



# GETTING BACK TO WORK UNDER COVID-19

28 April 2020



# This briefing

Tebello Chabana  
on the  
**Minerals Council's  
approach**

Dr Thuthula Balfour  
on the  
**health response**

Motsamai  
Motlhamme  
on  
**labour issues**

Q&As

Company  
representatives  
**approach in action**

Ursula Brown  
on  
**AMCU legal action**



# Current situation

- Partial resumption of mining activities since the amendment of the 16 April Disaster Management Act regulations - reinforced by the switch to Level 4 alert status announced by President Ramaphosa on 23 April
  - 100% of activities for coal mines
  - 100% of activities for open-cast mines
  - 50% of activities for underground mines
- Too early to assess accurately the impact of new situation on state of the industry
- Industry extremely conscious of its responsibilities in these unprecedented circumstances
- Mining industry has had to deal with these issues at an earlier state than most others, because of the essential services and care and maintenance work we have been permitted to carry out
- Characterised by extensive engagements

**ECONOMIC IMPACT OF COVID-19 LOCK-DOWN ON THE SA ECONOMY**  
Determining the economic impact of the 21-day lock-down on the mining industry is a complex issue given that many variables will influence the outcome. Key considerations are the impact of the measures implemented, as well as the specific circumstances of each commodity and the various mining processes involved.

**Contribution of the mining sector to the South African economy**  
Mining remains a significant contributor to the economy (8.1% of GDP in 2019), fixed direct investment (R94.7 billion in 2019), export earner (R248.2 billion or a third of export earnings in 2019), employing around 454,900 people in 2019. For every direct mining job, there are at least two other jobs created in allied industries. Each mining employee supports between five and 10 dependants. The sector is a significant source of primary income for the economy and based on a GDP multiplier of some 2.27 times, creates significant economic activity in the rest of the economy.

**Impact of the 21-day lock-down**  
The Minerals Council and its members believe that it is possible to get mining back to work at production levels higher than 50%, while ensuring that all the preventative and mitigating measures are in place to safeguard the health of employees. The proper implementation of the Minerals Council 10-point action plan combined with the DMRE Principles and a carefully constructed list of Standard Operating Procedures (SOP) for the start-up period would enable the industry to find this balance.

**Production**  
The economic impact of the lock-down on mining production is significant. If mining operations were to resume after 21 days, annual production would be 5% lower than in 2019. A longer period of lock-down could result in annual mining production declining by more than 15% for the year.

**Financial losses**  
Mining has some of the highest fixed costs of all sectors – 51% on a weighted average basis. While in theory, variable costs can be paused during a lockdown, fixed costs cannot. This will have a serious detrimental impact on the financial viability of mining operations due to the significant decrease in revenues received by mining companies during the lock-down period.  
The mining sector's debt leverage ratio is 1.7 times. Liabilities (current and non-current) are 1.7 times the value of the sector's equity. This combination of high fixed costs and a high leverage ratio will seriously prejudice the viability of a number of mining operations.

**Jobs**  
Preliminary estimates for a 21-day lock-down scenario suggests that 10,000 jobs would be at risk. A longer lock-down period, with lower production and no mechanisms in place to support the industry, could put 10% of the workforce or 45,000 direct jobs at risk. This excludes jobs in supplier industries.

**Finding a way forward**  
The Minerals Council is fully supportive of the fight against COVID-19, and the measures put in place by the South African government to curb its spread. Together with the Department of Mineral Resources and Energy (DMRE), the Minerals Council and its members have prioritised the health of employees, and at the same time committed to delivering essential services and limiting the damage to the operational abilities of the sector to enable full resumption of operations after the lockdown period.  
The industry's high fixed cost structure and high debt leverage ratio, combined with the inability to produce sufficient volumes will lead to the permanent closure of some operations and even companies, job losses and substantial negative impact on supplier and downstream industries, ultimately affecting the entire economy.  
The Minerals Council has recommended several measures to support the mining industry during this unprecedented period, including improved licencing requirements for exploration; access to environmental trust funds; redirecting Social and Labour Plan (SLP) funds to help communities; several proposals to Treasury on possible tax relief; and a moratorium on contributions to skills development levies, amongst others.

The safety and health of employees must remain a priority throughout with a focus on:

1. equipping employees with the knowledge and means to be able to protect themselves and their families
2. putting in place the systems and standard operating procedures that apply best practice knowledge on hygiene and social distancing
3. screening and detecting employees who are ill, and provide for quarantine facilities where this is necessary
4. providing medical care for employees, and where possible, for families and communities as well

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# Shared responsibility

While the prime responsibility for ensuring the effective implementation of measures to ensure healthy and safe working practices rests with management, levels of responsibility rest with all involved, including employees themselves, their elected representatives and the regulator

## *But it goes beyond the workplace*

People are employees for only a part of their time, and they are also individuals with families and friends. This is why companies, in addition to doing their utmost to ensure health and safety in the workplace, have also made significant contributions to salaries of those who have been unable to work, made donations to the Business for SA Solidarity Fund and other funds, and carried out additional community projects.





# COVID-19

## Minerals Council – health interventions

Dr Thuthula Balfour

# COVID-19: a black swan



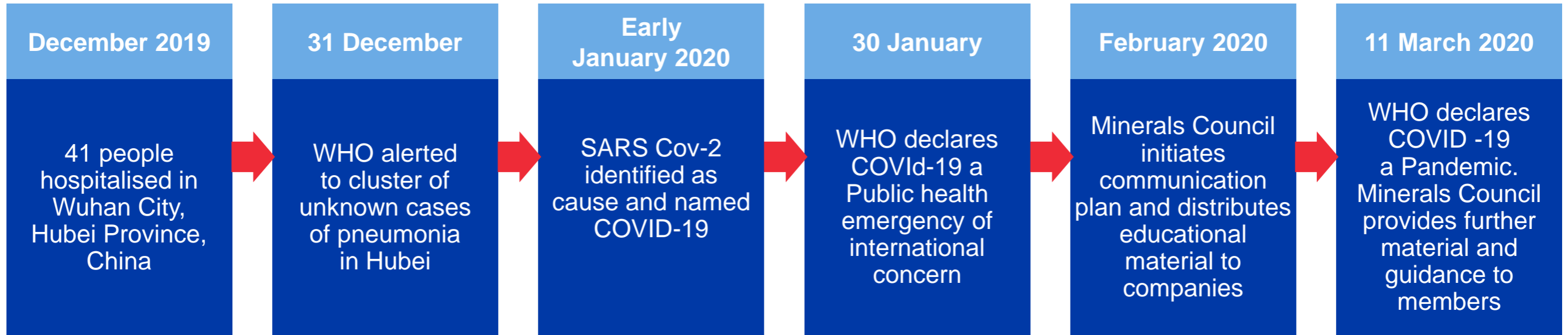
Novel virus

Unprecedented socio-economic disruption

No-one has all the answers - we are all finding the best way to control and mitigate the impact of the disease



# Timeline



The coronavirus has been declared a global health emergency by the World Health Organization (WHO). This is what you need to know: First, do not panic. You can protect yourself and your family. To protect yourself and others from getting sick. Wash your hands

**WHAT YOU NEED TO KNOW ABOUT CORONAVIRUS**

**WHAT ARE THE SYMPTOMS?**

- Fever
- Tiredness
- Dry cough
- Difficulty in breathing

**HOW CAN I PROTECT MYSELF AND OTHERS FROM GETTING SICK?**

- Wash your hands regularly and thoroughly for 20 seconds with soap and water or use an alcohol-based hand rub.
- Avoid close contact with anyone who has been sick or coughed. Don't share your food or drink.
- Cover your mouth and nose with your elbow or a tissue when you cough or sneeze.
- Only eat well-cooked food. Don't eat raw meat or fish.
- Never spit in public.

**HOW DOES IT SPREAD?**

- The air by coughing and sneezing
- Close personal contact, such as touching or shaking hands
- Touching an object or surface that someone with the virus has touched

**CAN I GET IT FROM TOUCHING THINGS?**

- Their hands
- Door knobs
- Keys
- Digital devices like cellphones and laptops
- Food and utensils
- Stair railings

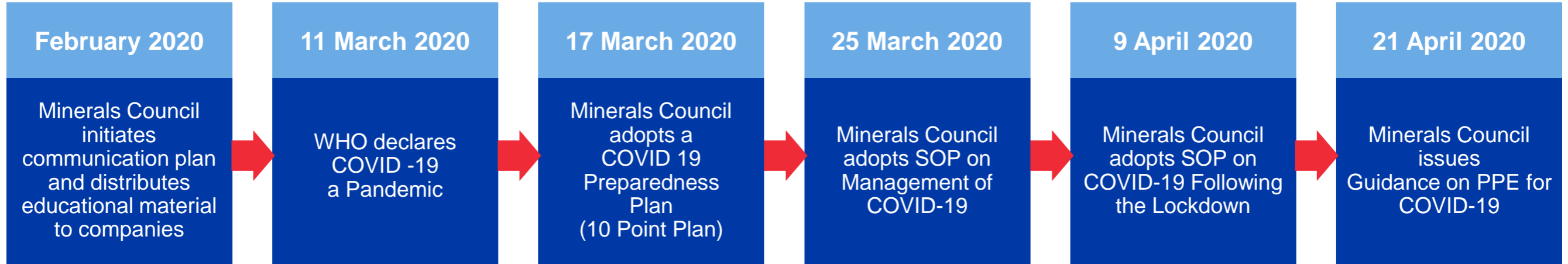
**WHAT SHOULD I DO IF I THINK I HAVE THE VIRUS?**

- Stay home, fever, cough and/or difficulty breathing symptoms.
- Speak to your healthcare practitioner
- Share your recent travel history
- Avoid travel
- Avoid contact with others

**WHO IS AT RISK?**

- Anyone who comes into contact with someone who has been sick or coughed.
- Anyone who has been in a public place where someone who has been sick or coughed.
- Anyone who has been in a public place where someone who has been sick or coughed.

# Timeline



## MINING INDUSTRY ACTION PLAN ON COVID-19

Minerals Council response

**TIMELINE**

- January 2020: WHO declares COVID-19 a Public Health Emergency of International Concern.
- Early February 2020: Minerals Council initiates communication plan and distributes educational material to companies.
- Week of 9 March 2020: Minerals Council engages with DMRE regarding their Inspector of Mines.
- 11 March 2020: WHO declares COVID-19 a pandemic and the virus reaches more than 100 countries around the world.
- 11 March 2020: Minerals Council issues secret list of substance materials to members.
- 15 March 2020: President Cyril Ramaphosa declares a national state of disaster and urges measures taken by the country to combat the COVID-19 pandemic.
- 17 March 2020: Minerals Council meets with Minister of Mineral Resources and Energy on industry preparedness.

### 10-POINT ACTION PLAN

- Employee education and health promotion for employees, contractors and suppliers:**
  - Workplace hygiene
  - Regular, thorough handwashing, using hand rubs
  - Promote good respiratory hygiene including covering mouth for sneezing and coughing
  - Instructions for anyone with mild cough, fever to isolate
- Health worker readiness:**
  - Workplace hygiene
  - Isolation on the management of COVID-19
  - Training people with respiratory symptoms in healthcare facilities, including provision of primary masks
  - Adequate arrangements for supply of chronic medication to reduce chronic
  - Interest on the NICD hotline
- Ensuring access to consumables:**
  - Ensure access for:
    - consumables (masks, gloves, cleaning materials, glasses, protective gowns, etc.) for medical professionals
    - PPE for employees, and hardware (for self-temperature monitoring)
- Proactive influenza vaccination:**
  - Mining industry undertakes and promotes this every year
  - Particularly important for people with compromised immunity, the elderly or those with chronic conditions
  - Companies will be identified employees who would be most at risk
  - Ensure flu vaccination is recommended where possible, with those at risk being a priority
  - Minerals Council recognizes that the flu vaccine does not prevent COVID-19, but it does help to ensure that employees' immune systems are not compromised if they should become infected with the virus
- Understanding the potential impact on employees who may be immunocompromised:**
  - NICD advises that it is important for employees to understand their HIV status and to take steps where this is required
  - Companies will be identifying employees who would be considered to be most at risk
  - Minerals Council already has an HIV and TB screening campaign through its Mine Health Programme, and this will be intensified
- Case definition and management of suspected or contacts of cases:**
  - This will be done in conjunction with the NICD
- Isolation of employees should the need arise:**
  - Engaging with the NICD on standards/protocols for quarantine, and the potential risk of micro-hospitals
  - If required, the mining industry will also explore a regional approach for treatment of cases which includes collaboration between the state and the companies (this will only be considered following guidance from the Doh and NICD)
- Travel advice:**
  - As advised by NICD, only essential travel to areas with COVID-19 should be undertaken
  - WHO advises that people coming from COVID-19 affected countries should monitor their temperature twice a day and self-isolate once they have symptoms, as well as their health authorities
- Reporting and communication in the mining industry in the event of a case:**
  - Any suspected or confirmed case will be reported to the Minerals Council (or their consultant with NICD)
  - The Minerals Council will monitor and report on industry data
- Monitoring:**
  - The Minerals Council will continue to monitor international statistics as provided by credible sources such as the WHO and NICD

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## STANDARD OPERATING PROCEDURE

The Minerals Council South Africa, on behalf of its members, has developed a Standard Operating Procedure (SOP) to assist in preventing the transmission of COVID-19 in South African mines. This procedure provides guidelines for the management of the employees and healthcare workers returning to work following the COVID-19 South African lockdown. It addresses possible exposure to SARS-CoV-2 the virus responsible for COVID-19 and subsequent illness, isolation and quarantine, and outlines the additional special steps and procedures to be followed in addition to the format procedure for medical surveillance of any workers returning to work following a significant period of time away from work, based on the Department of Mineral Resources and Energy's (DMRE) standards of fitness to work.

This SOP is aligned with the SOP for Addressing Cases of COVID-19 also prepared by the Minerals Council, and the Guiding Principles on Prevention and Management of COVID-19 in SAMI published by the Department of Mineral Resources and Energy (DMRE) on 26 March 2020.

- Before arrival**
- After arrival**
- Isolation area assessment**
- Follow up**
- Continuous measures**
- Reporting**

**Before employees arrive at work,** mining companies should have a return to work procedure in place, ensuring that:

- Sufficient resources are in place for pre-screening of employees, screening areas and working areas;
- Sufficient security, medical, social worker, counselling, employee assistance and administration staff are available;
- Necessary medical and hygiene supplies (PPEs, soap, water, sanitizers) are available;
- High-risk employees are provided with flu vaccinations and prophylaxis;
- Cleaning and disinfecting consumables and services are available.

Companies are required to:

- Communicate new procedures for medical surveillance to employees before they leave their areas of residence during the lockdown;
- Screen healthcare workers before they screen employees and daily thereafter;
- Where possible, screen employees in labour-sending areas before they return, and isolate or quarantine at source;
- Apply decontamination, physical distancing during transport;
- Intensify employee awareness and education on signs and symptoms of COVID-19 on their return;
- Inform employees of the duty to report their COVID-19 status if they were tested before returning to work.

**After employees arrive at work,** mining companies should apply **infection prevention and control measures** to all forms of transport of employees, screening areas and working areas:

- Educating employees on measures to prevent infection such as social distancing and hygiene;
- Providing PPE, particularly for frontline staff;
- Encouraging employees to wear non-medical masks;
- Educating employees on how to use PPE and masks and receptacles to dispose of them;
- Reinforcing the need to take chronic medication.

**Isolation area assessment**

- Employees should be assessed for COVID-19 signs and symptoms in an isolation area. Employees who meet the NICD criteria of a person under investigation must be referred to the designated Isolation Centre for testing;
- Employees whose test results are positive for COVID-19, are not very sick and have the capacity to self-isolate may do so at home for 14 days. Necessary PPE must be provided and contact tracing undertaken;
- The medical centre team must follow-up telephonically with the employee on a daily basis, record progress and refer to hospital if required;
- A register must be kept of employees presenting symptoms and who are referred for isolation (DOH guidelines).

**Follow-up**

Employees must call the medical centre to arrange for an assessment and the issuing of a clearance letter after the isolation/admission period. Only after the fitness to work assessment, may a return to work note be issued and the line manager advised.

**Continuous measures to be applied at work** include training of staff and employees, continually re-enforcing universal hygiene procedures, enforcing physical distancing in the workplace, continue use of facemasks, and promotion of good hygiene practices.

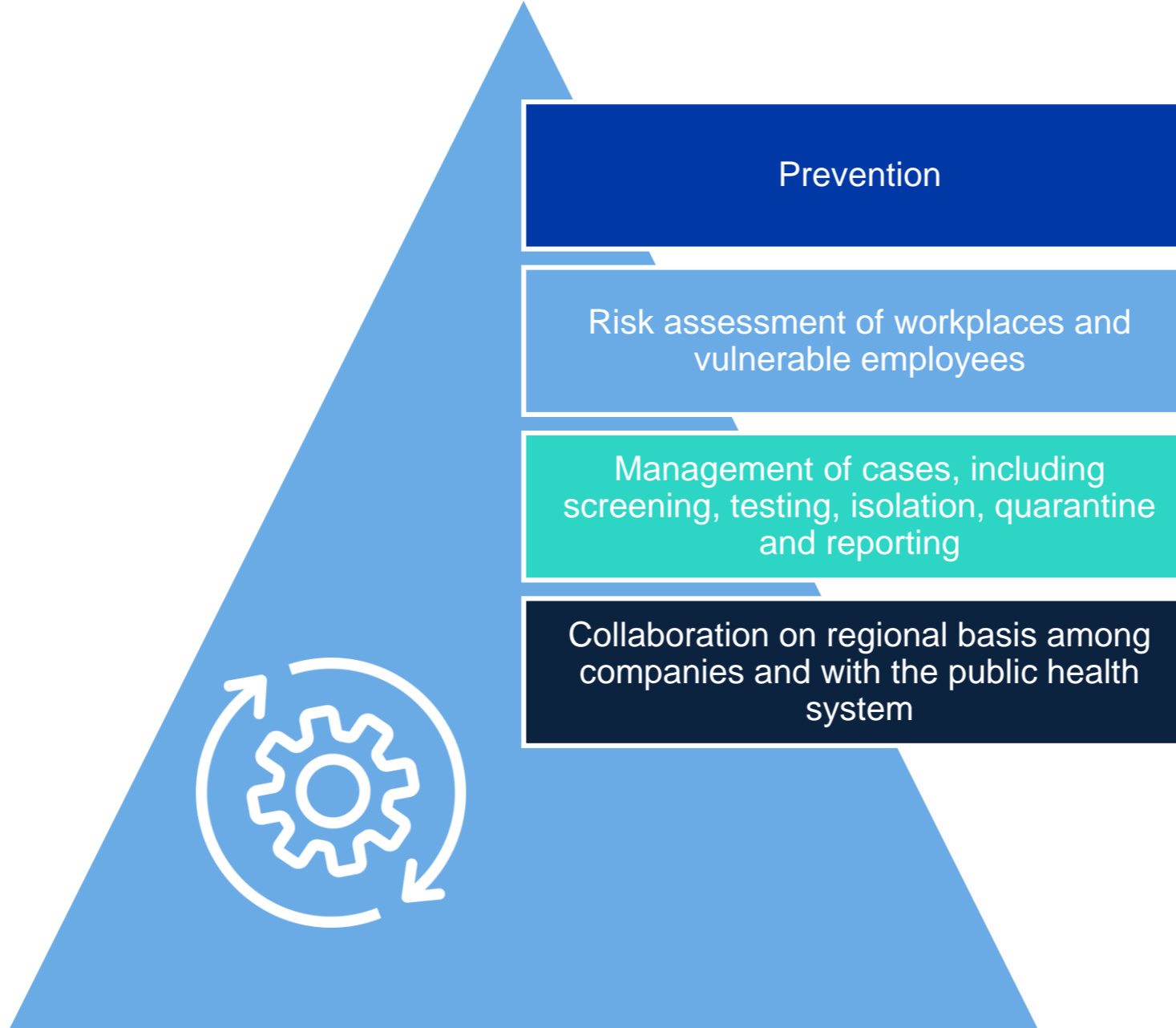
**Case reporting** should be done through the NICD surveillance programme. Reports should also be submitted to the Minerals Council and DMRE. COVID reporting applies to healthcare workers who become infected from a known source in the workplace.

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The full SOP may be downloaded from: <https://www.mineralscouncil.org.za/minerals-council-position-on-covid-19>



# Key elements of interventions





# Khumbul'ekhaya

- CEO-led initiative to reduce mortality in the industry under CEO Zero Harm Forum
- Additional funding allocated for:
  - Behavioural training
  - Disease mapping
  - Fundamental research



# Labour interventions

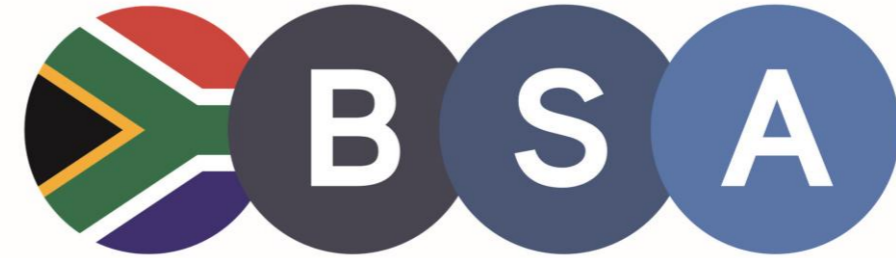
Motsamai Motlhamme

# Labour interventions

The Minerals Council has been part of broader business engagements on labour issues pertaining to Covid-19 and the lock-down (BSA)

Part of Nedlac engagements on labour market aspects

Provision of information and guidance to members on various labour issues



BUSINESS FOR SA | COVID-19

[WWW.BUSINESSFORSA.ORG](http://WWW.BUSINESSFORSA.ORG)



## Issues at roadblocks

- Documents to be produced
- Police insisting on hard copy, not electronic permits

## Issues affecting transport

- Taxi associations insisting in transporting employees
- Health and safety issues re sanitisation, social distancing, etc

## Progress with return to work

- Around 60% of recalled employees have return to mines to date
- Constraints at Teba offices (screening and fitness tests) a reason for delays

## Payment of salaries

- Employees who have been at work during the lock-down will be paid their normal salaries
- Most members decided to pay employees who were not working for the first 21 days of lock-down
- Some of the companies cannot afford to pay salaries for the extended lock-down and will claim from UIF on behalf of employees
- Members who were unable to pay during the lock-down have claimed from UIF on behalf of their employees

# Responding to AMCU's application

- Minerals Council not averse to regulation of workplaces under COVID-19 directives and regulations by the DMRE inspectorate, as is the case in respect of other health and safety matters
- We welcome the engagement of AMCU, along with all other trade unions, in a collaborative effort to address the pandemic
- Minerals Council has opposed some, but not all of AMCU's motions

- Primarily, it is opposing the union's motion that the pandemic be declared a health hazard in terms of the Mine Health and Safety Act
  - it is submitted that this is a legally incorrect application of the Act's health hazard provision
  - it is our view that the implementation of a code of practice by the Chief Inspector and/or the publication of regulations in the DMA are appropriate mechanisms to address the COVID-19 hazards effectively, whilst the regulatory mechanisms takes into account the position at particular mines and with flexibility should the situation change
  - the Mine Health and Safety Council, of which AMCU is a member, was set up under the MHSA to address many, if not all, of the concerns that AMCU raises
- Minerals Council welcomes AMCU's statement that the Minerals Council's SOP "could well serve as a short-term binding regulation"
- We support the proposal that the advice of experts should be relied upon in developing strategies and policies as the pandemic continues to unfold, and note these experts should include a broad range of the scientists and medical experts as agreed by all parties

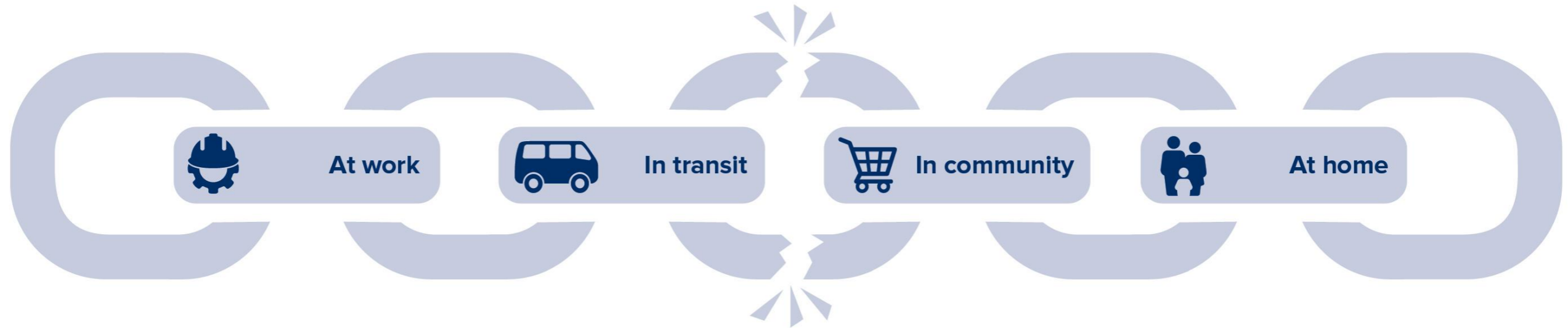
# GOLD FIELDS SOUTH DEEP

**GETTING BACK TO WORK**

Sven Lunsche

# Integrated approach

We have taken a holistic and integrated approach that looks at the full day in the life of an employee



A break in any link weakens the chain

We have a shared responsibility



# Multi-channel

WhatsApp platform

Posters

Facebook

Training

Briefs

Videos and animations

Hotline

Direct contact

**DAY IN THE LIFE**

**What can we do in our homes?**

- Continue to practice good hygiene by washing your hands regularly, cleaning all surfaces with a disinfectant and coughing or sneezing into your elbow
- Not invite people over or visit others in their homes
- Keep a distance of at least 2 metres away from your neighbours

**What can we do when we travel?**

- Avoid lift clubs or public transport where possible
- Wear a mask and gloves
- Keep a distance of at least 1.5 metres away from anyone else in the vehicle
- Continue to practice good hygiene by washing your hands and coughing or sneezing into your elbow

**What can we do at work?**

- Check that you are well before you leave home. If you are not feeling well, stay at home and contact our call centre at 072 515 9753 or 072 649 8255
- Ensure that you take your temperature at key entrance points
- Wear all the PPE provided to you such as masks, goggles and gloves
- Keep a distance of at least 2 metres away from your colleagues, especially at congregating and queuing points, turnstiles
- In cages wear masks, goggles and gloves and follow good respiratory hygiene by coughing and sneezing into the fold of your arm
- Continue to practice good hygiene by washing your hands and coughing or sneezing into your elbow

**What can we do in our communities?**



- Avoid crowds and gatherings
- Limit my time out in public by staying at home as far as possible
- Continue to practice good hygiene by washing your hands and coughing or sneezing into your elbow
- Check on my elderly neighbours, but keep my distance when I do



# Coronavirus passport

• Issued to employees when they reported for first shift back at work. Included:

- Travel permit
- Return to work induction
- Daily protocols to follow
- Important contacts

## Coronavirus Passport

**Travel permit**



I, \_\_\_\_\_

Surname	Mokoatle		
Full names	Benford		
Industry number	P8795119		
Position	VP Operations, South Deep Gold Mine		
Contact Details	Call Centre	Call Centre	Email address
	072 515 9753	072 649 8255	Benford.Mokoatle@goldfields.com
Physical Address of Institution	Farm Modderfontein, Old Vereeniging Road, Westonaria, Gauteng Province		

certify that, the individual employee, whose details are set out below has been authorised in terms of Regulation 11K(d) of the Disaster Management Act, 2002 to perform work in the mining sector and to travel for this purpose:

Surname			
Full names			
Identity number/ passport number			
Industry number			
Work Address	Farm Modderfontein, Old Vereeniging Road, Westonaria		
Company			
Occupation			

Authorised Company Representative  
DATE: \_\_\_\_\_

### Return-to-work Induction

Check	Responsible	Name	Signature	Date	Comments
Temperature check	Medical staff				
Medical screening and declaration	Medical staff				
Chronic Condition (yes / no)	Medical staff				
Approved to work	Medical staff				
Time and attendance	Human resources				
Certificate of Fitness (if lapsed)	Human resources				
Refresher training (if lapsed)	Human resources				
Coronavirus training	Human resources				
Locker relocated	Change-house Supervisor				
Operational Induction	Line manager				
WhatsApp number checked	Human resources				

## Daily protocols to follow:

**Do not come to work if you are ill, especially if you are coughing, have a high temperature or difficulty breathing**

**Wear your face mask when you come to work**

**Keep social distancing in transport**



**Wash your hands regularly**



**Don't touch your face**



**Cough into your elbow**

- Have your temperature checked at gate
- Keep social distancing in queues and meetings
- Wear your mandatory PPE in the cage and all other areas where there are many people
- Ensure that all communal spaces are clean and sanitised (start and end of shift) and meetings
- Report any illnesses

### Remember:

! Not everyone who gets the coronavirus will feel sick. But, they will still be able to carry it and give it to others. That is why you need to protect yourself and you family by washing your hands, practicing social distancing, and wearing your mask.

Many people who get sick from the coronavirus will feel better in a few days. But some people (about 20%) will get very ill and will need to be in hospital, and less than 5% will get very ill and die.

The people who get very ill are usually over 60 years of age and have another illness that compromises their immune systems.

If you have existing illnesses, such as HIV, hypertension, diabetes, you need to ensure that you take your medication on time and stay healthy.

If you have any concerns, speak to your healthcare practitioner.

### What should I do if:

**I have come in close contact with a person confirmed to be positive for coronavirus:**

- Close contact means that you have had face-to-face contact (2m) or work in a closed environment with a someone who has been confirmed to have coronavirus
- Stay at home and isolate yourself
- Notify your line manager and the coronavirus call centre (072 515 9753 or 072 649 8255)
- Consult with the Occupational Medical Practitioner to arrange to be tested
- While you are waiting for the results of your test, stay at home and take the necessary steps to protect your family

**I have come into casual contact with a person who was confirmed to be positive for coronavirus before he/she was ill:**

- Casual contact means a brief encounter with a person, before he/she was ill
- Notify your line manager and the coronavirus call centre (072 515 9753 or 072 649 8255)
- Monitor yourself for symptoms for 14 days following contact
- Go to work, but apply extra precautions to avoid non-essential contact

**I have a compromised immune system, due to a chronic medical condition:**

- Immediately report the condition to the Occupational Medical Practitioner so that they can help you

**Let's work together** to keep ourselves and each other safe, every day, everywhere we go

### What can we do in our homes?

- Continue to practice good hygiene by washing your hands regularly, cleaning all surfaces with a disinfectant and coughing or sneezing into your elbow
- Do not invite people over or visit others in their homes
- Keep a distance of at least 2 metres away from your neighbours



**DAY IN THE LIFE**

### What can we do at work?

- Check that you are well before you leave home, if you are not feeling well, stay at home and contact our call centre at 072 515 9753 or 072 649 8255
- Ensure that you take your temperature at key entrance points
- Wear all the PPE provided to you such as masks, goggles and gloves
- Keep a distance of at least 2 metres away from your colleagues, especially at participating and general meetings, meetings
- In cages wear masks, goggles and gloves and follow good respiratory hygiene by coughing and sneezing into the fold of your arm
- Continue to practice good hygiene by washing your hands and coughing or sneezing into your elbow

### What can we do in our communities?

- Avoid crowds and gatherings
- Limit my time out in public by staying at home as far as possible
- Continue to practice good hygiene by washing your hands and coughing or sneezing into your elbow
- Check on my elderly neighbours, but keep my distance when I do

### Important contact numbers

South Deep Hotline  
**072 515 9753 or 072 649 8255**  
weekdays from 08h00 to 10h00 and 15h00 to 17h00

WhatsApp  
**087 250 3037**

Save this WhatsApp number on your phone. This is how we will contact you.

Facebook  
<https://www.facebook.com/GoldFieldsLTD>

**South Deep WhatsApp**

South Deep has started a new WhatsApp line for all employees. Please make sure we have your WhatsApp number so that we can contact you.

# Back to work week

## Coronavirus

Together we can protect ourselves and those we care about

### Adapting to the new 'normal'

As people and a business, we at South Deep are not immune to the impact of the Coronavirus. As the lockdown period draws to an end, we need to be mindful that the virus has not gone away.

In adjusting to the new "normal", each and every one of us needs to make informed choices across all aspects of our daily lives, because the choices we make today will influence our lives tomorrow.

Let's work together to keep ourselves and each other, our families and communities safe, every day, everywhere we go.

#### What do we need to know?

- We have to stop the Coronavirus from being passed from one person to another
- The symptoms are: fever, tiredness, a dry cough and difficulty breathing
- Even if you don't have any symptoms, you can still be a carrier and spread the virus to your friends, family and colleagues

#### What can we do in our homes?

- Continue to practice good hygiene by washing your hands regularly, cleaning all surfaces with a disinfectant and coughing or sneezing into your elbow
- Not invite people over or visit others in their homes
- Keep a distance of at least 2 metres away from your neighbours

#### What can we do when we travel?

- Avoid lift clubs or public transport where possible
- Wear a mask and gloves
- Keep a distance of at least 1.5 metres away from anyone else in the vehicle
- Continue to practice good hygiene by washing your hands and coughing or sneezing into your elbow

#### What can we do in our communities?

- Avoid crowds and gatherings
- Limit my time out in public by staying at home as far as possible
- Continue to practice good hygiene by washing your hands and coughing or sneezing into your elbow
- Check on my elderly neighbours, but keep my distance when I do





## South Deep Coronavirus

Together we can protect ourselves and those we care about

### My mask protects you, your mask protects me, our families and our communities too



Protect yourself, your colleagues, your family and community, and ask them to do the same for you

Let's work together to keep ourselves and each other safe, every day, everywhere we go





## Coronavirus

Together we can protect ourselves and those we care about

### Do not touch your face!

Every time you touch your face, you may pass coronavirus from surfaces which you may have touched to your eyes, nose or mouth.

This is how the virus enters your body, and puts you at risk of getting sick.



**Try to avoid**



- X Biting your nails
- X Scratching itchy skin
- X Adjusting your glasses, goggles or mask
- X Rubbing your eyes
- X Touching your nose

It is difficult, but you can learn to do it. Keep yourself safe from coronavirus.

Let's work together to keep ourselves and each other safe, every day, everywhere we go





## South Deep Coronavirus

Together we can protect ourselves and those we care about

### Covid-19 infection is still spreading

Lead the way at home, in the community and at work

#### Remind everyone you see to:

Wash their hands with soap and water

Don't touch their faces

Wear masks where appropriate

Stay away from crowds

Be aware of symptoms such as fever, tiredness, a dry cough and difficulty breathing

Stay home and call the hotline if you show symptoms

The hotline is available on 0725159763 or 0726498255, weekdays from 08H00 to 18H00 and 15H00 to 17H00.

Let's work together to keep ourselves and each other safe, every day, everywhere we go





## South Deep Coronavirus

Together we can protect ourselves and those we care about

### Keep the distance



Let's work together to keep ourselves and each other safe, every day, everywhere we go





## Coronavirus

Together we can protect ourselves and those we care about

### Even if we don't show any symptoms like:

A dry cough

Fever

Difficulty breathing

Tiredness

We may still be carrying and spreading coronavirus.

Protect your friends, family and colleagues by:

Washing your hands with soap and water

Not touching your face

Avoiding crowds

Coughing and sneezing into your sleeve or tissue

Wearing a mask when appropriate

Let's work together to keep ourselves and each other safe, every day, everywhere we go





## Coronavirus

Together we can protect ourselves and those we care about

### Social distancing is vitally important

Reduce social distance, reduce the spread of the virus

Behaviour	5 Days	30 Days
Normal behaviour 1 person infects	2.5 people	406 people
50% less contact 1 person infects	1.25 people	15 people
75% less contact 1 person infects	0.625 people	2.5 people

Let's work together to keep ourselves and each other safe, every day, everywhere we go





  
**Coronavirus**  
Together we can protect ourselves and those we care about

# RETURNING TO WORK AT SOUTH DEEP

 **GOLD FIELDS**  **Siyaphambili**  
We are going forward

  
**Coronavirus**  
Together we can protect ourselves and those we care about

# WHAT TO EXPECT WHEN YOU RETURN TO WORK

 **GOLD FIELDS**  **Siyaphambili**  
We are going forward



**STOP!**  
**CORONAVIRUS**



A COLLABORATIVE APPROACH



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Dr Bafedile Chauke  
VP – Group Health

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# Approach

- At the outset, clear recognition of a global pandemic, which is pervasive and fast spreading to workplaces and communities
- Recognition that AGA operates within and as part of communities
  - work to strengthen and support healthcare systems and community response mechanisms to make the company more resilient
  - actively looked for places to help in our communities, and supplement local efforts already underway
- Transparency and openness are key - knowledge will empower employees and communities, and reduce anxiety and panic


## COVID-19 PREPAREDNESS

### OUR FOOTPRINT




**AMERICAS**

- 1 Argentina  
Cerro Vanguardia (Escuela)
- 2 Brazil  
Serra Grande  
ACA Mineracao
- 3 Colombia  
Granadota (EIR) & Colosa  
Cushabamba



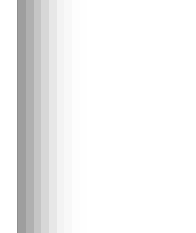
**CONTINENTAL AFRICA**

- 4 Guinea  
Siguiri (2016)
- 6 Mali  
Moussa  
Sadiola (AFC)
- 6 Ghana  
Ejuphem  
Obuasi
- 7 Democratic Republic of the Congo (DRC)  
Kibali (2017)
- 8 Tanzania  
Gella



**SOUTH AFRICA**

- 6 South Africa  
Mponeng  
Sibulane (2016)



**AUSTRALIA**

- 10 Australia  
Sunraysia Dam  
Tropicana (2019)

Notes: 1) Locations indicate the ownership footprint held by AngloGold Ashanti. All operations are 100% owned unless otherwise indicated.

**AngloGold Ashanti recognizes that all our stakeholders have a direct and material interest in the way in which we, as a business, prepare for and respond to Covid-19 at our operations, in our communities and in the regions and countries in which we operate. We are guided by our values and a pledge to protect the health of our employees and host communities, while working to ensure business continuity.**

This document illustrates our overall approach, taking into account that local circumstances will determine specific responses. It is our intention to think globally, and act locally.

We recognize that the COVID-19 pandemic represents an unprecedented global challenge that is evolving rapidly, and so will the way in which we plan and work. This document will evolve as our plans and circumstances change.

All the while we are guided by the guidelines and best practices by the World Health Organization (WHO), and are aligned with the

requirements of the countries in which we operate, which themselves are changing rapidly. We are open to learning from our peers and from those in other industries and groups, and are fully engaging with any guidance and support provided by the International Council of Mining and Metals (ICMM), various mining bodies such as the Minerals Council South Africa, among others.

We have also learnt from – and are sharing with others – the experiences we have gained.

- During the Ebola epidemic which affected West Africa – where AngloGold Ashanti has a significant presence – from 2014 to 2016, during this time, we worked very closely with – and supported – local and regional authorities and health structures to confront the crisis.
- In the management of tuberculosis in South Africa over the past decade, the South African mining industry has significantly reduced the incidence of TB, a respiratory illness that is transmitted through air and contact. We have world-class detection, treatment and contact tracing mechanisms and facilities in place. This includes the treatment of drug resistant TB.



# Community health initiatives

## HOSPITALS

- Close collaboration with expert, multidisciplinary teams from the provincial governments of the **North West** and **Gauteng**
- Two hospitals made available for their exclusive use
- Facilities will be used by the authorities for the treatment and isolation of COVID-19 patients

## West Vaal facility

- Near Orkney in the North West Province
- Fully equipped
- 270 beds

## West Wits facility

- Near Carletonville/Merafong in western Gauteng
- Building in good condition with oxygen piping infrastructure and other design elements needed for a fully functioning hospital
- Capacity for around 300 beds
- Equipped and recommissioned by Gauteng Department of Health

**ANGLOGOLD ASHANTI STEPS UP HUMANITARIAN EFFORTS IN THE RESPONSE TO COVID-19**

AngloGold Ashanti is committed to working with government at all levels and a range of other stakeholders in supporting South Africa's fight to slow the spread of COVID-19. We are working across several fronts to support healthcare providers, bolster community health and hygiene responses, and to provide relief to the most vulnerable in society.

We have worked closely with expert, multidisciplinary teams from the provincial governments of the North West and Gauteng, to make available two hospitals for their exclusive use as part of the frontline COVID-19 effort. These facilities will be used by the authorities for the treatment and isolation of COVID-19 patients.

*"The provincial health teams have worked with incredible diligence to ensure these facilities are made available to serve the public. We're pleased to work alongside the authorities in this national effort."*

— Dr. Mabile Chaba, Site President Health

The first of these is the fully equipped, 270-bed West Vaal facility near Orkney in the North West province. The second is a West Wits hospital building near Carletonville in western Gauteng, which was closed a number of years ago during restructuring of the SA Region portfolio, and its equipment donated to other healthcare facilities or non-profit organisations in the community. The building, which has capacity for almost 300 beds, is nonetheless in good condition and has the necessary oxygen piping infrastructure and other design elements needed for a fully functioning hospital. The Gauteng Department of Health is working to ensure it is fully equipped and recommissioned in the coming weeks.

*"We are committed to supporting the multi-stakeholder efforts aimed to curtail the spread of the COVID-19 virus. Apart from the hospitals, we are providing support in a range of other areas to protect those most at risk from the devastating effects of COVID-19."*

— Agneshe Tshabe, Site President Solidarity

**Other AngloGold Ashanti support initiatives include:**

- Distributing clean hand sanitizer that will be used in the Maseru municipality in the Northern Cape province, and in the North West Province, and the City of Johannesburg, Johannesburg, and various other locations, to help these facilities at selected high-risk areas in Gauteng, including major bus hubs. The response has been rapid in areas that may not have sufficient stockpiles. The project has also been expanded to the City of Kinshasa, particularly in the Matonge district area.
- Immediate distribution of 5,000 care packs to the elderly – containing gloves, handwash, multipurpose cleaner and a COVID-19 response booklet – to assist good households, to help reduce the impact of the 27-day lockdown. Recipients include the elderly, people with disabilities and those receiving children grants. We are working alongside the National Directorate for the Implementation of the Lockdown.
- Providing 27 electronic television care packs for South Africa's most disadvantaged households, the world's first to target healthcare workers, to COVID-19 patients only. We are working with the SABC Foundation for the implementation of this initiative.
- Providing and servicing 24 mobile toilets in the Maseru and Maseru municipalities, with handwash, toilet and latrine.

**Solidarity Fund**

As part of our total commitment, we have also pledged R20 million to the Solidarity Response Fund, which is an independent charitable, not-for-profit public benefit company and supported by business, civil society and the South African government. The fund will be used to provide rapid and targeted actions to support the healthcare sector in efforts to reduce the spread of infections and provide humanitarian support to vulnerable households and communities.

The COVID-19 pandemic has spread suffering, devastation, loss, and engaged the global economy. Tackling the pandemic requires co-operation and co-ordination of efforts by stakeholders to ensure that resources and technology are deployed in the right way at the right time to make the biggest possible impact on curbing the pandemic and reducing the toll on human lives.

We remain committed to working with governments, communities, peers, local governments and all other stakeholders, at 100 of our operating jurisdictions on three continents – to curtail the spread of the virus and to deal with its after-effects.



# Partnership Between AngloGold, Sasol and Imperial

- Partnerships are an effective way to increase the impact of relief efforts
  - pooling of capital, complementary assets and skills
- General hand hygiene remains an effective line of defence against COVID-19
- Sufficient supplies of hand sanitizer critical to mitigate the spread of COVID-19 in hospitals
- Provide bulk supplies of hand sanitizer at four major Gauteng state hospitals:
  - Chris Hani Baragwanath Academic hospital
  - Charlotte Maxeke Academic hospital
  - Helen Joseph hospital
  - Leratong hospital
- Close collaboration between partnering companies and dedicated clinical hospital managers to find innovative ways to address the need for sanitizer in a sustainable way
- Sasol – increased production of hand sanitizer
- AGA – share cost of production with Sasol and provide the specially manufactured bulk-storage tanks
- Imperial – ensuring that the sanitiser tanks are safely transported from Sasol to the four hospitals in Gauteng
- Seeking additional partners to ensure this project is sustainable and can be extended to other facilities



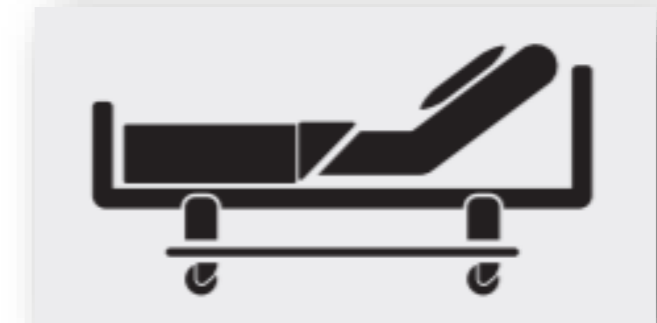
## Other support initiatives

### SANITATION

- Local manufacture of free standing 1,000 litre water tanks for handwashing
- Close partnership with Gauteng Department of Roads and Transport, The City of Johannesburg, Johannesburg Water, City of Tshwane, particularly in the Hammanskraal area and various taxi associations
- Facilities placed at selected high-traffic areas in Gauteng, including major taxi ranks, to improve hand hygiene in areas that may not have sufficient reticulated water

### HOSPITAL BEDS

- Procured 27 electronic intensive-care beds for Soweto's Chris Hani Baragwanath Hospital, the world's third-largest healthcare facility, for its COVID-19 isolation units
- Collaborated with the SAME Foundation



## Other support initiatives

### MASKS

- Donated masks from a local supplier to the Merafong municipality in Gauteng, the Matlosana municipality in the North West Province, and the Chris Hani, OR Tambo and Amathole municipalities in the Eastern Cape

### RELIEF

- 5,000 care parcels distributed to help cushion the effects of the lockdown
- Recipients include the elderly, people with disabilities and those receiving childcare grants
- Collaboration with Imbumba Foundation for the implementation of this initiative
- Assisting various other organisation through the Matlosana and Merafong municipalities, with blankets, food and toiletries.

### SANITATION

- Provided and servicing 24 mobile toilets to Chris Hani Baragwanath Hospital



## Awareness

**STOP!** CORONAVIRUS

WHAT YOU NEED TO KNOW ABOUT CORONAVIRUS

The coronavirus (COVID-19) is a new virus that can spread between people who are in close contact with one another. It is a respiratory virus that causes illness in people who become infected. It is a contagious disease that can be spread from person to person.

**THE VIRUS SPREADS WHEN** someone who has the virus sneezes or coughs into their hands, or coughs or sneezes directly into the face of another person. It can also be spread by touching a surface that has been touched by someone who has the virus, and then touching your own face.

**THE MOST COMMON SYMPTOMS ARE:**

- Fever or coughing and sneezing
- A new persistent cough that goes on for more than 2 weeks
- Loss of taste or smell or sore throat
- Shortness of breath or chest pain
- Fatigue
- Headaches
- Diarrhea
- Nausea
- Vomiting
- Stomach pain
- Rash
- Red, itchy eyes
- Swollen lymph nodes
- Loss of consciousness

**PROTECT YOURSELF BY TAKING THESE STEPS:**

- Avoid close contact with people who have COVID-19.
- Avoid going to crowded places and indoor events.
- Avoid touching your face.
- Wash your hands often with soap and water for at least 20 seconds.
- Use hand sanitizer if soap and water are not available.
- Wear a mask in public places.
- Stay home if you are sick.
- Avoid sharing items like cups, water bottles, and food.
- Clean and disinfect frequently touched objects and surfaces.
- Cover your coughs and sneezes with your elbow or a tissue.
- Stay up to date on your vaccinations.

**STOP!** CORONAVIRUS

SCREENING: TELLING YOUR TEAM AND SAFETY FIRST

To protect you and others from the coronavirus, we are asking everyone entering our buildings and to do a few simple questions.

**PLEASE TELL US:**

**1: Do you have any of the following flu-like symptoms?**

- 1: Cough
- 2: Sore throat
- 3: Fever
- 4: Fatigue

**2: Have you travelled abroad since the past few weeks?**

**3: Have you been in contact with someone who has been diagnosed with the coronavirus over the past few weeks?**

**4: Please, may we have a minute of your time to check your temperature with a handheld infrared thermometer?**

If your answer to questions 1 - 3 is yes, go home, seek medical assistance and contact supervisor.

Medical clearance will be required before you return to work to make sure that you are healthy and well.

**OUR FIRST PRIORITY IS TO ENSURE YOUR HEALTH AND SAFETY.**

**STOP!** CORONAVIRUS

PROTECT YOURSELF AND OTHERS FROM GETTING SICK

WASH YOUR HANDS:

- After coughing or sneezing
- Before, during, and after caring for someone who is sick
- After touching a public surface
- After touching an animal or animal waste
- After using the toilet
- After handling objects such as door knobs, handrails, and light switches

Never touch your face, mouth, nose or eyes without washing your hands first.

**THESE SIMPLE MEASURES CAN MAKE A DIFFERENCE.**

**STOP!** CORONAVIRUS

WHEN TO USE A MASK: MEDICAL MASKS

**MEDICAL MASKS**

Healthcare workers and people caring for the sick stand a higher chance of contracting the coronavirus

Medical, surgical and N95 masks should only be used by healthcare workers and people diagnosed with COVID-19

**STOP!** CORONAVIRUS

PROTECT OTHERS FROM GETTING SICK

The coronavirus (COVID-19) is a new virus that can spread between people who are in close contact with one another. It is a respiratory virus that causes illness in people who become infected. It is a contagious disease that can be spread from person to person.

**PROTECT OTHERS**

Cover your mouth and nose with a tissue when you cough or sneeze. Remember to dispose of the tissue immediately after use.

Check your hands regularly and wash them often for 20 seconds with soap and water or use an alcohol-based hand sanitizer. Use the sanitizer thoroughly, rubbing your hands together for the full duration.

Avoid close contact with others when you are feeling sick.

Avoid going to public places.

Do your bit to prevent the spread of the virus to your colleagues and loved ones.

If you have fever, cough and difficulty breathing, stay home and avoid contact with others.

**STOP!** CORONAVIRUS

WORK, TRAVEL AND MEETING PROTOCOLS

**YOU HAVE A CHOICE**

**YOU HAVE NO CHOICE AND MUST STAY AT HOME, IF YOU:**

- Display flu-like symptoms in this case, seek medical assistance and stay home until you feel better.
- Are a high-risk individual in this case, seek medical assistance and stay home.
- Are a high-risk individual in this case, seek medical assistance and stay home.
- Are a high-risk individual in this case, seek medical assistance and stay home.
- Are a high-risk individual in this case, seek medical assistance and stay home.
- Are a high-risk individual in this case, seek medical assistance and stay home.

**WE WILL NO LONGER**

If you are confirmed to have COVID-19, you will be required to stay home and avoid contact with others until you are fully recovered.

**STOP!** CORONAVIRUS

WHEN TO USE A MASK: NON-MEDICAL MASKS

**NON-MEDICAL MASKS**

COVER YOUR NOSE AND MOUTH WITH A NON-MEDICAL MASK LIKE A FABRIC MASK, DUST MASK AND PLASTIC MASK

Wearing a mask helps prevent people who don't know that they are infected from spreading it to others

REMEMBER, MASKS ARE ONLY EFFECTIVE IF YOU WASH YOUR HANDS REGULARLY AND THOROUGHLY WITH SOAP AND WATER OR AN ALCOHOL-BASED SANITIZER

Masks are effective if you also observe social distancing wherever possible

**FOR A MASK TO WORK, YOU MUST USE IT PROPERLY:**

- Cover your nose and mouth completely
- Keep it on if you cough or sneeze
- Don't touch it while you are wearing it
- Don't touch the inside with your hands
- Wash fabric facemasks after every use with warm, soapy water and iron when dry

**STOP!** CORONAVIRUS

WHEN TO USE A MASK: MEDICAL MASKS

**MEDICAL MASKS**

Healthcare workers and people caring for the sick stand a higher chance of contracting the coronavirus

Medical, surgical and N95 masks should only be used by healthcare workers and people diagnosed with COVID-19

**SAVE MEDICAL MASKS FOR PEOPLE WHO NEED THEM MOST - HEALTHCARE WORKERS AT THE FRONTLINE OF THE COVID-19 PANDEMIC**

If you are not a healthcare worker, cover your nose and mouth with a non-medical mask

# WORKING TO PROTECT THE WELLBEING AND LIVELIHOODS OF OUR PEOPLE AND COMMUNITIES

Nomonde Ndwalaza

28 April 2020



# WeCare

Protecting our wellbeing  
during Covid-19

# WORKING TO PROTECT THE WELLBEING AND LIVELIHOODS OF OUR PEOPLE AND COMMUNITIES

## Our people and communities are our utmost priority during this time

Anglo American has been consistent in its position around the pandemic, and its support of the measures put in place by the national government. **As the biggest mining company in South Africa, Anglo American is ensuring it plays its material part, which is to protect the health and wellbeing of our people, stakeholders and host communities by:**

- In the first instance, **limiting the spread of COVID-19 across all Anglo American operations and communities by aligning with best practice guidelines**
- In the event of an infection, we have resources in place to help isolate and treat our people
- Prioritising and safeguarding the health and safety of employees
- Securing employees and suppliers' livelihoods and not crippling them financially

Anglo American takes its **role as a responsible corporate citizen** importantly. **We want our communities to remember us as partners who care about their lives and their livelihoods, and act with care, integrity and accountability.**

Through our guiding framework of **Prevention, Response and Recovery**, Anglo American is “safely thinking beyond the extended lockdown” by ensuring that our host communities have funds and access to essential community infrastructure that is provided by the company, in a way allows them to set themselves up for recovery beyond the lockdown and the devastation of COVID-19.

We are our host communities' most important ally in the fight against COVID-19. Our most effective business continuity measure is to keep our businesses operating and generating cash in order to afford to continue to provide our many essential services.

- **Water** - In many communities we provide water and/or facilitate access to fresh water and water for local crops and food production
- **Energy** - In most remote sites we are the local energy supplier. We are also suppliers of coal and other energy sources for broader community supply
- **Food** - In many cases we run agriculture co-ops and local food stores and/or provide key services to keep those operating facilities
- **Health Systems** - Hospitals are needed to look after serious infection cases. GPs and other medical practitioners and nurses and support staff will be needed to support increasing caseloads. Where possible, we have availed our own health facilities to local governments – such as in South Africa through our Coal and Kumba business
- **Banking and Cash** is needed to help people buy food and pay for the essentials they need to survive. o Government services and infrastructure must be kept running to support the provision of essential services in this context
- **Broader Infrastructure and Support** that we drive in our communities must be maintained to ensure essential services can be sustained
- \$2 million donation to South Africa's Solidarity Fund
- \$1 million donation to the Oppenheimer family's South African Future Trust for SMMES
- Cumulative global contribution of US \$22.2 million to COVID-19 response measures

# WECARE

## Our integrated health response – Protecting the wellbeing of our employees during COVID-19

- **We Care** is a programme focused on protecting the health and wellbeing of our employees, full-time contractors and host communities during the pandemic
- Colleagues are encouraged to protect themselves from getting the virus, monitoring their health to pick up early symptoms, and to manage their health if or when they test positive for COVID-19
- Our community approach to Covid-19 is a community, operational, interpersonal and individual centred approach that aims to respond to the needs, expectations and vulnerabilities of our employees, suppliers and host communities

**WeCare**  
Protecting our wellbeing  
during Covid-19

**WeCare pillars : Prevention, Response, Recovery**



# WE CARE IN OUR COMMUNITIES



Distributing 66 000 food parcels to communities around our 22 operations around South Africa, Namibia and Zimbabwe



Supplying water tankers to 9 municipalities, expanding water programmes to 21 villages around 4 operations and drilling 10 boreholes in Zimbabwe



Supporting 160 clinics and hospital wards with personal protective equipment, training and support, and setting up screening stations and temporary wards.



Working with our Supply Chain and the NGO supply chain to secure and supply this equipment as far as possible, taking into account the current global shortage of supplies.



Supporting government with targeted educational messaging through a dedicated community awareness and radio campaign.



Providing significant support to small and medium-sized businesses through payment holidays for all loans until the end of June through our enterprise development programme, Zimele.





## Media briefing Support towards COVID-19

James Wellsted

28 April 2020



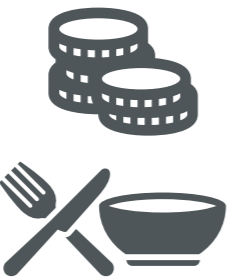
# COVID-19 Actions and support in line with Group values, vision and purpose



Contributions to the SA relief funds

Employee wages paid during lockdown period

Employee donations matched by the company



Support to local, small businesses

Social relief food parcels, water tanks, blankets and mattresses

Schools and education – sanitisation and catch-up programmes



Health and safety preparedness and support

COVID-19 awareness communication



## Contributions to SA National relief funds

### Solidarity fund

- R2.8 million Board and Executive salary sacrifice
- Additional R12.0 million corporate donation

### SA Future Trust Fund

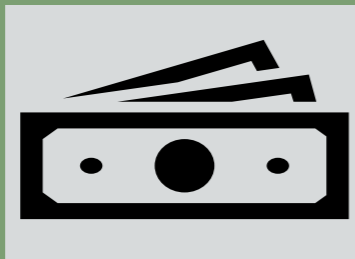
- R9.0 million corporate donation

## Employee wages

R1.5 billion paid during lockdown period



Contributions toward  
COVID-19 relief initiatives on  
multiple levels



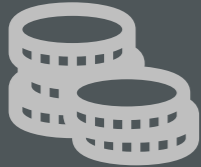
## Employee volunteerism scheme

Employee donations of up to R1 million will be matched by company  
– over R2.0 million potential contribution

## Local, small business support

**CEO SMME support fund** – R14.5 million to stimulate local economic growth in local communities

**Focused spend with local suppliers** for COVID-19 related PPE of R1 million



## Community, business and educational support



## Social relief

20 water tanks for communities around Marikana  
8,000 food parcels for local communities  
600 blankets and mattresses for homeless shelters



## Schools and education

School sanitisation and support for catch up programme in North West, Free State and Gauteng - R3.0 million



## Health preparedness and support

PPE for health facilities in local clinics (masks, gowns, gloves and boots) – R2.0 million

Sanitisation of health facilities, old age homes, taxi ranks and schools – R3.0 million

Quarantine facilities - conversion of hostels in the Free State, West Rand and Rustenburg – R 4.9 million in total



Isolation treatment facilities - for employees at local hospitals

Partnership with Gauteng Province on a facility (isolation or treatment) in the West Rand

Tracing and screening of employees in labour sending areas and referrals for their families (with TEBA)

Medical App to screen, trace and educate employees



## COVID-19 awareness communication

Leaflets with soaps delivered to communities

Radio slots in local media around our operations

Community billboards around our operations

Taxi rank communication



## Awareness and preparedness for COVID-19



# Summary of COVID-19 contributions

Financial contributions			Total
<b>Contributions to the SA national relief funds</b> <ul style="list-style-type: none"> <li>Solidarity fund                             <ul style="list-style-type: none"> <li>Salary sacrifice by board and Executive = R2.8 million</li> <li>Additional corporate donation = R12.0 million</li> </ul> </li> <li>SA Future Trust Fund                             <ul style="list-style-type: none"> <li>Corporate donation = R9.0 million</li> </ul> </li> </ul>	<b>Employee wages and benefits</b> <ul style="list-style-type: none"> <li>Wages and benefits paid to employees during lockdown period = R1.5 billion</li> <li>No obligation to pay even though no work no pay would legally apply</li> </ul>	<b>Employee volunteerism scheme</b> <ul style="list-style-type: none"> <li>Up to R1.0million employee donations will be matched by company = potential R2.0 million contribution</li> </ul>	<b>R24.8 million contributions + R1.5 billion wages</b>
Local community support			Total
<b>Support to local, small businesses</b> <ul style="list-style-type: none"> <li>CEO SMME fund (internal fund) to stimulate local economic growth in local communities = R14.5 million</li> <li>Focused spend on local suppliers for COVID related PPE (cloth PPE for employees` families and old aged homes = R1.0 million</li> </ul>	<b>Social relief</b> <ul style="list-style-type: none"> <li>8,000 food parcels for indigent community members = R4 million</li> <li>20 water tanks for communities around Marikana and donation of 600 blankets and mattresses for homeless shelters = R500,000</li> </ul>	<b>Schools and education</b> <ul style="list-style-type: none"> <li>School sanitisation and support for catch up programme in North West, Free State and Gauteng = R3.0 million</li> </ul>	<b>R23.0 million</b>
Health education and COVID-19 prevention support			Total
<b>Health preparedness and support</b> <ul style="list-style-type: none"> <li>PPE for health facilities in local clinics (masks, gowns, gloves and boots) = R2.0 million</li> <li>Sanitisation of local health facilities, old age homes, taxi ranks and schools = R3.0 million</li> <li>Tracing and screening of employees in labour sending areas and referrals for their families =R1.8 million</li> </ul>	<b>Employee health preparedness</b> <ul style="list-style-type: none"> <li>Conversion of hostels to quarantine facilities in the Free State, West Rand and Rustenburg = R2.9 million SA PGM + R2.0 million SA gold</li> <li>Isolation facilities for employees at local hospitals = R15.0 million</li> <li>Medical App to trace, screen and educate employees = R2.5 million annually</li> <li>Partnership with Gauteng Province on a facility (isolation or treatment) in West Rand</li> </ul>	<b>COVID-19 awareness communication</b> <ul style="list-style-type: none"> <li>10,000 leaflets with soaps delivered to communities</li> <li>Radio slots in local media around our operations</li> <li>Community billboards around our operations</li> <li>Taxi rank communication</li> <li>Total = R1.0 million</li> </ul>	<b>R30.2 million</b>

# Photos of some of the actions and contributions



# More photos of some of the actions and contributions





**COVID-19:**

# **RETURN-TO-WORK PROCESS**

Mashego Mashego

28 April 2020



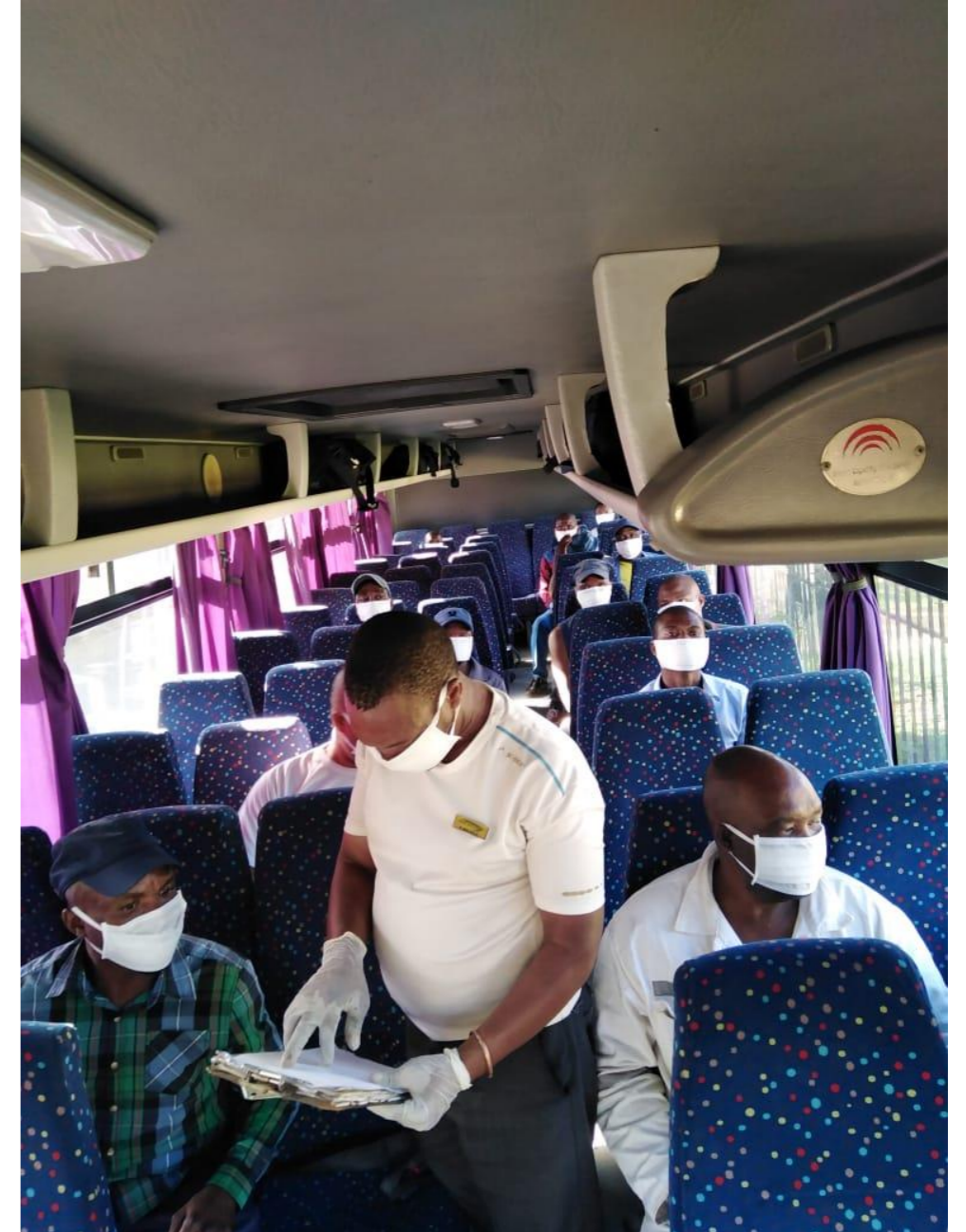
# KEEPING EMPLOYEES INFORMED

- Had to be adequately prepared to deal with the rapid changes
- Challenges:
  - Keeping tabs on the geographic location of employees as they left mine accommodation during lockdown
  - Getting the employees to return to work in a coordinated way
  - Ensuring compliance with the COVID 19 regulations
  - Employee communication with frontline workers who don't have access to email during this time
- Alternative Communication Channels
  - Harmony Connect app - also uses USSD instrumental in assisting to communicate
  - Keeping employees informed about the company's initiatives, interventions and campaigns
  - Messages sent to all employees and allow for two-way communication
  - We were also able to survey our workforce to determine if they were in the country and to elicit their wellbeing

The image displays two promotional posters for the Harmony Gold Employee Mobile Solution. The top poster is black with white and yellow text. It features the 'connect' logo at the top, followed by the text 'WE HAVE LAUNCHED OUR VERY OWN...' in white, a yellow box containing the text 'DATA FREE' in black, and 'HARMONY GOLD EMPLOYEE MOBILE SOLUTION' in white at the bottom. The bottom poster shows a hand holding a smartphone displaying the app's interface, which includes a header 'HARMONY GOLD' and a menu with options: SAFETY, PRODUCTION, OUR PEOPLE, NEWS, ABOUT US, and TALK TO US. The 'connect' logo is in the top right corner of the poster, and the 'HARMONY' logo is in the bottom right corner.

# RETURN TO WORK

- Stakeholder Engagement Plan outlined Return to Work (RTW) action plan
  - Engagement with DMRE to share company's Standard Operating Procedures and preventative measures
  - Rigorous engagements with organised labour to discuss the RTW processes
  - Participation in Joint Operational Centres in various districts to share RTW processes
  - Engagement with South African Provincial Command Centres in labour-sending areas to ensure successful travelling of recalled employees
  - Engagement with neighboring countries consulates to assist with release of employees from respective home countries
- HR teams at the respective operations selected the employees that would need to return. SMSs sent to selected employees.



# RETURN TO WORK

## Local employees

- Collect travelling permission from local TEBA offices or police station
- Screened, sanitised and given gloves and masks before boarding transport
- Buses sanitised before/after each departure/pick-up
- Drivers of the taxis transporting employees subjected to similar screening process

## Labour-sending areas

- Report at TEBA offices
- Fill in a screening form
- Do temperature screening
- If successful, receive travelling permit before boarding
- Employees who passed screening would be sanitised, given gloves and a masks prior to boarding the company provided transport
- Buses sanitised before/after each departure/pick-up
- Drivers of the taxis transporting employees are also subjected to a similar screening process

# RETURN TO WORK

- Before employees enter mine and hostel, they are screened by medical staff
- Sanitisation before entering and exiting hostel, operations, eating halls, ablution facilities, turnstiles
- HR verifies if that employee is a hostel resident
- Employees required to fill in a self-assessment form daily on app platform or a hardcopy – forms in English, Sesotho, Xhosa and Tswana
- Social distancing reinforced at waiting areas, bus stations and other communal areas
- Employees encouraged to contact the company COVID-19 hotline number should they appear to have symptoms or have questions
- Number of employees per cage have also been limited



**Exxaro Resources: MCSA Covid-19 Media Briefing**  
**28 April 2020**

**Mzila Mthenjane: Executive Head, Stakeholder Affairs**

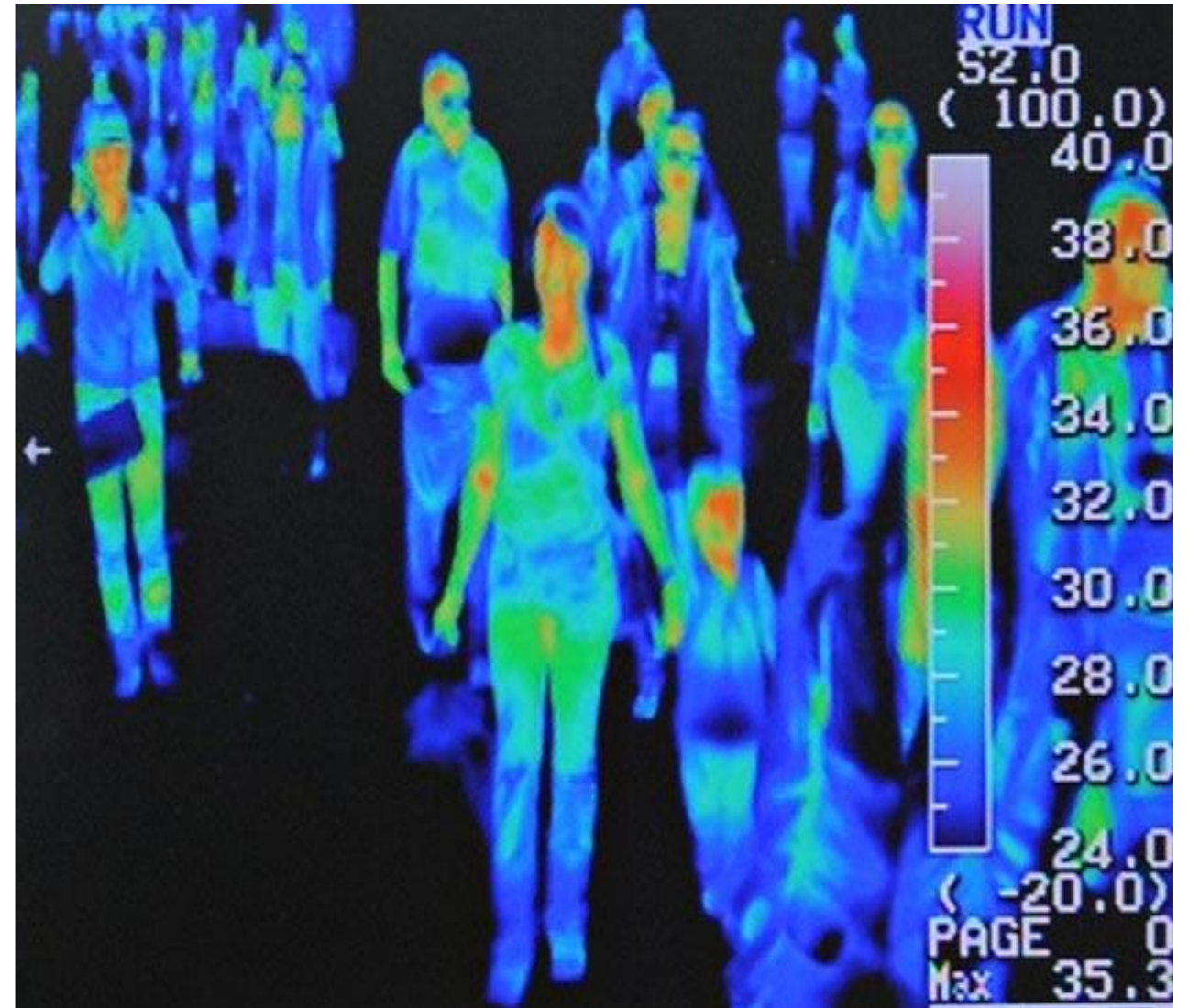
# SCREENING AT OPERATIONS

## COVID-19 self-screening questionnaire:




- Developed for daily use by employees before leaving for work
- Emergency numbers provided in suspected cases
- Occupational Medical Practitioner (OPM). over the telephone, will make assessment, refer suspected cases for testing at Exxaro pre-approved laboratories (*Lancet laboratories, Amph laboratories and Pathcare laboratories*).
- Suspected cases immediately quarantined until results are confirmed.

## COVID-19 Thermal-scanners at all access points:

- Thermal Scanners are used at all BUs access control points.
- Should an employee register a temperature of 38 °C and above - will be send home, call OPM for further assessment.





# MATLA COAL MINE SCREENING PROCESS

MEASURE	PROCESS
 <p data-bbox="355 461 527 570">Proactive screening</p>	<ul style="list-style-type: none"> <li data-bbox="803 391 2507 467">❑ Exxaro Matla Coal has developed a screening questionnaire (attached) to ascertain which employees are at risk of having the virus.</li> <li data-bbox="803 477 2478 597">❑ This questionnaire is used to determine the travel history of the employees and to check which employees have the symptoms associated with the virus and have been in contact with a confirmed COVID-19 case.</li> <li data-bbox="803 607 2550 683">❑ The employees use the questionnaire to ascertain their level of risk of having COVID-19 and contact the Matla Health Centre to receive the necessary medical attention or advice.</li> </ul>
 <p data-bbox="355 813 570 922">Screening of visitors</p>	<ul style="list-style-type: none"> <li data-bbox="803 781 2425 857">❑ All visitors are screened before being allowed access into the mine by completing the COVID-19 screening questionnaire.</li> <li data-bbox="803 867 2061 902">❑ Visitors that are suspected to be infected are denied access into the mine.</li> <li data-bbox="803 912 2515 989">❑ Risk Department will also ensure that only production related visitors are allowed access into the Mine after completing the screening questionnaire</li> </ul>
 <p data-bbox="355 1127 582 1235">Temperature screening</p>	<ul style="list-style-type: none"> <li data-bbox="803 1084 2515 1205">❑ The Emergency Services team with the assistance of the Risk Department personnel will conduct temperature monitoring using the non-contact infrared thermometer on all employees, contractors and visitors before being allowed access into the mine.</li> <li data-bbox="803 1214 2469 1250">❑ Employees with a high temperature (above 37 degrees) will be referred to the Matla Health Centre.</li> <li data-bbox="803 1260 2338 1295">❑ Visitors with a high temperature (above 37 degrees) will not be allowed access to the mine.</li> </ul>



## MATLA COAL MINE: RETURN TO WORK SCREENING PROCESS

Matla has approx. 2000 employees and contractors return to work during May. This will be phased to ensure that we manage the numbers and the risk of the virus spreading. To manage the risk and exposure of employees and ensure that employees only enter the place of work once they have been screened and declared fit for work, the following process will be followed:

ACTION	PROCESS
 <p data-bbox="305 698 553 730">Prior to arrival</p>	<ul style="list-style-type: none"> <li data-bbox="771 617 2446 690">❑ Exxaro Matla management will identify employees that were working from home during the national lockdown period.</li> <li data-bbox="771 698 1994 738">❑ These employees will be contacted by their Supervisor to return to work.</li> <li data-bbox="771 747 2271 787">❑ Prior to arrival at the Business Unit, the employee's access will be temporarily suspended.</li> <li data-bbox="771 795 2489 868">❑ This will assist in ensuring that the employees undergo the necessary screening, medical assessment, training and onboarding prior to resuming their work.</li> </ul>
 <p data-bbox="320 974 509 1079">Arrival of employees</p>	<ul style="list-style-type: none"> <li data-bbox="771 966 2475 1039">❑ All employees will be directed to the designated COVID-19 screening area – this is a designated area away from 'normal' operations</li> <li data-bbox="771 1047 2460 1120">❑ Employees will be screened by a health worker for COVID-19 and any other changes on their health status during the period of absence.</li> <li data-bbox="771 1128 2256 1169">❑ Employees suspected to be infected with the COVID-19 virus will be referred for testing.</li> </ul>



# MATLA COAL MINE: RETURN TO WORK SCREENING PROCESS

MEASURE	PROCESS
 <p data-bbox="349 548 509 584">Referrals</p>	<ul data-bbox="786 483 2548 820" style="list-style-type: none"><li data-bbox="786 483 2402 519">❑ In compliance to the minimum standards for fitness to perform work Code Of Practice for Matla,</li><li data-bbox="786 522 2460 600">❑ All employees that have been off-site during the lockdown period will also undergo a fitness to work assessment to determine their fitness to work.</li><li data-bbox="786 604 2548 730">❑ Employees found fit to work will be issued with a certificate of fitness to report for duty and those that are found unfit to perform work due to other medical conditions (not COVID-19 related) will be referred to their own medical practitioner for further assessment.</li><li data-bbox="786 734 2518 820">❑ COVID-19 suspected cases will be referred to the appropriate testing facilities. The Health Centre shall be responsible for arranging transportation of suspected cases to various testing facilities.</li></ul>
 <p data-bbox="349 917 611 1031">Reporting and record keeping</p>	<ul data-bbox="786 909 2548 1079" style="list-style-type: none"><li data-bbox="786 909 2548 1031">❑ Case reporting will be conducted through the NICD surveillance programme and COIDA reporting will be conducted in the event that a healthcare worker becomes infected from a known source in the workplace</li><li data-bbox="786 1034 1587 1079">❑ All screening records will be kept by the OMP</li></ul>

# MONITORING OF COVID-19 AT OPERATIONS

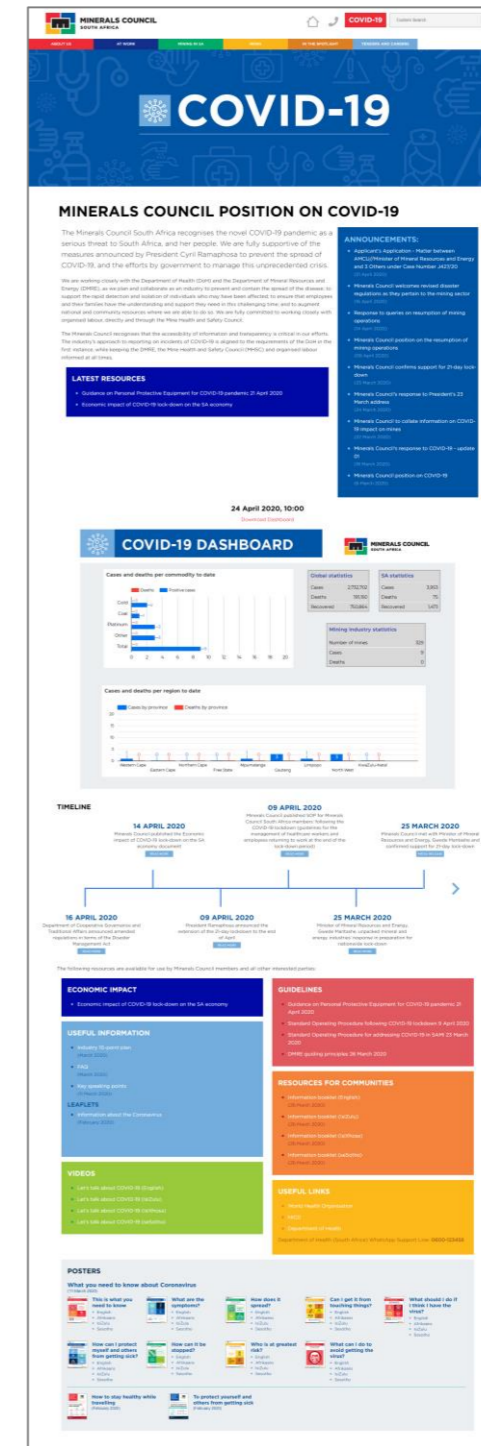
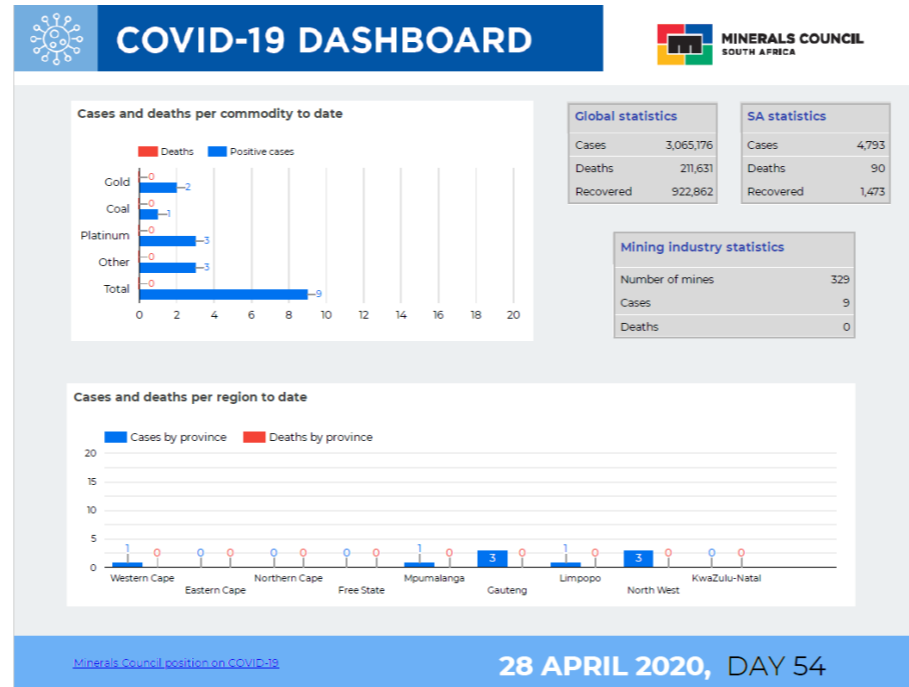
**All BUs established Technical COVID-19 committees to track, monitor and report on:**

- ❑ Health facilities readiness – All facilities have monitoring and tracking tools i.e. COVID-19 incident reporting template, and screening questionnaires.
- ❑ Adherence to amended business processes,
- ❑ Adherence to modified processes at high-risk areas such as enforcement of 1-metre rule and randomized alcohol testing,
- ❑ Modification of high-risk processes such as suspension of COF for employees who test positive for COVID-19,
- ❑ Empowering employees with information
- ❑ managing high risk employees (pre-existing conditions),
- ❑ Employee Wellness Programme (EAP) in place for one-on-one anonymous and professional counselling services.



# In closing

- We and the industry are also open and committed to transparency on these matters - COVID-19 portal
- We welcome a collaborative and integrated approach
- It is only through a shared responsibility and recognising the full 'life cycle' of an employees day (and hence exposure) that we will be able to beat this virus





# Questions?

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