



CORPORATE OFFICE

GLOBAL SHARED SERVICES

45 Main Street
Marshalltown
Johannesburg
2001

NM & Associates
The Wellness Company (Stress Management Practice)
P O Box 24008, Claremont,
Cape Town,
7735

31 August 2010

Anglo American gave birth to a new company called Global Shared Services in 2008. This business is managing the payrolls, employee data, training administration, recruitment and engagement of staff from each Anglo American business including: Kumba Iron Ore; Anglo Platinum; Anglo Coal; Anglo Corporate Office (London and Johannesburg) and the Information Management division within the Anglo American Group. All these service offerings involved relocating and training existing staff, who were responsible for the mentioned functions within each Anglo business, to the Global Shared Services business, based in Johannesburg, where the functions are now centralised.

The Resourcing leg of this business was given life in July 2009.

A key challenge was converting these employees into service orientated, energised and competent Shared Services personnel. I contracted Nadia (from December 2009 – May 2010) to assist in achieving this transformation with 38 employees who are now responsible for the recruitment administration of all the Anglo American businesses. I chose Nadia, because to be the best in the industry, you need to learn from the best. Nadia brought the raw hunger for recruitment volumes and a detailed focus on quality assurance to my team. All of them were new to the global recruitment processes that are now applied by the Global Shared Services Company, and Nadia ensured standardization of the application of these processes.

In addition, Nadia was key in building the managerial competence of novice managers in a brand new organisation. The degree, to which she dedicated her time and energy for this purpose, is evident in the growth that is now apparent in the 5 managers in my team.

My team now think and behave like a competitive recruitment agency – focused on achieving service level agreement targets. The team's performance was dismal at first, riddled with poor quality service and errors. As at August 2010, we are achieving the target of 98% of all vacancies that must be filled within a specified turn-around time. In addition, our clients are openly thanking us for supplying a very professional standard of service – likened unto that of a successful recruitment agency. Without Nadia's on-the-

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Anglo American EMEA Shared Services (Proprietary) Limited
Registered Address, 45 Main Street, Marshalltown, Johannesburg, 2001, P O Box 61587, Marshalltown, 2107 Tel +27 (0)11 638 9111
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Directors: AKW Jackson (Head of Global Shared Services Operations) DR McCallum (Head of Finance IM and Shared Services) GF Smith (Head of Accounting Services EMEA) CC Elliott (Head of HR South Africa) S Mayet (Head of Finance South Africa)



job coaching, we would not have achieved such good performance in a short time, bearing in mind the huge volumes of specialised recruitment that we do for the Anglo American businesses; the remote locations, etc. There is still ongoing room for improvement, but we have a solid foundation to grow from.

I highly recommend Nadia Mason for any form of management consulting and operational coaching. You may refer to Nadia's CV for a more detailed description of the services that she provided and methodologies that were implemented.

A handwritten signature in black ink, appearing to read 'Aneline Rhoda', written over a light blue horizontal line.

Aneline Rhoda

Industrial and Organisational Psychologist

Senior Service Delivery Manager: Resourcing, Learning & Development

D +27 11 638 3626

M +27 (0)71 853 1258

F +24 11 638 5574

Anglo American Global Shared Services

55 Marshall Street
Marshall Town
Johannesburg 2107
South Africa

www.angloamerican.com

A member of Anglo American plc group