

PALA CONNECTOR

OCTOBER - DECEMBER 2023 EDITION

THE SPIRIT OF GIVING PREVAILS



CEO'S CORNER | FROM THE EDITOR'S DESK | SHEQ CORNER | LEADERSHIP CORNER
NEW EMPLOYEE FEATURE | WELLNESS DAY | PAST EVENTS HIGHLIGHTS

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- A portrait of a middle-aged man with short dark hair, wearing a white long-sleeved button-down shirt and dark trousers. He is standing with his hands clasped in front of him, looking directly at the camera with a slight smile. The background is a plain, light gray.

Mr Guangmin Wei

“Your devotion to the success of the business is appreciated, together we can do so much more in 2024!”

***Wishing you warm Christmas greetings
to everyone and a successful new year!***

A very good friend of mine once said to me: "When change happens and you react negatively to it, you never grow. But if you embrace it, you have an opportunity to build something new." As much as we are all in the season of festivities, we are oblivious to what the new year can bring. Experience has proven to me that change is inevitable and with change, comes new opportunities.

A quick sum up of the year 2023, amidst all the significant moments that shaped our world. There were more achievements than losses, a promise for more things to come. As a country, with our national rugby team winning the world cup, it was a symbol of solidarity for the team and South Africa as a whole. The spirit of unity was felt and supported, even emulated at PMC, with section teams and employees coming together to dress up, creating strategies together in harmony. A clear indication that indeed teamwork can make the dream work! Check out your photos at the event section of this newsletter!

In This Issue: In the spirit of Christmas, PMC, in partnership with the Ba-Phalaborwa municipality, gave out food parcels to the indigent, child-led families in the Ba-Phalaborwa communities. A true act of love is displayed by our organization, not only extending to employees but to the community at large. It is through annual initiatives such as these that we can share what we have with others less privileged than us. Let us continue to spread affection this festive season, in our communities.

In this issue: November was a busy month with the Wellness Day and the employee excellence coupled with the long service awards, where PMC pioneers and trailblazers were acknowledged and celebrated. Congratulations to all the long service award recipients for 2023. One of the greatest things that an organization can do to retain and attract loyal employees, it is to recognize, motivate and reward exceptional work. We are truly blessed to be in a company that values and continue to acknowledge people who go the extra mile in their work. Personally, I am proud



"The end of the year marks the start of new dreams."

to be a part of the team of the year for 2023, even though it was unexpected, the recognition is truly a major highlight of the year! My team and I are totally humbled with this appreciation. The festive season is usually time for winding down,, travelling to visit families and spending time with our families. For some of us who will be working, let us use the time to reflect on the lessons we learnt throughout the year and use the time to plan effectively for the year ahead. The excitement in the air should not distract us from working safely and continuing with good behavior. Historically, the number of accidents on the roads are alarming at this time, please take extra precautions when travelling by not drinking alcohol or speeding and remember to take frequent breaks on long distance trips.

In this joyous season, I would like to wish you and yours a wonderful holiday season and a happy new year. May this coming year bring you fortune, growth and may we all see each other again in 2024!

We trust that you will enjoy reading this final edition of the Palaconnector for 2023. Should you need more information or clarity please feel free to send your comments and feedback to me directly on:

Sincerely

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Each year since 2013, South Africa celebrates National Disability Awareness month between 03 November and 3 December. This year's theme was: "Consolidate and accelerate rights of persons with disabilities into the future."

Many of us tend to think of disabilities and picture the conditions we can see – we think wheelchairs and prosthetics; glasses and walking sticks; and other physical impairments that are immediately visible or identifiable as inability to perform at the same level as any other physically able person.

These are visible disabilities, which mostly include the impairment of a physical feature. People living with visible disabilities may likely use an assistive device that acts as an indicator of that disability. There are also invisible disabilities that often have no visible indicator. Invisible or hidden disability is an umbrella term that captures a whole spectrum of hidden disabilities and challenges that are primarily neurological in nature.

These may include:

- ADHD
- Anxiety disorders
- Autism
- Chronic pain
- Diabetes
- Depression
- Epilepsy
- Learning disabilities
- Personality disorders
- Rheumatoid arthritis

Fear of Disclosure

- Disclosing a disability can be a challenge for employees. The stigmatization of people with disabilities is well documented and in addition to this, people with disabilities may likely have experienced past situations that resulted in embarrassment or intimidation, hence the fear to discuss this.



- Studies show that people with invisible disabilities are constantly fearful of being perceived this way; and as such disclosure of disabilities, particularly in the workplace, is low.
 - As a result, people living with invisible illnesses and disabilities are not likely to disclose out of fear that they may be perceived as faking or lying about their disability.
 - Inclusion goes beyond the provision of equal access. Inclusion means acknowledging that differences and disabilities come with specific challenges and facilitating impactful access that enables people to overcome the challenges and barriers posed by their disabilities.
1. Increased employee wellness has been shown to be directly linked to an increase in job satisfaction. Studies show that people who disclose their disabilities are twice as likely to feel regularly happy and content at work than those who have not.
 2. Enhanced job performance: It goes without saying that Disability Disclosure will allow you to provide a reasonable accommodation that allows people with disabilities to perform at their highest level.
 3. It can take a psychological and emotional toll to hide a significant part of one's identity. When people feel comfortable bringing their whole self to work, their sense of wellbeing improves, it creates conditions for a more open culture that leads to more collaboration and innovation.

Benefits of disclosure

Diversity has, amongst other things, the potential to increase employee well-being and productivity and ultimately, a company's profitability. Some of the more apparent benefits include:

Remember: Be considerate and avoid parking at a designated disability parking. They are specially allocated for the convenience of disabled persons.

In order to promote an inclusive environment for those with disabilities, you want to set an example of the standard you expect from your peers. Be a catalyst of positive change. Engaging in discussions, modeling, and creating opportunities to practice can promote a greater understanding of others' experiences.

If you would like more information in disability awareness and disclosure, feel free to contact PMC's Employee Assistance Programme Practitioner, **Nandi Nkosi** on 015 780 8510 or on 076 455 5918, alternatively on email Nandi.Nkosi@palabora.co.za



Leadership Corner

Well-versed leader with a golden heart

Murehwa Mangere Manager Business Value Planning



1. Tell us about yourself. Family history, education, hometown

a. I come from a village in Mutare, Zimbabwe and I was born in a large extended family. However, I grew up and went to school in Bulawayo, the second largest town in southern Zimbabwe.

b. I studied Chemical Engineering, and have a Masters in Chemical Engineering from the University of Cape town (UCT). I recently completed a qualification in Finance as well.

2. Please take us through your career journey prior to joining PMC and what your current role entails.

a. On completion of my studies in 2005, I trained as a metallurgist and held various roles at a Rio Tinto nickel and copper refinery in Zimbabwe. In 2008, I went to the University of Cape town where I was doing an optimisation research project for an Anglo-American operation. I then resumed a role as a Research Officer at

the University of Cape town until 2010, when I decided to go back into mining. I subsequently took up a role as a technical metallurgist at PMC, Refinery Tankhouse in April 2010. In 2012, I was promoted to the role of Lead Advisor Business Improvement. After some time in the role, I then decided to transition into finance, and in 2015, I took a role as a Superintendent Performance Monitoring in Management Accounting in the Finance division. In 2019, I was promoted to my current role of Manager Business Value Planning which, at a high level, is responsible for mine-wide consolidated production planning, performance monitoring and business analysis, metal accounting consolidation and laboratory services.

3. Do you have any professional memberships or affiliations?

a. I am a member of Southern African Institute of Mining and Metallurgy (SAIMM) which is a professional organisation for the mining and metallurgical industry in southern Africa.

4. According to your understanding what leadership skills do you find most useful or impactful?

There are many skills that are useful to a leader, but for me the following there are very critical.

a. Emotional intelligence is a critical skill that every leader should focus on. Leadership is all about comprehending peoples' motivations and leveraging them to achieve a shared goal. Therefore, the ability to relate and understand your emotions and that of your subordinates and colleagues is imperative. Emotionally intelligent leaders will set PMC up with the power to innovate, collaborate and create better opportunities for the business. In my view and experience, if you want to lead the best way, you need to work on your emotional intelligence, and this is the best change that a person can make to become a better leader and build stronger relationships with fellow employees.

b. A leader should have courage. It must be understood that as a leader, you cannot make everyone happy. In many instances leaders are faced with difficult situations, and a leader should be able to make decisions with limited information, in complex situation and under pressure and with no fear.

c. A leader must always take accountability. A leader who acknowledges their mistakes is able to fix them, hence a leader must take ownership of their actions and the subsequent results thereafter. This approach is sure to craft an impactful leader, inspire the team and ensure business continuity for PMC.

5. Do you have someone that has had made a tremendous impact in your life or career and why?

a. There are many people that have made an impact in my life, in different ways of cause. Some have influenced my career choices, others the way I behave and uphold myself etc. However, my father had the greatest impact in my life. He showed me what determination was about, having a strong and positive mentality and to always be hopeful in life.

6. How do you keep your division motivated? And what kind of measures have you implemented to align the people that you lead?

a. Keeping people engaged is very important. Engaged employees become motivated.

b. In order to achieve this, one area I prioritize is to make sure that clear goals are set for the team, and this ensures that everyone has a direction to take regarding work and their careers.

7. What is your strategy in terms business optimization and improvement? How do you make sure that tasks stay on schedule?

a. I am very passionate about business optimisation and improvements. The key being to invigorate innovation amongst the teams. Secondly, I always encourage that a person must carry out any task with an understanding of the underlying principles behind what they are doing, and if this takes place, then people are able to be innovative.

b. To make sure that tasks stay on schedule, I always say check, check and check. This is inline with the Plan Do Check Adjust principle, placing some emphasis on checking, which is usually neglected in this improvement cycle.

8. Is there anything in the pipeline that we can anticipate in the new year?

a. The world is advancing in technologies at an alarming fast rate which is defined by the fourth industrial revolution. My idea is to assist the business to adopt new technologies that have the potential to bring significant benefits to PMC through automating most of our production processes.

b. Lastly, not forgetting to have fun! As we all know, the work environment can be stressful and I will make it a point that if we achieve the goals that we have set our selves as a team, we will take time and have fun.

9. Describe three words which you believe describes you?

a. Benevolent, determined, thoughtful and adaptable. I guess that's four words. (laughs)

10. What are some of the initiatives that you are actively involved in and what kind of effect has it created within the department?

a. Upgrading of Laboratory infrastructure and instruments,

b. Promoting innovations and research,

All the above initiatives have motivated the team to go an extra mile and ensuring that the business benefits from the employee efforts.

11. As a leader, what are some of the lessons you have learnt in the corporate world or your personal life?

Try to understand people and why they behave the way they do. That way, you will be in a better position to develop strong relationships and if its at work, manage people better.

From a personal life perspective, never give up! Persistence is an imperative if an individual wants to be successful in any walk of life. An undying, unrelenting, aggressive work ethic coupled with a high standard of integrity. Untie yourself from fear and rejection, as these can be limiting in achieving your potential.

12. What are some of your highlights for 2023, is there anything spectacular or significant that occurred in your life? Or at PMC that you deem worth celebrating?

a. The most significant highlight that occurred at PMC was the takeover of our organisation by the new shareholders led by HBIS. In my view this has been very significant in that

they gave life the employees and Phalaborwa community at a period when there was a lot of uncertainty. Today PMC is thriving and is well set for a sustainable long life into the future.

13. What makes PMC the best employer, in your opinion? What makes this company unique?

a. The company cares for its employees and strives to ensure that they are motivated. Furthermore, PMC is also interested in ensuring that the community benefits from its operations, and this approach has changed a number of lives in the Ba-Phalaborwa community.

14. What do you do in your personal time, is there any sport or activity that you like?

a. I used to play soccer, however, after a knee injury, I defaulted to being an avid soccer fan. I also enjoy playing chess and recently golf. I am also a farmer at heart, and I compensate for this by doing gardening at home.

15. What are some of the things that you practice in dealing with stressful situations?

a. Taking time out by taking a walk. It's a form of exercise and it ensures that I recollect my thoughts. This usually works most of the time.

16. Post the Covid 19 global pandemic hit, there has been a focus on people's mental health. Do you believe enough is done to create awareness regarding mental health?

a. I agree, this is an area that is not well understood, and as such there is not enough awareness created. The main reason for this is the stigma and discrimination that colleagues with mental illness encounter in our workplace and in society. We need to make sure that we teach people that mental illness is a reality, and we must have a positive outlook about metal health.

17. As we approach the festive season, what kind of advice would you like to share with everyone at PMC?

The festive season comes with a lot of partying and spending, and so does financial stress afterwards. Financial indiscipline can result in people falling into serious debt which ultimately affect your mental health and productivity at work. Therefore, my advice is, be safe and budget for the better, prepare a festive season budget and spend responsibly. Wishing all PMC employees, a great festive season and a successful 2024!



Make your voice heard – Employee Engagement Survey



At Palabora Copper, we strive to provide you with the best possible and ideal work environment. On the 21st of November 2023, the Organizational Development and Design (OD) department launched the mine-wide Employee Engagement Survey.

The survey was compiled using 5 key drivers namely: **Leadership, Culture, Human Experience, Talent Mobility and Wellbeing.** The survey consisted of two-versions, one being paper-based and the other was online based. PMC employees received the survey, those with access to computers were completing the online-based version while those without access to computers were completing the paper-based survey. The surveys were conducted anonymously and employees were encouraged to answer questions truthfully.

The aim of the survey is to provide employees with an opportunity to give honest and confidential feedback regarding the 5 key drivers mentioned above. After the feedback is gathered from employees, we are able to create a positive work environment and strive to become the best company to work for. The results from this survey will identify areas of strength which should be celebrated, and areas of development that need to be improved upon to enhance the employee experience.

The Organizational Development and Design Team, with the help of Culture Champions (Graduates) from Training & Development and Contractor Management, spread out to the 12 Divisions within the organization to administer surveys especially for employees who do not have access to computers. The survey sessions

were conducted during line-up meetings at the beginning of each shift. The champions worked tirelessly to ensure that the survey reached many employees, especially those located in plants and mining underground.

We appreciate the support given by Supervisors and Superintendents across the mine in ensuring the success of this project. As an organization, we would like to extend a big thank you to all employees that took their time to complete the survey! We appreciate your honesty in providing the feedback! Your voice is important at PMC and we will provide a summary of the survey in due course.

**For more information, contact
Kenny Mashela on ext 2084 or email him on
kenny.mashela@palabora.co.za**

New Employee Feature

Welcome Aboard - Thato Makola Lelope - *Intern*

The last installment of the Pala Connector's new engagement feature for the year 2023, we bring you Thato Makola Lelope and as he explores his new life at Palabora Mining Company. Lelope is a 25-year-old young man who was born and raised in Phalaborwa. He is the firstborn child in a household of two and hopes to set a good example for his younger sibling. Lelope did not hold back when discussing his difficult childhood, which did not stop him from putting in a lot of effort to become the person he is today. He described how his background and upbringing experiences served as inspiration to do good in life.

Lelope began his education journey at Rusplaas Christian School, a combined school where he also completed his high school. Owing to his fascination and passion for science, he enrolled at the University of Limpopo in 2016 to pursue a Bachelor of Science in Physical Science. He persisted till the end of the course in 2021, when he graduated as a Scientist. Sadly, Lelope had to return home after his graduation and start seeking work and internships. Things did not look good at the beginning, until his application at PMC was accepted and he went for interviews with Training and Development, and fortunately, he was accepted for an analytical chemistry internship on the 01st of October 2023.

Even though Lelope has only been with the company for two months, he has settled in well. He is currently based at Concentrator for exposure, and part of his duties include making sure the flotation and secondary mill plants run as efficient as possible. He mentions that he enjoys learning from his supervisors and hopes to improve himself every day. Lelope's work at Concentrator involves metallurgical processes that are different from what he studied, but he has grown passion about it and hopes to continue working at the same plant in the future. He also mentioned how he is studying right now, reading a variety of books to be omniscient in the work he does.



Lelope mentions how his energy is fueled by positivity and teamwork. Having an open role where he can use his expertise and abilities inspires him to succeed in both his personal and professional life. He finds his work exhilarating, particularly the process of removing copper from stone. Additionally, he expressed his gratitude to PMC, Concentrator, and Training and Development for their contributions to his career development.

Finally, he would like to advise his colleagues to collaborate properly and to always keep in mind that *motho ke motho ka batho*, which means

that we should do everything within our power to support one another and create an atmosphere that we can be proud of. He also encouraged everyone by saying, "Memento muri," which means to remember that death is inevitable and that we should make the most of our remaining time on earth by living it to the fullest and never forget to express gratitude to the Almighty in everything.

***Lelope, congrats on your internship!
Welcome to the PMC Family!***



SHEQ Corner



A true caring gesture by management to employees

PMC's EAP Unit at the Employee Relations Department hosted its first wellness day over two (2) days, on the 01st and 2nd of November 2023 for employees. A first of its own and will be hosted annually from now onwards. From the turnout of this event, it was easy to deduce that it had been hugely anticipated for a long time.

PMC employees and contractors had an opportunity to visit stalls to check on the health benefits that their respective medical aids had to offer. The overwhelming attendance across PMC was evidence that management and employees care about their physical and mental health.

The EAP external partners (Discovery, Sizwe, Bonitas, Anova, various medical specialists) were all overwhelmed by the large number of employees who attended the event. Employees engaged in a number of activities such as High blood pressure, weight assessments, HIV testing and counselling, amongst others. Specialists such as a podiatrist, dietician, massage therapist, health practitioners were on hand to provide services and advise to employees on how to improve their quality of life.

At the end of the visit to the various stalls, employees were treated to a goodie bag. A huge thank you to all stakeholders who contributed to the success of the event.

In the same spirit of improving wellness of employees, Senior Manager Vermiculite Business, John Makgato who was a part of the team that supported the Wellness day, employees, started encouraging Vermiculite Business employees to look after their physical and mental health by engaging in physical exercises every Thursday morning before work, since October 2023, where, in partnership with PMC's OMD, Dr Mgiba, they would converge at the Impala Park Stadium for a motivational talk, stretch and physical exercises. This initiative has been well received by VB employees as a true gesture of caring by their leaders. It has become one of their norms which they hope to continue for the rest of the year and into 2024.





The spirit of giving prevails as PMC hands over food parcels to impoverished locals

PMC, in partnership with the Ba-Phalaborwa municipality gave out food parcels to the indigent, child-led families in the Phalaborwa communities to supplement their basic need for survival. Christmas is known as a time of sharing and love, especially to those who need it the most. A true act of love was displayed by the multi-award mining company, not only extending to employees but to the community at large on Wednesday the 13th of December 2023 at the Impala Park Hall in Phalaborwa. A total of one hundred families from the 19 municipal wards were beneficiaries in this momentous event.

Ba-Phalaborwa Municipality Mayor, Cllr Merriam Malatji accompanied by the municipality leaders

were appreciative to PMC with the donated Christmas food parcels and other necessities to child headed families as well to the families in need. She commended PMC for always heading the call after the request is submitted every year. Families who are child-headed were the target for this year's campaign where 19 ward councilors submitted names of families who are in dire need. She emphasized that PMC is always willing to come on board to support initiatives that improve the lives of the residents.

PMC Manager Transformation, Stakeholder engagement and communications, Abby Ledwaba spoke on behalf of PMC management, "We would like to say that everything that is a challenge

in Ba-Phalaborwa, affects us directly as a business as we are part of this community. We understand that the municipality does not always have the resources to support all the indigent families in Phalaborwa. As Christmas is a time for giving, PMC is giving these food parcels with the understanding that they will go a long way to support the needy families in Ba-Phalaborwa".

The 100 christmas food parcels which comprised of basic food and necessities were funded by Palabora Mining Company in efforts to spread cheer and happiness to locals. The Mayor thanked PMC for continuing to assist the municipality to change the lives of the local citizens and urged community members around Phalaborwa to take care of children in need. The families present at the event embarked in song and dance to show their joy and appreciation. Let us all spread affection this festive season within our communities. It is through annual initiatives such as these that we can share what we have with others who are less privileged.

Christmas is most truly Christmas when we celebrate it by giving the light of love to those who need it most.





Magnetite division win big at esteemed Safety event



The annual South African International Metal and Metallurgy (SAIMM) Mine Safe awards were held at the end of November where PMC's Magnetite Mining and Processing Division, led by Mr. Sydney Kopong scooped two awards in recognition for the exceptional dedication to Safety in the mining industry in the country. PMC leaders and employees were present to accept the honour.

The titles won were:

- Best Performance Safety – in class
- Best Improved Safety Performance

Even though a handful of PMC employees and leadership attended the event, the trophies were dedicated to the hundreds of employees across the Magnetite Mining, Processing and Technical division, as soon as the accolades hit the home ground, they were circulated across the division, especially the operational areas. All the employees had an opportunity to touch and see these majestic awards to mark and celebrate the wins as a team.

We are proud of this team for such an excellent safety performance which highlights the possibilities of Zero harm for PMC as a whole!!!!





Palabora Mining Company celebrates employees for their continued commitment and service



Healthy work environments and cultures depend heavily on employee recognition. During the Long Service Awards (LSA) function on November 17, 2023, PMC honored 48 workers of Mopani Country Lodge for their 20, 30, and 40 years of steadfast devotion to the company.

The recipients, who have immensely contributed their hard work and specialized knowledge to the company, came with their spouses, attesting

to the fact that they are their important allies, and vital catalysts in helping them to realize the enormous success they have attained in the business. Events such as these give employees confidence that their employer recognizes their efforts and values them. They also motivate them to perform harder at their jobs and keep advancing the business.

The laid-back atmosphere of the event enhanced teams' and management's familiarity, enabling them to interact socially with one another all day long. As the awardees approached the stage with their significant other on their arm, there was a great deal of excitement and enthusiastic applause in the air. It was a fun-filler away with lively music band playing in the background and cheers from the floor.

The LSA recipients received certificates of appreciation signed by the CEO and compliments from the recently appointed Assistant to the CEO, Mr. Zhengqin Zou, who attended the ceremony. In his keynote speech, Mr. Zou, stressed how crucial it is for the company to recognize and honor the devoted PMC workers who have worked for twenty (20), thirty (30), and forty (40) years. "We appreciate the loyalty and dedication that you have shown to PMC, we wish you many more years with the organization."

PMC keeps demonstrating that it values and encourages the professional and knowledge development of its employees. Despite its financial struggles, it remained dedicated to rewarding its long-serving staff and top-ranking exceptional performers through Recognition and Reward strategies because these programs have several long-term advantages, including improved safety performance throughout the entire company, staff retention, trust-building, and innovative thinking.

A special award for 40 years dedicated service was acknowledged in absentia to Stuart Thompson at HR Training and Development department.

Congratulations to all the award recipients for all your commitment, dedication, and hard work. Keep being a fantastic role model for the rest of your team!

Employee Excellence Awards celebrate PMC's outstanding employee and teams

Palabora Mining Company gave recognition to its exceptional employees during the annual PMC Long Service Awards Ceremony, which took place at Mopani Country Lodge on 17 November 2023. The Employee Excellence Awards provides recognition, celebrate the greatest achievements and innovations by employees in the company.

Through these awards, PMC recognizes the teams or people that are driving change within the business. It demonstrates its commitment to investing and supporting employees who play a key role in the implementation of its core pillars, impact, growth, diversity, partnerships, internalization, and operational excellence.

Nominations focus on the outstanding contributions made by the employees regarding productivity of the unit, innovative problem solving and positive working relations with co-workers.

Mr. Zou, the newly appointed Assistant to the CEO, says PMC continues to grow its own talent, and the organization will continue to implement measures to support and recognize good work that the teams and employees are doing.

He congratulated the teams and employees that were awarded for the year 2023 and encouraged other employees to continue working hard, contributing to the success of the business, and raising the PMC flag high. He also urged the leaders to come up with strategies to encourage

their teams and ensure they stay motivated throughout the year.

"Considering our location, current state as a business, and the background and circumstances of many employees, we must do everything possible to encourage our staff in all areas to ensure that they remain focused on the delivery and achievement of sustainable and quality work, research and innovation, as well as impactful community development."

The career and knowledge development of its employees is something PMC consistently demonstrates as important and supported. Even after experiencing financial difficulties, the company remained dedicated to recognizing and rewarding its long-serving staff and top-ranking exceptional performers through recognition and reward programs. These initiatives have several long-term benefits, including improved safety performance throughout the entire company, staff retention, trust-building, and innovative thinking.



The BIG WINNERS for the day were:

Best Employee award
Masilo Moremi – Lift II Mining and Construction

Daniel Mafahla – Magnetite Mining, Processing and Technical

Karren Jones – Finance: IS&T

Team of the Year
Communications Team – Human Resources

Division of the Year
SHEQ Division

To promote Innovation within PMC, the following teams were placed

1st Place
Flotation Optimization Reagents, Concentrator

2nd Place
Undercutting Ring Design, Lift II

3rd Place
Roof Parking Cost Saving - Vermiculite Maintenance

Emulsion Waste Control – Underground Mining

Thank you to all the award recipients for all your dedication and hard work, without you PMC is nothing. Continue setting a great example for all your team members! Congratulations winners, your work has been exemplary at PMC, let us continue to inspire change within our work environment!



PMC is on track in empowering leaders through coaching



PMC Executives supported the continuation of the Coaching Program to ensure that more leaders received this valuable and effective instrument in developing leaders in the business. This is after they realized the value of the well-executed pilot program facilitated by DABS Professional Services through virtual sessions for a group of 10 Managers last year.

In 2023, Executive decision was taken to enroll a second group of 10 Managers for one-on-one coaching sessions and extend the coaching programme to the Superintendents where a total of 60 Superintendents were enrolled on group coaching. For this large number of superintendents, they were divided into four (4) groups.

The coaching programme for Managers commenced in March to September 2023 and for Superintendents, from April to September 2023. The Coaching closeout sessions were held at the Arena Boardroom over a period of 3 days (11 – 13th October 2023). Renowned Coach, Tshidi Dabula, came back to PMC for the coaching closeout sessions for this year's group and the sessions were nothing short of eventful, astonishing,

and eye-opening. There was great support and attendance from all leaders (i.e., Senior Managers and Managers of the coaches).

The coachees in their groups had to engage in robust discussions and learned great team collaboration skills. The group coaching format also provided Superintendents with a platform and opportunity to get to know each other better, share challenges and solutions, whilst also learning from one another.

The aim of this coaching programme is to support the Managers and Superintendents to ensure that they operate at the right level to successfully execute in their respective responsibilities. The leadership coaching model used has been tested and applied in various sectors, including mining, in South Africa and internationally.

The coaching sessions included a 360 Coaching Feedback which allowed leaders to gain insights into their personal and leadership strengths, blind spots as well as areas of improvements. This allowed coachees to address their areas of improvements as well as leverage on their strengths.

Some of the tools and key learnings gained from the programs amongst others, were:

- Time Application / Management
- The importance of building strong, motivated, and effective Teams & Team Collaboration
- Accountability - self & others
- Effective Delegation
- Leadership Transitions requirements – at various levels within the organisation
- Providing and receiving effective feedback,
- Managing boundaries effectively, to mention just a few.

It was quite coincidental when some of the teams mimicked the South African rugby team to put their message across. One of the messages that echoed throughout the sessions were the importance of teamwork and collaboration. As the national rugby team was competing against other nations, their success was dependent on the team, respecting and playing according to the coach's guidance. The same scenario applies to working together at PMC, leaders inspire and direct their teams to achieve Team and organisational goals.



PMC unite in commemoration of World Aids Day

HIV remains a major global public health issue, having claimed over a million lives so far with ongoing transmissions globally. Palabora Mining Company (PMC) joined the global community in commemorating World AIDS Day 2023, under the theme "Let Communities Lead". This year's commemoration pays tribute to the people and organizations that have been on the frontlines of the disease - from fighting stigma and discrimination, to advocating for access to affordable interventions and community-led services. The event was organized by a team of PMC peer educators led by PMC's HIV and health educator, Cecil Mathale who has been at the forefront in the HIV education at PMC for years.

PMC Employees and contractors came in numbers to honor the historical and meaningful occasion on the 1st of December 2023. The two-session occasion started off at Seboka Lapa for UG Mining employees and continued at the Human Resources Parking which received enormous support from all stakeholders and management. The day provided education and awareness about HIV, AIDS and TB. Employees were given a platform to ask questions during the event.

ARVs were highlighted as a significant tool to combat the effects of the virus and patients were encouraged to take them. During his keynote address, Dr Sello Rasello, CEO of Maphutha Malatji Hospital said, "I appeal to all of us, at individual and community levels,

to continue contributing to the fight against HIV, starting from our families, communities, workplaces, countries, and the region. Let us continue to be agents of change in our quest to end AIDS by 2030. We are moving in the right direction; we just need to pick up the pace and make sure that no one is left behind." he concluded.

The vibrant MC of the day, John Makgatho, Senior Manager Vermiculite Business kept the audience entertained, while also transferring some learnings related to HIV/AIDS. The event ended on a high note with raffle tickets being handed over to the winning employees to collect their prizes won on the day!



Magnetite Team shows love to local centre in spirit of the festive season



Looking back the massive Mandela day campaign held a few months ago, when PMC gave back to the local centres. One centre that stood out was the Rirhandzu Day Care centre because its humbleness. For a centre that looks after approximately seventy (70) children on a daily basis, this centre's building structure needed some maintenance and retouches, so the Magnetite team took it upon themselves to make a difference by giving this centre a dignified facelift in time for the festive season.

The team opened their hearts, pockets and dedicated their time to plant and assist the centre to manage the vegetable garden, this effort was made to ensure that the children have healthy food when they frequent the centre. Most of these children are reliant on these meals served at the centre due to their disadvantaged backgrounds.

With the assistance of PMC's salvage yard, the centre now has chairs and a cupboard that are now used by the centre caretakers who support the children by preparing their meals and assisting them with their homework.

Lights and plugs were installed throughout the centre building to improve the illumination, improving the previous electrical connections which were faulty and hanging posing a safety risk. This included an unsafe extension cord and multiplug that was used to connect the centre's borehole pump, exposing the children to a live electrical connection. A secure structure was then connected securely underground and safely with the children having no access to the dangerous condition that was there previously. The team went on to replace the ablution facility that was in very poor condition, with a new door.



We applaud the Magnetite team on this beautiful gesture, displaying our Caring value. May this act inspire all of us to give back this festive season to those less privileged than us within our local communities!



PMC and RAL embark on partnership to construct and rehabilitate roads in Ba-Phalaborwa



Traditional leaders in Ba-Phalaborwa, stakeholders and provincial leaders gathered on the 31st of October 2023, for the sod turning event for the construction and rehabilitation of roads within communities in the Ba-Phalaborwa municipality. PMC in partnership with the Road Agency Limpopo have come together to construct and rebuild access roads in Lulekani, Maseke and Mashishimale. The combined distance for the three roads in this project is 40km in two rural within Ba-Phalaborwa. This project is expected to have spin offs for Sub-contractors, Skills transfer through specialized contractors, easy access to main roads and services.

"PMC is committed to the sustainable development of the Ba-Phalaborwa communities, not only because this is required by law but because we care about the development of our people. We welcome the partnership with Road Agency Limpopo, we also encourage other business stakeholders to join us in the development of our immediate communities. When the projects are underway, we request all community leaders to provide support in ensuring the smooth running and construction of the roads. We would like to see the roads being preserved for generations to come", - Dennis Modise, Senior Manager Human Resources.

The roads that were earmarked in this project are the main roads moving through the villages which are:

- D4424 – Lulekani: Rehabilitation
- D4424 Lulekani – Matiko-Xikaya (From Post Office to Xiphamele Primary School)
- D3786 – Maseke to Mashishimale road that connects R71 to the R40.

"During November, we will involve local municipalities and traditional leaders to obtain the necessary permissions before the construction of the roads in the respective communities. Let us provide support to the contractors that will be assigned with the task of rehabilitating and constructing the roads to avoid unnecessary delays," said CEO for RAL, Gabriel Maluleke.

MEC of Public works, Cllr Nkakareng Rakgoale was unapologetic "The people have heard speeches for over 29 years in democracy, as civil servants we are constantly on the spotlight to deliver services as promised. We need to know the needs of our communities. We appreciate the work that PMC does in communities is very commendable, when we usually engage with other mines, we usually mention PMC as a



reference due to their commitment to developing the Ba-Phalaborwa communities."

Through partnership and collaborations such as these, we can do more!!!

Feature article

Born in the dusty village of Ngodini, near White River in Mpumalanga, Juluka Mandla Malope has made a name for himself at PMC. Being the seventh child in a family of eight, he was nurtured in a Christian home by his mother. He was raised by his grandmother for most of his early years as his mother was selling second-hand clothes, trying to make ends meet and put food on the table every day.

After completing his primary schooling at Sandzile Primary school, he attended White River's WEM High School. He later enrolled at Meridian College in Phalaborwa in 1993. He then went to Krugersdorp to enroll for a course in Marketing, Sales and Negotiation after finishing his matric. He eventually earned a Business Training Certificate and finished his Welding Diploma. Regretfully, financial constraints prevented him from taking the trade exam, but he did not despair.

Juluka is in possession of a qualification in Project Management and Supply Chain Management. He returned home in 1994 to seek employment and available internships. He started as a volunteer welding assistant, then became a broker for an insurance company. He later joined the hospitality industry where he worked as a waiter at the Impala Protea Hotel in 1997, and because of his impressive performance, he was eventually promoted to the position of company receptionist. In 2001, Juluka moved to Sefapane Lodge & Safaris, where he oversaw the local and international reservations department. Later, he was given the position of Front Desk and Reservations Manager.

In 2008, his journey with PMC started as a switch-board operator. However, his manager asked him to help as a stock counter right before he could start. Before being elevated to the position of store person, he held this role for six months. He began working in the communications division in 2010 as an administrator before returning to inventory in the role of stores coordinator. He received another promotion in the same year, this time to Supervisor Warehouse Mining, where he is currently based.

Despite facing some challenges at work, Juluka aspires to be the best in his field. He overcomes these by making sure he follows up on his work to ensure he fills in any gaps and completes his daily tasks effectively. Juluka also noted that he frequently interacts with people and learns from his co-workers and supervisors, which keeps him

The future belongs to those who work hard for it Juluka Malope – Supervisor, Warehouse Mining

engaged at work. "It is never too late to pick up new skills. My ability to do better and with greater motivation increases as I increase my knowledge. I think it is everyone's duty to ensure everyone's safety. It is imperative that we take responsibility for our actions and prioritize workplace safety. For all of us to return home safely each day, we also need to continue pushing our co-workers to report occurrences or accidents, regardless of how minor or major they may seem."

Juluka is a qualified Aerobics Instructor. Having always had an interest in coaching, he completed his level one certification in coaching. He made the decision to complete the course, and, in the end, he started using his talents as a source of income. (You may have seen him instructing employees at the SHEQ spring walk event and the DMRE wellness day recently). He went for aerobics because he wanted to show that anyone can pursue their love as a career, regardless of their field of study. And he really did just that. Through a great deal of heart, effort, and commitment, he made his hobby a part-time job.

When he's not working, Juluka says he enjoys hanging out with family, reading, and going on weekend road runs for 10 kilometers. "Time spent with loved ones is priceless because it reduces tension and anxiety and helps you see the little things in life that are more meaningful. My family is my biggest source of inspiration to always strive to be the best version of myself.

"I spend most weekends coaching aerobics. There is a fresh challenge to get better every day. 6 am is usually when my day begins, coaching and training clients, usually lasting till 11am", said the energetic and outspoken Juluka.

Juluka sees PMC as home and mentions that



he aspires to grow in the company in a role that would enable him to strategically manage teams to bring out the best in everyone. As he wrapped up the interview, he encouraged the other employees to enjoy their wait.

"Rome was not built in a day; but they were laying bricks every hour. Wait for your chance, do not rush, empower yourself and when the time is right, you will arrive at your destination."



Employee Profile

Adelle Coetzee

1. Please tell us a bit about yourself (family background, school journey and professional experience).

I was raised in Phalaborwa from a very young age, we moved to Phalaborwa when I was in grade 2. My father worked at Palabora Mining Company (PMC) for many years and now works for a contractor company and my mother is a teacher and is currently at the Red School. I went to the Green school and then Frans du Toit High school. Thereafter I went on to further my studies majoring in Financial management at Mopani TVET College. I tried a few other professions before joining PMC, waiting; receptionist and preschool teacher. After so many attempts in different professions, I was fortunate enough to get into the internship program at PMC to complete my 18 months practical experience for my Diploma.

2. Share your Birthplace and family background.

I was born in Ellisras, Lephalale and grew up with my parents and grandparents in their small farm near Ellisras. We lived there until I was in grade 1 then we moved to Polokwane and lived there for about a year. Then my father got a job in Phalaborwa, that is how we ended up in Phalaborwa.

3. Do you believe that you have a secret talent? Please share.

Not that I am aware of!

4. What is a fun fact about you many may not know?

I am quite "nerdy", I have a very structured brain and love to exercise my problem-solving skills. I love to play sudoku and build puzzles.

5. How long have you been with PMC? what is your current position?

I started working at PMC in 2015 as a student, doing my 18 months internship. I then got a permanent job as a Data capture at Asset Management in September 2016 and in December 2017 I moved to Accounts Payable (AP), where I am currently based and working as an Accounts Administrator.

6. What are your main responsibilities at work?

I am responsible for doing reconciliations and assisting with query management.

7. What do you find challenging about your job?

The most challenging thing about working at finance, for me, is finding a good work, life balance. It's very difficult to take leave at any given time, even just for a few days, because when you get back there are hundreds of emails and tasks waiting for you. I'm always under pressure to meet deadlines.

8. What are some of the reasons that you love about your job and working at PMC?

I love working with numbers so doing reconciliations is very satisfying. I also love the team I am working with. They lighten up any situation and they are really down to earth. There is never a dull moment.



Adelle Coetzee- Accounts Payable (AP)

9. If you are not at work, what do you do in your spare time?

I am a new mom to an 18-month-old, so I do not have much spare time at the moment. However, when my husband has a weekend off, we like outdoor life and specifically camping.

10. If you could have a career in anything, what would it be and why?

I always wanted to be a writer of novels or children's books. Books bring a little magic into the world and make you see the world differently.

11. We are currently in the festive season mood, what does this season mean to you?

December is by far my favourite month, not only because of all the festivities but my birthday is also in December. The festive season to me is a time to spread joy, spend time with family and be thankful for all we have. I always take a moment to be grateful and appreciate all I have during the festive season.

12. Your words of encouragement to colleagues and the community at large during this festive season.

The festive season can be very overwhelming to some people especially with all the holiday plans and entertaining people. When you are overwhelmed, remember, a little at a time is how it gets done. One thing, one task, one moment at a time. I wish everyone a blessed festive season.

Employee Profile

Mikateko Portia Chauke-Moeketsi

1 Please tell us about yourself

I am a creative, ambitious, talented, smart, hard-working, innovative person. I never call a spade a working tool, I call it a spade. I am a very outgoing, honest person, loving and very loud, and I express my feelings very openly.

2. Birthplace and age:

I was born at Nkhensani Hospital – Giyani, some years ago. (A lady never reveals her age!)

3. What is your favorite Christmas holidays memory from childhood?

When my dad used to work at Foskor, during this time we would get presents as a family. It was always anticipated and a wonderful feeling to receive the presents.

4. Tell us about your journey with the business and when did it start??

It started in 2009 August, where I worked at Human Resources Services as a Data Clerk (Fixed Term). From HR Services I moved to Asset Management as a Data Capturer at Planning, I am still at Planning but I am now a Maintenance Scheduler.

5. What are your daily duties in your current role?

My work includes maintaining data in the maintenance management system by ensuring that accurate information is entered and updating entity information by assigned crews, employees, or supervisors. I analyze and regroup entities, track work orders to completion and archiving. My role requires that I also develop Master Production Schedule in company system to prepare requirements for purchased and manufactured parts and support the preparation of maintenance related reports.

6. Any challenges you have faced so far in your career?

Not having the right qualification for the Job has been a serious challenge for me as training and understanding takes longer. I am working on changing that soon. Navigating life as a mom, wife and employee can be demanding and challenging. One must strike a good work-life balance. I believe I am on the right track in ensuring that I dedicate my time and attention to both work and my family as they are important to me.

7. What motivated you to stay this long with the business?

My Children, they are the number one reason why I am still here. The fact that there is no better company like PMC is also a good reason why I believe I want to stay employed and grow within the company.

8. If you are not on duty, what do you get up to?

I spend my time with my kids and husband or visiting my dad & siblings. Family means everything to me.

9. What is your passion in life?

I love singing and to serve God whole heartedly.



Portia Chauke – Maintenance Scheduler, Asset Management

10. As this publication is a Christmas edition, do you celebrate Christmas and if yes, why?

I do celebrate Christmas. As a christian, Christmas is about the birth of God's Son, Jesus Christ, about how he came to give us love, hope, and joy. I believe in sharing the same love that Jesus Christ has shared with me with family & friends.

11. We are currently in the festive season, what is your take about the season?

The season can bring about some unpredictable changes in mood and behavior. We must not lose focus. I use this time as a chance to thank God for and express gratitude for all he has bestowed upon me & my family.

12. Your words of encouragement to colleagues and the community at large during this festive season.

Around this time of the year, many of us experience more stress, anxiety, and frustration, behavioral changes than usual, stay strong & always pray. Be responsible and accountable in everything that you do. I wish you a very Happy Holiday season, a peaceful and prosperous New Year. May God Bless you all.

PMC cares about its employees' physical health



The PMC Logistics team played a friendly game against PGN Logistics at Sir Val Duncan Stadium on Wednesday, October 7, 2023. Colleagues and supporters of the two teams came in large numbers. There was such a strong sense of togetherness, which is proof that sports constantly bring people together.

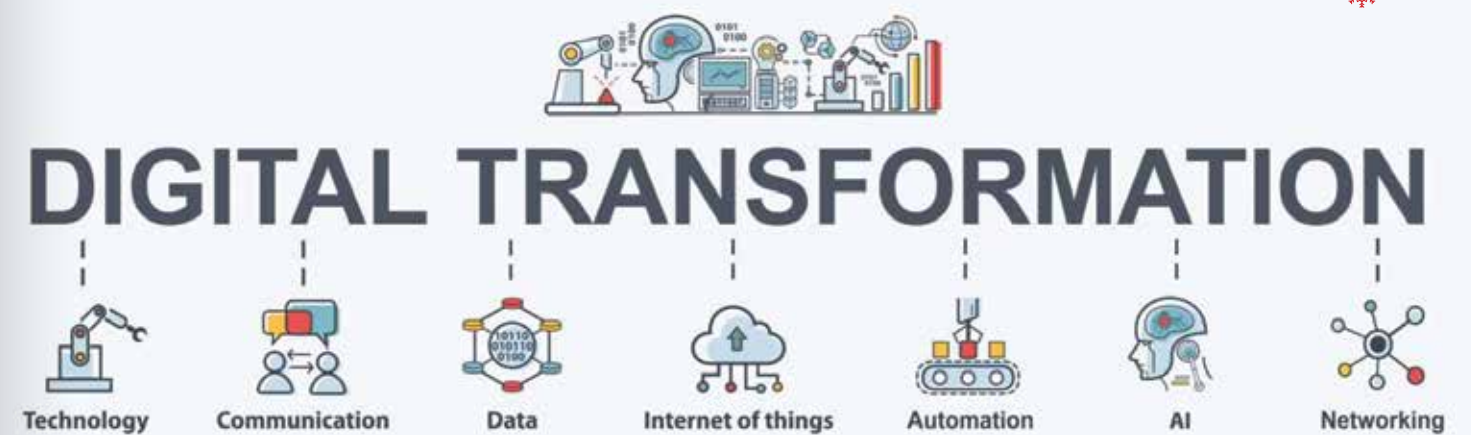
In the first of their two games, PNG scored three goals while PMC only managed one. The PMC team had to make changes in the second game, and they succeeded in doing so by outscoring PNG by three goals and moving on to the final, when both teams scored one goal. After the final horn sounded in the friendly game, PMC won by a score of 4-2 on penalties to establish their dominance.

Mpho Shibambo of the PMC team won the "Man of the Match" award for his exceptional on-field abilities and effort. Additionally, four goals were scored by Vincent Mkhombo, who was named the top scorer. At the conclusion of the game, prizes were given to all the participants with outstanding soccer talents.

The tournament's coach, Naphy Maete, was quite pleased with how the event went. He expressed his gratitude to all the PMC and PNG employees that participated in the game.

"First, let me thank the organizers for organizing such a fantastic competition and making sure everything runs smoothly. I also want to express my gratitude to all the staff members who participated in the tournament; we had the opportunity to get out of our offices and relax, interact with others, and enhance our physical welfare. In the future, I think we need to host another soccer competition and perhaps invite more co-workers."

Congratulations to PMC Logistics Team for exemplifying the value of teamwork on the soccer field!



What is Digital Transformation?

Digital transformation is a plan of action outlining how business must strategically reposition itself in the digital economy. As customers' habits change so do the way winning businesses operate. They innovate, change operating and business models, and leverage emerging technologies to bring about process efficiencies and effectiveness.

This encapsulates the integration of organization's digital technology into all areas and fundamentally changing how the business operates and deliver value to the customers. Organizations need cultural changes and to continue challenging the status quo, experiment, and get comfortable with failure, which should be quick and learn from it.

Digital transformation should begin with a business case or problem statement. The business rationale for embarking on this transformation initiative and the business value. At the center of it all is the organization's leadership and culture for this initiative to succeed. Understanding what digital transformation means to an organization is essential.

Does digital transformation matter?

COVID-19 pandemic was a defining moment for most organizations. We witnessed business going out of business including retrenchments, thus elevating digital transformation as a survival issue. The ability of an organization to adapt quickly to supply chain disruptions, time to market pressures, and rapidly changing customer expectations has become critical. At PMC we had to deploy cloud solutions the likes of SAP e-Signature (DocuSign) to effect digital signatures of mission critical documents during the COVID-19 lock down period to mitigate against business disruptions.

What drives digital transformation?

The vital driver of digital transformation is technology, which is replacing outdated processes and legacy systems/technologies and enabling innovation. Legacy technology in organizations hinders the ability to successfully embark on a digital transformation initiative. They can become a costly barrier to transformation especially if an organization spends 70-80% of the IT budget operating and maintaining legacy systems. The expenditure will grow exponentially as the technology ages and becomes obsolete.

Innovation is therefore the key driver to bring about process efficiencies, drive growth, improve profitability and reduce costs, and support operational and financial efficiency by leveraging proven industry best practices.

In closing, the pandemic has taught organizations to be prepared for seismic shifts in the market dynamic and customer needs. Those organizations that are forward-thinking will focus their ability to effectively maneuver and deal with change with minimal to no impact to internal and external customers. The key digital transformation strategy is to focus on resiliency, sustainability and emphasis on using the emerging technologies to enable innovation.

The current PMC digital transformation drive is in line with the above-mentioned objectives, but most importantly to bring about competitive advantage by leveraging these emerging technologies.

Article submitted by: Manager Information Systems and Technology, Peter Nkwe

Rugby World Cup at Palabora





Control and Instrumentation team wishes all employees a happy and safe festive season and prosperous new year.