

BRIEF TO THE PEOPLE OF SOUTH DEEP

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Martin Preece
EVP: South Africa

Benford Mokoatle
VP: South Deep

LET'S TALK

COVID-19 – Management Response Plan Update

Colleagues

In answer to the COVID-19 Pandemic we have developed a Management Response Plan aimed at dealing with the risks the pandemic poses to our people, our communities and our business. Our Management Response Plan has been developed in line with the World Health Organization and other international guidelines and include the following elements:

- **Awareness and Proactive Prevention of Infection** – primarily focused on aggressively creating awareness through multiple communication channels supported by robust hygiene practices and social distancing to drive a change in behaviour and avoid or delay the onset of infections.
- **Containment** – ensuring early detection of potential cases and to treat, control and isolate them.
- **Mitigation** – phased response to mitigate the impact on the business as the number of infections increases i.e. drive more comprehensive treatment, control and isolation and limit societal impact.

In formulating our *Management Response Plan*, we initiated a bowtie risk analysis of the potential COVID-19 impact on our people, communities and business. The key preventative and mitigation controls were identified which then informed the development of our *Management Response Plan*.

Our Management Response Plan has been separated into three phases summarised below:

1 Phase 1 – Prevent: No known cases at the operations – detailed awareness, enhanced hygiene practice and monitoring to shape behaviours and practices and positive reinforcement to induce a sustainable behavioural change.

2 Phase 2 – Contain: Ad hoc cases at operation – Phase 1 plus mandatory screening, isolation and quarantine.

3 Phase 3 – Isolate & Reintegrate: More pervasive case occurrence – Phases 1 & 2 plus partial to full operational shutdown. Essential services operating and broad isolation and/or remote work where possible. Individual recovery monitoring and reintegration as well as operational recovery sequence procedures.

We have established six main workstreams to allow us effectively execute our Management Response Plan:

Workstream 1

Steercom & Governance – Martin Preece

Workstream 2

Communication & Awareness – Steve Martin

Workstream 3

Hygiene Practice – Francois van der Wald

Workstream 4

Treatment & Isolation Protocol – Dr Setati

Workstream 5

Emergency Preparedness Plan – Benford Mokoatle

Workstream 6

Reporting & Monitoring – Gerrit Lotz

Our response to the pandemic commenced during late January 2020 and was focused on communications and gathering information. As the crisis escalated globally efforts were intensified during mid-February 2020 with the development of a structured Management Response Plan. We have made good progress with all workstreams are adequately equipped to deal with Phase 1 (Preventative). Satisfactory progress is being made to allow us to start dealing with the crisis as it migrates to Phases 2 and 3.



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Social Distancing

One of the key actions that we can take to slow down the progression of this virus is to practice social distancing. This can be achieved in many ways which we have communicated on extensively. One of the tools been deployed effectively across the globe is to reduce where possible the number of people in specific work areas. This can be achieved by spacing and by allowing people where possible to work from home. We have been exploring this with our teams and are of the view that this can be brought into effect in a phased manner to enhance our ability to contain the spread of the virus.

We will be commencing with implementing our working from home protocols on a phased basis and will shortly be distributing a guideline which will govern this practice. Key to this is to ensure continuity of our business as far as possible, in support of this identifying roles that can be conducted from home and importantly that we have the technology and infrastructure in place that will enable this practice.

Commencing immediately, we will be approaching people who meet the above criteria to commence working from home. On Monday we will be finalising a broader plan that will expand this intervention including establishing rotations between teams.

We need to make this transition while recognising that the Mine is still open and operational. Unfortunately, the nature of our business does not allow us all to work from home and, I ask for your support in the interests of the greater good that where we can, we will reduce the number of people at work and in so doing reduce the likelihood of importing cases in the workplace thus keeping those at work healthy and protected. We recognise this is not an easy process, and that there may not be consensus on some teams about what work can be performed remotely. Ultimately, management will make the determination based on the facts at hand. Working together we can all do our best to help support one another. Employees who are required to report for duty should practice social-distancing and adopt the hygiene practices communicated and outlined below.

Hygiene Practices

We all need to significantly improve hygiene practices. We have made great progress with this on mine over the past ten days and I hope that what we are practicing at work, we are taking home and into our communities to improve hygiene practices there as well.

As a next step in enhancing hygiene practices we have made a decision that with immediate effect our people should follow the rules detailed below regarding PPE:

- 1 Adhere to the PPE requirements as per designated area around the mine.
- 2 No wet/used overalls or PPE to be taken from the mine premises.
- 3 When returning from underground or other working areas to immediately go to the change house, remove PPE, take a shower and ensure that all overalls are sent for washing.
- 4 No persons are to report to the offices or general areas wearing wet or used overalls.
- 5 Used dust masks to be deposited into the dust bin at all times and not thrown on the floor.
- 6 Phakamisa bottles and plastics to be thrown in the bins at all times.

Conclusion

We are all faced with an unprecedented situation with the crisis rapidly evolving and being very dynamic. This requires a decisive response and it will require all our agility and flexibility to navigate through the situation over the coming weeks and months. Most importantly, it is going to require self and broader social discipline for all of us to help stop this virus in its tracks and reduce the impact that it will have on us, our families, our communities, our business and our country and economy.

I can assure you that we will be guided as always by our values and continue to do the right things and the best we can do as the situation evolves.

Thank you for all your support and for making our role serving you so much easier.



Martin Preece
EVP: South Africa



Benford Mokoatle
VP: South Deep



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