain best-fit talent for the organisation, so that we have the talent capacity to meet current and future business needs to ensure sustainability.

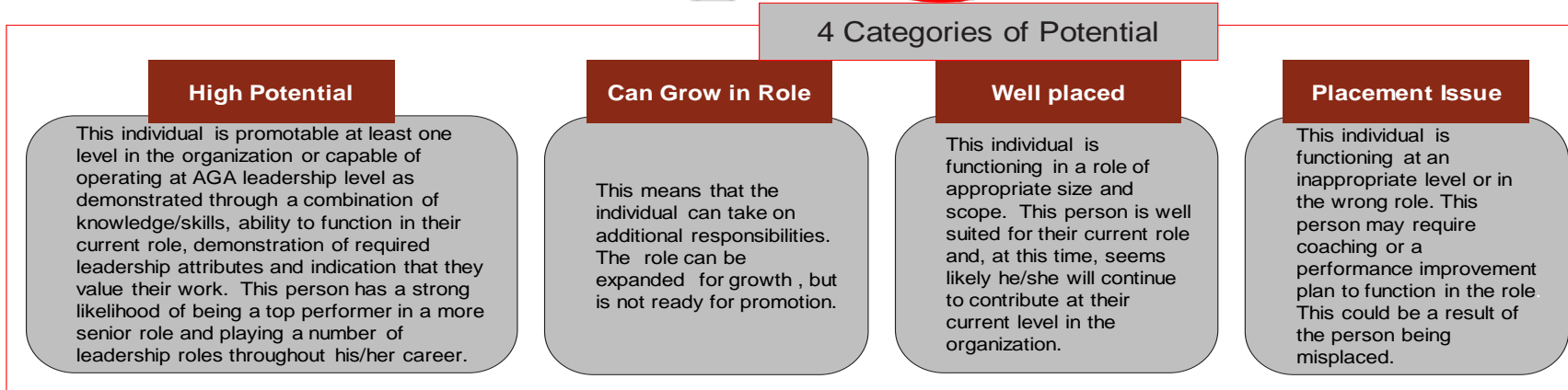
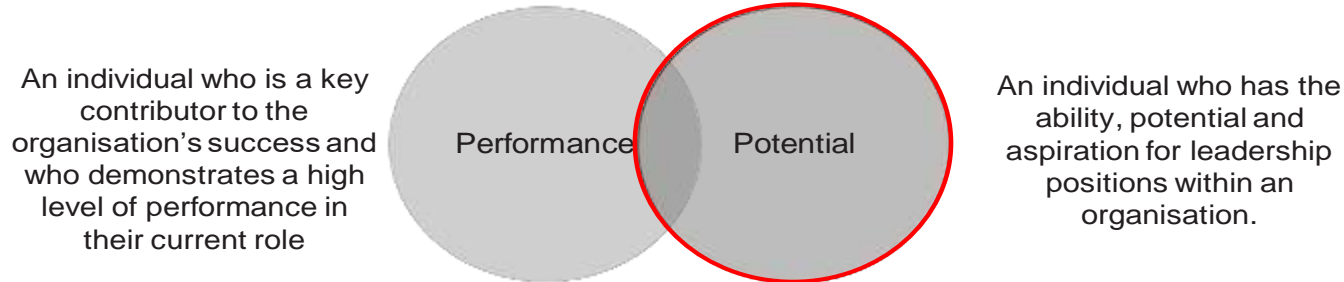
In order to identify our key talent, we consider two key elements namely performance and potential. The performance consideration is based on the employee’s contribution to the organization success and the level of performance in their current role. Potential reflects the employee’s aspiration for leadership positions within the organization. Potential has four categories which enables the company track high potential employees, employees who still can grow in their role, employees that well placed and those that are inappropriately placed in their roles. Employees who are identified as talent constitutes the talent pool.

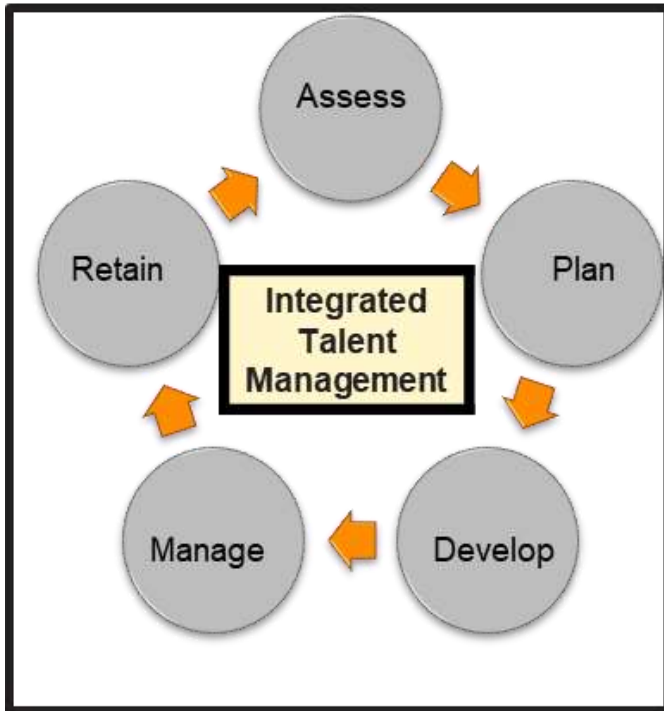
AGA model for identifying talented employees is depicted in the following diagram:

Definition of Talent at AGA

HOW DOES AGA DEFINE TALENT?

In order to identify our Key Talent, we consider two elements:





In support of the previous image, AGA will endeavor to provide identified employees with the opportunity to develop to their maximum potential to meet current and future business needs. The objectives are:

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

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

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

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

In support of the company's talent pool development initiatives, AGA has implemented initiatives in the form of the Junior Management Programme and Management Development Programs. These programmes are designed to create, develop and support a pool of suitably qualified and competent first line management employees to address the company's skills requirements, as well as a potential pool for Employment Equity imperatives.

7.9.1 Junior Management Programme

This programme is approximately two to three years in duration and give graduates and diplomats the skills needed for front-line management positions within the company. Incumbents are given opportunities to qualify and obtain professional accreditation where appropriate and will be appointed where opportunities are available in scarce and critical skills fields once they have completed the programme. The programme is competency based and training formats and plans are therefore individualised, flexible and dynamic which is paced according to the learner. This allows the candidate to display initiative, innovation and to experiment with the principles learned. The candidates will be mentored by the manager once removed and will attend regular master classes where they will receive additional coaching by subject matter experts.

Plans are based on the estimated needs of the company over the next 5 years taking business unit capacity to host trainees into account. Annual targets will include all trainees who are carried over from the previous year and are still on the programme during the reporting year (rollovers) as well as trainees who commence with the programme during the reporting year (new enrollments).

The following table constitutes the 2020 to 2024 Junior Management Plans (JMP):

WW JUNIOR MANAGEMENT PROGRAMME: EMPLOYEE 18.1					
YEAR	2020	2021	2022	2023	2024
PLAN	11	9	7	5	5

7.9.2 Management Development Programme

Managerial/leadership training and development is generally based on the career development plans of the employees as identified through the talent pool and succession planning processes which also links into the Employment Equity imperatives and drivers of AGA. Management training is an essential part of ensuring that the company will run as productively and efficiently as possible now, and into the future with further emphasis on creating a skilled leadership base to sustain the organisation. Mentorship and coaching form an integral part of these programmes.

Where required, the company enters into partnerships with academic institutions and service providers in order to tailor education and training programmes to suit AngloGold Ashanti's and individual needs and also to promote transformation within the organisation. Management Development Programmes will be reviewed annually according to the AGA management population's need.

Plans are based on the estimated needs of the company over the next 5 years taking into account business units' reduced flexibility to release employees as a result of diminished economies of scale. Annual targets will include all trainees who are carried over from the previous year and are still on the programme during the reporting year (rollovers) as well as trainees who commence with the programme during the reporting year (new enrollments).

The following constitutes the 2020 to 2024 Management Development Plans (MDP):

WW MANAGEMENT DEVELOPMENT: EMPLOYEE 18.1					
YEAR	2020	2021	2022	2023	2024
PLAN	10	10	10	10	10

7.9.3 Internships For The Community

AGA offers supervised work experience to graduates from the community. The translation of qualifications into practice enhances the likelihood of employment opportunities for the candidates. This programme is for individuals who are in the possession of recognised degrees or diplomas to extend the theoretical knowledge gained through their studies in a practical work environment.

The interns work closely with a supervisor or manager who trains the intern and prepares him/her for the working world. Training programs are overseen by training specialists but are supervised by operational staff. Existing technical subject matter experts within the company provide the necessary on-the-job coaching to interns. The interns are also mentored in the time served at the company.

Plans are based on the estimated business unit capacity to host interns and annual targets will include all interns who are carried over from the previous year and are still on the programme during the reporting year (rollovers) as well as interns who commence with the programme during the reporting year (new enrollments).

The following constitutes the 2020 to 2024 Community Internships Plans (CIP):

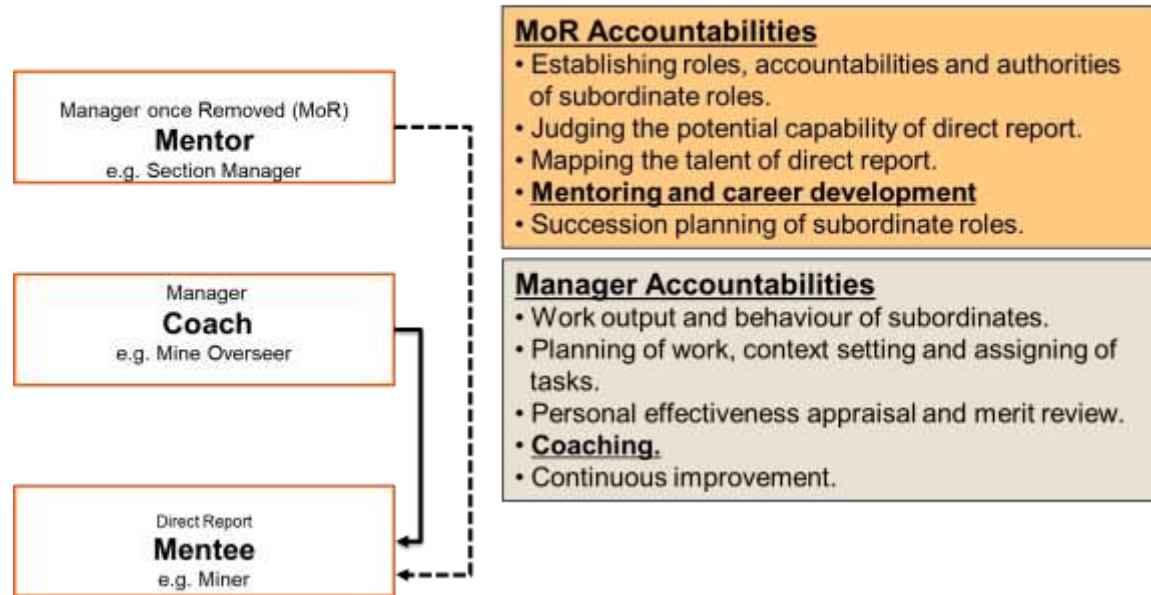
INTERNSHIPS: COMMUNITY 18.2					
YEAR	2020	2021	2022	2023	2024
PLAN	25	25	25	25	25

Note: The above plan includes training for members of our labour sending areas

7.10 Mentorship Plan For Employees (18.1)

Mentorship forms an integral part of AGA's three tier structure as depicted in the following figure.

Mentorship & Coaching System



The Manager once Removed (MOR) is accountable to mentor their Subordinate one Removed (SoR) as part of AGA's How We Work framework. It is crucial that the MoR remains abreast of the evolving career interests and aspirations of the SoR in order to appropriately mentor the SoR and ensure realistic career plans. MoRs must have regular contact sessions with their SoRs.

Additionally, employees who participate in the following interventions are allocated mentors or coaches to ensure the successful completion of these interventions. The following table indicates the development interventions planned, where employees will be exposed to mentorship and coaching.

WW EMPLOYEE 18.1 SUMMARY OF MENTORSHIP INTERVENTIONS					
Year	2020	2021	2022	2023	2024
Junior Management Trainees	11	9	7	5	5
Learnerships: Engineering 18.1	10	8	7	7	7
Learnerships: Mining	22	22	22	20	18
Management Development 18.1	10	10	10	10	10
Future Leaders Programme	5	5	5	5	5
Total	58	54	51	47	45

7.10 Additional HRD Community Projects

There are three additional community projects that will be managed under HRD, namely:

- Early Childhood Development mobile libraries
- Primary schools virtual reality literacy, maths and science
- High schools virtual reality literacy, maths and science

The detail of these are on page 34 under the Mine Community Development section.

The budget for these projects has been included in the HRD financial provision detailed on page 90 of this plan

8. DOWNSCALING AND RETRENCHMENT

A. Introduction

In this section we address REGULATION 46(d) of the MPRDA which requires that the contents of a social and labour plan must include:

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

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

B. Background

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

The approach to managing downscaling and retrenchments takes cognisance of the tripartite relationship between government, the company and organized labour in proactively devising strategies to deal with the decline and closure of operations. In the event where retrenchments cannot be avoided, AngloGold Ashanti will consult as per the provisions of Section 189 of the Labour Relations Act.

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

- Ongoing engagement through the Future Forum
- Initiatives to address instances where job losses cannot be avoided; and
- Steps to ameliorate the impact job losses may have on employees and the assistance provided to retrenched employees.

Establishment of Future Forum

A Future Forum was established on 13 July 2013. It consists of Management and Organized Labour established for the purpose of consultation. Other stakeholders such as Municipalities will be invited to participate in the Future Forum as and when necessary. The primary function of the Future Forum is as follows:

- i. Ensuring that the company keeps all stakeholders abreast with respect to its business strategy and possible effect on employment numbers.
- ii. Ensuring that meaningful consultation takes place between all stakeholders with respect to the Social and Labour Plan of the company.

- iii. Ensuring that any envisaged downscaling is properly dealt with in terms of the requirements of the relevant legislation receiving and directing feedback from the various restructuring forums regarding restructuring of the company. During the latter part of 2013, the South Africa Operations created necessary infrastructure to deal with possible restructuring to ensure effective co-ordination between Business Units as well as all-inclusive infrastructure to deal with high level consultation. In the event of downscaling and retrenchments regular meetings of the Restructuring Plenary meeting and Business Unit restructuring committees will take place to ensure optimal transparency and joint initiatives seeking to prevent employer initiated downscaling and retrenchment. Our strategy has proven very successful under difficult business conditions.

The terms of reference of the various committees are as follows:

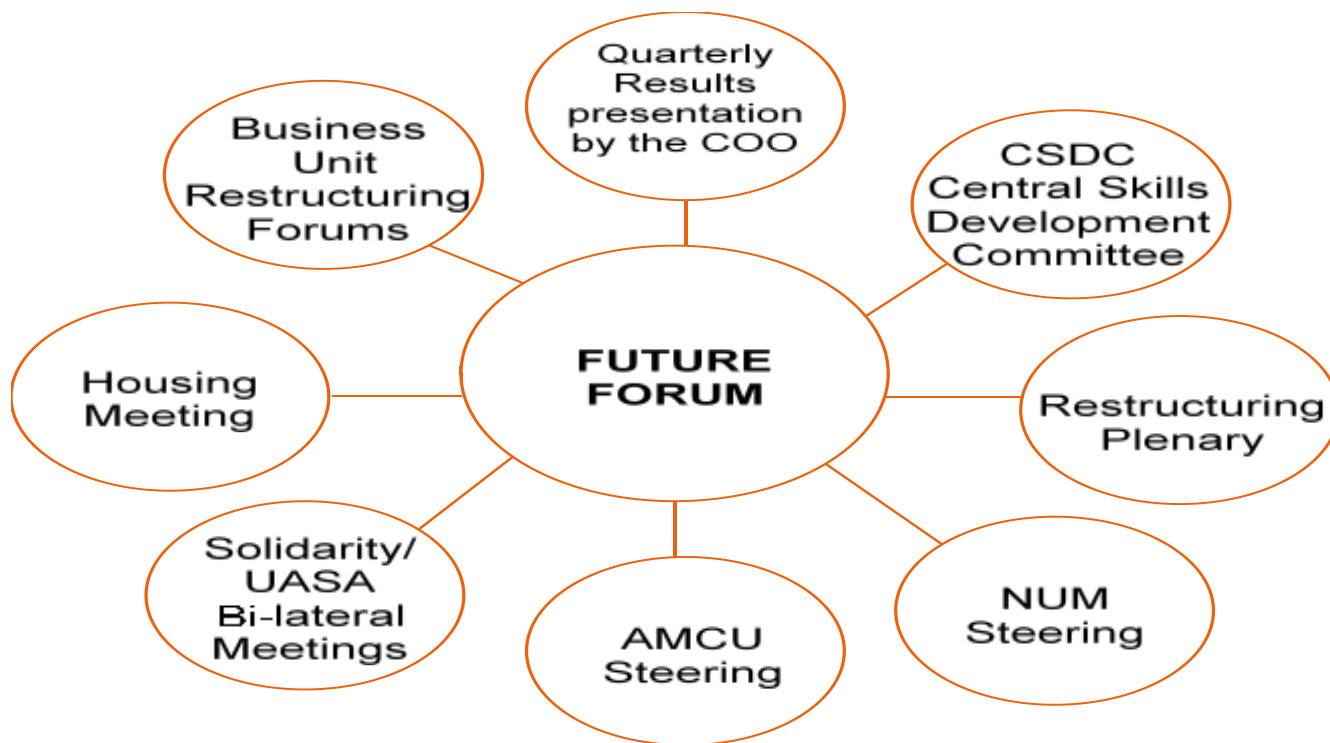
Restructuring Plenary Committee:

- It is the role of the Restructuring Plenary Committee to create an enabling environment for committees dealing with restructuring and the effect of downsizing and restructuring. The Plenary Committee will ensure that all processes are fair and transparent and will receive reports and recommendations from committees and will ratify work done by the joint central committee and business unit committees dealing with restructuring. The NUM, AMCU, UASA and Solidarity are represented at the Restructuring Plenary Committee; and
- It will serve to unlock disagreement and provide strategic direction and mandate to the Business Unit Restructuring Committees.
- It is responsible for obtaining all relevant information to enhance its ability to effectively oversee restructuring and other measures necessary;
- Examining opportunities to reduce the number of employees affected by downsizing and restructuring and to facilitate employment opportunities;
- Consider aspects pertaining to labour and skills mix; and
- Inviting external parties to share experience and opportunities such as the DoL, DMR and the CCMA;

Business Unit Restructuring Forums:

- It acts as a consultative forum at Business Units to give effect to downsizing and restructuring at the business unit in a fair and transparent manner.
- UASA, Solidarity, AMCU and the NUM are represented in the above committees.
- Reports of the Future Forums are channeled into the Mining Charter Management Committee as well as to the Future Forums.

The Structure of the monitoring and information sharing function of the Future Forum is depicted in the following diagram:



C. Mechanisms to save jobs and avoid job losses, as well as a decline in employment

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

The AngloGold Ashanti Future Forum structures engage on matters broader than the above legislative requirement, i.e. whenever structural workplace change is envisaged, as well as on matters contained in the Social and Labour Plan, its implementation and the need to monitor progress. The Future Forum is an important structure to identify opportunities that may exist to promote employment sustainability.

The company is acutely aware of its obligation to comply with the requirements of Section 52 of the Minerals Act, by way of notifying the Mining Sustainability and Employment Committee where retrenchment of 500 employees or 10% of the labour force (whichever is the lesser) is contemplated in a 12-month period, or where

prevailing economic conditions cause the profit to revenue ratio of the mine to be less than 6% for a continuous period of six months. It is also aware of its obligation to comply with any ministerial directive arising from such a process.

D. Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided

As already stated, the company endeavor to avoid job losses, however, where circumstances are such that job losses and retrenchment cannot be avoided management would seek adequate ways (in consultation with organized labour) to ameliorate the impact on affected employees. In consulting with organized labour the company would ensure compliance with applicable legislation, policy and procedure emanating from the Minerals Council, appropriate legislation and would seek to ensure that it retains the necessary skills that would enable the company to operate effectively going forward.

A variety of alternatives would be considered such as:

- Placing a moratorium on recruitment and promotions (with the necessary exceptions in the case of scarce skills occupations);
- Reviewing the continued employment of contract and temporary employees;
- Implementing the provisions of the retirement policy & offering early retirement to employees who may qualify in term of the policies of the company; and
- Voluntary retrenchment.

To ameliorate the impact of job losses the following would be considered:

- Creating awareness about the possibility of retrenchment and facilitating access to training and employment opportunities where they may exist ((whether inside or outside the company) – this to ensure that affected employees are able to become economically active soon after retrenchment;
- Applicable notification period for employees identified for retrenchment would be utilized for counselling and other appropriate measures to lessen the impact on affected employees. Where appropriate the counselling would include finance handling in view of the retrenchments monies that will accrue to affected employees. The assistance of the Department of Labour will also be considered for the affected employees as part of their counselling; and
- Training interventions would be responsive to specific need and will seek to ensure that employees are best able to re-enter formal employment and / or other opportunities to enter the economy. The suit of training interventions would include (but not limited to) financial and life-skills training, entrepreneurship training as well as portable skills training (Skills for the Future).

The following process would be followed when retrenchments cannot be avoided:

Whenever the need may arise to retrench employees due to operational requirements we are obliged to comply with the South African legislative and regulatory environment:

- The Labour Relations Act 66 of 1995 (LRA) as amended, and the Minerals and Petroleum Resources Development Act 28 of 2002 (MPRDA) as amended contains a variety of provisions aimed at regulating large scale retrenchments.
- The code of Good Practice on Dismissal for Operational Requirements provides a guideline to employers to ensure that any process of retrenchments adhere to substantive and procedural requirements. The relevant provisions of the Basic Conditions of Employment Act 75 of 1997 insofar as it relates to notice periods

to employees will also be factored into the process. Insofar as any collective agreement makes provision for process and procedures for retrenchments such agreement will be observed.

- Section 189 and 189A provides for employers who contemplate the possibility of retrenchments to notify representative unions and to commence a process of consultation. A letter in compliance with Section 52 of the Mineral and Petroleum Resources Development Act (MPRDA) will be provided to the DMR for submission to the Mining Sustainability and Employment Board (when the profit-to-revenue ratio to decline to below 6% on average for a continuous period of 12 months, and where retrenchments are likely).
- In compliance with the Labour Relations Act, applicable collective agreements and social and labour plan guidelines issued by the Department of Labour a letter would be issued to recognized trade unions (AMCU, NUM, UASA and Solidarity) in terms of Section 189(3) of the Labour Relations Act, setting out:
 - the rationale for contemplating dismissals due to operational reasons;
 - ways and means envisage to avoid dismissals and/or alternatives to consider prior to proposing dismissals;
 - the number and job categories of employees who may be affected; and
 - the proposed selection criteria to select employees.

Process to be followed in the event of large-scale dismissals:

In the event of large-scale dismissals as defined in terms of S52(b) of the Mineral and Petroleum Resource Development Act, or as provided for in terms of S189 (a) of the Labour Relations Act, the company will follow the following process after having issued the Section 189(3) letter in terms of the Labour Relations Act, S189 or S189(a) whichever is applicable:

- It will utilise the Restructuring Plenary Committee to provide high level direction and oversight to the process.
- It will simultaneously provide feedback to the Future Forum to execute its mandate

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

AngloGold Ashanti would, in compliance to its Social and Labour Plan undertakings pertaining to downscaling and/or retrenchment, take the following appropriate steps to ameliorate the impact:

Main Activities	Key Performance Area	Time Frame	Responsibility
Portable skills training interventions to lessen the impact of unemployment	<ul style="list-style-type: none"> • Employees uptake of portable skills training • Measures to encourage employees to take up portable skills training 	Portable skills training opportunities to be made available to employees prior to exiting the company	Business Unit HR Department.
Identify adequate training to allow affected employees to seek alternative employment;	Ensure that skills are portable and relevant post mining.	This will typically occur within the consultation period .	Head of HRD or delegate.

Main Activities	Key Performance Area	Time Frame	Responsibility
The company will assist employees with possible job opportunities in the industry as well as advising those who are interested to register with the Department of Labour through the Employment Services of South Africa (ESSA) initiative.	AngloGold Ashanti will make contact with its peers through the Minerals Counsel to establish whether there are opportunities for employees at other companies.	As soon as retrenchments have proven to be unavoidable.	Labour Relations Manager.
Psychological counselling and financial services	Psychological counselling will be made available to employees affected by restructuring. Financial training will be provided as part of portable skills training.	The timing of this intervention will be closely linked to the commencement of retrenchments.	Business Unit HR Department.
Reporting Monitoring, Evaluation and Communication	SLP Performance assessment report	Annually	VP Sustainability
AGA will measure progress and compliance to the SLP on an annual basis through a formal assessment process. The results of this assessment will be made available to the future forum and interested and affected parties			
Financial Provisioning	Financial Provision included in the business plan	In place reviewed annually	VP HR/ VP Finance

In addition to the mechanisms described above, a number of processes have been established for this purpose including all the activities previously mentioned.

9. REPORTING (MONITORING AND COMPLIANCE)

A. Introduction

In this section we address Regulation 45 of the MPRDA which states that every holder of a mining right must submit an annual report on the compliance with the social and labour plan to the relevant (DMRs) Regional Manager.

B. Monitoring

The Vice President: Sustainability is charged with the responsibility of ensuring implementation of the Social and Labour Plan in conjunction with the relevant Head of Disciplines and function managers. A Mining Charter Management Committee (MCMC) comprising all the relevant line functionaries, oversees and monitors the implementation of the Social and Labour Plan programmes, and reports on a monthly basis to the South African Operations Executive Committee which reports to the AngloGold Ashanti Board Social and Ethics Committee on a quarterly basis.

C. Reporting

The Vice President: Sustainability oversees the preparation and submission of compliance reports to the DMR and Minerals Council by the South African Operations of AngloGold Ashanti Ltd on an annual basis.

Such reports will be prepared in accordance and as per agreement in the Company's Mining Rights Section 18.1-18.2 that stipulates that the company will annually no later than three months before the end of its financial year, submit a detailed **implementation plan** to give effect to the Regulation 46(e) (i) (ii) and (iii) in line with the Social and Labour Plan.

The Company will also annually, three months after its financial year-end, submit a detailed **progress report** on the implementation of the previous year's Social and Labour Plan.

10. SLP FINANCIAL PROVISION

A. Introduction

In this section, we address Regulation 46 (e) of the MPRDA which provides that the contents of a social and labour plan must provide financially for the implementation of the social and labour plan in the following areas:

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

B. Financial Provision Plan

10.1 Human Resources Development

HUMAN RESOURCE DEVELOPMENT PROGRAMME: FINANCIAL PROVISION WEST WITS					
	2020	2021	2022	2023	2024
HRD	R 77 024 983	R 88 952 268	R 85 879 951	R 91 137 748	R 91 945 620
% OF PAYROLL	5.0%	5.0%	5.0%	5.0%	5.0%

*Please note that the Rand value of the financial provision reflected in the above table are only indicative and is highly dependent on annual payroll which in turn is a direct result of the labour plans and life of mine plans for the next five years. The commitment is thus with respect to the percentages against Payroll and not necessarily the indicative rand values.

10.2 Local Economic Development

LOCAL ECONOMIC DEVELOPMENT: FINANCIAL PROVISION WEST WITS AND LABOUR SENDING AREAS						
	2020	2021	2022	2023	2024	Total
LED – WW	R10 445 691	R8 849 488	R6 637 116	R1 659 279	R1 659 279	R29 250 853
LED – LS	R2 212 372	R5 899 659	R4 424 744	R1 106 186	R1 106 186	R14 749 147
SI	R4 000 000	R4 000 000	R4 000 000	R4 000 000	R4 000 000	R20 000 000
TOTAL	R16 658 063	R18 749 147	R15 061 860	R6 765 465	R6 765 465	R64 000 000
ADDITIONAL SUPPORT						
Upliftment and Support in Schools	R6 250	R256 250	R259 375	R262 500	R265 625	R1 050 000
SMME Support	R657 228	R686 803	R717 709	R750 005	R 783 756	R3 595 501
Footprint Reduction	R7 004 000	TBC	TBC	TBC	TBC	R7 004 000
OVERALL TOTAL						R75 649 501

10.3 Managing Downscaling and Retrenchment

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

The 2018-2021 review of wages and other conditions of employment reached in the Minerals Council with representative trade unions provides as follow:

In the event of retrenchments, the Company will pay severance pay of 2 (two) weeks' basic pay for each completed year of service and an ex-gratia payment equivalent to one month's basic pay.

The Company will incrementally increase the current guaranteed minimum severance pay of R30 000.00 (thirty thousand Rand) to R40 000.00 (forty thousand Rand) over (three) years as follows:

- By R3 000.00 (three thousand Rand) from 1 July 2018;
- By a further R3 000.00 (three thousand Rand) from 1 July 2019; and
- By a further R4 000.00 (four thousand Rand) from 1 July 2020.
- Total estimate Amount for employees

10.4 Footprint Reduction

The total value of the assets that have been donated as listed on page 26 is R7 004 000

10.5 SMME Support

SMME SUPPORT: FINANCIAL PROVISION WEST WITS						TOTAL
	2020	2021	2022	2023	2024	
Training	R657 228	R686 803	R717 709	R750 005	R 783 756	R3 595 501

C. Conclusion

Total financial provision for AGA over the five-year period is **R 75 649 501** over this phase at CPI average escalation.

11. ANNEXURES

ANNEXURE 11.1 Detailed Breakdown of Labour Profile

Country	Province	District	Business Unit				Grand Total
			Central Services	Corporate Services	Mponeng Mine	Surface Ops & Closure Business	
BOTSWANA	NO PROVINCE CODE	KWENENG			3		3
		NGWAKETSE			1		1
		RAMOTSWA			1		1
LESOTHO	NO PROVINCE CODE	BUTHA BUTHE			19	2	21
					6		6
		LERIBE	3		95	3	101
					1		1
					7	1	8
					3	1	4
		MAFETENG	1		118	4	123
					36		36
		MASERU			1		1
			2		171	2	175
					1		1
		MOHALESHOEK			2		2
					19	1	20
					66	6	72
		MOKHOTLONG			1		1
					16	2	18
		QACHASNEK			22		22
		QUTHING			1		1
					5		5
					1		1
			13		13		
		TEYATEYANENG			16		16

Country	Province	District	Business Unit				Grand Total
			Central Services	Corporate Services	Mponeng Mine	Surface Ops & Closure Business	
LESOTHO					14	3	17
					47	5	52
		THABA TSEKA			19		19
MOZAMBIQUE	NO PROVINCE CODE	BILENE			31	4	35
		BOANE			1		1
		CANICADO			5	1	6
		CHIBUTO			63	2	65
		FUNHALOURO			1		1
		GOVURO			1		1
		HOMOINE			9		9
		INHAMBANE			3		3
		INHARRIME			12		12
		LIMPOPO			30	1	31
		MABALANE			1		1
		MABOTE			1		1
		MAGUDE			4	1	5
		MANHICA			16		16
		MANJACAZE			27	3	30
		MAPUTO			31	3	34
		MASSINGA			22	1	23
		MATOLA			17	4	21
		MAXIXE			9	1	10
		MORRUMBENE			20		20
		MUCHOPES				1	1
		NAMAACHA			1		1
		NORTH OF SAVE RIVER					
		PANDA					
		SABIE					
		VILANCULOS					
XAI-XAI							
					60	1	61

Country	Province	District	Business Unit				Grand Total		
			Central Services	Corporate Services	Mponeng Mine	Surface Ops & Closure Business			
MOZAMBIQUE		ZAVALA			24	1	25		
SOUTH AFRICA	EASTERN CAPE	ABERDEEN			1		1		
		ALICE			5		5		
		ALIWAL NORTH			5		5		
		BIZANA			12		12		
						1		1	
						94	15	109	
		CALA				19	7	26	
		CATHCART				1		1	
		COFIMVABA					1	1	
					2		35	8	45
		EAST LONDON			1		5	8	14
		ELLIOT					1	1	2
		ELLIOTDALE					1		1
							21	4	25
		ENGCOBO					11		11
							126	15	141
		FLAGSTAFF					2		2
							73	11	84
		FORT BEAUFORT					1		1
		GCUWA					20	4	24
		HERSCHEL					2		2
							28	5	33
HOFMEYR					1		1		
IDUTYWA			2		53	6	61		
INDWE					3		3		
KEISKAMAHOEK					4		4		
KENTANI					35	3	38		
KING WILLIAMS TOWN					26	8	35		
LADY FRERE					10	5	15		

Country	Province	District	Business Unit				Grand Total
			Central Services	Corporate Services	Mponeng Mine	Surface Ops & Closure Business	
SOUTH AFRICA	EASTERN CAPE	LADY GREY			1		1
		LIBODE	1		42	8	51
		LUSIKISIKI			5		5
					105	12	117
		MACLEAR			9		9
		MATATIELE				1	1
			2		82	20	104
		MIDDLEDRIFT			1		1
					5	2	7
		MOUNT AYLIFF			15	2	17
		MOUNT FLETCHER			33	11	44
		MOUNT FRERE			1		1
					37	9	46
		MQANDULI	3		37	9	49
		MTHATHA	4		65	13	82
		NGQELENI			5	1	6
					81	14	95
		NQAMAKWE	1		25	9	35
		PEDDIE			5	3	8
		PORT ELIZABETH			1	3	4
		PORT ST JOHNS	1		25	5	31
		QUEENSTOWN			19	3	22
		QUMBU	1		25	10	36
		STERKSTROOM				1	1
		STEYNSBURG				1	1
		STUTTERHEIM			10	1	11
		TABANKULU			1		1
					48	9	57
		TSOLO	2		35	5	42
		TSOMO			1		1
			13	4	17		

Country	Province	District	Business Unit			Grand Total		
			Central Services	Corporate Services	Mponeng Mine		Surface Ops & Closure Business	
SOUTH AFRICA	EASTERN CAPE	UGIE			1	1		
		WHITTLESEA			5	2	7	
		WILLOWVALE			20	6	26	
	FREE STATE	BETHLEHEM			5	1	6	
		BLOEMFONTEIN			26	8	34	
		BOTHAVILLE			6	1	7	
		BRANDFORT			1		1	
		BULTFONTEIN			2	1	3	
		EXCELSIOR			4		4	
		FICKSBURG			19	3	22	
		FOURIESBURG	1		5	2	8	
		HARRISMITH			2		2	
		HENNENMAN			1	1	2	
		HOBHOUSE			2		2	
		KROONSTAD			3	2	5	
		LADYBRAND	1		4	2	7	
		ODENDAALSRUS	2	1	11	2	16	
		PARYS	1		6	2	9	
		REITZ			1		1	
		SENEKAL			1	3	4	
		SPRINGFONTEIN			1		1	
		STEYNSRUST			1		1	
		THABA NCHU			10	4	14	
		THEUNISSEN			6	1	7	
		VENTERSBURG			1	1	2	
		VILJOENSKROON			4	1	5	
		VIRGINIA			15	6	21	
		VREDE			1		1	
		VREDEFORT			6	3	9	
		WELKOM		1			1	2
				6	6	49	12	73

Country	Province	District	Business Unit				Grand Total	
			Central Services	Corporate Services	Mponeng Mine	Surface Ops & Closure Business		
SOUTH AFRICA	FREE STATE	WEPENER			8	3	11	
		WESSELBRON			2	2	4	
		WINBURG			1	1	2	
		WITZIESHOEK	1		23	3	27	
		ZASTRON			9		9	
	GAUTENG	ALBERTON			1	2	1	4
		BENONI				9	1	10
		BOKSBURG	1			3	2	6
		BRAKPAN				1	3	4
		BRONKHORSTSPRUIT				2		2
		CARLETONVILLE				1		1
			1			2	3	6
			123	62		1217	511	1913
		CULLINAN				1		1
		EVATON	3			14	4	21
		GERMISTON				8		8
		HAMMANSKRAAL				5	3	8
		JOHANNESBURG					1	1
			12	1		69	21	103
		KEMPTON PARK	1			4		5
		KRUGERSDORP					1	1
			3			8	7	18
		NIGEL					1	1
		PRETORIA	7			5	10	22
		RANDFONTEIN	1	1		34	12	48
		ROODEPOORT	1			5	1	7
		SEBOKENG				14	3	17
		SPRINGS		1		3	1	5
		VANDEBIJLPARK	1			8	8	17
		VEREENIGING	2			9	1	12
	WESTONARIA	3			40	9	52	

Country	Province	District	Business Unit				Grand Total
			Central Services	Corporate Services	Mponeng Mine	Surface Ops & Closure Business	
SOUTH AFRICA	KWAZULU NATAL	BERGVILLE			4		4
		DUNDEE			1		1
		DURBAN			17	2	19
		EMPANGENI	1		7	2	10
		ESHOWE			5	4	9
		ESTCOURT			2	1	3
		HIGHFLATS			5	1	6
		GREYTOWN			2	1	3
		HARDING			14	3	17
		HLABISA			2	1	3
		HLUHLUWE			4	2	6
		INGWAVUMA			68	7	75
		IXOPO			7	2	9
		IZINGOLWENI			1		1
		KOKSTAD	1		2	1	4
		KWANGWANASE			2		2
		LADYSMITH - NATAL	1		3	1	5
		MAHLABATINI			11	4	15
		MELMOTH			4		4
		MKUZE	2		9	3	14
		MTUBATUBA			8		8
		NEWCASTLE	2		7	2	11
		NKANDHLA			1	1	2
		NONGOMA			1		1
					65	7	72
		NQUTU			2		2
		PAULPIETERSBURG			1		1
		PIETERMARITZBURG			7		7
PINETOWN			1		1		
PONGOLA	2		16	3	21		
PORT SHEPSTONE	1		4	1	6		

Country	Province	District	Business Unit				Grand Total
			Central Services	Corporate Services	Mponeng Mine	Surface Ops & Closure Business	
SOUTH AFRICA	KWAZULU NATAL	STANGER			3	1	4
		TUGELA FERRY			2	1	3
		UMZIMKULU			29	8	37
		UMZINTO				1	1
		VRYHEID			9	6	15
	LIMPOPO	BOCHUM				2	2
		BUSHBUCKRIDGE	2	1	34	8	45
		DRIEKOP			7		7
		GIYANI			17	3	20
		LOUIS TRICHARDT	1		4	2	7
		MALAMULELE			5	3	8
		MESSINA			1	1	2
		MUTALE			3		3
		PHALABORWA			6	4	10
		PIETERSBURG				1	1
		POLOKWANE				1	1
			3		29	17	49
		POTGIETERSRUS			1	2	3
		SEKHUKHUNE			2		2
		SESHEGO				1	1
		SIBASA				1	1
			1		11	2	14
		TZANEEN	2		14	4	20
		VUWANI		1		1	2
		MPUMALANGA	BARBERTON			2	
	BETHAL		1				1
	DELMAS					1	1
	ERMELO				1	1	2
	EVANDER				1		1
	GROBLERSDAL					1	1
	KOMATIPOORT				12		12

Country	Province	District	Business Unit				Grand Total
			Central Services	Corporate Services	Mponeng Mine	Surface Ops & Closure Business	
SOUTH AFRICA	MPUMALANGA	LYDENBURG			1		1
		MIDDLEBURG - TVL			2		2
		NELSPRUIT	3		45	9	57
		PIET RETIEF			9	1	10
		STANDERTON				1	1
		VOLKSRUST				1	1
		WITBANK			4	2	6
	NORTH WEST	BLOEMHOF			3		3
		BOITEKONG				1	1
		BRITS			1	3	4
		DELAREYVILLE			10	5	15
		DITSOBOTLA				1	1
		GANYESA			5		5
		KLERKSDORP	1		5	6	12
			33	11	179	97	320
		LICHTENBURG		1	13	8	22
		MADIKWE			3		3
		MAHIKENG			25	19	44
		PILANESBERG				1	1
		POTCHEFSTROOM	1				1
			12	3	45	39	99
		RUSTENBURG				1	1
					22	4	26
		SCHWEIZER RENEKE			3		3
		TAUNG			20	16	36
		VENTERSDORP	1		5	10	16
		VRYBURG			12	4	16
	WOLMARANSTAD			5	7	12	
	ZEERUST			26	9	35	
	NORTHERN CAPE	HARTSWATER				2	2
		KIMBERLEY			2	1	3

Country	Province	District	Business Unit				Grand Total
			Central Services	Corporate Services	Mponeng Mine	Surface Ops & Closure Business	
SOUTH AFRICA	NORTHERN CAPE	KURUMAN			7	2	9
		WARRENTON				1	1
			3		5		8
	WESTERN CAPE	CAPE PENINSULA	1		2	1	4
		GRABOUW			1	1	2
SWAZILAND	NO PROVINCE CODE	HLATIKULU			3	1	4
			1		8	1	10
		MANKAYANE			6		6
		MANZINI			85	2	87
					3		3
		MBABANE			32	1	33
					1		1
		NHLANGANO			5		5
			1		66	2	69
		PIGGS PEAK			29		29
			19	2	21		
ZIMBABWE	NO PROVINCE CODE	HARARE			1	2	3
Grand Total			276	91	5348	1376	7090

ANNEXURE 11.2: Form Q

Note: Due to the large scale of the company, the number on employees reflected in the preamble, introduction and Annexure 11.1 differs from that of the Form Q, as the info is sourced at different times on the system by different departments.

AGA WEST WITS TOTAL AS AT JUNE 2019

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Male Total	Female Total	Grand Total
			African	Coloured	Indian	White	African	Coloured	Indian	White			
		No Schooling / Unknown	97	1	1	29	33	0	0	15	128	48	176
		Pre-ABET Fail	303	1	0	0	0	0	0	0	304	0	304
		Pre-ABET	532	2	0	0	15	0	0	0	534	15	549
General Education and Training		Grade 1 / Sub A	44	0	0	0	0	0	0	0	44	0	44
		Grade 2 / Sub B	8	0	0	0	0	0	0	0	8	0	8
		Grade 3 / Std 1 / ABET 1	274	0	0	0	23	0	0	0	274	23	297
		Grade 4 / Std 2	40	0	0	0	0	0	0	0	40	0	40
		Grade 5 / Std 3 / ABET 2	172	0	0	2	15	0	0	0	174	15	189
		Grade 6 / Std 4	78	0	0	0	1	0	0	0	78	1	79
		Grade 7 / Std 5 / ABET 3	227	1	0	1	5	0	0	0	229	5	234
		Grade 8 / Std 6	68	0	0	0	2	0	0	0	68	2	70
		1	Grade 9 / Std 7 / ABET 4 / General Education Certificate / N1	455	0	0	6	35	0	0	1	461	36
Further Education and Training	2	Grade 10 / Std 8 / National Certificate (Vocational), Level 2 / N2	318	3	0	68	65	0	0	2	389	67	456
	3	Grade 11 / Std 9 / National Certificate (Vocational), Level 3 / N3	626	2	0	67	144	1	0	0	695	145	840
	4	Grade 12 / Std 10 / National Senior Certificate / National Certificate (Vocational), Level 4 / N1 + N2 + N3 + 2 languages	1188	11	1	179	343	4	1	69	1379	417	1796
Higher Education and	5	Higher Certificate	41	0	1	37	11	0	0	22	79	33	112
	6	Advanced Certificate / Diploma	44	2	2	9	24	0	1	6	57	31	88
	7	Bachelor's Degree (360 credits) / Advanced Diploma	16	2	1	8	20	1	0	5	27	26	53

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Male Total	Female Total	Grand Total
			African	Coloured	Indian	White	African	Coloured	Indian	White			
Training	8	Honours Degree / Postgraduate Diploma / Bachelor's Degree (480 credits)	11	1	1	26	9	0	2	6	39	17	56
	9	Master's Degree	0	0	0	3	4	0	0	3	3	7	10
	10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0	0
Grand Total			4542	26	7	435	749	6	4	129	5010	888	5898

CONTRACTORS LEVEL 1 WEST WITS TOTAL AS AT JUNE 2019

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Male Total	Female Total	Grand Total
			African	Coloured	Indian	White	African	Coloured	Indian	White			
		No Schooling / Unknown	449	5	2	61	81	1	0	5	517	87	604
		Pre-ABET Fail	3	0	0	0	0	0	0	0	3	0	3
		Pre-ABET	4	0	0	0	0	0	0	0	4	0	4
General Education and Training		Grade 1 / Sub A	0	0	0	0	0	0	0	0	0	0	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / ABET 1	9	0	0	0	0	0	0	0	9	0	9
		Grade 4 / Std 2	1	0	0	0	0	0	0	0	1	0	1
		Grade 5 / Std 3 / ABET 2	8	0	0	0	0	0	0	0	8	0	8
		Grade 6 / Std 4	2	0	0	0	0	0	0	0	2	0	2
		Grade 7 / Std 5 / ABET 3	9	0	0	0	1	0	0	0	9	1	10
		Grade 8 / Std 6	5	0	0	0	1	0	0	0	5	1	6
	1	Grade 9 / Std 7 / ABET 4 / General Education Certificate / N1	14	0	0	1	1	0	0	0	15	1	16
	Further Education and Training	2	Grade 10 / Std 8 / National Certificate (Vocational), Level 2 / N2	11	0	0	4	4	0	0	1	15	5
3		Grade 11 / Std 9 / National Certificate (Vocational), Level 3 / N3	27	0	0	6	2	0	0	0	33	2	35

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Male Total	Female Total	Grand Total
			African	Coloured	Indian	White	African	Coloured	Indian	White			
	4	Grade 12 / Std 10 / National Senior Certificate / National Certificate (Vocational), Level 4 / N1 + N2 + N3 + 2 languages	38	0	0	10	13	0	0	2	48	15	63
Higher Education and Training	5	Higher Certificate	2	0	0	2	1	0	0	0	4	1	5
	6	Advanced Certificate / Diploma	1	0	0	0	0	0	0	0	1	0	1
	7	Bachelor's Degree (360 credits) / Advanced Diploma	0	0	0	0	0	0	0	1	0	1	1
	8	Honours Degree / Postgraduate Diploma / Bachelor's Degree (480 credits)	0	0	0	1	0	0	0	0	1	0	1
	9	Master's Degree	0	0	0	0	0	0	0	0	0	0	0
	10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0	0
Grand Total			583	5	2	85	104	1	0	9	675	114	789

GRAND TOTAL WEST WITS (AGA, CONTRACTORS AND AGAH) AS AT JUNE 2019

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Male Total	Female Total	Grand Total
			African	Coloured	Indian	White	African	Coloured	Indian	White			
		No Schooling / Unknown	546	6	3	90	114	1	0	20	645	135	780
		Pre-ABET Fail	306	1	0	0	0	0	0	0	307	0	307
		Pre-ABET	536	2	0	0	15	0	0	0	538	15	553
General Education and Training		Grade 1 / Sub A	44	0	0	0	0	0	0	0	44	0	44
		Grade 2 / Sub B	8	0	0	0	0	0	0	0	8	0	8
		Grade 3 / Std 1 / ABET 1	283	0	0	0	23	0	0	0	283	23	306
		Grade 4 / Std 2	41	0	0	0	0	0	0	0	41	0	41
		Grade 5 / Std 3 / ABET 2	180	0	0	2	15	0	0	0	182	15	197
		Grade 6 / Std 4	80	0	0	0	1	0	0	0	80	1	81

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Male Total	Female Total	Grand Total
			African	Coloured	Indian	White	African	Coloured	Indian	White			
		Grade 7 / Std 5 / ABET 3	236	1	0	1	6	0	0	0	238	6	244
		Grade 8 / Std 6	73	0	0	0	3	0	0	0	73	3	76
	1	Grade 9 / Std 7 / ABET 4 / General Education Certificate / N1	469	0	0	7	36	0	0	1	476	37	513
	2	Grade 10 / Std 8 / National Certificate (Vocational), Level 2 / N2	329	3	0	72	69	0	0	3	404	72	476
Further Education and Training	3	Grade 11 / Std 9 / National Certificate (Vocational), Level 3 / N3	653	2	0	73	146	1	0	0	728	147	875
	4	Grade 12 / Std 10 / National Senior Certificate / National Certificate (Vocational), Level 4 / N1 + N2 + N3 + 2 languages	1226	11	1	189	356	4	1	71	1427	432	1859
	5	Higher Certificate	43	0	1	39	12	0	0	22	83	34	117
Higher Education and Training	6	Advanced Certificate / Diploma	45	2	2	9	24	0	1	6	58	31	89
	7	Bachelor's Degree (360 credits) / Advanced Diploma	16	2	1	8	20	1	0	6	27	27	54
	8	Honours Degree / Postgraduate Diploma / Bachelor's Degree (480 credits)	11	1	1	27	9	0	2	6	40	17	57
	9	Master's Degree	0	0	0	3	4	0	0	3	3	7	10
	10	Doctoral Degree	0	0	0	0	0	0	0	0	0	0	0
Grand Total			5125	31	9	520	853	7	4	138	5685	1002	6687

ANNEXURE 11.3: Form R

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

ANNEXURE 11.3: Proof of Stakeholder Consultations



OFFICE OF THE MUNICIPAL MANAGER

TEL: 045 808 4010
FAX: 045 838 1582
Email: zuhabe@chrishanidm.gov.za
Enquiries: M. Danyela

PRIVATE BAG X 7121
QUEENSTOWN, 6320

30 AUGUST 2019

The Vice-President
Anglo-Gold Ashanti SA
20 Jacaranda Avenue
Western Deep Levels
Carletonville

Attention : Kgomotso Tshaka

RE-CHRIS HANI DISTRICT MUNICIPALITY COMMITMENT/ENDORSEMENT LETTER

Dear Sir/Madam,

Chris Hani District Municipality (CHDM) commits to enter into a partnership agreement with the Anglo-Gold Ashanti Company for the advancement of economic development Initiative at Shiloh Irrigation Scheme.

Shiloh Irrigation Scheme is one of the four big irrigation schemes located at Whittlesaa, Enoch Mgijima Local Municipality, under the jurisdiction of Chris Hani District Municipality. There are a lot of economic activities taking place in the scheme, such as Dairy production, vegetable production, as well as winery. The partnership that is sought from Anglo-Gold is in respect of winery production, its expansion and value-addition.

Mayime Winery is an initiative of CHDM. The grape production project, being implemented by Chris Hani Development Agency (CHDA), the entity of CHDM currently covers the area of 15 hectares, with the aim of further expanding it to 30 hectares. The 30 ha production will make it possible to sustain the requirements of the cellar.

The table (Table 1) below gives the expenditures and transfers to the project from inception till to-date :

YEAR	EXPENDITURE AND TRANSFERS
2015/16	4 821 279.09
2016/17	2 214 629.01
2017/18	183 728.64
2018/19	845 417.05
2019/20	715 682.24
TOTAL to date	R8 781 136.03

TABLE 1 : Expenditure on and transfers to Mayime Winery since project inception

The above table gives an indication of the amount of money already invested by CHDM on the project. CHDM further commits to support the initiative going forward financially, technically and otherwise. It is our wish, therefore, that CHDM and Anglo-Gold Ashanti get into partnership agreement for the development, as well as, future expansion of the project.

Yours sincerely,

.....
Dr B.J. MTHEMBU
ACTING MUNICIPAL MANAGER



OFFICE OF THE MUNICIPAL MANAGER

Date: 28 August 2019
Stakeholder Management Manager
ANGLOGOLDASHANTI, South Africa
26 Jacaranda Avenue,
PO Box 8044, Western Levels
2501
Attention: Mr. Khaya Magadla

Dear Sir

RE: NGQUSHWA LOCAL MUNICIPALITY COMMITMENT LETTER ON DEVELOPMENT OF BEE KEEPING PROJECT

BACKGROUND

Ngqushwa Local Municipality has various Agricultural commodities that contribute to food security, job creation and poverty alleviation within the Local Municipality. All these commodities require huge financial injection for them to be a success and fruitfully contribute to Local Economic growth.

Among the Agriculture catalytic Project taking place within Ngqushwa Local Municipality is Bee keeping (Apiculture). Ngqushwa Local Municipality is committed to promoting sustainable development through facilitation of value addition. Ngqushwa Honey Production project form part of the Municipal Integrated Development Plan. The municipality commit R2 000 000.00 in 2020/2021 financial year to support the Honey production in Ngqushwa that will be processed and sold both nationally and internationally.

DISCUSSION

In the light of the aforementioned background, we kindly request financial assistance to develop the Ngqushwa Honey Production Industry. Funding will be utilised towards the construction of a honey processing facility designed to meet the required global market standards for processing and production of value added products and exporting.

For further clarity concerning this matter do not hesitate to contact Mrs. M.P Mpahlwa @ 040 6733 108/ 0826593335 or Email: mmpahlwa@ngqushwamun.gov.za

RECOMMENDATIONS

That ANGLOGOLDASHANTI assist in the development of Ngqushwa Honey production Industry.


Yours faithfully,

Mrs. M.P. Mpahlwa
Municipal Manager

NGQUSHWA
LOCAL MUNICIPALITY
2019 -08- 28

Erf 313 • Main Road • P.O. Box 8044 • P.O. Box 8044 • Western Levels • 2501 • Tel: (040) 6733103 • Fax: (040) 6733772

NYANDENI LOCAL MUNICIPALITY

PHYSICAL ADDRESS:

Municipality Building
B.K. Nomandela Drive
LIBODI

POSTAL ADDRESS:

Private Bag 5 504
LIBODI
5508



Website:
nyandeni.localmunicipality.gov.za

Tel: 047 5555 000
047 5555 061

Fax: 047 5550 202

"Deciding with the people, not for the people"

Enquiries: Mr. N. Cekwana

Date: 03 September 2019

Mr. M. Khaya Magadia
AngloGold Ashanti
Johannesburg

RE: CONFIRMATION LETTER THAT IS IN OUR INTERGRATED
DEVELOPMENT PLAN FOR 2019/2020


Dear Mr Magadia,

I hope this finds you extremely well.

This communication serves to confirm Mavubeza Junior Secondary School is within our municipality. It is a Public school under the OR Tambo Coastal Education District and the school was established in 1986 by the then Transkei government. It is located in Eastern Cape, Ngqeleni, Nr 5 Lujizweni A/A. The school is on Quintile 1 as per National and Funding Allocation per learner funding per quintile for 2019.

We would like to endorse the building of the school, as it will have a very positive impact in the community of Ngqeleni especially our children.

Yours in Developmental Local Government


MRS N. NOMANDELA

MUNICIPAL MANAGER

DATE: 03 SEPTEMBER 2019



MERAFONG CITY
LOCAL MUNICIPALITY AND ANGLO GOLD ASHANTI  **ANGLOGOLD ASHANTI**

www.merafong.gov.za

MANDATING COMMITTEE

MINUTES OF THE MANDATING COMMITTEE MEETING BETWEEN MERAFONG MUNICIPALITY AND ANGLO GOLD ASHANTI, HELD ON THURSDAY, 07 MARCH 2019, AT 09H00 – 12H00, IN THE NEW COUNCIL CHAMBERS, MUNICIPAL OFFICES, CARLETONVILLE

NO	ITEM	DISCUSSION	RESPONSIBLE PERSON	TARGET DATE
	NOTICE OF CONVENING THE MEETING	The Notice of convening the meeting was read by the Executive Director, Economic Development & Planning and the notice in order.	ED: EDP	07/03/2019
1.	OPENING & WELCOME	The Acting Chairperson, Cllr N Best welcomed all present to the meeting and declared the proceedings of the meeting officially opened.	Act Chairperson	07/03/2019
3.	ATTENDANCE REGISTER	Circulated and signed by all present.	AI	07/03/2019
3.	APOLOGIES	There following apologies were reported: <ul style="list-style-type: none"> Cllr SM Mogale – Letsie Cllr M Moyeri <p>That it be noted that some MMC attended Party engagements in preparations for elections and attendance will improve there after.</p>	AI	07/03/2019

NO	ITEM	DISCUSSION	RESPONSIBLE PERSON	TARGET DATE
4.	CONFIRMATION OF AGENDA	The Agenda of the Mandating Committee meeting between Merafong municipality and Aga, held on Thursday, 07 March 2019, at 09h00 – 12h00, in the new Council Chambers, Municipal Head Offices, Carletonville, Be – Approved	All	07 / 03 / 2019
5	CONFIRMATION OF MINUTES	After a proposal by Mr. S Rasepae and seconded by Ms. L. Peu , it was, Resolved: Minutes of the Merafong municipality and Aga, held on Thursday, 06 December 2018, at 09h00 – 12h00, in the new Council Chambers, Municipal Head Offices, Carletonville, Be – Approved BE APPROVED with corrections.	All	07 / 03 / 2019
6	MATTERS ARISING FROM PREVIOUS MINUTES	The meeting was informed that all matter from previous minutes are attached as agenda items.	AGA	07 / 03 / 2019
7.	MATTERS FOR CONSIDERATION:			
7.1	Changes In AGA Management:	The following feedback was reported to the meeting: That: <ul style="list-style-type: none"> New CED has been appointed. Section 189 has been completed. The report was noted.	AGA All	07 / 03 / 2019 07 / 03 / 2019
7.2	Update on AGA State of Business:	The Update on AGA State of Business was presented and noted.	All	07 / 03 / 2019

2

NO	ITEM	DISCUSSION	RESPONSIBLE PERSON	TARGET DATE
7.3	Consultation with the Municipality 2020 – 2024:	The following feedback was reported to the meeting: That: <ul style="list-style-type: none"> Integrated Development Plan (IDP) will be used as the main reference in this regard. The New Mining Charter states that there must be a broad base consultation. The following concerns were brought forth: <ul style="list-style-type: none"> Does AGA have a plan on Social Labour Projects (SLP) to address the downsizing of mining subsequently to unemployment. That the municipal IDP has not yet been adopted and advises on a synergic approach in this regard. Response: <ul style="list-style-type: none"> There are other SLP that might not necessarily reflect the IDP as it might be the sole prerogative of AGA to implement them. AGA will look into its own internal processes and enhance it where possible to collaborate with the Municipality on a broad consultative process as the Mining Charter does not dictate on the term of reference. 	AGA	07 / 03 / 2019

3

NO	ITEM	DISCUSSION	RESPONSIBLE PERSON	TARGET DATE
7.4	Presentation by Unisa School of Agriculture	<ul style="list-style-type: none"> An apology was submitted on behalf of Unisa <p>A summative presentation was made as follows:</p> <ul style="list-style-type: none"> That satellite has been approved awaiting internal processes to be completed. The report was noted 	ED EDP AI	07 / 03 / 2019 07 / 03 / 2019
7.5	Community HRD Projects: Progress Report	Comprehensive report will be submitted in the next Mandating Committee meeting of the 12 th of June 2019.	AGA	12 / 06 / 2019
7.6	LED Project: Progress Report	<p>Progress report on LED Projects was made as follows:</p> <ul style="list-style-type: none"> Life Science Laboratory has been handed over to Wedekle Primary School. Mangabeza Primary School building of Physical and Life Science Laboratory in process of contractor handing over the project to AGA. Greenpark Primary School building of 4 additional classrooms currently awaiting delivery of furniture and expected by end of March 2019. Botefko Special School and Naysaboswa Primary School building of Physical and Life Science Laboratory will run concurrently awaiting procurement processes. Reakgona Primary School refurbishment and equipping of a computer laboratory has been completed. <p>However in light of the progress made above AGA is facing a challenge regarding the allocated position of the proposed structure due to a power line right above the indicated position.</p>	AGA	07 / 03 / 2019

4

NO	ITEM	DISCUSSION	RESPONSIBLE PERSON	TARGET DATE
		<p>AGA has further sought assistance from the Municipality to re - route the power line to accommodate the position and still awaiting for the response from the Municipality Electrical Department.</p> <p>Kokosi Community Health Care: AGA received a letter on the 31 January 2019 indicating that Banteng Department of Health is in the process of constructing a Community Health Clinic on Erf 3335.</p> <p>Conversely AGA is awaiting correspondence to indicate that indeed the project has commenced to enable to redirecting of funding committed for this project and suggest an alternative LED project.</p> <p>The report was noted and Municipality was further requested to speed up the process of re - routing the power line.</p>	AI	
7.7	Social and Institutional Development Fund	Comprehensive report will be submitted in the next Mandating Committee meeting of the 12 th of June 2019.	AGA	12 / 06 / 2019
7.8	Enterprise Development Project	<p>The presentation was made as follows:</p> <p>The space currently being used is not conducive for the realization of main objective due to size and Sibanye Stillwater committed space at Shared Services building on which concerns on accessibility were raised.</p> <p>However the Municipality has committed a portion of Sport Complex and a site visit has been conducted and the portion was confirmed to be ideally for the project.</p> <p>The report was noted.</p>	AI	07 / 03 / 2019

5

NO	ITEM	DISCUSSION	RESPONSIBLE PERSON	TARGET DATE
7.9	Update on Incorporation	The Update on Incorporation was presented and noted	AGA	07 / 03 / 2019
6	CLOSURE:	The Acting Chairperson thanked all members present for their outstanding contribution towards the proceedings and adjourned the meeting.	Clr N Best	07 / 03 / 2019

DRAFT