



## Building local capacity through our employees

Implats acknowledges that mining is not a sustainable source of employment, and therefore makes every effort to build local capacity in the communities within which it operates. Conscious emphasis is placed on local recruitment, thereby providing education, skills development and training opportunities that might not otherwise have been accessible to residents of these communities. It is anticipated that this will empower individuals to seek alternative work opportunities once the mine ceases to operate, in turn contributing to the sustainability of the communities as a whole.

Comprehensive employee benefits are offered including a pension/provident fund, medical aid, competitive remuneration, career growth opportunities, occupational health facilities (described on pages 58 to 71) and an Employee Wellness Programme. Employees are graded in bands from A (unskilled) to F (senior management) in the Paterson Grading System).

# employees

## SOCIAL AND LABOUR PLAN

As required by the MPRDA, Implats has submitted a Social and Labour Plan (SLP) to the DME in support of the group's applications for mining licences. Essentially a comprehensive Human Resource (HR) development programme, the SLP includes employment equity plans and local economic development programmes, as well as their associated action plans for the next five years.

Its primary objectives are to:

- promote employment and the social and economic welfare of all South Africans;
- contribute to the transformation of the mining industry; and
- ensure that holders of mining or production rights contribute to the social and economic development of the area in which they operate, as well as the development of those areas from which the majority of the workforce is sourced.

Accordingly, the Implats SLP includes the group's commitments to:

- career paths for our major disciplines;
- mentorship for employees and empowerment groups;
- internships and bursary plans;
- an employment equity plan;
- local economic development plans; and
- providing Adult Basic Education and Training (ABET) and portable skills training to employees.

Moreover, the Implats SLP documents the group's Life-of-Mine Plan, which will be used as a framework from which our training and development strategies could be developed in terms of the mine's long- and short-term production needs.

## EMPLOYEE PROFILE

### HEAD OFFICE

At our corporate Head Office, we employ 39 permanent employees and two contractors. Of these, 17 (41.5%) are female (including white females). At senior level there are three (15%) females, one of whom is black.

The total number of HDSA's employed at our corporate Head office is 13 (31.7%) (excluding white females), of whom three are at senior level (15%). We employ two handicapped people, one is a black female and the other a black male.

The average age at our corporate Head Office is 45 years, the youngest person being 27 years of age and the oldest being 61 years-old. The average length of service is 11.4 years, with the range extending from 0.4 years to 40.1 years.

## IMPALA

### Rustenburg operations

A total of 26,373 people are employed directly at our Rustenburg operations, representing 92% of total group employees (FY2004: 26,804). Some 87% of employees are employed at the shafts. Of the total number employed at A to D level, 94% are HDSAs and 6% white. The majority of HDSAs, at 77.7%, are A-level employees (FY2004: 77%). The majority of whites, at 63.5%, are C-level employees (excluding Miners at C-1) (FY2004: 62%).

Some 94.3% (24,607) of total employees are black and originate from South Africa (77.3%) and neighbouring countries (22.7%); the majority are from the area in which the mine operates (a total of 14,500 from the North West province).

The majority of employees (11,813) are in the 36- to 45 year age bracket, with the 56- to 63-age bracket numbering the least at 1,036.

Average length of service ranges from nine years at A- and C-levels to 13 years at B-level. Staff turnover of 2,203 for the year under review amounted to 8.35% of total employees (FY2004: 9.29%). The average absentee level for the year was 1.1%, with the highest level of absenteeism (1.5%) occurring at the shafts and the lowest (0.7%) at Mineral Processes.

The operations employ 7,085 core contractors, the majority of whom (76%) work underground.

### Refineries

Refineries provides direct employment to 990 permanent employees and 42 temporary employees; and indirect employment to 1,260 employees of contractors, bringing the total number of people employed on the site to 2,292 (FY2004: 2,156).

Of the permanent employees, 16% (162) are female. Of the individuals at senior management level, 22.2% are HDSAs (including white females). The proportion rises to 49.5% and 40% at middle management and supervisory levels respectively (see Tables 12 to 15). A total of seven people employed at Refineries are disabled: three white males, three African males and one African female.

The oldest employee band is E-level, where the average age is 57. Engineering learners are the youngest group overall, at average age 23. Employees at B7-level have the youngest average age of 38, followed closely by D-level employees at age 39. The average length of service across all employee bands ranges from eleven to 20 years. D-Lower employees have the second-lowest service years (eleven).

Employee turnover for the year was 1.31%, an improvement on the 1.73% and 2.67% in FY2004 and FY2003 respectively. The greatest degree of turnover was at levels B5 (2.65%) and C-Upper (2.17%).

**Table 8:** Women in mining per department, Rustenburg operations, FY2005.

Department	Total Employees	Current Females	%
Engineering	4,888	171	3.5%
Finance and Admin	418	161	38.5%
Geology	55	5	9.1%
Human Resources	439	60	13.7%
Medical Services	197	85	43.1%
Mining Production	18,212	120	0.7%
Minpro	828	101	12.2%
Rock Engineering	63	0	0.0%
Safety and Health	92	15	16.3%
Sampling	157	6	3.8%
Survey	280	37	13.2%
Transport	504	12	2.4%
Ventilation	240	7	2.9%
<b>TOTAL</b>	<b>26,373</b>	<b>780</b>	<b>3.0%</b>

**Table 9:** HDSA incumbents at management levels, Rustenburg operations, FY2005.

Level	Total Employees	HDSA's (Excl White Females)	%	HDSA's (Incl White Females)	%
Senior Management	52	7	13.46	10	19.23
Middle Management	369	65	17.62	111	30.08
Supervisory (C Upper)	709	273	38.50	300	42.31
<b>TOTAL</b>	<b>1,130</b>	<b>345</b>	<b>30.53</b>	<b>421</b>	<b>37.26</b>

**Table 10:** Equity demographics by ethnic group, Rustenburg operations, FY2004 and FY2005.

	FY 2004		FY 2005	
	Actual	%	Actual	%
African	25,099	93.64	24,757	93.87
White	1,680	6.27	1,564	5.93
Indian	5	0.02	28	0.11
Coloured	20	0.07	24	0.09
<b>TOTAL</b>	<b>26,804</b>		<b>26,373</b>	

**Table 11:** Equity demographics by gender, Rustenburg operations, FY2004 and FY2005.

	FY 2004		FY 2005	
	Actual	%	Actual	%
Male	26,256	97.96	25,593	97.0
Female	548	2.04	780	3.0
<b>TOTAL</b>	<b>26,804</b>		<b>26,373</b>	

**Table 12:** Women in mining per department, Refineries, FY2005.

Department	Total Employees	Current Females	%
BMR	509	44	8.60
PMR	335	55	16.40
IRS	11	6	54.50
SHEQ	25	12	48.00
Human Resources	21	10	47.60
F&A	59	25	42.40
Prot Services	7	2	28.60
Sales Admin	3	1	33.30
Corp Admin	3	1	33.30
Technical	17	6	35.30
<b>TOTAL</b>	<b>990</b>	<b>162</b>	<b>16.40</b>

**Table 13:** HDSA incumbents at management levels, Refineries, FY2005.

Level	Total Employees	HDSA's (Excl White Females)	%	HDSA's (Incl White Females)	%
Senior Management (E)	9	2	22.20	2	22.20
Middle Management (D)	96	34	35.40	45	49.50
Supervisory (C Upper)	130	36	27.69	52	40.00
<b>TOTAL</b>	<b>235</b>	<b>72</b>	<b>30.64</b>	<b>99</b>	<b>42.13</b>

**Table 14:** Equity demographics by ethnic group, Refineries, FY2004 and FY2005.

	FY 2004		FY 2005	
	Actual	%	Actual	%
African	603	61	611	61.72
Indian	22	2	24	2.42
White	360	36	347	35.05
Coloured	7	1	8	0.81
<b>TOTAL</b>	<b>992</b>		<b>990</b>	

**Table 15:** Equity demographics by gender, Refineries, FY2004 and FY2005

	FY 2004		FY 2005	
	Actual	%	Actual	%
Male	838	84	828	83.64
Female	154	16	162	16.36
<b>TOTAL</b>	<b>992</b>		<b>990</b>	



**Samples of the end products are tested at Refineries to ensure final metal compliance.**

### MARULA PLATINUM

At year-end, Marula Platinum employed 1,226 people. As the operation is in a build-up phase, additional labour will be recruited on a monthly basis in line with the Marula Platinum Business Plan and associated production profile. At full production, 2,750 people will be employed.

Marula Platinum's recruitment strategy focuses on sourcing the greater percentage of labour from the immediate vicinity of the mine. Currently, 75% of employees are South Africans and reside within 50 kilometres of the mine property. A further 22% of South African employees live further away.

### ZIMPLATS

A total of 743 people were in the employ of Zimplats at year-end. Employee turnover for the year was 9% (FY2004: 5.4%), with the voluntary resignation rate having stayed static at 2%.

Of the 26 senior management personnel, 19 are black (73%) and the balance white (27%). The gender split at this level is 96% male to 4% female.

The various contractors on our sites employ a further 1,170 people.

### MIMOSA

Mimosa provides direct employment to 1,472 people and indirect employment to 148 contractors, amounting to a total count of 1,620 people on site. The majority of these individuals (1,420) are employed at Hay level H & NEC 10



**Members of Serole Cleaning Services, an empowerment company that has been awarded the contract to service Mineral Processes' cleaning requirements. The business is headed up by a former change house supervisor.**

and below where the average age of 33 is also the youngest for the entire operations. The average age of employees at the most senior, O+ level is 40 years.

An estimated 99% of all employees at Mimosa are Zimbabweans by birth, but come from diverse cultural backgrounds. The remaining 1% of the workforce is of Malawian, Zambian or Mozambican origin.

With the exception of Hay level I and NEC 11 & 12, where the average length of service is two years, the average service record at Mimosa is five years. Staff turnover increased substantially year-on-year, reflecting the increased number of employees on site; while 3,938 man-days were lost due to absenteeism or sickness in FY2005.

## EMPLOYMENT EQUITY PLAN

In line with its vision of 'unlocking the potential of all its employees' and in compliance with the Employment Equity Act, the MPRDA and the Mining Charter, Implats is intent on transforming the group's South African operations to reflect the demographic profile of the country.

This will be achieved via initiatives in the following areas, each of which is detailed later in this chapter:

- accelerated training programmes to assist identified employees acquire the necessary knowledge and skill for promotion into management positions;
- learnership programmes in various disciplines;
- identifying potential successors through a succession planning process and individual development plans;
- creating openings in the various disciplines through retirements and volunteer mentorships;
- pro-actively employing and developing women;
- monitoring bursary holders for appointment on completion of their studies at tertiary institutions; and
- head-hunting the best talent available.

Implats' initial Employment Equity Plan (EEP) was submitted to the Department of Labour (DOL) in FY2003. This document outlines specific strategies to comply with the Mining Charter's requirements in terms of HDSAs in management positions (40%) and women in mining (10%) by 2009. These include an employment equity framework, developed in consultation with employee representatives; identifying talent pools among HDSAs and fast-tracking these individuals; and the determination of targets for forthcoming years. Employees have also been sensitized regarding the advantages of instilling a culture of diversity in the workplace.

An updated EEP was completed in June 2005, reflecting the group's achievements to date and its revised plans. As previously, the group's goals in this regard have been communicated openly to all employees via notice boards and other forums at our operations.

To accelerate the pace of employment equity within the group, Transformation Steering Committees have been established at all our operations. These committees were established in consultation with employee representatives and are responsible for ensuring employment equity progress.



**An engineering learner at our Rustenburg operations acquires new skills through hands-on training.**



**Members of the Macharora Community Forum discuss issues of concern to the communities represented.**

**Table 16:** Percentage breakdown of major labour-sending areas, Impala, FY2005.

Area	Rustenburg operations (North West)	Refineries (Gauteng)
Eastern Cape	9.7	4.8
Free State	1.4	2.1
Gauteng	1.8	72.3
KwaZulu-Natal	1.1	5.2
Western Cape	0.1	0.3
Mpumalanga	0.4	5.9
North West	60.3	2.3
Limpopo	1.2	4.6
Northern Cape	0.8	0.5
Swaziland	0.9	0.2
Botswana	2.2	0.2
Mozambique	9.3	0.2
Lesotho	10.9	1.0
Zimbabwe	–	0.1
Zambia	–	0.1
United Kingdom	–	0.1

## MIGRANT LABOUR

Migrant labourers (defined as individuals who are engaged in a paid activity in a country of which they are not nationals) currently account for 23% of the Impala workforce (FY2004: 23.6%). The majority of these 6,000 migrant labourers are employed at our Rustenburg operations, with a negligible number employed at Refineries. Only some 0.08% of employees at Marula Platinum are foreign.

The group does not discriminate against this segment of the workforce, but rather subscribes to the International Labour Organisation (ILO) conventions, which accord migrant workers equality before the law regarding human rights and labour legislation. At the same time, our recruitment strategy is to employ local labour as far as possible (i.e. sourcing employees living within a radius of 60 kilometres of our operations).

## HOUSING AND LIVING CONDITIONS

Implats considers the facilitation of suitable employee accommodation to be an integral part of its commitment to uplifting the communities in which the group operates, especially as our employees are drawn from these communities.

An accommodation policy has been implemented and a draft accommodation strategy has been submitted to line management for approval. In essence, the company's approach to housing is based on creating options that enable our employees to exercise realistic choices with regards to accommodation. Implats subscribes to the ideal that employees should reside with their families and therefore actively encourages home ownership and facilitates housing development. We also strive to discourage informal



Implats' recruitment strategy is to employ local labour as far as possible.

settlements in our operational areas and has partnered with local government on RDP Housing projects near the Rustenburg operations.

While providing family accommodation remains a priority, it is accepted that a sizeable portion of the labour force, especially that employed by our Rustenburg operations, is migrant and will thus continue to need single accommodation (i.e. hostels) for the foreseeable future. Impala has therefore made a commitment to improve the living standards in the remaining three operational hostels, where the occupancy has declined 3.4% year-on-year. At the same time, Rustenburg operations' recruitment processes are focused on targeting local labour sources so as to localise the workforce as far as possible while still taking cognisance of the group's employment equity targets (refer to section on Migrant Labour on page 96).

Rustenburg operations have established a home ownership committee who will table a proposal on a new home ownership scheme which is affordable to both the company and employees. This scheme will aim to facilitate access to appropriate finance to purchase stands, housing stock or to enable the employee to build his or her own property and become a home-owner.

The company has a scheme in place which provides collateral for employees who want to buy property. In FY2005, 38 employees (FY2004: 190) at our Rustenburg operations became home-owners through this scheme, bringing the total number of employees to take advantage of the scheme to 1,548 since its inception in 1989.

The provision of company housing for senior management (E-band) has ceased and the existing, formerly company-owned houses have been sold. The proceeds from these transactions will be allocated to housing projects for lower level employees while housing for middle management employees (C-band) is in the process of being upgraded. Capital expenditure of R15 million over three years (FY2004, FY2005 and FY2006) has been approved for disbursement on housing projects at our Rustenburg

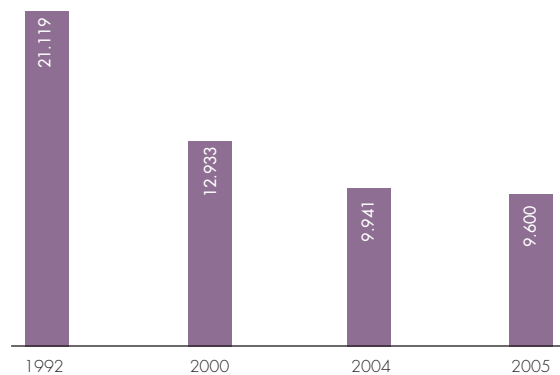
operations enabling the process of upgrading company houses to continue. To date R8.2 million has been spent on upgrading 102 houses.

Implats' local recruitment strategy means that Marula Platinum does not require a mine hostel, as all employees are housed privately in the area. Interim accommodation has been provided for 69 supervisory level and employees and their families in a park-home village at Steelpoort, some 40 kilometres from the mine; with 27 single employees housed in single quarters accommodation on the mine property.

Approximately 50 housing units are under construction at Burgersfort for senior employees and the first units should be completed by December 2005. Families will then be moved from the park-homes to these permanent mine houses.

Mimosa's policy is to provide housing for all its employees. Some 1,357 employees stay in Zvishavane town, about 32 kilometres from the mine, while others live in the villages

**Figure 12: Hostel occupancy, Impala Rustenburg operations, FY1992 to FY2005.**



**Far Left: An engineering learner at our Rustenburg operations.**

**Left: Process staff at the Refineries at work in the new leach section control room.**



**A female engineering learner learns her trade at the Rustenburg operations.**

near the mine. An estimated 263 employees live in company-provided accommodation at the mine. Transport to and from work is provided to all employees.

As part of its empowerment programme, Mimosa operates a Home Ownership Scheme for lower-level employees. Under this scheme, the company builds houses and sells the dwellings to eligible employees at affordable prices. Since the Home Ownership scheme was started in 1999, 585 employees have benefited from the initiative. Another 347 housing units are currently under construction in Zvishavane Town.

### Nutrition provided to employees

Impala's social strategy includes an objective to reduce the utilisation of its hostels which, in time, will diminish the company's ability to directly influence the diet and thus the nutritional intake of its workforce. Impala nevertheless recognises the importance of adequate nutrition to the overall health and welfare of the workforce and has therefore introduced a nutrition programme designed for the specific benefit of those employees who continue to make use of single-quarters accommodation and who therefore receive three meals a day.

A new catering services provider was introduced in September 2004 and the nutritional value of the daily menu was adjusted upwards from 14,000 kilojoules to



**Computer literacy training is a priority at all our operations, especially during the roll-out of SAP during FY2005.**

17,000 kilojoules in line with the Mining Charter at an additional cost of R4 million per annum. This was implemented in December 2004. The menu will be reviewed by a dietician on an annual basis.

Our Rustenburg operations also envisage implementing initiatives to address the nutrition of employees over whose diets Impala has no control. An example of such an initiative is video programmes to all employees during new man induction and ex-leave induction focusing on acceptable balanced diets, nutrition and health awareness and promoting awareness of supplementary nutrition in the diet of people infected with HIV/AIDS.

Mimosa recognises that the work involved in mining is physically strenuous work and therefore provides buns and a high-energy drink (Mahewu) to all underground staff. The scheme is yet to be extended to cover employees in other departments.

## HUMAN RESOURCE DEVELOPMENT

Implats provides all permanent employees (and employees of contractors), access to Human Resource Development (HRD) Programmes, facilitated or managed by either the operations or the contracting companies. Timeframes and targets are established for each HRD Programme and progress is reported annually.

The group's HRD Programmes are derived from an annual HR strategic planning process, which takes cognisance of the company's business plan (i.e. production and sustainability needs) as well as legislation, community and environment perspectives. The latter include the Mining Charter, SLPs and

local economic development programmes, workplace skills plans and the annual training report. Our primary HRD activities embrace core training (such as mining, metallurgy and engineering skills), functional literacy and numeracy, learnerships and skills development, portable skills, career paths and mentorship (including talent management), internships and bursaries.

Among our South African operations, these programmes are well developed within Impala Platinum and continue to evolve at Marula Platinum.

All of Impala's training venues (of which there are ten, including the training facilities at Refineries) were accredited as training providers by the Mine Qualifications Authority (MQA) in March 2005.

## Functional Literacy and Numeracy

A Functional Literacy and Numeracy Programme has been implemented at each of our operations as a means to develop the educational base of the workforce through further learning. The programme primarily comprises Adult Basic Education and Training (ABET) courses, which give learners the opportunity to become functionally literate and numerate, namely:

- ABET Level 1: Communication and Numeracy
- ABET Level 2: Communication, Life Orientation and Numeracy
- ABET Level 3: Communication, Life Orientation, Natural Science and Numeracy
- ABET Level 4: Communication, Life Orientation, Natural Science and Mathematics

Other courses include basic computer literacy; and foundation and breakthrough courses in various languages – the latter providing a bridge for illiterate people to obtain literacy before entering the ABET programme. All ABET training is conducted in English as directed by the MQA Sector Education and Training Authority (SETA), supplemented by informal instruction in the language of choice.

Awareness of the Functional Literacy and Numeracy Programme is ensured through verbal communications during our new person and ex-leave induction programmes; as well as through relevant community forums and employee representative structures. A comprehensive marketing programme at the workplace and hostels ensures the part-time ABET development of more than 200 employees per intake.

## IMPALA

A total of 6,484 Impala employees have attended ABET courses since 2000, the majority accommodated at the dedicated ABET centres developed at both the Rustenburg operations and Refineries.

Impala's ambition is to train 800 employees in functional literacy and numeracy a year so as to achieve higher levels of literacy; and to increase our annual spend in this area to 0.26% of payroll by 2009.

### Rustenburg operations

ABET classes have been offered to employees at the Rustenburg operations on a full-time, flexi-time or part-time basis since 1993 and an estimated 21.7% of the composite employee base is functionally literate.

Nine qualified trainers, who are also MQA-qualified assessors, facilitate the ABET training. One of our facilitators is also a qualified moderator.

Some 772 individuals participated in ABET training during FY2005 (FY2004: 571) at a cost of R6.4 million, which equates to 0.18% of the payroll.

### Refineries

Refineries offers employees the opportunity to attend ABET classes on a full-time basis for three months (maximum 40 candidates at any one time) in an effort to eradicate illiteracy. The Refineries HRD Centre has four qualified ABET trainers of



**Employees at Refineries have the opportunity to attend ABET classes in an effort to eradicate illiteracy.**



**The underground training centre at our Rustenburg operations focuses on operational mining training.**

which one is a MQA-registered assessor. A total of 306 employees registered for ABET classes in FY2005, of whom 260 passed their examinations in numeracy, communication, life orientation and science, which equates to a pass rate of 85% (FY2004: 84%). The enrolment breakdown per level, and associated pass rate was as follows: 107 candidates in Level 1 (95 passed); 104 in Level 2 (82 passed); 58 in Level 3 (48 passed); and 37 in Level 4 (35 passed).

A strategy has been developed for the implementation of NQF Level One (1), which strategy comprises of subjects that are classified as core, e.g. work/business orientation, employment relations, overview of the mining and mineral sector and occupational health and safety. Electives in engineering, metallurgy and mining form part of the qualification.

### MARULA PLATINUM

No ABET training for employees took place at Marula Platinum during FY2005 as the mining and processing operations were outsourced to a contractor until November 2004. The contractors' employees were, however, afforded the opportunity to attend ABET training at the hostel twice a week for the duration of the contract.

Literacy levels at the Marula Platinum plant remain high, with 77.6% employees fluent in reading and writing English. A comprehensive ABET strategy, targeted at the operations' own mining and process employees, will be in place by January 2006.



**A functional literacy and numeracy programme has been implemented at all our operations.**

### ZIMPLATS

Literacy levels are high at Zimplats, with most employees fluent in reading and writing English. Zimplats has a minimum target employment level of education whereby the majority of employees are required to have at least four years of secondary education.

### MIMOSA

Literacy levels at Mimosa are also generally high, with 60% of employees having completed primary school education and the remainder having completed secondary schooling also. Employees who express a desire to improve their performance are encouraged to enrol with the Adult Literacy of Zimbabwe (ALOZ) programme.

## Training and Skills Development

Implats' training and skills development strategy is driven by a vision to support and encourage all employees through development, education and training while simultaneously meeting the requirements of the Skills Development Act. This includes submitting a Workplace Skills Plan (WSP) and annual training report to the DOL every year.

The new legislation and operations requirements dictate that a longer-term approach be adopted in terms of training and development interventions. To this end, each of our South African operations has developed a SLP that will guide all training and development initiatives strategically.

### IMPALA

#### Rustenburg operations

An Integrated WSP, accredited by the MQA, has been implemented throughout Impala, in terms of which Impala has been accredited by the MQA as a training provider. Expenditure on skills development training amounted to R138 million in FY2005 (FY2004: R130 million), which equates to 5% of the payroll. A total of 153 HDSA employees attended accelerated skills training interventions during the year at a cost of R52 million (FY2004: R50 million), primarily trainee shift supervisors, trainee mine overseers, trainee engineers, crew captains and employees in the finance department.

Numerous black female artisans who have displayed potential as engineering foremen have been given the opportunity to develop career paths in this area at our Rustenburg operations' Mineral Processes plant. Several of these women have begun to excel in what has traditionally been a predominantly white male environment.

The training facilities at our Rustenburg operations were extensively renovated and upgraded during FY2005. The new-look Mineral Processes Training Centre now also includes process simulator training facilities for Mineral Processes' plant operators.

The development of skills in mining, metallurgy and engineering remain the core component of our people development strategy, primarily to ensure that our employees are equipped to fulfil their job requirements in a productive, yet safe manner. The majority of these interventions fall within the parameters of the MQA's Mining Competent A and Mining Competent B skill levels; and are complemented by occupation-related and accelerated training initiatives. Impala has also embarked on a comprehensive training programme to support the DME's underground training and development programme. More than 11,000 employees at our Rustenburg operations obtained the Competent B certificate by the end of the 2004 calendar year.

Approximately 87% of Rustenburg operations' employees hold NQF Level 1 general education and training qualifications (i.e. up to ABET 4). A further 12% hold NQF Levels 2 to 4 qualifications (grades 10 through 12), with just on 1% holding tertiary qualifications (NQF Levels 5 to 8).

### Refineries

Refineries' HRD offers a wide range of in-house training programmes covering the core disciplines required – laboratory, process and engineering training. Refineries' training officers, who are all certified assessors, facilitate these programmes in the plant. Many external programmes are also offered to employees in-house.



A learner at Buitengewone Onderwys Skool receives guidance during a practical exercise.



Refineries' HRD offers a wide range of in-house and externally facilitated training programmes to employees.

During the year, 4,416 permanent employees participated in skills development initiatives totalling 5,932 man-days' training. In addition, 2,135 temporary employees were exposed to training initiatives. 75.5% of all employees trained in FY2005 (permanent and temporary) were black. The bulk of the training (63%) took place at plant and machine operator/assembler level.

Seven learnerships are in process in the engineering department. Other staff development programmes in this area include the Junior Engineering programme, whereby artisans attend full-time training to acquire an engineering ticket (there are currently three artisans on this programme); Engineers in Training (for which there are seven enrolled candidates) and the Maintenance Operative programme (50 trainees). The latter programme takes place at the SAPPI Training Centre and is of six to eight weeks in duration. Only employees who have completed ABET Level 3 and the Safety Permit course may enrol.

Career paths have been developed for all Refineries' employees, including training plans with the vision of creating a talent pool for future needs. There is also a Diplomat Development programme, which aims to upgrade the technical skills and knowledge of Refineries' employees who currently hold diplomas either in chemistry or chemical engineering. To date, eleven employees have undergone the Diplomat Development programme (out of a target group of twelve). Each candidate has been assigned a mentor and a supervisor to ensure that he or she progresses through the programme as anticipated.

More than three-quarters of Refineries' employees (76%) hold qualifications above NQF Level 1. The majority of employees (27%) hold NQF Level 4 qualifications, while a further 22% are at NQF Level 5.

The total cost of training at Refineries during FY2005 amounted to R6.9 (FY2004: R1.9 million). The total value of grants received amounted to R2.9 million.

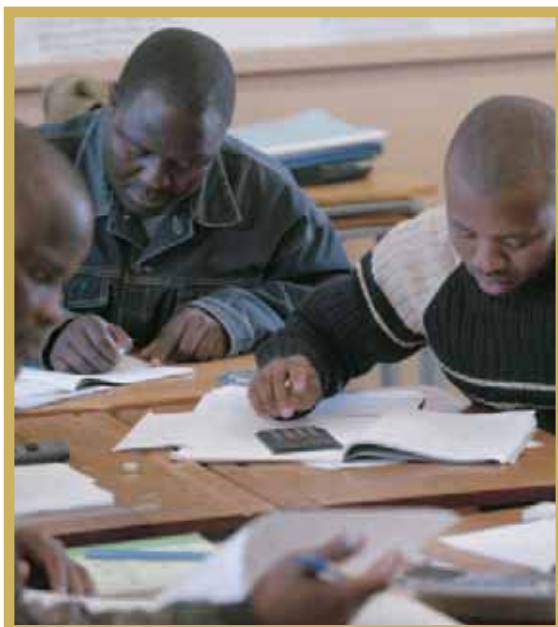
### MARULA PLATINUM

A training centre has been established at Marula Platinum, and already serves as the primary venue for all core business training. A skills development plan is currently being developed.

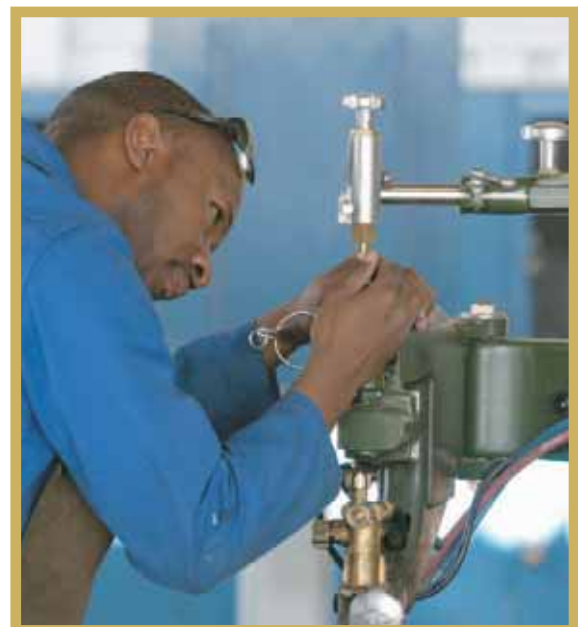
### ZIMPLATS

During the year, priority for internal training was given to Chengeta, a safety-related training programme, and environmental management training, in preparation for our ISO 14001 certification.

Zimplats' management development programme – Makwiro Business Training – was conducted during the year and all 16 middle managers who participated in the course graduated. Supervisory development programmes were also conducted for first line supervisors, while Makwiro Business Awareness training was carried out to all new lower level employees – the objective being to give them an understanding of the Makwiro business.



**Numeracy skills are a vital component of Adult Basic Education and Training.**



**Engineering learnerships are offered at our operations.**

Mobile equipment operator training continued throughout the year, with supplier organisations providing on-the-job training to the Zimplats operators. HIV and AIDS Awareness training was also carried out by an external organisation.

A total of US\$60 000 was spent on training in FY2005.

## MIMOSA

Several training courses are offered at Mimosa, many of which are facilitated in-house. These include:

- Technical skills training, which embraces mining and engineering multi-skilling for low- and medium levels; engineering skills upgrading (offered by government-approved vocational training institutions); mining-related programmes offered by the Zimbabwe School of Mines (Mimosa currently has seven employees enrolled for courses in mining, geology and metallurgy); and other technical courses offered by the Polytechnics.
- Safety, Health and Environment training initiatives, which comprise in-house NOSA-approved courses, external NOSA-facilitated programmes as well as other government-approved courses.
- Life skills programmes, which cover communication skills, inter-personal skills, time management and report writing.

A total of US\$776,447 was invested in employee training initiatives in FY2005, including training levies paid to ZIMDEF (1% of monthly wage bill) and the Standards Development Levy (0.15% of monthly wage bill, paid quarterly). The average period spent in training per employee during the year ranged from 96 hours in levels 2, 3 and 4; to 192 hours in level 1.

## Career Path Planning

At Implats, we believe that every employee deserves the opportunity to develop his/her personal potential. To this end, a Career Path Planning model has been developed that helps our employees identify appropriate career paths, as well as to familiarise themselves with the requirements at each level within their chosen path.

The model makes use of the following employee development systems and methodologies:

- Individual Development Plan – Employees with development potential are assisted by their supervisors and a training specialist to formalise a personal development plan, which is reviewed regularly and assistance given as necessary. Employees' self-development efforts are supported by a comprehensive, individual development system including psychometric



**ABET classes have been offered to all employees at our Rustenburg operations since 1993.**

evaluation, employee study-aid, performance evaluation and supervisory monitoring and feedback.

- Succession Planning – A system within all core disciplines that ensures awareness among all employees regarding promotional routes, job prerequisites and time frames. This system also formally identifies potential successors and assists with the identification of accelerated training opportunities for HDSA employees, as outlined below.
- Employee equity and accelerated training – To cater for our future manpower needs, accelerated training programmes are used to assist identified individuals (primarily HDSAs) progress through the organisation within one of the career paths available. Such programmes are developed individually, but are usually in specific disciplines, notably mining learner official, engineering junior engineer, financial learner official and human resources experiential training.

In addition, generic career paths for all major disciplines within the group have been compiled and are made available to assist employees follow their chosen careers.

Career path planning, mentorship and internship planning is underway at Marula Platinum and will be implemented by January 2006, as stipulated in the SLP. Accelerated training of HDSAs has not been instituted yet at Marula Platinum, but also forms part of the SLP.

A succession-planning model is in place at Mimosa, in terms of which potential successors are identified and tested by a registered psychologist. Development programmes have also been implemented to close the gaps, thus ensuring the attainment of the requisite competency levels in readiness for succession.

## Mentorship

Impala implemented a formal mentoring system in 2003, comprising a formal training and orientation programme for both mentors and protégés. Mentoring is undertaken at two levels, namely:

- Successors – All employees identified as successors are allocated a formal mentor. These mentors are directly involved in developing their successors, with formal feedback provided as required by Impala Platinum Mentorship Code of Practice. Emphasis is placed on mentoring HDSA successors by experienced mentors.
- Bursary students – Mentoring of students plays an important role in the success of bursary holders and is undertaken during the students' occupational work over university holiday periods.

At our Rustenburg operations, preference in the mentorship programme is given to employees from the Royal Bafokeng Nation (RBN), with four RBN candidates having been placed on internal experiential training/mentoring programmes. Currently, 41 mentors are mentoring 75 protégés within Impala as a whole. A similar mentorship programme will be implemented at Marula Platinum, commencing in FY2006.

In support of the National Skills Strategy to transform the workplace through talent development, succession planning and individual accelerated training, Impala has implemented generic accelerated programmes for learner officials in mining, engineering, metallurgy, mine overseeing, line supervision and management programmes.

Mentoring is provided to NGOs, co-operatives and small- and medium-enterprises (SMEs) at corporate level, in terms of which several local community structures have been empowered to provide mentoring services to these groups at our Rustenburg operations, Refineries and Marula Platinum. Eighty-four such groups received mentorship assistance during FY2005.

A mentoring programme has been implemented at Mimosa, and is targeted at middle- and senior managers. Action plans have been developed to match individual aspirations and company strategic thrusts.

## Internships, Bursaries and Scholarships

Each year, Implats provides a number of tertiary education bursaries to qualifying students enrolled for registered courses in various fields of study, whether at university or technikon. Emphasis is placed on professional qualifications required for the optimum functioning of the organisation, namely:

- Mining Engineering;
- Metallurgy/Chemical Engineering;
- Mechanical and Electrical Engineering;
- Analytical Chemistry;
- Geology; and
- Finance – Accounting and Commerce.

All Implats bursaries include registration and tuition fees; residence fees; a cash allowance; and a personal computer allowance from the second year of study onwards. Bursars are required to undertake vocational work and serve internships after graduation. A total of 53 bursaries were awarded in FY2005, 37 of which were awarded to HDSAs (70%), at a total cost of R2.8 million.

## IMPALA

At operational level, Impala provides 75 scholarships to children of employees for senior secondary schooling purposes (Grades 9 to 12). Priority is given to applicants whose subject choices include mathematics and science. A further 75 school enrichment scholarships are awarded to HDSAs.

Seven HDSA women, enrolled for M.Sc. degrees in Innovation and Technology at the Da Vinci Institute, are completing the practical component of their training at Impala (three at Mineral Processes, three at Refineries (ranging from senior chemical engineers to plant managers) and the balance at Marula Platinum). The women are beneficiaries of a bursary programme sponsored by the North West Province's MEC for Education, which allows



Impala has implemented generic accelerated programmes.

them to pursue their studies on a full-time basis, and will finish their dissertations by June 2006.

The company is committed to the implementation and maintenance of the industry-related learnerships and skills development programmes released by the MQA and, in particular, supports the engineering and mining disciplines. Engineering apprentices have been trained at the Rustenburg operations since 1987.

### Rustenburg operations

Learnerships have been introduced in several disciplines at Impala, all of which have been developed according to South African Qualifications Authority (SAQA) specifications, including the conversion of training and development programmes towards the learnerships or skills sets listed by SAQA, and facilitation of these programmes at accredited training facilities. Those learnerships to be implemented by Impala include:

- Blasting Certificates;
- Engineering Electrician;
- Engineering Boilermaking;
- Engineering Diesel Mechanic;
- Engineering Instrumentation Mechanic;
- Engineering Fitting; and
- Engineering Riggering.

The number and type of learnerships offered each year is dictated by the varying business needs of the company and at present, Impala is in the process of qualifying 39 engineering artisans, and up to 50 blasting certificates per annum. Due cognisance is given to the group's employment equity strategy.

### Refineries

Refineries provided 26 bursaries to children of employees in FY2005, as well as seven bursaries to students studying at tertiary institutions (three at first-year level; one at second-year; two at third-year; and one at fourth-year).

In addition, 83 study aid grants were made to employees to further their education.

### MARULA PLATINUM

Marula Platinum currently has provided study bursaries to three students from the local community, all of whom are studying full-time at the University of the Witwatersrand. Two of the bursars are mining engineering students and the third is studying geology. Two of the three bursars are women.

### ZIMPLATS

Apprenticeship training is ongoing at Zimplats, with five apprentices currently undergoing training in various disciplines. Two students are currently at the Zimbabwe School of Mines Diploma under the Zimplats sponsorship programme.

Four graduate trainees are currently enrolled for a two-year learnership programme. Zimplats currently does not offer bursaries, either to employees and their family members, or students. However, the company does assist local colleges/universities by offering vacation and attachment places to those in need.

### MIMOSA

At Mimosa, a scheme is in place for bursaries for employees, but not for their family members.

The operation also offers career opportunities to students and graduates, notably the following:

- Apprenticeships, where the inaugural intake of apprentices are currently in their second year; and
- Graduate trainees, where Mimosa currently has 13 trainees from diverse disciplines (mining, geology, information technology, human resources, SHE, electrical/mechanical engineering, metallurgy, chemistry and accountancy).



Far Left and Left: Rigger learnership training at our Rustenburg operations.



**All employees who will use the SAP system underwent application-specific training during FY2005.**



**An estimated 21.7% of the employee base at our Rustenburg operations is functionally literate.**

### PORTABLE SKILLS DEVELOPMENT

Implats supports the national skills strategy to implement and maintain portable skills. To this end, Impala has adopted a strategy to, as far as possible, only implement unit standards, outcome-based training and development programmes. We are well represented on all levels within the MQA and support the training and development initiatives of the DME in conjunction with the MQA and other role players.

Several programmes to support continued employee capability and career-endings are offered, including core competency, culture development and retirement planning. A number of lifelong learning programmes are also offered, such as Manpower Development Policy, Training Policy, Graduate and Apprenticeship Training and Assisted Study Scheme.

For example, the nature of the Rustenburg operations' core business (mining) is such that employees are exposed to skills and competencies that will enable them to find jobs elsewhere within the mining industry, or enable them to become financially self-sustaining. In addition to this, Impala has identified various certificated non-mining related training programmes that provide skills relevant to our operations and offers such training at appropriate training centres.

The programmes include portable skills training as part of pertinent in-house training, such as:

- Basic tool handling;
- Basic use of electricity and suitable electrical safety;
- Basic business principles and costing of materials;
- Basic hygiene and safety;
- Basic environmental and pollution control;

- Blasting certificate training;
- Safe handling of material and tools;
- Safe lifting and transportation of equipment;
- Artisan skills (electricians and boilermakers);
- Engineering-related skills (semi-skilled professions);
- Driver training and mobile machine training; and
- Computer skills.

Portable supervisory and management skills training opportunities are also provided, covering competencies such as employee development, financial planning, HIV/AIDS management, and industrial relations. Certain internal experiential training courses are also open to non-company employees as a means to develop skill levels in the local community.

Impala also, in consultation with community forums, helps identify appropriate portable skills training programmes for the needs of the region, in anticipation of possible downscaling of our operations and ultimately closure thereof. These are targeted at both lower occupational levels and senior/management levels.

Programmes to support the continued employability of employees and to manage their career endings are also in place at Mimosa, along with specific initiatives designed to encourage life-long learning.

## EMPLOYEE OBJECTIVES

Our overall objective is to implement Implats' new EEP across our South African operations by the end of FY2006. This will include achieving 31% HDSA management (34% including white women) across Impala and increase the percentage of women employees (including white women) to 4% at group level.

### IMPALA

- Enrol 800 Impala employees for ABET, bringing the functionally literate and numerate proportion of the workforce to 22%.
- Implement Integrated Workplace Skills Development Plan to address skills priorities for 15,985 HDSA employees (including accelerated HDSA training).
- Enrol a further 75 protégés in the Impala mentorship programme.
- Provide mentoring to 40 NGOs, 20 co-operatives and 10 SMEs.
- Implement a viable and affordable home ownership scheme for all Rustenburg operations' employees.
- Upgrade a further 100 houses in the greater Rustenburg area at a cost of R15 million.
- Reduce the number of hostel residents to 9,000 by providing alternative accommodation options.

### MARULA PLATINUM

- Enrol 60 Marula Platinum employees for ABET.
- Develop an Integrated Workplace Skills Development Plan.
- Develop and implement an accelerated HDSA training programme.
- Increase spend on Training and Skills Development to 5% of payroll.
- Implement a mentorship programme, based on that already operational within Impala.
- Provide mentoring to five SMEs.
- Build 50 permanent homes for employees at Burgersfort, some 43 kilometres from the mine.

### ZIMPLATS

- Reduce employee turnover to less than 5%.
- Improve communications throughout the company.
- Extend the induction programme to include employees returning from leave.
- Implement a performance management system.
- Implement a succession-planning programme.



**A female engineering learner applies the knowledge and skills applied in the workplace, at our Rustenburg operations.**



**Engineering learners attend a class at the Rustenburg operations HRD Centre.**