

AMANDELBULT COMPLEX NEWS

ISSUE 1 | 2016

FOR THE PEOPLE OF AMANDELBULT

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PLATINUM

ON THE COVER

SHOWING WHAT WE CAN DO...

Anglo American Platinum executives were recently given a tour of Tumela's 'mine within a mine' project (see page 3).

Here are some of them with members of the project team and Amandelbult complex executives, from left: Kagiso Mokoke, Zizwe Batlase contractor; Johan Burger, open-cast engineer; Heinrich Müller, open-cast geologist; Richard Cox, general manager of Mogalakwena complex; Benedict Ngesi, general manager of Tumela mine; William Taylor, senior general manager of Amandelbult complex; Raymond Makgato, Amandelbult chief geologist; and Walter Nemassi, general manager of Unki Mines in Zimbabwe.

TOGETHER WE ARE MAKING THE IMPOSSIBLE POSSIBLE

With more than 15 000 employees and contractors, Amandelbult complex is a significant operation comprising Tumela and Dishaba mines, as well as three concentrators. *Amandelbult Complex News* aims to start a conversation with these people, as well as the members of the complex's doorstep communities.

Employee and community engagement is a top priority at Amandelbult complex. The introduction of *Amandelbult Complex News* is just one of the ways in which the complex is improving engagement with its employees and the community.

The publication, which will be distributed each month across the complex, as well as within our doorstep communities, features articles on the developments and activities that affect our readers and achievements of our people.

BEHIND THE SCENES

We will also be going 'behind the scenes' of each area of operation on the complex including Tumela and Dishaba mines, the concentrators and production support services – what their goals are, who works there and what they have achieved.

In this first issue of the publication, we

introduce you to the executive team (pages 3 and 4) and as highlight some of the many community projects the complex is driving (page 5). In addition, we have included Anglo American Platinum company-wide initiatives that affect the complex and its stakeholders (page 9).

THIS IS YOUR PUBLICATION

For *Amandelbult Complex News* to be successful, it needs to become a two-way channel which the people of Amandelbult – employees and communities – can use to engage on issues related to the complex.

Readers are encouraged to contact the editorial team with your comments and suggestions, as well as newsworthy events that would be of interest to other readers. You don't have to write articles or take photographs, just let us know and we will work with you to compile your content for the publication. (See contact details for the editorial team on this page.) **A**



SEE YOURSELF IN PRINT!

Tell us about events and developments at Amandelbult complex and in your community, as well as your thoughts on how things could be improved or how things are going in your part of the Amandelbult world. You don't have to write the article yourself, you simply need to contact us and we will work with you to get the story.

PRODUCTION

Amandelbult Complex News is produced by Anglo American Platinum's communication department in collaboration with the complex's editorial team.



CONTACT US

Email tintswalo.khosa-gieseke@angloamerican.com; or speak to your supervisor who will submit your contribution for you.

THE TIDE IS TURNING FOR AMANDELBULT COMPLEX

Saving lives and saving jobs is a mantra that **William Taylor, senior general manager**, lives and works by as he works with the Amandelbult team to keep the complex a viable operation.



Just a few years ago, Amandelbult complex was a shrinking operation. Tumela's upper mine, which employs 3 500 people, was nearing its expiry date, Dishaba mine was not cash positive and one of our three concentrators faced closure. While Tumela was achieving its targets, it couldn't carry the entire complex.

VIABLE OPERATION

We never gave up on finding ways in which to make the complex a viable operation as a whole. A significant solution came in the form of creating a 'mine within a mine'. Recent underground mapping and borehole

studies showed the rock mass ratings of *UG2 at Dishaba's 14 level made mining it viable. This contradicted findings that were made in the past when technology was less sophisticated.

GAME CHANGER

This was a game changer for Dishaba, as well as for the third concentrator. By expanding our mining activities, production will be increased and jobs provided for the people of Tumela Upper. In addition, the third concentrator will be able to operate optimally again. I am proud to say that we are the only Anglo American Platinum

THE MINE WITHIN A MINE... William Taylor explains how the new open cast mine is adding value to Amandelbult complex during the recent Platinum executive visit.

conventional mine that has not gone through a retrenchment exercise and we hope to keep it that way. (See the next issue of *Amandelbult Complex News* for more on the 'mine within a mine'.)

OUR COMMUNITY

Saving lives and saving jobs is our focus at Amandelbult complex and we are only too aware that our success is related to that of our doorstep communities where most of our employees live. It's a critical relationship for us and we work continuously with community leaders to ensure (see page 10) that the support we provide them is relevant to their needs.

We have proven that together we are capable of achieving much more than we initially believed we could, making the impossible possible. We still have a way to go to bring Amandelbult complex to its optimal performance, but I am confident we are on the right track. The key is to remain determined to succeed and to continuously focus on delivering on our targets. **A**

WHAT IS *UG2?

The Merensky Reef is a layer of igneous rock in the Bushveld Igneous Complex in North West, Limpopo, Gauteng and Mpumalanga provinces. This reef, together with an underlying layer – the Upper Group 2 Reef (UG2) – contains most of the world's known reserves of platinum group metals (PGMs) or platinum group elements (PGEs), that is, platinum, palladium, rhodium, ruthenium, iridium and osmium.

While the UG2 Reef is rich in chromite, it lacks the Merensky's gold, copper and nickel by-products. However, its reserves may be almost twice those of the Merensky Reef.

Wikipedia

INTRODUCING OUR EXECUTIVES

TOP PERFORMANCE, SAFE DELIVERY

What drives **Benedict Ngesi, general manager of Tumela mine**, is his passion for mining and his desire to help the people he leads to discover the potential they have within them.

My career strategy has always been to take my team along with me to succeed at reaching and perhaps even beating our common goals. This year is no different. We have more than 7 000 people working together at Tumela mine to ensure that we deliver on our budget and our key performance indicators. One of our safety highlights this year was Tumela Lower achieving five million fatality-free shifts on 12 April.



Each of the four areas of operation at Amandelbult complex is headed up by a general manager. The executive team, led by William Taylor, senior general manager, introduce themselves in this issue of Amandelbult Complex News. Keep a look out for them in upcoming issues which will feature more on the team and the people who work with them to deliver on their business objectives.

SUSTAINING OUR SUCCESS

Collaboration with internal and external stakeholders is key for **Patrick Morutlwa, General Manager of Dishaba mine**.

The success of Dishaba mine depends on the continued collaboration of our internal and external stakeholders. These include our more than 5 000 employees, the unions and our doorstep communities, as well as the Department of Mineral Resources.

My prize birthday present this year was Dishaba mine achieving two-million fatal free shifts on the 1 April. There was also a 56 % reduction on all injuries for the first half of the year.

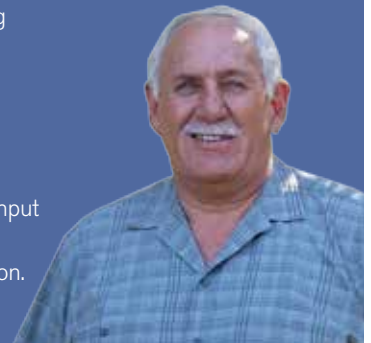


ZERO HARM IS OUR GOAL

Robbie van der Schyff, manager concentrators, oversees the complex's three concentrators run by a team of more than 1 000 employees, contractors and service providers.

I believe that as a leader, I play an important part in inspiring my team through living the values, promoting constructive engagement and entrenching a culture of innovation and performance.

One of this year's highlights have been the low total injury frequency rate, zero lost-time injuries, the sustained throughput levels and achieving improved metal recoveries which has generated additional revenue and value add for the operation.



BREAKING DOWN SILOS

As head of Amandelbult Production Services, Rousseau Jooste believes that the complex's success depends on everyone, across the complex, pulling together in the same direction.

Late last year we embarked on a process of alignment across the complex. Historically we were a divided operation and the priorities differed depending on where you worked on the complex. We set out to create a common understanding of what our value drivers were, as well as to create the desire among employees to work towards the same goal. Highlights for us this year include the breaking of all previous surface tramming records, that we are aware of, during the month of March; and the successful establishment of a centralised technical support service.



ENGAGE WITH THE LEADERSHIP TEAM

The Amandelbult leadership team welcomes feedback, ideas and concerns from employees across the complex. Speak to your supervisor or submit your comments through the GM's Hotline or the communication books located at your operation.



GROWING THE FUTURE... CAPTION TO COME.

Education, health, local procurement and enterprise development, as well as agriculture are the key areas that Amandelbult complex focuses its efforts to assist in uplifting its doorstep communities.

At any one time, Amandelbult complex is involved in several projects and initiatives aimed at improving the lives of its neighbouring communities. "We are in regular contact with community leaders and other stakeholders to find out how best we can work with them and to ensure we focus on relevant issues," says Tshepo Kgasago, senior social performance manager.

UPLIFTMENT

"We know how important the upliftment of our surrounding communities is to the success of Amandelbult complex," he says. "That is why we constantly look for ways in which to work

with the people of the villages to assist them to improve their circumstances."

LONG-LASTING CONTRIBUTION

The community projects and initiatives are grouped into four focus areas, which are: education; health; local procurement and enterprise development; as well as agriculture. The main aim is to deliver a long-lasting positive contribution to the communities, empowering people to build a better future for themselves. "We work to advance the social and economic welfare of our communities," says Tshepo. **A**

**WATCH
THIS
SPACE!**

This issue of *Amandelbult Complex News* features only three of the many social performance projects and initiatives the complex is involved in. Upcoming issues will each include four pages on community activities. If you know of something happening in your community, you are welcome to email us at Tintswalo.Khosa-Gieseke@angloamerican.com

HELPING TO BUILD A BETTER FUTURE

In this issue of *Amandelbult Complex News*, we take a look at two education projects and a major agricultural initiative. In all three cases, Amandelbult complex worked closely with community leaders to determine the most suitable solutions to the challenges they faced.

AGRICULTURE

GROWING WORK ON THE LAND

An agricultural cooperative has been established, making use of land donated to the community by Anglo American Platinum.

The main objectives of establishing an agricultural cooperative in the community were to create a sustainable commercial business development programme that would lead to job creation, improve the health of community members, reduce poverty and empower women.



LEARNING TO PLOUGH... Basic agricultural training included how to operate farming equipment such as this tractor donated by Anglo American Platinum.



EQUAL PARTICIPATION... The focus of the cooperative is to provide opportunities for women and youth. Here are some of the participants who have been provided with basic agricultural skills training.

This business infrastructure provides equal participation opportunities for all types of farmers and entrepreneurs from the surrounding communities and forms a foundation for growth and development even after Amandelbult complex no longer operates.

It began with Amandelbult complex identifying a piece of land owned by Platinum to donate to the community to farm vegetables and to host a commercial business development programme. In addition the complex is to maximise the economic spin-off benefits of its operation by building the capacity of local small businesses to access the mine's supply chain. This will be achieved through supporting the development, growth and independence of small, medium and micro enterprises (SMMEs).

Much progress has been made with the development of the cooperative.

A tractor has been purchased, the land prepared and fencing has been erected. In addition, a borehole and an irrigation system have been installed and shaded nets are being put up.

A farmer mentor has been appointed to provide technical and mentorship support to the community and an agreement has been reached with the Department of Agriculture to provide continued support beyond Platinum's involvement.

Training provided so far includes cooperative governance, human resources, health and safety, as well as basic computer training and financial management. **A**

NEW SECONDARY SCHOOL SHINES

When the Baphalane ba Mantserre community identified its need for a better secondary school, Anglo American Platinum partnered with it to build a facility conducive to learning.

Modise Secondary School now boasts facilities that enable about 300 Baphalane ba Mantserre

youngsters to get a quality high school education on their doorstep. Before the school premises were refurbished, learners were forced to attend schools in neighbouring communities as Modise's buildings were dilapidated and unsafe. Getting to school was a challenge, with transport being a problem. Community leaders were determined to find a better solution and approached Amandelbult complex for assistance.

Platinum was only too willing to work with the community to improve the school as it is one of the sources of the company's employees. "Education is a

strategic focus of Platinum's development strategy, as well as of the government's National Development Plan," says Tshepo Kgasago, senior social performance manager. "We see the education of our communities as a critical social upliftment imperative."

The entire school was demolished to make way for the new classrooms, an administration block, bathrooms and facilities that improved access to technology and information. "The youngsters now have access to quality education in their own community," says Tshepo. **A**



SPACIOUS CLASSROOMS... The new classrooms are not only spacious, they are well-equipped, well-lit and air conditioned.

GIVING LEARNERS A HEALTHY HEAD START

About 70 children are benefitting from the early learning centre opened in Northam in 2013.

The Naomi Baba Day Care Centre is an early learning centre sponsored by Anglo American Platinum for Amandelbult complex's doorstep communities. The company plans to sponsor more similar facilities in the near future.

"In the remote rural areas surrounding the complex, most children are exposed to learning only when they start primary school," says Tshepo Kgasago, senior social performance manager. "Few are exposed to early learning or any formal programmes aimed at preparing them for school."

With its bright décor and light-filled classrooms, the Naomi Baba Day Care

Centre provides a healthy environment in which little ones can be introduced to formal education. "It just gives them a better chance of academic success and improves their quality of life," says Tshepo. **A**



HEALTHY FACILITIES... The large classrooms and clean environment make for a healthy educational start.



LAYING THE FOUNDATION... The Naomi Baba Day Care Centre in Northam prepares children for primary school.

PAYING IT BACK BY PAYING IT FORWARD

Tshepo Kgasago pays homage to the people who helped him when he needed it most by making a positive difference to people in his community. The youngster who wrote his matric in sandals and without a proper uniform, is now in a position to pay it forward as Amandelbult complex's senior social performance manager.

"I was very shy when I was young," says Tshepo, who was teased when he was a school. "I couldn't fight them on the playground, so I fought them in the classroom instead by getting top marks. I studied hard and had a close relationship with my teachers."

Tshepo, who grew up in Gaga-Mathabatha in Limpopo, attended Mashianyane High School where he discovered his passion for mathematics and also learned that he needed to develop courage to get ahead.

He soon caught the attention of teachers Mr Manabile and Mrs Jelele. "They mentored me and became like my mother and father at school," says Tshepo. They were just two of the people in Tshepo's life who inspired him to pay it forward when he could.

Today Tshepo, who joined Anglo American Platinum as a project analyst in 2008, has several tertiary qualifications under his belt and last year began a four-year LLB degree through UNISA. "My love of mathematics led me to get a BSc majoring in statistics, mathematics and applied mathematics."

WHAT DOES 'PAY IT FORWARD' MEAN?

Instead of paying back the person who helped you financially or with a good deed, you help someone else in a similar way – you 'pay it forward'. It is a way in which to spread kindness at work, at home and in the community.



CAPTION TO FOLLOW...

He followed his undergraduate degree with an honours in financial mathematics and a masters in applied mathematics. He studied all three degrees at Limpopo University.

Then it was on to the University of Cape Town where he did a post graduate diploma in strategic engagement and topped it all up with a masters of Philosophy in Future Studies at Stellenbosch University.

FACING CHALLENGES

Tshepo is not afraid of a challenge. "I like to tackle the seemingly impossible," he says. It was almost impossible for Tshepo to complete his studies. "I had to take time off from studying to earn money to pay for my tuition."

He spent three years working as a photographer in Polokwane, as well as giving matriculants extra lessons in mathematics. He also worked as a gardener.

COMMUNITY ENGAGEMENT

Tshepo joined Anglo American Platinum as project analyst at the company's head office in Johannesburg. The main project he worked on was community engagement and development as a strategic initiative which was being implemented across all the Platinum operations.

In 2010 Tshepo was promoted to sustainability planning analyst and in 2012 he took up the position of environmental, social and government (ESG) manager. It was in 2015 that he took up his current position at Amandelbult complex. **A**

MANAGING MINERAL AND LAND RIGHTS GETTING THE BIGGER PICTURE



A more holistic and informed approach to land and mineral rights management is being rolled out across Anglo American Platinum, driven by a rights entrenchment initiative.

A responsive rights governance and assurance initiative will see the introduction of dedicated rights management champions at each operation. These champions will have access to a new online system which will provide a comprehensive overview of land and mineral rights-related information across Anglo American Platinum operations. They also will be supported by a dedicated rights management

department, centrally located at the corporate offices in Johannesburg.

"We are integrating the disciplines and processes related to rights management to enable us to know at any given point in time what are the risks and opportunities within Platinum as a group and at its respective operations," says Jacob Modiba, Senior Manager Mineral and Surface Rights.

If you would like to find out more about rights management, you can email:



platinumrights@angloamerican.com

"It will also provide a rich source of data for better-informed interaction and engagement between operations and their stakeholders including employees, communities and government."

The initiative aims to open communication across business functions, operations, and between functions and operations. As part of the roll-out, Rights for Mining meetings are being held at the operations where locally identified risks and opportunities are discussed and actions plans developed to address them. This ultimately form the basis of the Platinum Rights Steerco agenda to ensure operational sustainability. **A**

WHY WE HAVE A RIGHTS MANAGEMENT STRUCTURE

- Provides compliance assurance and administrative oversight during all sourcing phases for land and mineral rights.
- Tracks obligations and commitments.
- Attains access rights to ensure security of tenure.

WE NEED MORE CONVERSATIONS

The need for more opportunities for two-way communication between leaders and employees was highlighted in Anglo American Platinum's latest communication audit.

Nearly 4 500 employees shared their opinions about the effectiveness of Platinum's internal communication in an audit conducted between July 2015 and March this year. The objectives of the audit were to identify communication best practices and challenges in order to improve employee communication across the company. About 3 000 employees answered questions in face-to-face interviews, with the balance of the respondents completing questionnaires online media.

The questions measured the effectiveness of Platinum's internal communication and whether employees were satisfied with it; as well as the use, reach and performance of existing communication channels including face-to-face, print, display and online.

EFFECTIVENESS

Overall effectiveness ratings were high for employee self-empowerment, emotional commitment and confidence in the company. Lower ratings were recorded for corporate social responsibility, culture, and rational commitment.

Only 59% of respondents agreed that the company genuinely cares about improving the lives of South Africans and

52% that community investment is made for the right reasons. It's not a question of whether Platinum invests in communities, but whether it actually cares about those communities.

UNDERSTANDING

Three quarters of respondents indicated that they understand the business strategy, but only 61% agreed that they know what the CEO's vision for the company is. Even though the majority of employees saw the link between their day-to-day jobs and company strategy, almost a third of respondents did not.

SATISFACTION

Communication satisfaction was rated lower than communication effectiveness by respondents. In other words, while Platinum does achieve its internal communication objectives, its employees are not necessarily satisfied with the internal communication and have unmet communication expectations and needs.

Lower satisfaction ratings were provided by employees without access to email, for example, and contractors were less satisfied than permanent employees.

The overall communication performance of

direct managers as face-to-face channels was rated by respondents at 72%. However, direct manager communication was found to be geared towards enhanced performance. Results showed that one-way downward communication was generally the norm, with not enough opportunity provided for feedback up the line or for dialogue.

High-performing direct engagement platforms and events included Global Safety Day, mass meetings, departmental meetings and shift changeover meetings. Reward and recognition functions also rated fairly well. **A**

WHAT HAPPENS NEXT?

Each Anglo American Platinum operation is developing solutions to address their specific communication challenges or shortfalls. The next issue of *Amandelbult Complex News* will focus on how Amandelbult complex is planning to improve on its employee communication, as well as highlight its best practices.

TAKE CONTROL OF YOUR DEBT

Has your money situation wiped the smile off your face? Are your creditors constantly nagging you for payment? Do you lose sleep over how you are going to pay your bills? Stop worrying and do something about it.

The good news is that Anglo American Platinum employees all have access to free financial advice and debt solutions with Nkululeko, a service provided by Summit Financial Partners and paid for by Platinum. Summit is a specialised, reputable service provider that works with employees to manage their debt and set them back on track to a positive financial future.

Platinum contracted Summit in 2014 and together launched the Nkululeko initiative to employees. Since then, about 8 000 employees have successfully brought their debt under control. The results include reducing debt commitments from R6 400 to R3 400 of net income, which is a monthly improvement of disposable income of about R40 000 a year for each Platinum employee accessing Nkululeko solutions.

If you need help, you are urged to enrol with Nkululeko today. Take the first step towards financial freedom. [A](#)

HOW IT WORKS

All you have to do is visit a Nkululeko consultant at your operation, call or send a 'please call me' to 081 097 2326, or visit the Summit website at www.6cents.co.za.

A Nkululeko consultant will conduct a confidential assessment of your financial situation and discuss it with you. You will receive free expert advice on how to deal with your debt, as well as a plan to repay your creditors, all based on your personal circumstances. Nkululeko will not only help you to find a solution to resolve your debt problems, but will also assist you with will drafting, submitting tax returns and other financial budgeting issues.



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GET YOUR MONEY GROOVE BACK...
Contact Summit Financial Partners today to help you manage your debt.