



SKILLS DEVELOPMENT FACT SHEET



Attracting, retaining and developing talent

“Implats’ approach to securing talent focuses on ensuring that employees are motivated, have the ability and requisite skills to carry out their duties, and that they operate in a safe, fair and ethical work environment.”



Implats' people strategy, focuses on three key areas:

- **Motivating our people** through appropriate remuneration, recognition and reward
- **Developing people with potential** by investing in skills development, talent management and team mobilisation
- **Developing a fair, ethical and sustainable organisation** with a focus on instilling a culture of respect and care, and investing in diversity and transformation.



Skills development, talent management and developing people with potential through training and team mobilisation initiatives

Optimising team output and productivity	Developing our talent pipeline	Maintaining an inflow of future requisite skills
<p>Objective: To ensure the development and retention of talent with the requisite skills, knowledge and experience, in an environment conducive to maintaining continuity and improving safety and productivity.</p>	<p>Objective: To minimise avoidable turnover, secure the best available talent in the market, and recognise, develop and reward talent within the organisation.</p>	<p>Objective: To improve education levels within our neighbouring communities, to identify and develop skills in local schools in order to improve skills in our local communities.</p>
<p>Key initiatives</p> <ul style="list-style-type: none"> • Team mobilisation: developing respect amongst team members and ensuring that mine overseers and supervisors are equipped to effectively lead and mobilise their teams. • Shaft optimisation: focusing on direct coaching/training in mining best-practices. • New technology: mitigating the human element risk from our activities and promote a safe culture through new technology implementation. • Technical mining training: ensuring that line managers and supervisors are kept informed about evolving standards, regulations, and new technologies. 	<p>Key initiatives</p> <ul style="list-style-type: none"> • Engineering training: Group training projects to develop artisan and engineering skills. • Graduate development training: awarding mine manager and mine overseer certificates in support of the Implats graduate training programme • Novice mining training: developing mining skills in local communities • ABET: offers full and part-time classes to ensure career progression and functional literacy and numeracy 	<p>Key initiatives</p> <ul style="list-style-type: none"> • School adoption programme: developing management and infrastructure at targeted schools • School support programme: mentoring educators, developing school sporting facilities, offering Impala bursaries to top achievers • Bursary programme: offering fully paid high-school scholarships, and offering university bursaries to learners in mining related fields.

The following initiatives were implemented during 2015:

- **Team mobilisation.** During 2015, Implats trained 139 teams, seeking to develop a respectful and caring attitude among all team members in order to ensure safe production. Specific focus areas include safety, the nature and economics of the platinum business, the role played by the individual and team in the business, and the reward structure for delivery on targets.
- **Supervisory training.** In 2015, 57 mine overseers and supervisors participated in a three-day people leadership programme aimed at enhancing their capacity to lead and mobilise their teams effectively.
- **Zero incident process for leaders (ZIP).** The best-practice ZIP initiative is designed to empower individuals to take control of their personal safety by becoming more effective within the systems where they work. In 2015, selected management attended the three-day ZIP training. To further embed the ZIP concepts throughout the Group, ZIP training will be cascaded down to supervisor level.
- **Occupational health and safety skills training for safety representatives.** Implats has trained 884 health and safety representatives in the 10-day occupational health and safety skills programme, meeting the Mining Charter requirements of 8% of the workforce receiving such training.
- **Labour relations course for supervisors.** From January 2015 Implats has offered a one-day training course for supervisors on labour relations issues. Thus far 50 supervisors have received this training.
- **School adoption programme.** Implats has continued to work closely with the South African Department of Education to formally “adopt” a selection of community schools that have been built or that are in its mining lease area but that do not benefit from existing support programmes. Implats currently has seven schools in the scheme, which the Group aims to develop into schools of excellence.
- **Skills development expenditure.** Implats invested R456 million in 2015 in skills development at its South African operations, as compared with R331 million in 2014. Expenditure was 6.2% of payroll against its targeted level of 5.5%. The company spent US\$5.3 million on skills development at its Zimbabwean operations, 10% down from 2014. Over the year the Group provided an average of 86.93 hours of training per employee, while each contractor received an average of 54.1 hours at the South African operations.



- **Bursaries and learnership programmes.** Over the course of 2015, the South African operations had 49 full-time bursary holders (80% of whom are historically disadvantaged South Africans [HDSAs]) at university studying primarily engineering and mining-related disciplines. In addition, 222 and 169 individuals benefited from the apprenticeship and learnership programmes (95% are HDSAs) across the South African operations respectively.
- **Adult basic education and training (ABET) and Foundational Learning Competence.** Implats has continued to see improvements in the level of basic literacy (ABET level 3) at its mining operations, reaching a 82.4% literacy rate in 2015. During the year, 433 employees were enrolled for ABET across the South African operations, in both full-time and part-time classes. Implats will implement the anticipated National Senior Certificate for Adults qualification, developed as an equivalent to the South African school-leaving qualification, by 2016.
- **Promoting local employment.** Implats continued to hold open days at various shopping malls in neighbouring communities to present the opportunities available at its operations. Despite efforts to hire more local people, migrant workers continue to play an important role in the industry, particularly for rock drill operators and winch operators, who come principally from the Eastern Cape, North West, Northern Cape and Lesotho. Implats continues to invest in various skills development initiatives in its local communities, and seeks to promote local employment through local procurement practices.



2015 performance

Implats' skills development activities focus on three main areas: technical skills, general education and people management skills.

- Total workforce turnover for 2015 was 5.1%, as compared with 4.5% in 2014. Turnover of miners at the South African operations was 10.7% for the year, as compared with 5.3% in 2014. Turnover of rock drill operators was 5.1%, compared with 3.9% in the previous year. Turnover at the Zimplats operations was 4.4%, compared with 3.6% in 2014.

Focus for 2016 and beyond

- Retain key talent (mine overseers, shift supervisors, miners, engineers, foremen and artisans) to maintain continuity and improve safety and productivity.
- Increase supervision and leadership skills and introduce best-practice technical initiatives.
- Address potential skills shortages through in-house technical trainee programmes, capacity-building at supervisory and managerial level, and enhanced people-leadership initiatives.
- Promote the employee value proposition and develop a pipeline of talent in schools to support efforts to recruit from communities around the Group's operations.

