



**SUSTAINABILITY
DATA TABLES
2018**

We do it better

SAFETY

Operation	SHEQ certification	LTIFR					Awards/Achievements in F2018
		F2018	F2017	F2016	F2015	F2014	
Ferrous division							
Beeshoek Mine	ISO 9001, ISO 14001, OHSAS 18001, SANS 16001	0.07	0.15	0.07	0.07	–	Completed 3.8 million fatality-free shifts. Completed 16 000 fatality-free production shifts over 14 years and 11 months. Completed 365 consecutive days without a Lost Time Injury on 7 March 2018. Received a certificate from the DMR for an outstanding safety achievement as the Most Consistent Surface Mine in the 2017 Northern Cape Mine Safety Competition. Awarded first prize for the most improved safety performance and the second prize for the best safety performance in its class at the 2018 Mine Safe Conference.
Black Rock Mine	ISO 9001, ISO 14001, SANS 16001	0.20	0.24	0.35	0.35	0.44	Completed 6.3 million fatality-free shifts. Black Rock Mine has completed the pre-certification assessment in terms of ISO 45001, the revised international standard on health and safety management. The final certification audit is scheduled for November 2018.
Cato Ridge Works	ISO 9001, ISO 14001, OHSAS 18001	–	0.19	0.17	0.38	0.12	Completed 2.3 million fatality free shifts. Completed 704 days without a Lost Time Injury at 30 June 2018.
Khumani Mine	Integrated certification of ISO 9001, ISO 14001 and OHSAS 18001. Also SANS 16001 certified	0.10	0.1	0.17	0.29	0.10	Completed 2.1 million fatality-free shifts.
Machadodorp Works	ISO 9001, ISO 14001, OHSAS 18001	–	–	0.55	–	0.32	Completed 1 million fatality free shifts and 875 days without a Lost Time Injury at 30 June 2018.
Platinum division							
Modikwa Mine	ISO 14001	0.72	0.58	0.64	0.73	0.87	Achieved 1.1 million fatality-free shifts.
Nkomati Mine	ISO 9001, ISO 14001, OHSAS 18001	0.30	0	0.09	0.23	0.03	Completed 6.4 million fatality-free shifts.
Two Rivers Mine	OHSAS 18001, ISO 14001. Training Centre is ISO 9001 certified	0.39	0.31	0.41	0.24	0.28	Completed 4.5 million fatality-free shifts.
Copper Division							
Lubambe Mine	Aligning SHEQ systems with ISO 14001 and OHSAS 18001. Training Centre is ISO 9001 certified	0.26	0.14	0.21	0.21	0.19	Completed 4 million fatality-free shifts. Remained fatality-free since the start of the project in October 2010.

* Lubambe Mine was disposed of effective 22 December 2017. Safety statistics are included to that date.

SAFETY continued

SAFETY PERFORMANCE BY REGION

		F2018						
		Fatalities	Reportable Injuries	Lost Time Injuries	Average total hours worked	Fatality Frequency Rate	Reportable Injury Frequency Rate	Lost Time Injury Frequency Rate
Beeshoek Mine	Northern Cape	–	1	1	2 998 114	–	0.07	0.07
Blackrock Mine	Northern Cape	–	7	7	7 024 221	–	0.20	0.20
Cato Ridge Works	KZN	–	–	–	1 164 237	–	–	–
Khumani Mine	Northern Cape	–	3	3	5 754 871	–	0.10	0.10
Lubambe Mine*	Zambia	–	2	3	2 333 921	–	0.17	0.26
Machadodorp Works	Mpumalanga	–	–	–	336 111	–	–	–
Modikwa Mine	Mpumalanga	1	38	53	14 776 430	0.014	0.51	0.72
Nkomati Mine	Mpumalanga	–	4	9	6 006 797	–	0.13	0.30
Two Rivers Mine	Mpumalanga	–	13	15	7 642 421	–	0.34	0.39
ARM total		1	68	91	48 037 123	0.004	0.28	0.38
By Region								
KwaZulu Natal (Cato Ridge Works)		–	–	–	1 164 237	–	–	–
Mpumalanga (Modikwa, Two Rivers and Nkomati Mines, and Machadodorp Works)		1	55	77	28 761 759	0.007	0.38	0.49
Northern Cape (Beeshoek, Black Rock and Khumani Mines)		–	11	11	15 777 206	–	0.14	0.14
Zambia (Lubambe Mine)*		–	2	3	2 333 921	–	0.17	0.26
ARM total		1	68	91	48 037 123	0.004	0.28	0.38
		F2017						
		Fatalities	Reportable Injuries	Lost Time Injuries	Average total hours worked	Fatality Frequency Rate	Reportable Injury Frequency Rate	Lost Time Injury Frequency Rate
Beeshoek Mine	Northern Cape	–	2	2	2 619 605	–	0.15	0.15
Blackrock Mine	Northern Cape	–	4	9	7 469 379	–	0.11	0.24
Cato Ridge Works	Northern Cape	–	1	1	1 073 627	–	0.19	0.19
Khumani Mine	KZN	–	4	3	5 777 453	–	0.14	0.10
Lubambe Mine*	Mpumalanga	–	–	3	4 349 625	–	–	0.14
Machadodorp Works	Mpumalanga	–	–	–	350 517	–	–	–
Modikwa Mine	Mpumalanga	–	29	37	12 769 624	–	0.45	0.58
Nkomati Mine	Mpumalanga	–	–	–	5 581 640	–	–	–
Two Rivers Mine	Zambia	–	7	10	6 377 506	–	0.22	0.31
ARM total		–	47	65	46 368 976	–	0.20	0.28
By Region								
KwaZulu Natal (Cato Ridge Works)		–	1	1	1 073 627	–	0.19	0.19
Mpumalanga (Modikwa, Two Rivers and Nkomati Mines, and Machadodorp Works)		–	29	40	23 051 406	–	0.25	0.35
Northern Cape (Beeshoek, Black Rock and Khumani Mines)		–	7	12	11 162 611	–	0.13	0.22
Zambia (Lubambe Mine)*		–	7	10	6 377 506	–	0.22	0.31
ARM total		–	44	63	41 665 150	–	0.21	0.30

* Lubambe Mine was sold in December 2017. Safety data is included up to the date of disposal.

SAFETY DEFINITIONS

Employees

ARM considers contractors as employees from a health and safety point of view and statistics include contractor hours worked, as well as injuries sustained, in line with legislation and industry standards.

Lost Time Injuries (LTIs)

Any work-related injury that results in a worker being unable to perform their normal duty or similar work on the calendar day following the day of the injury is reported as a Lost Time Injury (LTI). If a suitably qualified medical professional advises that the injured person is unable to perform their normal duties or similar work on the next calendar day after the injury, regardless of the injured person's next rostered shift, a Lost Time Injury is deemed to have occurred.

Restricted Work Injuries (RWIs)

An RWI is defined as a work-related injury which results in the worker being able to work, but unable to perform one or more of their routine functions for a full working day, from the day after the injury occurred as certified by advice from a suitably qualified healthcare provider. Although RWIs are reported separately in some industry forums in which ARM participates, all RWIs are classified as LTIs and included in our reporting of LTIs.

Recordable Injuries (RIs)

A recordable injury case is a work-related injury of sufficient severity that it requires medical treatment beyond first aid or results in the worker's inability to perform their normal duty or similar work on the calendar day following the day of the injury. Medical treatment beyond first aid refers to treatment regardless of the professional status of the person providing the treatment. At a minimum, it includes wounds that need suturing, fractures, bruising that requires drainage of blood, second and third degree burns and cases where prescription drugs or non-prescription drugs at prescription dosage are prescribed to manage symptoms. Recordable injuries include non-LTI injuries that require medical treatment, Lost Time Injuries and fatalities.

Reportable accident (Mine Health and Safety Act)

For the mining operations to which the Mine Health and Safety Act applies; in terms of Chapter 23, reportable accidents refer to any accident that results in:

- a) the death of an employee;
- b) an injury to any employee, likely to be fatal;
- c) unconsciousness, incapacitation from heatstroke or heat exhaustion, oxygen deficiency, the inhalation of fumes or poisonous gas, or electric shock or electric burn accidents of or by any employee and which is not reportable in terms of paragraph (d);

d) an injury which either incapacitates the injured employee for performing that employee's normal or similar occupation for a period totaling 14 days or more, or which causes the injured employee to suffer the loss of a joint, or part of a joint, or sustain a permanent disability;

e) an injury, other than injuries referred to in paragraph (d), which incapacitates the injured employee from performing that employee's normal or similar occupation on the next calendar day.

Reportable accident (Occupational Health and Safety Act)

For the smelters to which the Occupational Health and Safety Act 85 of 1993 applies, reportable accidents are defined in Sections 24 and 25 of the Act, as follows:

Each incident occurring at work or arising out of or in connection with the activities of persons at work, or in connection with the use of plant or machinery, in which, or in consequence of which:

- a) any person dies, becomes unconscious, suffers the loss of a limb or part of a limb or is otherwise injured or becomes ill to such a degree that he/she is likely either to die or to suffer a permanent physical defect or likely to be unable for a period of at least 14 days either to work or to continue with the activity for which he/she was employed or is usually employed;
- b) a major incident occurred; or
- c) the health or safety of any person was endangered and where:
 - i. a dangerous substance was spilled;
 - ii. the uncontrolled release of any substance under pressure took place;
 - iii. machinery or any part thereof fractured or failed resulting in flying, falling or uncontrolled moving objects; or
 - iv. machinery ran out of control.

Section 54 of the Mine Health and Safety Act

Provides for an Inspector of Mines, who has reason to believe that any occurrence, practice or condition at a mine endangers or may endanger the health or safety of any person at the mine, to give any instruction necessary to protect the health or safety of persons at the mine, including an instruction that operations at the mine or a part of the mine be halted.

Section 55 of the Mine Health and Safety Act

Allows for an Inspector of Mines, who has reason to believe that an employer has failed to comply with any provision of the Mine Health and Safety Act, to instruct that employer in writing to take any steps that the Inspector considers necessary to comply with the provision.

SAFETY continued

SECTION 54 AND SECTION 55 NOTICES*

	Section 54 Notices					Shifts/days lost				
	F2018	F2017	F2016	F2015	F2014	F2018	F2017	F2016	F2015	F2014
Ferrous division										
Beeshoek Mine	1	–	–	–	–	–	–	–	–	–
Khumani Mine	–	1	–	3	2	–	–	–	11	–
Black Rock Mine	1	–	1	–	–	3	–	–	–	–
Dwarsrivier Mine*	**	**	5	3	3	**	**	11	12	18
Platinum division										
Nkomati Mine	5	5	4	2	–	15	13	14	5	–
Two Rivers Mine	13	3	7	1	–	24	12	17	6	–
Modikwa Mine	11	12	16	20	15	47	53	35	62	57
Total	31	21	33	29	20	89	78	77	96	75

	Section 55 Notices					Shifts/days lost				
	F2018	F2017	F2016	F2015	F2014	F2018	F2017	F2016	F2015	F2014
Ferrous division										
Beeshoek Mine	–	–	–	–	2	–	–	–	–	–
Khumani Mine	1	–	–	–	1	–	–	–	–	1
Black Rock Mine	–	–	–	–	1	–	–	–	–	–
Dwarsrivier Mine*	**	**	1	2	6	**	**	–	–	–
Platinum division										
Nkomati Mine	–	1	1	1	1	–	–	–	–	–
Two Rivers Mine	3	–	1	–	–	–	–	–	–	–
Modikwa Mine	4	–	–	–	8	–	–	–	–	–
Total	8	1	3	3	19	–	–	–	–	1

	F2018	F2017	F2016	F2015	F2014
Number of Employees per safety stats	21 551	19 719	21 541	23 479	23 565

* Dwarsrivier Mine was sold in July 2016.

** Dwarsrivier Mine data not reported.

OCCUPATIONAL HEALTH AND WELLNESS

CHRONIC CONDITIONS

Medical condition	F2018			
	Newly diagnosed	Existing	Total of employees with condition	Percentage of total workforce affected
Hypertension	21	1 300	1 321	6.1%
Diabetes Type 1	0	26	26	0.1%
Diabetes Type 2	10	185	195	0.9%
Epilepsy	0	10	10	0.0%
Upper Respiratory Tract Infections (URTI) (including repeats)			12 766	59.2%

AUDIOMETRIC EXAMINATIONS

	F2018	F2017	F2016	F2015	F2014
Number of tests performed	33 812	38 723	29 715	42 627	42 871
Number of tests referred	210	137	93	144	197
Percentage of total (referred/performed)	0.62	0.35	0.31	0.34	0.46
Number of tests submitted for compensation	68	21	20	30	54
Percentage of total (comp. submit./performed)	0.20	0.05	0.07	0.07	0.13
Number of cases compensated	65	0	15	12	20
Percentage of total (compensated/referred)	30.95	0.00	16.13	8.33	10.15

NOISE-INDUCED HEARING LOSS

	F2018	
	Number of employees	Percentage of total workforce
Shifts in PLH (percentage loss of hearing)		
PLH >5% to <10%	528	2.5%
PLH >10%	359	1.7%

NOISE-INDUCED HEARING LOSS PER OPERATION

Operation	F2018		F2017		F2016		F2015		F2014	
	Referred	Submitted for compensation	Referred	Submitted for compensation	Referred	Submitted for compensation	Referred	Submitted for compensation	Referred	Submitted for compensation
Beeshoek Mine	8	0	14	–	23	3	51	13	28	–
Khumani Mine	1	1	6	1	3	1	17	1	6	1
Black Rock Mine	11	0	9	1	9	–	5	2	53	11
Cato Ridge Works	0	0	1	–	–	–	2	–	16	–
Machadodorp Works	0	1	4	–	–	–	–	–	1	–
Nkomati Mine	1	1	1	1	5	1	5	2	13	3
Two Rivers Mine	27	18	48	7	–	–	2	–	3	1
Modikwa Mine	162	47	54	11	51	15	58	12	73	37
Total	210	68	137	21	91	20	140	30	193	53

ENVIRONMENT

CARBON FOOTPRINT (tCO₂e): SCOPE 1 AND 2 ON AN ATTRIBUTABLE BASIS

	F2018	F2017	F2016	F2015	F2014
Beeshoek Mine	40 187	36 189	37 211	42 934	36 614
Khumani Mine	144 921	144 442	146 394	132 638	129 918
Black Rock Mine	70 228	68 167	61 773	72 419	55 107
Dwarsrivier Mine*	**	**	32 221	28 891	26 979
Cato Ridge Works	325 819	352 623	335 633	420 536	443 379
Machadodorp Works	5 876	6 618	2 611	116 271	132 951
Nkomati Mine	203 050	197 968	213 557	202 826	197 117
Two Rivers Mine	120 109	124 948	126 467	114 399	112 846
Modikwa Mine	115 876	112 072	116 756	107 398	86 905
Lubambe Mine†	**	4 227	4 955	7 409	6 625
Corporate office	182	164	168	410	217
ARM total	1 026 249	1 047 418	1 077 746	1 246 131	1 228 656
Ferrous division	587 032	608 040	615 843	813 691	824 948
Platinum division	439 035	434 988	456 780	424 622	396 868
Copper division†	**	4 227	4 954	7 409	6 625
Corporate office	182	164	167	410	217
ARM total	1 026 249	1 047 418	1 077 744	1 246 132	1 228 656

ELECTRICITY (MWH) – 100% BASIS

	F2018	F2017	F2016	F2015	F2014
Beeshoek Mine	38 762	34 937	35 627	38 396	38 970
Khumani Mine	189 462	206 023	200 131	186 112	175 213
Black Rock Mine	125 792	121 656	108 039	105 739	102 881
Dwarsrivier Mine*	**	**	58 122	56 218	50 872
Cato Ridge Works	463 924	500 701	473 292	608 273	639 712
Machadodorp Works	11 432	12 097	12 171	169 480	207 973
Nkomati Mine	342 372	329 210	350 847	353 249	348 612
Two Rivers Mine	209 593	215 371	213 076	209 616	202 558
Modikwa Mine	274 746	260 016	265 561	261 567	259 140
Lubambe Mine†	**	104 316	103 776	113 801	118 962
Corporate office	187	164	160	Not material	Not material
ARM total	1 656 271	1 784 491	1 820 802	2 102 451	2 144 894
Ferrous division	829 371	875 415	887 382	1 164 218	1 215 622
Platinum division	826 710	804 597	829 484	824 432	810 310
Copper division†	**	104 316	103 776	113 801	118 962
Corporate office	187	164	160	Not material	Not material
ARM total	1 656 268	1 784 491	1 820 802	2 102 451	2 144 894

* Dwarsrivier Mine was sold in July 2016.

† Lubambe Mine was sold in December 2017.

** Data not reported.

ENVIRONMENT continued**DIESEL CONSUMPTION (000 LITRES) – 100% BASIS**

	F2018	F2017	F2016	F2015	F2014
Beeshoek Mine	14 993	13 457	13 584	17 562	12 619
Khumani Mine	37 410	30 556	32 575	32 474	34 050
Black Rock Mine	5 937	4 919	5 153	5 271	4 529
Dwarsrivier Mine*	**	**	1 950	1 763	1 490
Cato Ridge Works	594	454	404	530	515
Machadodorp Works	229	450	596	787	804
Nkomati Mine	26 295	25 212	24 436	26 311	24 382
Two Rivers Mine	4 382	4 283	4 180	3 876	4 739
Modikwa Mine	4 394	4 534	4 744	4 688	5 136
Lubambe Mine†	**	3 628	4 347	6 550	3 749
Corporate office	–	1	2	Not material	Not material
ARM total	94 234	87 494	91 974	99 812	92 013
Ferrous division	59 163	49 837	54 264	58 387	54 007
Platinum division	35 071	34 029	33 361	34 875	34 257
Copper division†	**	3 628	4 347	6 550	3 749
Corporate office	–	1	2	Not material	Not material
ARM total	94 234	87 494	91 974	99 812	92 013

WATER ABSTRACTED (m³) – 100% BASIS

	F2018	F2017	F2016	F2015	F2014
Beeshoek Mine	4 110 562	4 552 211	5 023 349	5 237 869	6 608 293
Khumani Mine	4 433 545	3 999 709	4 634 128	3 647 534	3 440 654
Black Rock Mine	1 400 366	1 008 977	1 129 808	877 478	916 126
Dwarsrivier Mine*	**	**	449 792	639 268	290 175
Cato Ridge Works	239 013	222 329	242 051	322 400	394 247
Machadodorp Works	20 119	28 675	34 599	105 799	52 261
Nkomati Mine	3 623 162	1 248 453	3 108 637	3 577 751	3 396 863
Two Rivers Mine	2 944 391	1 655 673	2 443 191	1 407 380	1 323 625
Modikwa Mine	1 525 394	1 256 660	1 147 115	1 342 261	1 887 795
Lubambe Mine†	**	323 306	853 630	1 176 366	1 098 425
ARM total	18 296 551	14 295 993	19 066 300	18 334 106	19 408 464
Ferrous division	10 203 604	9 811 901	11 513 727	10 830 348	11 701 756
Platinum division	8 092 947	4 160 786	6 698 943	6 327 392	6 608 283
Copper division†	**	323 306	853 630	1 176 366	1 098 425
ARM total	18 296 551	14 295 993	19 066 300	18 334 106	19 408 464

* Dwarsrivier Mine was sold in July 2016.

† Lubambe Mine was sold in December 2017.

** Data not reported.

WORKFORCE BREAKDOWN

AS AT 30 JUNE 2018

BREAKDOWN BY GENDER AND CONTRACT TYPE

BREAKDOWN BY OPERATION	Permanent employees			Temporary employees			Full-time employees (Perm + Temp)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Beeshoek Mine (Northern Cape)	582	122	704	40	32	72	622	154	776
Khumani Mine (Northern Cape)	1 448	301	1 749	1	4	5	1 449	305	1 754
Black Rock Mine (Northern Cape)	1 882	283	2 165	145	84	229	2 027	367	2 394
Cato Ridge Works (KwaZulu Natal)	273	65	338	2	4	6	275	69	344
Machadodorp Works (Mpumalanga)	47	11	58	10	–	10	57	11	68
Modikwa Mine (Mpumalanga)	3 515	454	3 969	–	–	–	3 515	454	3 969
Two Rivers Mine (Mpumalanga)	1 828	476	2 304	15	14	29	1 843	490	2 333
Nkomati Mine (Mpumalanga)	413	104	517	41	21	62	454	125	579
ARM Head Office (Gauteng)	121	67	188	7	8	15	128	75	203
Total employees	10 109	1 883	11 992	261	167	428	10 370	2 050	12 420

	Contractors			Total workforce		
	Male	Female	Total	Male	Female	Total
Beeshoek Mine (Northern Cape)	530	72	602	1 152	226	1 378
Khumani Mine (Northern Cape)	2 955	357	3 312	4 404	662	5 066
Black Rock Mine (Northern Cape)	1 940	289	2 229	3 967	656	4 623
Cato Ridge Works (KwaZulu Natal)	248	20	268	523	89	612
Machadodorp Works (Mpumalanga)	63	11	74	120	22	142
Modikwa Mine (Mpumalanga)	571	37	608	4 086	491	4 577
Two Rivers Mine (Mpumalanga)	737	122	859	2 580	612	3 192
Nkomati Mine (Mpumalanga)	1 375	115	1 490	1 829	240	2 069
ARM Head Office (Gauteng)	–	–	–	128	75	203
Total employees	8 419	1 023	9 442	18 789	3 073	21 862

BREAKDOWN BY REGION	Permanent employees			Temporary employees			Full-time employees (Perm + Temp)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Northern Cape	3 912	706	4 618	186	120	306	4 098	826	4 924
KwaZulu Natal	273	65	338	2	4	6	275	69	344
Mpumalanga	5 803	1 045	6 848	66	35	101	5 869	1 080	6 949
Gauteng	121	67	188	7	8	15	128	75	203
Total employees	10 109	1 883	11 992	261	167	428	10 370	2 050	12 420

	Contractors			Total workforce		
	Male	Female	Total	Male	Female	Total
Northern Cape	5 425	718	6 143	9 523	1 544	11 067
KwaZulu Natal	248	20	268	523	89	612
Mpumalanga	2 746	285	3 031	8 615	1 365	9 980
Gauteng	–	–	–	128	75	203
Total employees	8 419	1 023	9 442	18 789	3 073	21 862

BREAKDOWN BY AGE GROUP

	Male	Female	Total
< 30 years old	909	305	1 214
30 – 50 years old	7 808	1 648	9 456
> 50 years old	1 653	97	1 750
Total full-time employees	10 370	2 050	12 420

WORKFORCE BREAKDOWN continued

NEW HIRES (FULL-TIME EMPLOYEES)	Number of new hires			Rate of new hires (%)		
	Male	Female	Total	Male	Female	Total
Breakdown by age group						
< 30 years old	160	107	267	18%	35%	22%
30 – 50 years old	315	157	472	4%	10%	5%
> 50 years old	25	1	26	2%	1%	1%
Total new hires	500	265	765	5%	13%	6%
Breakdown by region						
Northern Cape			612			12%
KwaZulu Natal			14			4%
Mpumalanga			114			2%
Gauteng			25			12%
Total new hires			765			6%

EMPLOYEE TURNOVER (FULL-TIME EMPLOYEES)	Turnover numbers			Turnover Rate		
	Male	Female	Total	Male	Female	Total
Breakdown by age group						
< 30 years old	89	52	141	10%	17%	12%
30 – 50 years old	454	98	552	6%	6%	6%
> 50 years old	178	17	195	11%	18%	11%
Total employee turnover	721	167	888	7%	8%	7%
Breakdown by region						
Northern Cape			351			7%
KwaZulu Natal			6			2%
Mpumalanga			507			7%
Gauteng			24			12%
Total employee turnover			888			7%

ABSENTEEISM (FULL-TIME EMPLOYEES)	Absentee shifts			Absentee rate (per hours scheduled) (%)		
	Male	Female	Total	Male	Female	Total
Absenteeism	98 151	49 858	148 009	3%	6%	3%
Breakdown by region						
Northern Cape			57 032			4%
KwaZulu Natal			280			0%
Mpumalanga			90 270			3%
Gauteng			427			0%
Total absenteeism			148 009			3%

* New hires, employee turnover and absenteeism for the year excludes Lubambe Mine, which was sold in December 2017.

WORKFORCE BREAKDOWN continued

TRAINING HOURS BY CATEGORY AND GENDER (PERMANENT STAFF)	Total training hours			Average training hours		
	Male	Female	Total	Male	Female	Total
Top Management	48	8	56	3.7	2.7	3.5
Senior Management	2 074	1 041	3 115	28.8	61.2	35.0
Professionally qualified and experienced specialists and mid-management	9 498	5 076	14 574	31.0	50.8	35.9
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	101 699	20 276	121 975	40.7	43.9	41.2
Semi-skilled and discretionary decision making personnel	254 047	40 302	294 349	43.0	47.1	43.5
Unskilled and defined decision making personnel	139 111	56 216	195 327	89.4	92.8	90.3
ARM Total	506 477	122 919	629 396	48.9	60.1	50.7

WORKFORCE BY AGE AND ORGANISATIONAL LEVEL

Organisational level	<30 years	30 – 50 years	>50 years	Total
Top Management	–	6	10	16
Senior Management	–	54	35	89
Professionally qualified and experienced specialists and mid-management	10	303	93	406
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	252	2 239	470	2 961
Semi-skilled and discretionary decision making personnel	539	5 296	933	6 768
Unskilled and defined decision making personnel	410	1 549	203	2 162
Total permanent full-time employees	1 211	9 447	1 744	12 402
Temporary employees	3	9	6	18
Total full-time employees	1 214	9 456	1 750	12 420

WORKFORCE BREAKDOWN continued

WORKFORCE BY RACE AND GENDER	Males						Females						Group Total
	Organisational level						Organisational level						
	African	Coloured	Indian	White	Foreign	Total	African	Coloured	Indian	White	Foreign	Total	
Top Management	4	1	1	7	-	13	3	-	-	-	-	3	
Senior Management	22	3	4	41	2	72	4	2	1	9	1	17	
Professionally qualified and experienced specialists and mid-management	127	25	8	143	3	306	57	13	4	25	1	100	
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1 408	310	28	725	28	2 499	311	47	6	97	1	462	
Semi-skilled and discretionary decision making personnel	5 290	265	3	96	258	5 912	677	86	2	91	-	856	
Unskilled and defined decision making personnel	1 456	33	1	7	59	1 556	591	11	1	3	-	606	
Total permanent male employees	8 307	637	45	1 019	350	10 358	1 643	159	14	225	3	2 044	
Temporary employees	7	-	-	5	-	12	5	1	-	-	-	6	
Total male employees	8 314	637	45	1 024	350	10 370	1 648	160	14	225	3	2 050	