

# Brief from Martin and Benford

31 October 2018



## Concluding the retrenchment process

Dear Colleagues,

Today is an especially difficult day for all of us at South Deep – we have had to issue letters of retrenchment to a number of our colleagues.

These people are not just numbers – they have been team members, colleagues and friends. The decision to retrench them was incredibly hard but, absolutely necessary for the future sustainability of South Deep and the protection of 3, 500 jobs. We want to take the opportunity to thank them for their contribution to South Deep and wish them well for the future.

In the interest of the safety of these employees and in order to provide them with time to make alternate arrangements for their future, we have also decided to release them from their duties with effect from the night shift on 31 October 2018. The company will pay these individuals their wages up to 30 November 2018 in lieu of notice. Employees who have not been selected for retrenchment should continue to fulfill their duties as normal or as advised by their immediate line managers.

We know that retrenchment is also difficult for the people who remain behind too - many of you have endured uncertainty, anxiety and stress, and it is not easy to bounce back from this immediately. We know that as the leadership team we will need to work hard to pull everyone together behind a common goal – this is something we are absolutely committed to doing.

Our deepest thanks goes to each and every one of you for showing such resilience and commitment over the difficult past weeks. We have a long hard road ahead that will require the very best from all of us, but we know we can count on your energy and dedication to get the job done. We have a challenge of turning around South Deep to being a safe, low grade, bulk mechanised and profitable mine so as to benefit our Employees, Communities, Stakeholders, Shareholders and the Country at large.



**Martin Preece**  
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