

## Human resources



- Safety and health
- Human resources
- Social development
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**Tharisa’s employees are the heart of its business and operations. Employees are vital to the Group’s success and crucial to its future. Aligning individual growth to corporate growth fosters a positive environment in which all individuals seek to be part of the Group’s success.**

### Employees

To ensure that Tharisa Minerals has the right people in the right roles doing the right work, employees are efficient, effective, engaged and attuned to the culture and values of the organisation. Various workshops have been held with the senior and middle management to discuss Tharisa’s strategy. These meaningful engagements resulted in the formulation of departmental goals to assist the Company in attaining planned volumes, and to increase recoveries.

Subsequent to the announcement that Tharisa Minerals was to implement its vision of becoming an owner miner in FY2018, the employees were transferred to Tharisa Minerals’ business as from 1 May 2017 and 1 October 2017. The departmental goals mentioned above were further rolled out and cascaded down to the entire workforce, including the mining divisions, through workshops. This approach aids in the alignment of the workforce to the vision, culture and values of Tharisa Minerals. As emanated from the concluded wage negotiations post-2018 financial year, the Harmonisation Task Team consisting of management and majority trade union stakeholders concluded terms of reference with an objective to harmonise the conditions of employment. The next round of wage negotiations will be held in the 2020 financial year.

### Human Resources Development (‘HRD’)

Built on the solid foundation of accreditation by the Mining Qualifications Authority (‘MQA’), 41 of the 43 registered mineral processing learners have passed their examinations and obtained an NQF Level 2 qualification. As part of the quest for zero paper usage, the training centre has added standard operating procedures (‘SOPs’) for all occupations to the CBT grid. Re-certification of ISO 9001:2015 has also been achieved by the training centre.

The subscription to the notion of being a “learning organisation” is demonstrated by 67% of Tharisa Minerals employees having approved individual development plans. A total of 239 mining employees were trained on the A-B-C of Mining, blasting ticket, trackless mining machinery skills programme and original equipment manufacturer technical competency. Educational assistance is also given to employees. The organisation’s culture is maintained through structured interventions like “Care and Growth” and “Grow to Care”.

Enrolment for AET has grown from 82 learners to 224. The table below shows the AET enrolment statistics for both own employees and community members in FY2019:

AET level	Enrolments	Completed
Level 1	50	9
Level 2	46	9
Level 3	71	11
Level 4 (NQF level 1)	57	13

### Skills programme

Tharisa Minerals is passionate about improving the skills and knowledge of its employees and has consistently demonstrated compliance with legislation by submitting workplace skills’ plans and annual training reports timeously over the past two years. This year Tharisa Minerals spent 5.0% of its wage bill on training and development, an amount of US\$3.5 million. This spending included training in SOPs and is well above South Africa’s regulatory requirement of 1.0% of a company’s total salaries or wage bill to be paid monthly to the skills development levy.

### Learnerships

The primary aim of the learnership programmes is to enable a learner to assume a higher level of responsibility in the workplace. These learnerships also tend to facilitate the entry of historically disadvantaged South Africans (‘HDSAs’)

## HUMAN RESOURCES

91%

HDSA

100%

HDSA MANAGEMENT (TOP MANAGEMENT PETERSON GRADE F)

44%

HDSA MANAGEMENT (SENIOR MANAGEMENT PETERSON GRADE E)

1 747

NUMBER OF PERMANENT EMPLOYEES

1 079

NUMBER OF PERMANENT CONTRACTORS

0

LOST DAYS TO LABOUR ACTION

21%

WOMEN

51.3%

AMCU

9.7%

NUM



# SUSTAINABILITY CONTINUED

## Human resources continued

into the mining and minerals industry. Tharisa Minerals' learnership programmes comply with the NQF for the particular field of study. These learnerships are registered with the MQA and will be demand led, in that they will address the identified educational and workforce needs of the Company. The current learnership programmes are provided to employees of Tharisa Minerals and members of the local community.

The learnership programme includes, but is not limited to:

**Mining programme** – a learner miner will undergo training at the training centre and practical on-the-job training will be done at the mine to equip the learner to manage a production section. Depending on the competence of a learner, it takes a period of 12 months to qualify as a miner.

**Engineering programme** – learners participating in the engineering programme are divided into electricians, fitters, boilermakers, millwrights, instrumentation and diesel mechanics. A competent engineering student takes a period of three years to complete their training as an artisan.

Tharisa Minerals had 22 learners in the learnership programme during FY2019.

### Internships and bursary plans

The internship and bursary plan supports the skills development plan and provides opportunities for entry into and development in the professional disciplines of engineering, mining, metallurgy and other professional fields.

Through its SLP, Tharisa Minerals has developed an internship and bursary plan which conforms to the skills development plan, and which focuses on building capacity in various skills and careers for HDSAs. Through offering internship opportunities to unemployed graduates, Tharisa Minerals increases these participants' chances of finding employment in the future.

The Tharisa Mine offers experiential training for students who are in the tertiary education system in the core mining disciplines. These internship students receive a stipend of ZAR7 000 per month, per student, in line with the regulations stipulated by the MQA.

In FY2019, Tharisa Minerals had 20 interns and graduates from local communities specialising in the following disciplines:

- mining
- metallurgy
- engineering (mechanical, electrical and chemical).

During FY2019, 20 vacation students from various tertiary institutions completed their vacation work requirements at the Tharisa Mine.

Tharisa Minerals' bursary scheme allows selected learners (excluding employees) to study full time. Employees wishing to further their studies do so on a part-time basis. In FY2019 there were three bursaries awarded, and 20 employees studying at different institutions in South Africa.

### Training centre

As a centre of excellence, the training centre facilitates skills development via a number of statutory and developmental training interventions. Full accreditation from the MQA was received and migration to ISO 9001:2015 was achieved in July and September 2018 respectively. As a result, most of the training interventions are sourced internally.

### Black Economic Empowerment

Tharisa Minerals complies with the HDSA ownership criteria in the Mining Charter, through Thari Resources and the Tharisa Community Trust holding 20.0% and 6.0% unencumbered equity interests in Tharisa Minerals respectively.

Tharisa Minerals' compliance with the Mining Charter extends beyond the ownership criteria, to black representation in management, procurement from black-owned companies and a commitment to surrounding communities.

