

MOGALAKWENA COMPLEX NEWS

ISSUE 5 | 2016

FOR THE PEOPLE OF MOGALAKWENA

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BEST OVERALL PERFORMANCE GOES TO THE KOMATSU TEAM

BEST OVERALL PERFORMANCE
GOES TO KOMATSU

ON THE COVER... Frans Chaba,
shift C load and haul truck operator.



NKULULEKO FINANCIAL WELLNESS PROGRAMME

GET HELP WITH YOUR FINANCES TODAY

Are you tired of the stress of not having enough money to get through the month? The good news is that there is help available to assist employees to manage their debt and get back on the path to financial freedom.

You may well have heard of the Nkululeko financial wellness programme that has been run by Anglo American Platinum in collaboration with Summit Financial Partners since October, 2014. In that time, Nkululeko, which is the Xhosa and Zulu word for 'freedom', has helped several employees get back on track with their debts.

Summit provides Platinum employees with a free service that involves working with you to reduce your debt payments each month. Your debts are then repaid in a practical, legal way which puts your creditors at ease. In addition, as you progress through the process, your credit record will improve.

HOW TO GET STARTED

You need to contact Summit and sign permission for them to act on your behalf. Summit then checks claims against your salary, works to reduce your debt repayments and investigates irregular garnishees. They also provide financial wellness training to help you to stay out of debt. The only area they cannot help with is debt to mashonisias and 'loan sharks' as they are not regulated by law. **M**



FINDING OUT... Shift B employees recently attended a presentation on Nkululeko.



SHARING THE BENEFITS... James Baloyi, pit superintendent for shift B, load and haul; and Thato Mashi, shift B load and haul foreman.

HOW IT WORKS... Silas Maputla, shift B load and haul foreman; and Solly Mokete, Summit onsite consultant.



HOW TO CONTACT SUMMIT

There are several ways in which you can get in touch with Summit. They include:

- Speaking to your supervisor or your SHE or human resources manager.
- Visiting one of the Summit consultants on the complex.
- Sending a 'please call me' to 081 097 2326.
- Visiting the Summit website at <http://www.6cents.co.za/>



SEE YOURSELF IN PRINT!

Tell us about events and developments at Mogalakwena 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 Mogalakwena 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

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



CONTACT US

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WE'RE IN THE SECOND HALF OF 2016 LET'S KEEP FOCUSED AND SAFE

We take pride in our safety records at Mogalakwena complex and work together to achieve Zero Harm. We need to keep this top of mind while we focus on keeping our performance up for the remaining six months of 2016.

Our performance for the year-to-date has been exemplary with Mogalakwena complex exceeding planned production promised to stakeholders. This is due to everyone across the complex working together as a team to achieve our targets.

During my visits to other operations I am reminded time and again of how our colleagues look to Mogalakwena complex for inspiration. This makes me very proud of the people of Mogalakwena. It's through your dedication and commitment that we are seen as an example to follow.

STRENGTH OF CHARACTER

With this comes tremendous responsibility. Our strength of character is revealed not only when we succeed but, more importantly, when we face challenges and we work together in overcoming them. I can say that we rise together to overcome challenges at Mogalakwena complex. We demonstrate team work time and again.

IN THE COMMUNITY

Ensuring your own safety and that of others also applies at home and in the community. I urge you to spread the knowledge you have gained about safety in the workplace to your family and friends. The power of the *causation model can be applied in many environments.

We know that Mogalakwena complex's wellbeing is closely linked to that of our community. We are all in this together. To go far, we must go together.

Thank you again for your hard work and for keeping safety our primary concern. Let's continue to work together and know that Mogalakwena complex is going to show excellent results and continue to be the example to follow.

Richard Cox

Richard Cox
General Manager



"Our strength of character is revealed not only when we succeed but, more importantly, when we face challenges and work to overcome them."

** An accident causation model is a way of finding out the causes of an accident or safety incident. Using this method makes it easier to find out what led to the safety incident as there are so many factors to consider. Find out more in the next issue of Mogalakwena Complex News.*

IT'S KEY FOR US DELIVER ON O

At the core of everything we do at Mogalakwena complex is ensuring that we deliver whatever it is we have committed to achieve. Hendrik van Niekerk, mineral resource manager and Operating Model project lead, says delivering on our promises is what everyone across the Mogalakwena complex needs to focus on.

This applies to all areas of our business including safety, health and environment (SHE), managing platinum production and costs, as well as the roll-out of Anglo American's Operating Model at the complex which covers operational planning for the complex and work management for mining.

POSITIVE OUTCOMES

Mogalakwena complex has significant objectives and milestones we plan to achieve by the end of this year. If we are successful, we will see positive outcomes for us as employees, as well as for members of our surrounding communities.

We are fortunate to be the first Anglo American Platinum operation where the Operating Model is being rolled out. Lessons we learn here will be shared with other Platinum operations when they start their roll-outs. This means we have to ensure that we get it right – "right" being the key word.

THE OPERATING MODEL

The Operating Model is based on focusing on doing the right work, at the right time and in the right (and most cost-effective) way. We have already done significant work on ensuring we accomplish this and we have made promises that we need to keep. (See page 8 for an update on progress made so far on delivering on the Operating Model.)

The implication for Mogalakwena complex employees, whether or not you are involved directly in the implementation of the Operating Model, is that we all need to ask ourselves whether we are on the right track in everything we do daily. Should you be unsure, you need to get advice and support from your manager and your colleagues.

Positive engagement with one another will go a long way in ensuring our success. This, along with taking ownership of what we do and what we plan to achieve, will see Mogalakwena complex sustain optimal operation for years to come and for the good of everyone. **M**

TO OUR PROMISES



WE NEED TO STRIVE TO ACHIEVE OUR POTENTIAL

It's the strength of his team that enables mineral resource manager Hendrik van Niekerk to also fulfil the role of Operating Model project lead at Mogalakwena complex.

“I would never have been in a position to successfully hold two roles at Mogalakwena complex if it weren't for the commitment to excellence of the 83 people in mineral resource management (MRM),” says Hendrik. “This highlights the importance of each person taking ownership of their responsibilities and being able to work as a member of a team.”

COMMON GOALS

In addition to his MRM team, Hendrik also manages the core Operating Model team, comprising people seconded to the initiative from across the complex. In each case, the teams have set objectives and are working on executing or assisting with the execution of their plans for the year.

Hendrik believes that the success of both teams depends on each individual being dedicated to delivering on what is expected of him or her in the achievement of a common goal and business strategy.

“Some of the highlights of my career have been being part of the Mogalakwena growth journey during the mid-2000s and experiencing Mogalakwena's turnaround after the challenges we experienced from 2010 to 2012,” he says.

These challenges were a result of the cut back in production during 2009. It took Mogalakwena three years to normalise its performance again.

Hendrik started working at the Mogalakwena complex in January 2004. He previously worked for Kumba Iron Ore at its Thabazimbi, Sishen and Rosh Pinah (Namibia) operations.

He has been married to René for 21 years and they have two children Nicolai (19) and Nathania (17) who is a South African national swimmer. In his spare time Hendrik enjoys spending time with his family. **M**

“While we are on track, we are not close to our best performance yet. We need to continuously strive to achieve our full potential.”



QUARTERLY ENGINEERING COMPLIANCE AUDITS REVEAL

TOP PERFORMING MINING TEAMS

Going the extra mile is all in a day’s work for our mining teams. Those who went even further were recognised for their high scores in the second quarter’s Engineering Compliance Audits.

It was the Komatsu team that took the honours as the overall best performer, coming first in the Best Fleet Performance category and second in both the Asset Management and Best Workshop categories. Barloworld Equipment Trucks took first place in the Asset Management and Best Workshop categories; and Otraco scored the highest in the Best Yards and Safety Legal Compliance categories.

The prize giving was held during the last safety meeting for the quarter in the Bafana Hall. Each of the category winners received a floating trophy and a certificate. These top teams now stand in line to be nominated to form part of the annual Anglo American Rewards Ceremony.

HOW THE AWARDS WORK

The awards provide a platform for highlighting excellence and sharing best practice; reinforce what is expected of employees; and indicate whether areas are on track or need to improve their performance.

Each quarter, mining’s engineering teams are audited according to areas based on key performance indicators (KPIs) including Best Workshop, Best Yard, Best Asset Management, Best Safety Section, Best Fleet Performance and the worst performance in all the areas listed above. The next Mogalakwena mining award ceremony will take place in August 2016.

Performance is measured according to a points system. Areas that are looked at include International Organisation for Standardisation (ISO), occupational health and safety (OSH), safety and environmental. Other areas audited include Anglo Fatal Risk Standard (AFRS), mine standards, Global Technical Services (GTS) standards, good housekeeping, 5S implementation, safety contributions, good practice and preventative maintenance (PM) compliance.

More points are added for going the extra mile and beyond what is expected. **M**

...AND THE WINNERS ARE!

OVERALL BEST PERFORMER	Komatsu
BEST YARDS	1st: Otraco 2nd: Boilermaker Workshop 3rd: VR Steel
SAFETY LEGAL COMPLIANCE	Joint 1st: Otraco/Instrumentation Workshop
ASSET MANAGEMENT	1st: Barloworld Equipment Trucks 2nd: Komatsu 3rd: Barloworld Equipment Shovels
BEST WORKSHOP	1st: Barloworld Equipment Trucks 2nd: Komatsu 3rd: Support Workshop
BEST FLEET PERFORMANCE	1st: Komatsu 2nd: Hydraulic Shovels BWE 3rd: TZ Rope Shovel





THE BEST PERFORMERS... The Komatsu team from left: Khathu Ramuhashi, Omega Chakauya, Odette Pieterse, Wessels Venter, Hermann Hollumer (senior engineering manager) and Riaan Bezuidenhout.



GETTING STARTED... Pastor Abby opened the event with inspirational words and a prayer.



Yolanda Tiersman, Willie Noordman and Brian Mello.



Andre Koen



Johan van der Westhuizen



Thys Kruger



Suku Mhanga and Hannes Greyling.



Edward Nel and Frans Sekhaolelo.



Hans Croukamp



Riaan Bezuidenhout



Odette Pieterse and Jaco Le Roux.



Fanie Jonker and Johan Labuschagne.

THE OPERATING MO

FINDING THE MOST COST-EFFECTIVE WAYS TO DO THE RIGHT WORK

Anglo American's Operating Model is all about ensuring the right work is done at the right time and in the right way. Working out the most cost-effective ways in which to do the right work is the aim of Set Production Strategy (SPS).

Optimal work steps and the most cost-effective way in which to deliver performance targets are the key drivers of SPS. The Operating Model considers three characteristics when setting performance targets for a process. They include 1. Effectiveness – the output delivered over time, which includes quantity, quality and time. 2. Efficiency – the ratio between output delivered and resources consumed over time. 3. Sustainability – the resources or conditions available to support the continued operation of the process.

The production strategies for each productive unit include: design, operating time, operating rate, as well as feed and output quality. These strategies are developed in an inclusive way and input from employees encouraged. If you would like to find out more about the Set Production Strategy that applies to your area of work, you can ask your manager or drop in at the Operating Model working room, in the container outside Mining's main office buildings. **M**

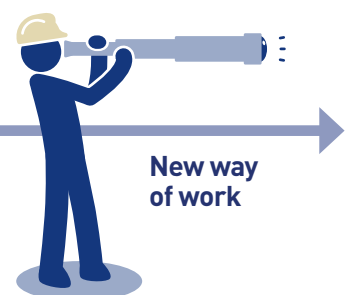


HOW TYPES OF WORK ARE GROUPED

The Operating Model uses three terms to classify different types of work. These include:

- 1. Production work** which refers to transferring, transforming or storing goods within a process.
- 2. Service work** which applies to activities related to identifying and managing threats associated with a process. This includes threats to both the process and its environment.
- 3. Support work** which includes work that mainly improves the effectiveness and efficiency of a process.

Set performance targets



New way of work

DEL ROLL-OUT

MOGALAKWENA MINE'S HEALTH CHECK THESE ARE THE ISSUES WE NEED TO ADDRESS



A social assessment, an Operating Model-related survey conducted among employees at Mogalakwena mine, has revealed more than 100 critical issues which will be tackled over the next few months. The Operating Model and senior leadership teams have worked on resolutions that include the implementation of quick wins and long-term issue resolutions. This is an ongoing process that will see significant improvements across Mogalakwena mine

HOW SOME OF THE ISSUES ARE BEING RESOLVED

SAFETY

There are concerns about entering the mine after blast fumes and dust particles have cleared.

Significant re-entry assessments will be performed, as well as physical observations. The results and resolutions, if required, will be shared once the study is complete.

The Anglo American Global Safety Day, which takes place annually in October, is perceived to be celebrated by only a few people around the mine and offices.

This year, the aim is to involve the whole mine, as well as each shift to be part of this significant event.

All safety defects on equipment need to be attended to when reported as opposed to just changing the operator to continue with production.

The frequency of surveys for complaints on equipment (operator happiness check) will be increased.

The canteen food is perceived to be unhealthy by many employees.

A survey will be commissioned to determine what healthier options can be introduced to improve wellness on site.

LEADERSHIP BEHAVIOUR

Employees feel that leadership needs to be more visible.



Site leadership have committed to being more visible to all employees and not only when there is an incident that requires their attention. Scheduled visits will be conducted by site leadership and organisational structures will be communicated more regularly. Employees will now have more opportunities to get to know the leadership across the mine.

HUMAN RESOURCES

Some human resources systems and procedures are not understood by some employees.

An onboarding booklet is being produced for existing and new employees that will explain how employees can take advantage of the many human resources-related services on Mogalakwena complex.

COMMUNICATION



One of the major concerns raised is the lack of communication regarding community happenings and developments.

The communication team at Mogalakwena complex is now producing **Mogalakwena Complex News** that is distributed to employees and community members in print and electronically. At least a third of each issue is dedicated to community news.

More good news stories need to be shared on the mine.

Achievements and positive developments will be communicated more frequently on the mine. This type of article will also appear in **Mogalakwena Complex News**.

COMMUNITIES COME ON THE SOC

Sport has a wonderful way of uniting people and that is why Mogalakwena complex launched a soccer tournament with the theme 'committed to fair play' for its surrounding villages earlier this year.

“We set out to provide an opportunity for the youth in our communities to come together to experience healthy competition and physical activity over several weeks,” says Lebang Gaobepe, Mogalakwena complex's senior social performance manager. “There were also the additional benefits that sport offers, such as, fitness, a positive mindset and learning about teamwork.”

The tournament involved the complex's 36 host villages – 32 from Mapela and four from Mokopane – who were each challenged to enter a team. The first game took place on 20 May, with a game being played on each Saturday and Sunday over eight weeks until the finals on 2 July. All the games were played on village soccer fields except for the final, which took place at the Five In One Sports Complex next to the Mogalakwena complex and sponsored by the operation.

At the first game, Mogalakwena Municipality Counsellor Sammy Ledwaba said that the community appreciated the tournament as it served to create unity among the villages. “We want you to know that you have the full support of the municipality,” he said. He also thanked soccer legend Helman Mkhalele, the former Orlando Pirates player, for supporting the tournament.

Throughout the tournament, Helman and his team mentored the players and further support was made available in the form of coach and referee development, as well as social and life skills workshops for the teams. **M**



PRIZE GIVING... The trophies and medals for the top teams.



AT THE FIRST GAME... Back from left: Malesela Mabuela, Secretary of the Mapela Task Team; Lebang Gaobepe, Senior Social Performance Manager; soccer legend Helman Mkhalele, former Orlando Pirates player; and Bella Kekana, Social Performance Administrator. Front: Whisky Lamola, NUM member; and Veronica Langa, LOC and task team member.



TOGETHER WE CAN CONQUER THE FIELD



THE WINNERS... Ga-Mabuela were the winners of the soccer tournament, beating Maloka five goals to four.



SECOND PLACE... Moloka before the start of the final match in which they were defeated by Ga-Mabuela by five goals to four.

"It has been a privilege for the Mapela Task Team to be part of this sporting initiative which gathers together the people of Mapela through the game of soccer. History has taught us that sports is the one important instrument we can use as a community to forge unity between us. It is our hope that more such activities will be implemented to expose the sporting talent of the youth of Mapela."

Malesela Mabuela, secretary of the Mapela Task Team

GA-MABUELA ARE THE CHAMPIONS!

In a nail-biting final, it was Ga-Mabuela who proved to be the best out of the 36 teams entered in the Mogalakwena tournament.

After eight weeks of fierce competition, Ga-Mabuela defeated Maloka with five goals to four in the final. Magope beat Ga-Mokaba 6-5 in the match to determine third and fourth place in the tournament.

There was a great turnout on the day including the Ntonas of all 36 villages, as well as Richard Cox, Mogalakwena complex general manager, and several of the complex's heads of departments.

FUN THEATRE BRINGS HOME SERIOUS HIV/AIDS MESSAGE



How to arm themselves in the battle against HIV/AIDS was the key message delivered to learners at Seritarita Secondary School through a show sponsored by Mogalakwena complex's social performance (SP) team.

The dangers of early sexual activity, neglecting to use condoms and the advantages of abstinence were brought home to the teenagers through an entertaining, interactive performance by a theatre group. It was clear the learners were paying attention as they actively participated in the show. Each of them received a gift from Anglo American Platinum at the end of the event, presented by Johannes Sethole of the Mapela Task Team.

South Africa is the most HIV/AIDS-affected country in the world with an estimated 11% of the population being infected in 2015 according to Statistics South Africa. What is even more alarming is that 5.59% is made up of young people in the 15 to 24 year age group.

MAKING A DIFFERENCE

"Anglo American Platinum is well positioned to make a significant difference in educating the communities within which it operates on how to prevent and fight HIV/AIDS," says Lebang Gaobepe, senior social performance manager at Mogalakwena complex. "The most important step is to ensure that learners are empowered with knowledge." **M**



GETTING THE MESSAGE ACROSS... Actors brought home the serious message of the dangers of HIV/AIDS through an entertaining show.

EDUCATING LEARNERS

Mogalakwena's social performance team works to build trust-based relationships with its surrounding communities and part of this is to educating secondary school learners about dread diseases such as HIV/AIDS. Theatre was selected as a way in which to bring the HIV/AIDS messages home to teenagers as it is entertaining and holds their attention.

After the event at Seritarita Secondary School, Johannes Sethole of the Mapela Task Team said he was impressed by the show and pleased that Mogalakwena complex cared about its communities. "I would be thrilled to see the next generation of mining engineers and heads of department come from Seritarita Secondary School's graduates," he said and encouraged the learners to work hard at their studies.



JOINING IN THE FUN... Johannes Sethole of the Mapela Task Team handed out gifts sponsored by Anglo American Platinum to the learners.