



# PMC BOOSTS SKILLS THROUGH PARTNERSHIP

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## WHO IS PALABORA MINING COMPANY

Palabora Copper (Pty) Limited is an incorporated operative subsidiary of Palabora Mining Company (PMC); a copper mine that also operates as a smelter and refinery complex in Ba-Phalaborwa Municipality, Limpopo Province in South Africa. The mine is 80% owned by the Chinese Consortium comprising HBIS, Tewood, General Nice and CADFund through Smart Union Resources South Africa. The other 20% is jointly owned by the South African government through the Industrial Development Corporation (IDC), black empowerment consortium, PMC employees and communities. Since its incorporation in 1956, Palabora Copper (PC) has been South Africa's sole producer of refined copper, and also mines other by-products such as magnetite, vermiculite, sulphuric acid, anode slimes and nickel sulphate.

## A SOLUTION IN PARTNERSHIP

The Chinese Consortium acquired PC in 2013 when PC was facing two ostensible scenarios: (1) culmination of the life of mine, and (2) no overhauling of the smelter, which was outdated and facing shutdown. The occurrence of the first scenario would have resulted in the loss of employment for more than 3 500 employees (directly and indirectly), and in the second scenario, a loss of more than 700 employees from off-stream (smelter).

Soon after the sale transaction, the new owners fostered partnerships between PC and Chinese companies in various sectors such as economic development, trade, skills and technology transfers, to achieve ground-breaking and substantive results in extending the life of the mine, refurbishing the smelter and building a floatation plant. To this end, the Consortium approved R10.4-billion to extend the life of the mine, R878-million to refurbish the smelter to ensure that PC continues to produce copper rod and R261-million to construct the floatation plant to improve copper recoveries, operational efficiencies and lower operational costs.

## EMPOWERING AHEAD WITH BGRIMM

The smelter refurbishment project, "smelter retrofit" as it is called, and construction of the floatation plant are implemented in partnership with China's Beijing General Research Institute of Mining and Metallurgy (BGRIMM).

In addition to technology transfer, BGRIMM has contractually committed to employ 90% of unskilled labour and 80% of semi-skilled labour from Phalaborwa and transfer new skills to PC employees working at the smelter, to empower them to operate and maintain the refurbished smelter once completed.

## SED INITIATIVES: DOING THE RIGHT THING

Collaboration between PC, Chinese Consortium and BGRIMM does not only extend tangible and considerable investment and technology transfer opportunities, it also benefits the communities of Phalaborwa. Since 2013, the Chinese Consortium – through PC – has spent about R186 500-million in socio-economic development initiatives in Phalaborwa.

These include: construction and rehabilitation of roads; hosting sporting events such as soccer tournaments to instill the love of sports in the youth; implementation of enterprise and supplier development programmes to empower Phalaborwa's Small, Medium and Micro-Enterprises (SMMEs) to grow and shine the economic candle of Phalaborwa beyond the life of PC; and many other socio-economic development initiatives.

PMC continues to partner and work with different spheres of government. The intention is to ensure alignment of economic development initiatives to the local and district municipalities' Integrated Development Plans (IDPs). PMC's contribution to the socio-economic development of its communities goes beyond compliance; they do it because it is the right thing to do and they want to do it.



**Name:** Mr Maboko Mahlaole

**Position:** General Manager of Human Resources

### WHAT IS YOUR LONG-TERM (4-5 YEAR) PLAN FOR PMC?

The PMC Executive Committee (EXCO) members, myself being one of them, under the leadership of Chief Executive Officer Mr Han Jinghua, endeavour to empower all of our employees. We have focused the past years on developing and adjusting our policies and procedures to align and talk to broader issues that impact on modern organisations. We have managed to develop policies and procedures that can withstand the test of time and scrutiny. Our plan for the next five years and beyond is to turn PMC into a sustainable mine that is capacitated with efficient and accomplished employees, who will continue to refine and implement the policies that we have developed, to ensure that as a company we continue to generate and sustain jobs, while building a non-racist and non-sexist workforce.

### CONTACT DETAILS

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## THE MAN BEHIND PMC'S TRANSFORMATION AGENDA

Mr Maboko Mahlaole, one of the 2018 Standard Bank Top Males Driving Gender Empowerment category finalists is regarded as an absolute strategist who endeavours to get onboard the strategic ship once everybody is aligned, holds the position of General Manager (GM) for Human Resources (HR) at Palabora Mining Company (PMC). Mr Mahlaole's role covers the whole human resource spectrum, as is known in the traditional sense, from recruitment to employee relations and discharging. He is also responsible for Training, Development and Transformation at all levels within the organisation and within the Ba-Phalaborwa communities, as part of facilitation and implementation of PMC's socio-economic development initiatives for communities in the Ba-Phalaborwa municipal area.

Having held the position of Interim Chief Executive Officer (CEO) for PMC for more than six months during and after the transition from Rio Tinto to the configuration of the current PMC, Mr Mahlaole brings an invaluable experience to the PMC EXCO.

**"OUR PLAN FOR THE NEXT FIVE YEARS AND BEYOND IS TO TURN PMC INTO A SUSTAINABLE MINE THAT IS CAPACITATED WITH EFFICIENT AND ACCOMPLISHED EMPLOYEES."**

### A BORN STORYTELLER, A FORMER TEACHER AND A VISIONARY, MR MAHLAOLE'S CAREER SPANS FROM THE EARLY 1980'S

After working as a teacher for two years, he realised that education and transformation of societies would have a greater impact if it was extended to the mining industry and the corporate world. To achieve this, he joined the Anglo American Vaal Reefs gold mines in the 1980s and worked in human resources in various organisations, including Hunt Leuchars and Hepburn Holdings Limited, ABB Powertech, South African Forestry Companies Limited (SAFCOL), De Beers and Rio Tinto. In the two latter organisations, De Beers and Rio Tinto, Mr Mahlaole was already a seasoned executive.

During his long career, Mr Mahlaole achieved various strategic milestones that led to productivity, re-looking of organisational process, sustainability and many others. One milestone was when he led the businesswide transformation and restructuring of Debswana – a joint venture between diamond mining company De Beers and the government of the Republic of Botswana. Nicknamed "the Reflector", Mr Mahlaole is a member of the Institute of Directors, permanent invitee to the PMC Board and CEO relief.

A passionate gender empowerment and mainstreaming executive, Mr Mahlaole holds various qualifications in human resources and management, including a Diploma in Human Resources from the Institute of Personnel Management (IPM), Senior Management Development Programme from the University of Pretoria, Management Development Programme from the University of Singapore and Master's in Business Administration (MBA) from Bond University (Australia).

Known for his anticipatory strategic acumen, Mr Mahlaole's work experience traverses South African borders, including Botswana, Namibia and the United Kingdom. When not scanning the work environment for clues and patterns about sustainability, Mr Mahlaole enjoys listening to music, reading, travelling and engaging in outdoor activities.