

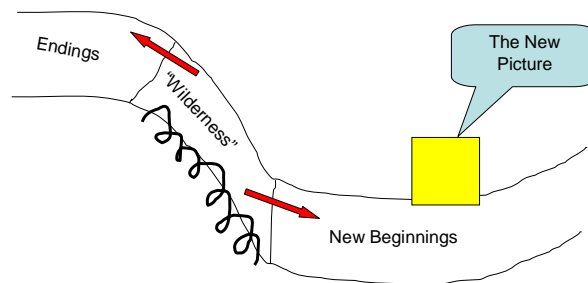


Harmony People Issues



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- **Skills attraction and Retention**
 - *Scarce skills*
 - Mining managers, Engineers and ORM
 - Artisans
 - *Attraction*
 - Attraction bonus
 - Pipelining through development in all the identified skills
 - Specialised recruitment
 - *Retention Strategy*
 - Market related salaries plus premium in selected skills
 - Career and development opportunities
 - Development panels

- **Labour figures**
 - 30 June 2008 46698 (including Contractors)
 - 13101 Inter-shaft transfers
 - 7390 total terminations (for the 07/08 FY)
 - New plan 42802* (including Contractors but excluding Randfontein)
- **Decrease in Labour figures**

** These figures include the Phakisa and Doornkop build up figures*

– Labour figures

New plan:	39657* Mine labour (excluding Randfontein)
	3145 Contractors (excluding Randfontein)
	4074 employees in the Randfontein operations
	1058 Contractors in Randfontein operations

** These figures include the Phakisa and Doornkop build up figures*

– Labour figures

Phakisa:	June '08	1756
	New plan	2528
Doornkop:	June '08	2542
	New plan	3135



Employees' Relations

- Industrial action for increased inflation, food prices, etc.
- Some uncertainty in Union leadership and militancy in membership, linked to leadership jockeying for positions
- Anticipation of a year to 18 months of industrial tension and uncertainty in all sectors in run-up and aftermath of 2009 general elections
- **Harmony's relations with union leadership generally very good**
 - **Policy of transparency**
 - **Consultation**
 - **Accommodation of legitimate concerns**

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Employee Relations

- **Issues which are addressed on a continuous basis**
 - Health and Safety
 - Production and cost reduction
 - Transformation
 - Wage increases
- **Structures put in place**
 - Leadership Council
 - Working parties to resolve different issues
 - New agreements reached

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People focus now and into the future

- Strategic alignment process
- Leadership development
- Institute a rigorous performance management system
- Attract and Retain People / Talent
- Continuously develop people to address the skills shortage
- Introduce a culture change and improvement program

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People

- ***Strategic Objectives (monthly targets)***
 - 30 tons per Total Employee Costed (underground employees)
 - 120 grams per TEC (total company)
- ***Assumptions***
 - 10% of Unavailables HIV/Aids related
 - Skills Shortage
 - SLPs commitment
 - Mining Charter

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