

LET'S TALK ASIKHULUME

A QUARTERLY NEWSPAPER FOR THE PEOPLE OF DRDGOLD SA



Coming home

On 22 October, DRDGOLD Ltd announced the sale of its 78.7% stake in Australian subsidiary Emperor Mines.

Commenting on the sale, CEO John Sayers said: "We have achieved a favourable exit from Emperor Mines: this contributes to our healthy financial position, and the funds which were previously being directed to the Australasian operations will now be better utilised in South Africa."

In Memoriam – September quarter

With deep regret, we report the death of one employee and one contractor in mine-related accidents at DRDGOLD SA during the September quarter, both at ERPM. We extend our deepest sympathy to both families.

Rock Drill Operator Paul Ngxakazela died on 26 September, as a result of injuries sustained in a fall of ground on 7 September. Paul, who was married with two children, lived in Germiston, Gauteng.

Hydraulic Picker Driver Samuel Vini died on 5 September after being struck by a concrete silo undergoing demolition in the metallurgical plant. Samuel, who came from Welkom in the Free State, was married with two children.

Tragically, two fatalities took place at Blyvoor after the closure of the quarter. See full report in the article to the right.

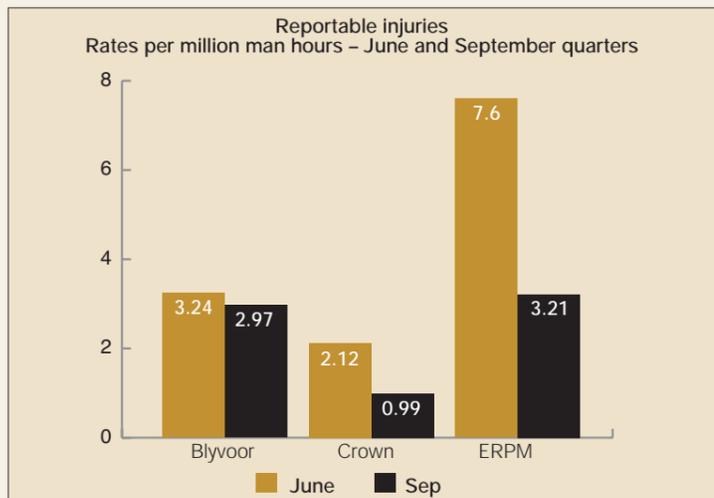
SAFETY REPORT

General Manager: Projects Phillip Watters reports that all operations achieved improvements in Reportable Injury Frequency Rates (RIFR) over the quarter. ERPM also showed a significant improvement in Disabling Injury Frequency Rates (DIFR), with a rate for the quarter of 6.33, compared with 19.96 in the June quarter.

The DIFR showed a regression at Crown (from 4.24 to 5.99), and also regressed slightly at Blyvoor

(from 6.23 to 6.44). A number of safety campaigns and interventions are in place at the operations.

"The training programme on trucks and tramming has had particularly encouraging results," says Phillip. "There were no trucks and tramming-related accidents this quarter, compared with 8% of reportable accidents in the June quarter, and 18% in the March quarter."



Wage agreement reached at Blyvoor

Wage negotiations at Blyvoor were successfully concluded on 31 October. Agreement was reached in just over a month – "the speediest and smoothest negotiations at Blyvoor for some years," says Human Resources Manager Colin Goodwin. For the first time, as agreed during the 2005/2006 wage cycle, negotiations were conducted centrally, in one forum, between mine management, NUM, UASA and Solidarity.

The two-year wage deal involves increases of between 8% (surface) and 10% (underground) to

basic wages for most occupations. The earnings of rock drill operators have been aligned with prevailing rates in the mining industry.

As part of Blyvoor's skills retention drive, artisans will now receive an additional monthly allowance.

"We are proud finally to be in a position to compete with the rest of the market, and also to reward our employees for their loyalty and dedication. We are confident our employees will reward us in return with increased productivity," says Colin.

Joint presentation successful

On Friday 19 October, the Department of Minerals and Energy (DME) ordered the suspension of all mining operations at Blyvoor. This followed the tragic death on that day of miner Abram Phetwe in a work-related accident at No 5 Shaft.

"Section 54 of the Mine Health and Safety Act empowers the DME to order temporary mine closures following an accident," says Human Resources Manager Colin Goodwin. On 24 October, management and unions, acting as a team, presented Blyvoor's case for resuming operations to the Chief Inspector of Mines, who agreed that – subject to certain safety measures being implemented within an agreed timeframe – normal work could resume. "The union leaders who attended this presentation supported the plea for stopping operations to resume," says UASA Branch Chairman Kevin Wright.

"This shows that collective endeavour is more effective than one player acting alone," says Sheriff Madisha, NUM Branch Secretary. Gerald Ntilane, Solidarity representative and member of the health and safety structure, agrees: "Management and unions at Blyvoor work together in the interests of safety – problems can be discussed openly."

This spirit of partnership was maintained at the



Puisano e kopanetsweng ya ho etela Lefapha la Dirashwa le Matla ke baokamedi ba Blyvoor, mmoho le diyuniyone le mekgatlo ya basebetsi, e bontshitse katleho ya ho kgothatsa Lefapha la Dirashwa le Matla ho dumella Blyvoor ho qadisa hape ditshebetso ka mora ho kwalwa ho sa tswa etsahala ha karolo ya 54.

memorial service held on 25 October for Abram and loco driver Ncedile Loloni, who also died in an earlier mine accident on 12 October. "The atmosphere was supportive, as together we paid tribute to Ncedile and Abram and expressed our sympathy for their families," says Colin. "Although arising from tragic causes, I firmly believe the events of these few days helped to cement the co-operative approach that has developed at Blyvoor."

From STABILITY to GROWTH

That's the message for DRDGOLD SA from CEO Niel Pretorius.

"The South African operations have been through some tough times; a year ago, we set ourselves the target of returning to stability so as to position ourselves for flexibility and future growth, and, as our quarterly results show, we are well on track.

"I'm pleased to say that the corporate office has also, in some way, contributed to this achievement and demonstrated its commitment to a disciplined approach to spending by reducing group corporate costs (excluding Emperor's corporate costs) by 23% in 2007, compared with 2006. In addition, a further decrease of 26% in group corporate costs is expected in 2008.

"Going forward we need to elevate our strategic thinking to the next level. While we have

achieved some measure of stability, we will be guided by four key considerations as we take the business to optimal efficiency, and strive to become increasingly socially relevant: operational excellence; safety, especially those aspects related to human behaviour; building a dynamically diverse team; and career development, to ensure that everyone who has potential to develop has a solid career path.

"These four pillars reinforce each other: the right mix of talent and skills in the team will support operational excellence, and every one who is willing to give of their best efforts will find that their contribution is valued and their potential is developed."

Niel stresses that safety is key. "Each and every one of us must

take personal responsibility for safety: we will not compromise on this, and if anyone takes any action which could endanger themselves or a colleague, then that person has no place within DRDGOLD SA."

Looking ahead to the year-end, Niel adds a word of caution. "Last year, we had poor results in the Christmas quarter, as is common on South African mines. It's essential that we buck the industry trend: while we all look forward to a well-earned break with our families, we must still ensure that we contribute to productivity.

"This is the last issue of *Asikhulume* for the year, and I would like to finish by wishing all of you a safe, happy and peaceful Christmas and New Year."

Letters to the Editor

This is your newsletter and we want to hear from you. Letters or questions can be sent to your HR manager or faxed to Cathy Fazey at (011) 880-3788.

If you have a question you would like to put to Niel Pretorius, please send it to us. Niel will answer the most interesting question received every quarter.

DRDGOLDSA ▶

Highlights of this issue

- ▶ Good results from ERPM
- ▶ Crown nurtures talent
- ▶ Blyvoor's safety award
- ▶ Amanda Hoosen on *Survivor*



Dr Kgotso Ncholo with Prof Max Price, the Vice-Chancellor designate of the University of Cape Town, at the Aurum Rose Awards function on 19 October. Dr Ncholo was honoured by the Aurum Institute for Health Research for his contribution to the fight against HIV/Aids.

Leading the fight against HIV/Aids

On 19 October, Dr Kgotso Ncholo of the Caritas Care Home received the Aurum Rose Award, presented by Dr Gavin Churchyard, the Chief Executive of the Aurum Institute for Health Research, an independent medical institution recognised as a leader in the field of health research in developing countries.

Awards were presented to a number of institutions and individuals in recognition of their contribution to the fight against HIV and TB. Dr Ncholo's award was given to him in his personal capacity, in the words of his citation, "for setting a living example to colleagues and researchers throughout the country." The Caritas Care Home operates from premises donated by ERPM.

Blyvoor's achievement HONOUR

Blyvoor's outstanding safety performance in winning the Mine Health and Safety Council flag for excellent safety performance – reported in the March 2007 issue of *Asikhulume* – was recognised at the highest level on Thursday 4 October.

Special safety awards were presented to the 2006 flag recipients at the dinner held at Emperor's Palace in Kempton Park on the evening before the Mine Health and Safety Summit, which takes place every two years.

The awards were presented by Advocate Sandile Nogxina, Director-General at the Department of Minerals and Energy, on behalf of the Hon Ms Buyelwa Sonjica MP, Minister of Minerals and Energy.

Present on behalf of Blyvoor were DRDGOLD SA CEO Niel Pretorius and Chief Operating Officer Louis Lamsley, as well as Blyvoor's General Manager Collie Russouw, Production Manager (South) Jacques Kleynsmith, and Chief Safety Officer Willie Nelson.

The awards are given every two years for the greatest safety improvement over a three-year period. Blyvoor, winner in the deep and ultra-deep level gold and platinum mines category, achieved a reduction in fatalities from 16 to five in the period under review. The DME safety flag was hoisted over Blyvoor on 25 January to mark the award, and will fly over the mine for one year.

Accepting Blyvoor's award, Collie commented that the mine had proved that an old, deep-level gold mine could be a safe mine. "Blyvoor's first gold was poured in 1942. To date, Blyvoor has achieved a million fatality-free shifts on 16 occasions – this includes the achievement of two million fatality-free shifts during 2000.

"We believe this approach helped Blyvoor to win this award. I believe sincerely that we are all responsible for safety – each worker at the workplace, unions and

associations, and each and every manager in the company, including myself.

"I would like to salute our workforce for their diligence and constant focus in keeping Blyvoor a safe mine: without their efforts this achievement would not have been possible, and I am proud and honoured to represent them here tonight."

Collie concluded by acknowledging the positive role played by the DME in giving guidance, support and encouragement to the mining industry in developing a 'safety first' culture.

I-Blyvoor, kunye nabagqwesi beflegi yonyaka wama-2006 yeMpilo noKhuseleko eMgodini (Mine Health and Safety) yomsebenzi obalaseleyo wokhuseleko, inikelwe ibhaso elikhethekileyo lokhuseleko kwisidlo somsitho nge-4 Oktobha, ngokuhlwa okwandulela ingqungquthela ye-Mine Health and Safety Summit. UMphathi Jikelele uCollie Russouw wamkele ibhaso egameni leBlyvoor. Kwintetho yakhe, uncome ukuba i-Blyvoor ingqine ukuba umgodi omdala, onzulu unokuba ngumgodi okhuselekileyo, waze wabulela abantu baseBlyvoor ngokuzinikezela kwabo rhoqo kukhuseleko, wongeza ngokuthi uyazidla kwaye uwongiwe ngokubamela kumabhaso. Ukugqibezela, uCollie uncome indima ekhuthazayo edlalwa liSebe leZimbiwa naMandla (DME) ekuphuhliseni isiqhelo 'sokhuseleko kuqala' kwishishini lemigodi.

WELL DONE GUYS!

Knights Plant, Crown's operation east of Johannesburg, has achieved a remarkable turnaround, from a loss-making situation to a steady profit in less than a year.

Gold production improved by 23% (from 231.89kg to 285.11kg) between the third and fourth quarters of the past financial year and again by 11% to 317.5kg in the quarter ended 30 September.

Congratulating Knights Strategic Business Unit Manager Danny Hitge and his team, Crown General Manager Henry Gouws comments: "This fine achievement is attributable to a number of factors: the R2 million capital spent on improving the operation over the past year is bearing fruit; a more consistent feed of material into the plant, caused by improved availability of equipment, has contributed to improved efficiencies; and, most importantly, people's morale, commitment and belief in the company and themselves are increasing exponentially. Fewer problems to fix mean there is more time available to spend on training and development. Congratulations to all who have shown remarkable dedication and commitment during a difficult year."



Front left to right: Sibusiso Radebe (Plant Accountant), Sandile Lamani (Assistant Plant Superintendent), Danny Hitge (SBU Manager), Henry Gouws (General Manager, Crown), Josiah Tsisevehe (Plant Superintendent), Andries Hoffman (Senior Foreman). Back left to right: Fred Hefer (Reclamation Foreman), Louis van der Westhuizen (Fraser Alexander), Alan Lawton (Treatment Foreman), John Addinal (Electrical Foreman), Jacob Moeketsi (Mechanical Foreman), Marius Koch (Fraser Alexander), John Hlope (Milling Foreman), Johan Viviers (Boilermaker Foreman).



A proud moment for Blyvoor's representatives at the Mine Health and Safety Council dinner on 4 October. Left to right: Chief Safety Officer Willie Nelson, Chief Operating Officer (DRDGOLD SA) Louis Lamsley, General Manager Collie Russouw and Production Manager (South) Jacques Kleynsmith.

Bringing books to the community

The new Blyvoor Library was officially opened on Saturday, 29 September. Equipped with over 6 000 books as well as computer training facilities, the library is housed in a building donated by the mine and formerly used as Blyvoor's post office.

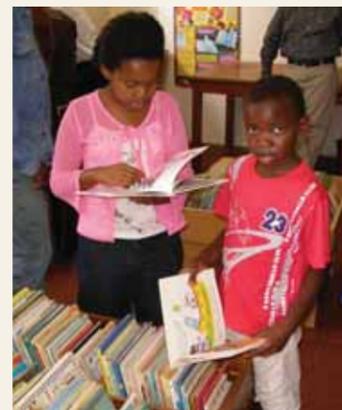
The project was the brainchild of Henson Nkayitshana, Blyvoor's NUM co-ordinator and Councillor of Merafong City Council's Ward 5.

"Henson saw the value of the project from a community perspective, and approached us," says Employee Relations Superintendent Paul Leenderts. "We put a project team together,

and negotiated with Merafong City Council who staff the library and supplied the books."

The library's primary target market is the wider Blyvoor community, particularly the residents of No 3 and No 5 Hostels, as part of the drive to market Blyvoor's Adult Basic Education and Training (ABET) drive.

Ilayibrari entsha yaseBlyvoor yavulwa ngokusesikweni ngoMgqibelo, wama-29 Septemba. Ixhotyiswe ngeencwadi ezingaphaya kwama-6 000 kwakunye namalungiselelo okuqeqeshwa ngekhompyutha, ilayibrari ibekeke kwisakhiwo esisisipho esenziwe yimayini esasifudula siyiposi ofisi yaseBlyvoor. Iprojeki yasungulwa nguHenson Nkayitshana, umququzeleli weBlyvoor National Union of Mineworkers (NUM) noCeba weMerafong City Council kwa-Ward 5.



Production increases at ERPM FEV shaft



Production Manager Schalk Lubbe and Shaft Engineer Kobus Swanepoel are proud of the team spirit achieved at ERPM's FEV Shaft.

ERPM's FEV shaft has experienced a turnaround in fortunes with impressive production performance recorded over the last five months. Says Kobus Swanepoel, Shaft Engineer at FEV: "in the past we averaged about 600/700 tonnes per day, but in the last five months our daily yield has increased to an average of 1 000 tonnes per day".

This is due in no small part, says Kobus, to the appointment of new Production Manager Schalk Lubbe.

"Previously we struggled to achieve our targets, but when Schalk arrived we felt a definite change of direction here on the mine," says Kobus. "He has helped create and maintain a notable team dynamic".

On the mining side, control measurements put in place include new daily blasting schedules, a daily reporting

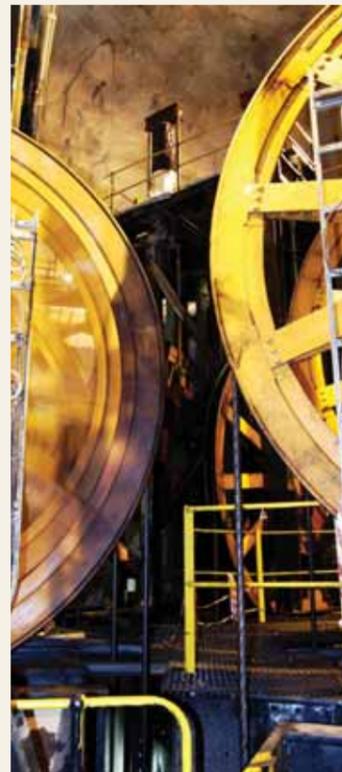
system for shift bosses and mine captains and additional focus on all critical areas.

On the engineering side, a combination of Schalk's vision and team work has helped bring people closer together.

"People are now taking responsibility for their own actions – which in itself is an integral part of the safety culture we are keen to promote here at FEV shaft, and across DRDGOLD SA as a whole," says Schalk.

Significant modifications at ERPM's ice plant have resulted in improvements in underground cooling at FEV shaft.

R20 million has been set aside for further infrastructural improvements, most notably the incline conveyor at FEV. This should further contribute towards the mine's achievement of its 1 500 tonnes per day target.



Crown nurtures talent

People are integral to Crown's drive to unlock future potential (see *Crown – beyond 2010* in *Asikhulume* Issue 5), and making sure that people get the skills and training they need to fulfil their potential is given high priority.

Willie Bernard, Promise Sigubudu, Katlego Thekiso and Colin Upton exemplify this approach. All work in the engineering discipline, although in different fields; Katlego and Promise joined the company recently, while Colin and Willie are 'old hands' at Crown.

Willie joined Crown in 1989, having previously worked at Highveld Steel in Witbank, and mentions the informal style at Crown as one of the things he enjoys. Having started as an instrument technician, he has risen through the ranks to General Engineering Supervisor (GES) level. "We identified him as a good prospect, and, after finishing his studies to National Diploma level, Willie will be ready to write the Government Certificate of Competency," says Senior Engineer Dean Lindecke.

Colin joined Durban Roodepoort Deep Mine (now closed) in 1987, moving to Crown in 1998. Originally qualified as an electrician, he recently qualified as an instrument technician after completing his training at the Rustenburg Platinum training centre.

Promise joined Crown as an Artisan Assistant in November 2006. "When we found out she had an electrical S4-level qualification, we brought her on board as a Junior Technician; she's living up to her name and showing great potential while studying for her National Higher Diploma in electrical engineering," says Electrical Foreman Hilton Olver, who is mentoring Promise.

Katlego also completed technikon studies to S4 level, through the Wits Technikon (now the University of Johannesburg). "I did my practical training at Crown, so was pleased to be able to join the company in May this year," he says. Mechanical engineering, he says, has been his passion since school days.

Four different people, with different skills and aspirations – but all are very much part of Crown's long-term plans.



Left to right: Senior Engineer Dean Lindecke, Junior Technician Promise Sigubudu, Student Engineer Willie Bernard, Student Engineer Katlego Thekiso, Instrument Technician Colin Upton, and Electrical Foreman Hilton Olver.



Mookamedi wa Shifti Martin Coertzen le sehlopha sa hae ba atlehile ntshetsopele ya ponahalo ya Shafte ya No 5 ya Blyvoor tlhahisong ya kgwedi ya Loetse – sehlopha se le seng sa baepi, tlasa moepi Vusi Makgota, se fihlelletse 17.2m ha ho bapiswa le 13 e neng e habilwe. Maqulwana a tsheletseng karolong ya Martin a epile dimitara tse sekwere tse 1 647 nakong ya kgwedi, ha ho bapiswa le dimitara tse sekwere tse 1 296.

MEET BLYVOOR'S ACHIEVERS

Shift boss Martin Coertzen and his team achieved the best face advance at Blyvoor's No 5 Shaft for the September production month – one crew, under miner Vusi Makgota, achieved 17.2m compared with a target of 13m. The six panels in Martin's section mined 1 647 square metres over the month, compared with a call of 1 296 square metres.

Martin attributes this success to good team spirit and careful

preparation. He believes firmly that good production and safety results go hand in hand.

"Martin takes a very professional approach," says Mine Overseer Morné van Tonder, "and that includes coaching his team. Vusi, for example, has worked his way up through the ranks in Martin's crew, and is scheduled to start training for a shift boss appointment over the next few months."

"I like the practical challenges that mining poses, and the variety: no two days are the same," says Martin, who celebrates 40 years' service at Blyvoor next year."

Martin has not decided his retirement date, but has no plans to leave Carletonville, where he and his wife Mickey own their home. In his spare time, Martin is a keen follower of cricket and rugby (born in Pretoria, he is an ardent Blue Bulls supporter), and enjoys gardening.

PRODUCTION – September quarter

All three DRDGOLD SA operations reported increased production in the September quarter:

Blyvoor
1 239kg, a 4% increase.

Crown
758kg, an 8% increase.

ERPM
776kg, a 28% increase.

People on the move

APPOINTMENTS

- Brian Mongoma was appointed Regional Occupational Hygienist on 1 October.
- ERPM Far East Vertical (FEV) Shaft extends a warm welcome to Christo Nelson, who has recently been appointed Chief Safety Officer at the FEV site. Look out for profiles of Brian and Christo in future issues of *Asikhulume*.

- Louis Lamsley, Chief Operating Officer (COO) of DRDGOLD SA, has announced he will be retiring at the end of the year. Louis, who was appointed to his current position in January 2006, has nearly 35 years' experience in the gold mining industry. "We are fortunate that Louis has agreed to stay on as a Consulting Engineer, senior mentor, and head of

DRDGOLD SA's property portfolio," says DRDGOLD SA CEO Niel Pretorius. "As COO, Louis has taken DRDGOLD SA through some difficult times: we are grateful to him and Lizette for their commitment and sacrifice, and wish them well in this new phase of their lives. We are also delighted that we will have the continued benefit of his experience and guidance in his new capacity."



Louis Lamsley acting as chef for the DRDGOLD SA team in this year's Kyalami Round Table Bed Race, an event held annually to raise money for charity.

Keeping DRDGOLD's wheels turning

Group Procurement Manager Kevin Hall is responsible for procurement across DRDGOLD SA. Based at Blyvoor, Kevin and his small team handle the purchase of all the capital equipment, consumable goods and services required to keep DRDGOLD SA's operations working efficiently.

Kevin grew up in Vanderbijlpark, and started his career with Metal Box. "I decided I didn't want to be a sales rep, and moved to the buying department, as procurement was then known, in Iscor, then South Africa's iron and steel producer and supplier."

In 1990, Kevin joined Hartebeesfontein Gold Mine, then part of Avgold, which later became part of DRDGOLD's North West Operations, now owned by Simmer & Jack. "Avgold's management didn't realise I'd been sold to North West Ops along with the mine," recalls Kevin with a smile.

"I got some panic-stricken calls from Lorraine Mine in the Free State, asking who was going to handle all their contracts – in the end I ran both jobs for six months!"

Kevin is positive about DRDGOLD SA. "It's a challenging environment, and you are

sometimes stretched to the utmost, but you keep on your toes. At least you're not kept in a pigeon-hole – there's opportunity to branch out and get involved."

Kevin and his wife Linda (who works for the Corporate office), and children Natalie (18) and Calvin (16) live in the Blyvoor village ("you can keep Jo'burg and its traffic").

In his spare time, Kevin's great interests include keeping German Shepherds and breeding parrots.



Kevin with Caesar, one of his fine German Shepherd dogs.

Dibana noKevin Hall

UMphathi waMalungiselelo eQela (Group Procurement) uKevin Hall unoxanduva lokubonelela amalungiselelo ayo yonke i-DRDGOLD SA. Ngokubekeka eBlyvoor, uKevin negqiza lakhe elincinci bajongene nokuthengwa kwazo zonke izixhobo zesiseko, iimpahla ezisebenzisekayo neenkonzo ezifunekayo ukugcina iinkqubo zikaDRDGOLD SA zisebenza ngokufanelekileyo.

UKevin unethemba malunga neDRDGOLD SA. "Yimekobume ecela umngeni, yaye ngamanye amaxesha ubambeka kangangoko, kodwa kufuneka uhlale uthe qwa. Okungenani awuginwanga enkontyolweni – akhona amathuba okuphuma nawokuthi ubandakanyeke."

UKevin nenkosikazi yakhe uLinda (osebenzela iofisi yeMbumba), nabantwana uNatalie (18) noCalvin (16) bahlala kumzi waseBlyvoor.

STOP PRESS

As Asikhulume went to press, we learned that Amanda had made it to the final four in the current Survivor series.

Outwit, outlast, outplay



Amanda Hoosen (centre) has proved her survival skills.

An unusual hobby

Stephanie Meyer, Assistant Risk Officer and Executive Secretary to Niel Pretorius, has an unusual hobby.

"My husband, Lourens, started restoring vintage tractors about four years ago: the process, which can take up to two years if you need to source parts from overseas, involves stripping down, sandblasting, repairing, panel-beating and respraying.

"He has restored two 1950s tractors to perfection – then, of course, you need a truck to get

the tractors to shows around the country.

"In February this year Lourens bought me my very own vintage tractor, a 1949 John Deere M, which was in a very good condition and did not require any restoring – I think to pique my interest, as he was spending so much time in the workshop!

"I do give my tractor a little dusting off every now and then – and proudly took it on show recently to the Willem Prinsloo Mampoor Festival, when I was the only woman in the parade!"



First corporate golf day held at Blyvoor



"Now what's the best angle for this shot?" Blyvoor General Manager Collyer Russouw weighs up his options.

Blyvoor's golf course, rated among the top hundred courses in the country (see the May 2007 issue of *Asikhulume*), was the scene of DRDGOLD SA's inaugural corporate golf day, held on 12 September. Plans are in place to make this a quarterly event, held at rotating venues. Some 13 four-ball teams competed in the Better Ball Stableford competition.

Golf Club Chairman Joseph Rammusa welcomed all present,

and wished the participants good luck. Human Resources Manager Colin Goodwin acted as master of ceremonies.

The Blyvoor team won the competition with Corporate and ERPM coming in second and third respectively.

The day concluded with a potjie competition, won by the Blyvoor Metallurgical Plant, whose entry was described as 'awesome' by all who tasted it.

These are the objectives of participants in *Survivor*, the popular reality TV show that has become a familiar feature in many countries worldwide. Amanda Hoosen (DRDGOLD Ltd's Manager, Internal Audit and Compliance) has demonstrated an impressive command of these skills in the series currently being shown in South Africa.

Amanda has studied and worked extensively in the United States, and it was there that she first became interested in taking part in *Survivor*. "You have to be a US citizen to enter, so, when the South African version came out, after I came back home, I just pounced on it."

Amanda has survived up to the key stage of the merger of the two tribes (Bajau and Iban in the current series). Before this point, as players are voted off, they leave the island: after the merger, some players who are voted off become part of the jury, and have a part to play in deciding the final winner.

Asked what is the most challenging aspect of the show, Amanda answers without hesitation: "The psychological aspects – obviously you must be reasonably physically fit, but it's not about bush survival skills, it's a social experiment about group dynamics that is intellectually challenging. In the earlier stages, the weakest players tend to get voted off: later on, strong players are perceived as the greater threats, so the trick is to position yourself somewhere in the middle."

And what was the most valuable lesson learned? "To appreciate the basics of life – especially bathrooms and clean clothes every day!"