

CASE STUDY: THE SUCCESS OF DIVERSITY MANAGEMENT PRACTICES AT BENGA MINE

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Research assignment presented in partial fulfilment
of the requirements for the degree of
Master of Business Administration
at Stellenbosch University



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Declaration

I, Louis Wicus Burger, declare that the entire body of work contained in this research assignment is my own, original work; that I am the sole author thereof (save to the extent explicitly otherwise stated), that reproduction and publication thereof by Stellenbosch University will not infringe any third party rights and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

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Abstract

Managing the diverse production and support teams on mining operations in Southern Africa is proving to be problematic and challenging. Many mines are facing strikes, “go-slows” and destructive conflict related to diversity issues. The objective of this case study was to evaluate the apparent successful diversity management practices employed at Benga Mine (an MCC Group mine) in Mozambique. The study aimed to determine the success of the tactics employed by the management team and whether successful tactics can be utilised at other mines operating within the MCC Group.

The case study evaluated seven practical diversity management tactics employed by the management of the mine as conceptual method. The seven tactics were verified through a literature review and an eighth “other” category was provided for additional tactics that the research may reveal.

The research revealed that the diversity management tactics at Benga Mine have some strengths and some weaknesses. The management team focused on translation of communication to the primary spoken languages on the mine. This enabled good communication flow, but further improvements can be made. Most employees identify with the Benga Mine and feel a sense of common purpose. The management team identified nutrition as a critical diversity management issue. This was an accurate observation as the research revealed that the availability and quality of food is of fundamental importance to them. Further improvement, such as catering for vegetarians, can be made to the food offerings.

Strong relationships exist on the mine and this is the area where the Benga Mine management team excel. Employees feel that issues on importance can be addressed through various communication platforms and that their concerns are being taken seriously. Employees believe that all groups have the opportunity to raise issues and that the management team evaluate their concerns with compassion and care. The sound communication system employed at Benga Mine builds relationships and promotes a culture where employees can engage with management.

The management of employment equity policies poses a significant challenge to the mine. The expats manage and pose the bulk of technical and operational expertise, resulting in significant risk to the sustainability of the business since the work permit quota system requires knowledge transfer to Mozambique citizens. Additionally, the work environment is not conducive to gender equality and female employees feel marginalised.

An organisational culture conducive to managing and valuing the contribution and presence of all groups has been created at the mine. Further improvement can be made by terminating tokens of

separations such as different uniforms for managers and operational employees. No significant new or additional diversity management factors were identified during the research.

Benga Mine's diversity management tactics are effective, but improvements can easily be achieved by focusing on the recommendations of this case study. The recommendations include improvements to translation of management instructions, clarification of employment equity obligations and a higher degree of sensitivity to the needs of female employees.

Key words

Communication

Diversity management

Employment equity

Gender

Mines

Nutrition

Relationships

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List of acronyms and abbreviations

AMCU	Association of Mineworkers and Construction Union
AMWU	African Mine Workers Union
BBBEE	broad based black economic empowerment
BEE	black economic empowerment
COSATU	Congress of South African Trade Unions
EI	emotional intelligence
EXCO	executive committee
HR	human resources
IR	industrial relations
JSE	Johannesburg Stock Exchange
MBA	Master of Business Administration
NUM	National Union of Mineworkers
SHE	safety, health and environment
SOP	standard operating procedure
USB	University of Stellenbosch Business School

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

On 16 August 2012, 44 striking mineworkers of Lonmin plc, company listed on the London Stock Exchange, were killed at Marikana Mine during a series of violent incidents between the workers and the South African Police Service. Another 78 were injured and 270 people who gathered in the area were arrested (Cohen, 2013). This tragic event highlighted the continuous tension between employees and employers in the South African mining industry, as it was one of many violent protests at mines in the country.

Despite the fact that a number of trade unions are well established in the mining industry to enable employees to collectively engage with their employers, unrest in the mining sector has plagued the South African mining industry for a number of years. One of the first recorded strikes of South African mining workers took place from 12 to 16 August 1946. This African Mine Workers Union (AMWU) strike resulted in 1 248 wounded workers and nine deceased miners (Pyo, 2012).

The mining industry in other Southern African countries such as Mozambique, Namibia and Zambia suffers under the same threat. The largest mining company in Namibia, NAMDEB Diamond Corporation (Pty) Ltd, suffered substantial production and financial loss during a two week strike in 2012.

Many of the statements made by aggrieved parties during these interactions contain allegations of racism, favouritism and unfair treatment of certain groups (Cohen, 2013). The diversity of the mining industry is presenting leaders with a growing management challenge. Most mining operations are struggling to maintain employee relations in the diverse demographics of Southern Africa (Polgreen, 2012). The need for increased stability in the South African mining sector is similarly evident. According to Sonn (1996), "Now that political liberation is becoming a reality in South Africa, the need for psychological, economical, social and cultural liberation is becoming more evident".

The management team of Eqstra Limitada at Benga Mine in the Tete province of Mozambique implemented a number of initiatives to address and recognise the diversity of their employees. This mine exceeded their production targets and was the best performing operation for the Mining and Plant Hire Division of the EQSTRA Holdings Group (EQSTRA Holdings Limited, 2013). The executive team believes that the diversity management initiatives may be a contributing factor to these successes.

This case study explored the success of current diversity management practices at Benga Mine and the effect and acceptance of these practices by employees. The sustainability and suitability of implementing similar practices in other Southern African mines were explored.

1.2 BACKGROUND

1.2.1 EQSTRA Holdings Limited

EQSTRA Holdings is a Johannesburg Stock Exchange (JSE) listed company since its unbundling from Imperial Holdings Limited in 2008. The group consists of three divisions, which are managed as stand-alone business units. The group is financially geared with high levels of debt in line with the annuity-type income through revenue generating assets. The three divisions of EQSTRA Holdings are:

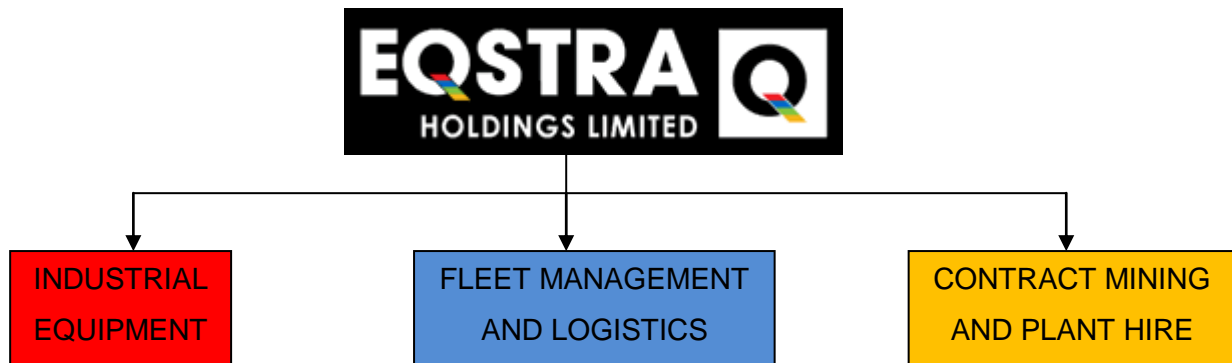


Figure 1.1: EQSTRA Holdings divisional structure

Source: EQSTRA Holdings Limited, 2013.

The group operates in 12 countries across Africa and Europe. The three complementary divisions provide a group revenue of approximately R 9 billion and an operating profit of approximately R1 billion (EQSTRA Holdings Limited 2013).

1.2.2 Contract Mining and Plant Rental Division

The Contract Mining and Plant Hire Division of EQSTRA Holdings Limited operates and trades as The MCC Group. The MCC Group operates nine mining ventures throughout Southern Africa. The mining operations are based on a contractual volumetric agreement to move material for the licence holder of the mine. MCC provides a contract mining service by removing topsoil and waste material and/ or extracting the product-bearing reef from the pit to the treatment plant. These operations are all opencast mines.

1.2.3 Benga Mine

The Benga Mine is located to the east of the Revubue River and Zambezi River junction in the rural Moatize district of the Tete province in Mozambique (Figure 1.2). The closest town is Tete, which has benefited significantly from increased foreign investment as a direct result of the increased mining activities. This is visibly evident through the increased number of restaurants, hotels and Western services provided as well as the improvement in the Tete airport.



Figure 1.2: Map of Tete province in Mozambique

Source: Madbookings.com, 2013.

The Benga coal mine in Mozambique is a metallurgical coal mine being developed by Rio Tinto Coal Mozambique (65%) with Tata Steel as a 35 percent joint venture partner. The Benga coal mine was officially opened in May 2012, with the first coal exported in June 2012 (www.riotinto.com). The Moatize coal basin has been highlighted as the world's next major coal basin and until recently has remained relatively unexploited.

The MCC group was awarded the contract to provide contract mining services at the Benga Mine in April 2010. The contract covers open pit mining and associated services required for the initial Stage 1 development of the project. This entails initial production of 5,3-million tons a year to produce about 1,7-million tons a year of high-quality hard coking coal and 0,3-million tons a year of export thermal coal.

Current contracted monthly volumes amount to 2 100 000m³ representing the MCC Group's largest current mining contract (Figure 1.3). Since inception, Benga Mine has been delivering financial and operation results significantly above initial expectations, largely due to focused operational activities.



Figure 1.3: Main pit of Benga Mine

Source: Author, 2013.

The MCC Group was granted specific dispensation from the Mozambican government by way of an investment protection programme which, as compensation for a specific value of investment, allows the MCC Group to employ a significant number of expatriate foreign employees for a certain set period of time in order to allow for accelerated skills development of the local Mozambican employees as well as a workforce capable of delivering on the contractual

requirements. Since inception, the MCC Group has employed Indonesian, Thai, Zimbabwean and local Mozambican operators as well as a number of South African and British management and administrative employees.

1.3 PROBLEM STATEMENT

Diversity tension in Southern African mining operations remains high. Research is required to evaluate current practices that are believed to be successful and evaluate the feasibility of implementing similar practices at other mines. The management teams of different mines often have different ideas on how to manage diversity and a successful diversity management programme may assist to provide guidance to the industry. Operations are struggling to manage underlying tension present due to conflicting diversity issues.

The group's Benga Mine in the Tete province of Mozambique appears to be in stark contrast to the rest of the mines. The management team appears to have implemented a number of measures to cater for and enhance the interpersonal relationships on the mine. In addition, the management believes that these measures enhance teamwork and create a sense of unity within the diverse workforce. Significantly, the Benga Mine has a very diverse workforce with employees originating from various parts of the world with different cultures and beliefs.

What are the key success factors that enable effective diversity management at mining operations? The MCC Benga Mine is situated in the remote Tete province of Mozambique and living conditions for the workforce are less than ideal. Attracting and retaining skills to this area were identified as a major risk to the project. The management team implemented initiatives to enhance the living quality and integrate the diverse workforce. The team believes these initiatives were successful and create a more productive and cohesive operating environment.

1.4 RESEARCH OBJECTIVES

The primary objective of this research was to evaluate the diversity management practices at Benga Mine in terms of their contribution to the operational successes of the mine. The secondary objective was to determine whether these practices can be implemented at other mines in Southern Africa and recommend implementation methodologies to such mines.

1.5 IMPORTANCE AND BENEFITS OF THE STUDY

Positively engaged employees with skills appropriate to the industry are seen as salient success factors for organisations (Collins, 2001). Successful diversity management offers a business advantage by engaging all employees of a mine. Are these diversity management practices at

Benga Mine successful and do they contribute to the productivity of the mine? Are these diversity management practices unique to Benga Mine or can they be utilised at other mines in Southern Africa?

Diversity management offers a number of benefits to an organisation. These include the formulation of effective, collaborative teams that are able to derive innovative solutions to complex problems due to the diverse nature of the group and therefore the diverse nature of the group's thinking process (Agocs & Burr, 1996). Additionally, effective diversity management has the potential to offer a number of additional benefits to the organisation which may include the following, listed in Figure 1.4 (Erlbeck, 2009):

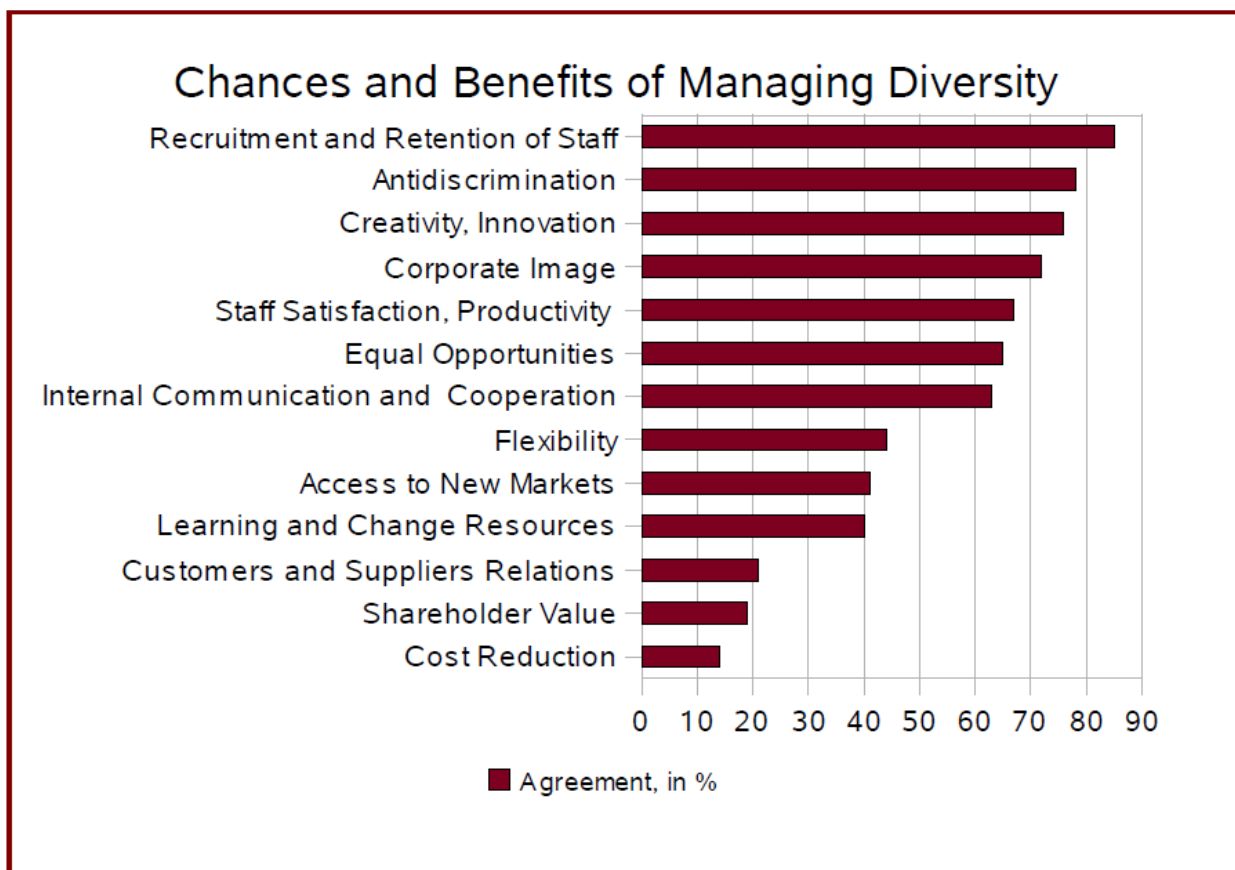


Figure 1.4: Benefits of managing diversity

Source: Erlbeck, 2009.

1.6 CHAPTER OUTLINE

The structure of the research report is as follows:

Chapter 2 contains the literature review of publications with relevance to the topic of diversity management and related challenges to the mining sector in Southern Africa.

Chapter 3 outlines the specific methodology employed for the study.

Chapter 4 provides a discussion of the findings in relation to previous research.

Chapter 5 gives a summary of the findings, a conclusion, as well as limitations of this study. It also offers some recommendations for future research.

1.7 SUMMARY

The inability to effectively manage diversity in the mining industry is widely recognised as a contributing factor to the violent and disruptive relationship between employees and employers in Southern Africa. Strikes and “go-slow” actions by mineworkers continue to result in massive financial losses to the shareholders, employees and governments of the countries within which the mines are located.

Benga Mine’s apparent success could provide insights into possible diversity management strategies for mine management teams to pursue. This study focused on determining whether the Benga Mine diversity management strategies are as effective as the management team believes them to be and if so, whether similar strategies can be employed at other mines in Southern Africa.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The inequality in South Africa is identified as one of the key driving forces behind the violence and striking mentality of the mining workforce. The social and economic differentiation between employer and employee is acting as catalyst to drive the conflict, violence and instability in the sector (Polgreen, 2012).

Cox (2001) defined diversity as follows: "Diversity is the variation of social and cultural identities among people existing together in a defined employment or market setting". Cox also elaborated on the meaning of diversity management as the process of implementing behaviours, work practices and policies that respond to the effects of diversity within a defined employment or market segment.

Mining companies in Southern Africa are acutely aware of the challenges that the diverse workforce poses in the region. Leading organisations put substantial effort into managing these challenges. Most mining companies have human resources (HR) departments that focus full time on industrial relations and conflict resolution. A large portion of the conflicts within these companies originates from a lack of understating of diversity issues and tension due to perceived unfairness of implementation (Bleijenbergh, Peters & Poutsma, 2010).

The interaction between values, race, gender and the way these factors influence the working environment is often underappreciated (Becker, 2009).

The literature review consists of a review of diversity challenges not only in Southern Africa, but also globally. Diversity management methodologies and the challenges experienced to implement such methodologies are the primary focus areas of the literature review. Additionally, the current challenges in the South African mining industry were evaluated.

2.2 DIVERSITY AND TEAM PERFORMANCE

The performance of diverse work groups can be negatively affected due to communication barriers and increased conflict among workers (Cox, 2001). Additionally, Cox stated that diverse groups may be less effective due to low social attraction which may lead to lower levels of commitment to the group. He further stated that "well-managed diversity can add value to an organisation by (1) improving problem solving, (2) increasing creativity and innovation, (3) increasing organisational

flexibility, (4) improving the quality of personnel through better recruitment and retention, and (5) improving marketing strategies, especially for organisations that sell products or services to end users”.

The importance of diversity management manifests itself in the outcomes achieved by the operational teams. Measuring the effectiveness of different diversity management methodologies is complicated by a variety of factors that affect the operational outcomes of organisations and studies find it hard to compare (Bleijenbergh *et al.*, 2010). The authors identified three main theories that cover the relationship between diversity and team performance:

- i) Social identity theory;
- ii) Similarity-attraction theory;
- iii) Information-processing and decision-making theories.

The social identify theory is based on individuals’ tendency to compare themselves with other members within a group and a desire to belong to or leave a group (Festinger, 1955). The second theory relates to individuals who perceive themselves to be similar to other group members. This results in a trust relationship and fosters mutual agreement and collaboration between the members of the group perceived to be similar and leads to less effective functioning of the team as a whole (Barak, 2000). The third theory deals with the positive aspects of diversity and highlights the benefit of information exchange and collaborative thinking. The authors suggested that members of diverse groups have access to a greater variety of information and knowledge and can therefore generate more diverse and creative ideas than homogenous groups (Bleijenbergh *et al.*, 2010). Effective diversity management and the formation of diverse collaborative teams can therefore be seen as a business imperative and comparative advantage to organisations that successfully implement such programmes (Agocs & Burr, 1996).

2.3 ETHNIC IDENTITY AND CULTURAL GROUPS

Since the division of the African continent by European rulers, the informal political systems of Africa were replaced by ideologies enforced by colonial rulers (Parboteeah, Seriki & Hoegl, 2013). Parboteeah *et al.* (2013) stated that Sub-Saharan African societies were particularly diverse with more than 800 ethnic groups and over 100 languages. The colonial era added additional segregation by enforcement of European languages, religions and beliefs. After the independence of many African states, specific ethnic groups represented the majority within the newly formed governments. Only members of certain ethnic groups benefitted from the success and resources of the nation and leading organisations.

Individuals and groups who identify with a perceived common heritage and historical experience form the building blocks of an ethnic identity (Sonn, 1996). Ethical minorities in South Africa did not have a significant say in organisational decision making until the fall of apartheid in 1994 (Ghosh, 2001). White males still represent a significant portion of the management of organisations in the country and the transition to a more diverse and representative leadership of the country's organisations has not been without hostility and friction. Two major programmes were launched to address the inequalities in South Africa: land reform and black economic empowerment (Simkins, 2011). The 2003 Broad Based Economic Empowerment Act set a scorecard for companies to measure their status with regard to black economic empowerment (BEE). According to Simkins (2011), the primary aim was to achieve wider black participation in the private sector and that this system constitutes a regulatory framework for the government to enable a transition towards improved ethnic equality.

The importance of recognising culture in the workplace is highlighted by various organisations in Africa. Companies in Mozambique are challenged by the complexity of integrating local cultural needs with expatriate needs (Sartorius, Merino & Carmichael, 2011). Additionally, expatriates are required to transfer skills and knowledge to Mozambiquens. This requires commitment to local beneficiation and thus is a leadership and management imperative.

2.4 GENDER

The mining industry remains dominated by males, both in management and total workforce demographics. Literature (Shortland, 2009) suggests the key explanations for the continued limited representation of females in expatriate roles can be grouped into women's choices, characteristics as assignees, social and societal norms and institutional aspects, as all shown in Figure 2.1. These factors may provide some insight into the challenges experienced by mine managers to attract and retain female employees in remote mining locations in Africa.

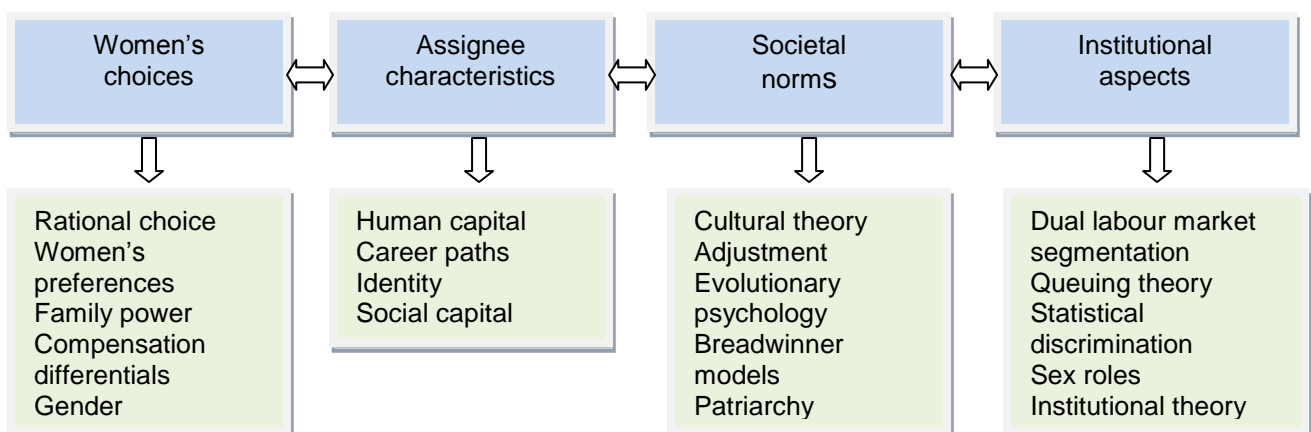


Figure 2.1: Theoretical explanations of women's participation as expatriates

Source: Shortland, 2009.

Women's choices refer to the desire to balance professional and personal outcomes. Lifestyle choices, the balance of career priority, the difference in compensation levels within a family and gender stereotyping are factors considered by women with regard to career decisions. Shortland (2009) argued that men's career growth is more linear than women's. Social networking also aids career advancement of men to a greater degree than women. Collective decision making is often based on prior successes, which form a barrier to entry for females in male dominated industries. Coupled with societal norms and prejudice in societies where men oppress women to preserve male solidarity, women are unlikely to strengthen their presence in the working environment. Institutional aspects include horizontal segregation within male dominant disciplines such as engineering. Institutions continue to view mining and engineering as male industries in accordance with the sex role theory (Haywood & Mac an Ghail, 2003).

2.5 RACIAL FACTORS

Well-informed originations will realise and appreciate the strength that differences in employees bring to the company (Roux, 2008). The value lies in the collective creative synergy and enhanced creativity of a diverse team with common objectives versus a team of similar background.

The most widely used form of diversity management in multi-cultural environments is the promotion of colour-blindness (Apfelbaum, Pauker, Sommers & Ambady, 2009). The methodology entails the downplay of the relevance of physical differences and emerges broadly as an ideology for promoting inclusiveness and tolerance. Apfelbaum *et al.* (2009) argued that well-intentioned efforts to promote egalitarianism through colour-blindness may have the opposite effect and can result in explicit forms of racial discrimination masked in a seemingly tangible progress toward equality.

Racism leads to a message that one group is "less than" another which in turn can result in internalised oppression (Sonn, 1996). Sonn (1996) stated that "Internalized oppression – the unhealed mistreatment and negative messages about a person's group over time – must also be attended to and unlearned". According to Sonn (1996), internalised racism can have psychological implications of accepting the notions of European superiority.

2.6 RELIGION

Religion is an important aspect of diversity and employees are becoming more insistent that their employers accommodate their beliefs (Ettorre, 1996). In America, religious convictions often result in legal actions between employees and employers. The legal processes tend to be long and laws covering the area of religion are unclear in many aspects (Malone, Hartman & Payne, 1998). This results in continued litigation. These authors stated that reasonable accommodation for religious beliefs is required. Theimann (1996) argued that religion should be managed in the same way as

any other interest employees bring to work, that its importance should remain similar to other interests and that company policies must remain consistent (Theimann, 1996). Employers should make reasonable arrangements to accommodate workers' beliefs, practices and observations. The merits of religious requests require consideration on a case-by-case basis, but modern leaders are required to regard religious expression to be inclusionary (Ettorre, 1996). Atkinson (2004) supported religious sensitivity and advised leaders to train supervisors and managers to respond appropriately to requests for religious accommodation.

2.7 EMPLOYEE INTERACTION

2.7.1 Unions in the South African mining context

The National Union of Mineworkers (NUM) has been the representative forum for black mine workers in South Africa. They have operated under the auspices of the Congress of South African Trade Unions (COSATU). A new union called Association of Mineworkers and Construction Union (AMCU) was formed by disaffected NUM members and quickly gained popularity (Sorensen, 2012). The trade unions offer an interface forum for employers and employees to engage in dialogue and collaborate to achieving mutual benefit (Attley, 1987).

2.7.2 Union management strategies

Organisational success is a prerequisite for beneficitation at all levels and corporate and union leaders are often surprised how much they have in common (Sandelands, 1994). According to Sandelands, seven steps to improving the relationship between unions and corporate management teams are:

- i) Define the best possible union-management relationship;
- ii) Address the current relationship;
- iii) Identify the barriers to moving towards the best possible relationship;
- iv) Identify each party's interests and unilateral actions for improvement;
- v) Identify joint interests and actions for improvement;
- vi) Establish strategies, structures and plans for improvement and communication;
- vii) Review accomplishments, the current relationship and the description of the desired relationship.

2.7.3 Employee engagement in Mozambique

Human resource management in Africa is complicated by the diverse nature of the workforces. In Mozambique the local cultural dimensions, coupled with the expatriate workforce complexities, result in a challenging leadership environment (Sartorius *et al.*, 2011).

2.8 DIVERSITY MANAGEMENT

Organisations are becoming increasingly aware that diversity has the potential to become a competitive advantage by enhancing corporate image, improving performance, attracting and retaining talent and enabling creativity (Bleijenbergh *et al.*, 2010). The authors defined diversity management as “diversity management can be viewed to a successor of the traditional affirmative action or equal opportunities programmes used in some countries, focusing on specific social groups defined by gender, race and age, rather than on individuals”. This narrow definition of diversity primarily focuses on recruitment regulations and procedures of organisations. In contrast, using a broader definition, diversity management is a more inclusive approach towards attracting new personnel, proposing a broader understanding of individual differences that also include factors such as sexual orientation, skills and experience. Management teams encounter principal and practical problems during the implementation of diversity management programmes. In a diverse working environment, managers are increasingly called upon to act as facilitators in resolving conflict, promoting participation and developing relationships that promote the collective achievement of objectives (Hur & Strickland, 2012).

Cox (2001) suggested the following model for organisational change for work on diversity:

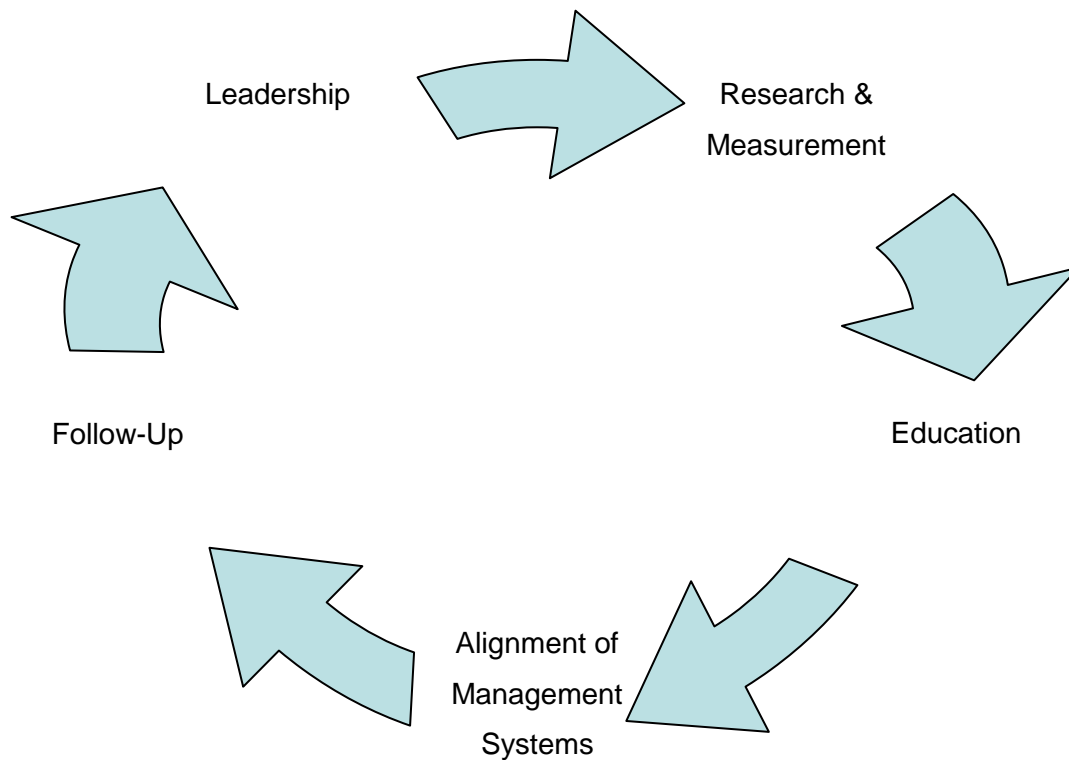


Figure 2.2: Change model for work on diversity

Source: Cox, 2001.

According to the Cox model, leadership sets the direction for change through a vision; research and measurement establish a baseline from which to work; and education develops the in-house capability to activate the learning process. Alignment of management systems refers to the HR systems required to enable the change process and follow-up actions that ensure accountability for results from the diversity management process (Cox, 2001).

Effective diversity management programmes respond to changing demographics in the workplace and make employees and managers more aware of the assumptions about others and the dangers of stereotyping and this improves their empathy and communication skills within a diverse work group (Agocs & Burr, 1996). Management teams that effectively implement such programmes do not necessarily address issues of inequality in the organisation, but can address some aspects of organisational culture and numerical representation of designated groups.

2.9 SUMMARY

The management of diversity requires emotional intelligence (EI) (Kamp, 2009). The management teams of mines must employ EI to the diversity management tactics at their operations in order to master the interactions between different groups in a more effective and productive manner. Leadership fundamentally requires a focus on the positive aspects of the people in the teams (The Arbinger Institute, 2010). Sensitivity and awareness of the diverse nature of the teams that

managers lead, will enable the managers to collate and direct the efforts of the organisation. Barak (2000) argued that diversity management is a business imperative that influences workers' job satisfaction, commitment and quality of services provided, as well as their health and social functioning.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The research followed an exploratory case study methodology with phenomenological assumptions and a qualitative approach. This methodology is used to launch an empirical investigation into a phenomenon within a real life context using multiple evidence sources (Robson, 2002).

The Benga Mine diversity management programme was evaluated on a case study basis. This involved studying an object or case using multiple sources of evidence. During this research, multiple personal sources were utilised to evaluate the diversity management practices at Benga Mine and their perceived and actual successes. The case study method offers an opportunity to investigate the interaction of multiple variables on a single variable, which was diversity in this case. The research aimed to understand the influences of management's diversity initiatives on the employees' behaviour and experiences.

The research also aimed to understand the effects and successes or lack thereof of diversity initiatives at Benga Mine and build theory for the implementation of such initiatives elsewhere.

3.2 POPULATION AND SAMPLE

The research population included all employees in the mining industry in Southern Africa. Diversity management is a fundamental management and leadership imperative to the mining industry in the region.

This research focused on diversity management at Benga Mine. The mine has a total workforce of 748 people. The sample size used for data collection was 15 employees for the focus group, and ten employees for the detailed interviews.

3.3 DATA COLLECTION

In conducting the research, three data sources were utilised. This enabled triangulation of the data in order to evaluate the findings effectively. The first source of data consisted of the documentary analysis. Both primary and secondary literature sources were utilised during the review. This included various journals, company reports, books, articles and company policies and procedures.

The second source of data was obtained from individual interviews with employees of the MCC Group of Companies. This included employees of Benga Mine and employees elsewhere in the group.

The third data source consisted of small groups of employees at Benga Mine. These small group interactions enabled collective thinking of salient issues of diversity management at the mine.

3.3.1 Documentary analysis

Documentary analysis consisted of internal and external sources. Internal sources were obtained from various EQSTRA Holdings and MCC reports, minutes, publications and brochures. External documentary analysis included journals, books, information from the internet, social media, newspapers and magazine articles.

Documentary information deemed relevant to the topic of diversity management in a mining environment formed the basis of the conceptual framework developed for the research. The factors identified by authors of the above-mentioned publications were used as a departure point against which the outcomes of the focus group and interview section of the research were evaluated.

Secondary documentary analysis of primary internal documentation enabled the researcher to evaluate the conceptual framework on a case study basis. This included company policies and procedures guiding corporate behaviour relevant to the factors identified within the conceptual method.

3.3.2 Focus group

A focus group utilises a number of participants in an open interview forum that enables the researcher to obtain data through the opinions expressed by the attendees. This method of data collection is becoming increasingly popular in culturally and linguistically diverse populations (Halcomb, Gholizadeh, DiGiacomo, Phillips & Davidson, 2006).

In order to ensure diversity in the selected focus group participants, the Communications Manager of MCC assisted. She invited and facilitated a diverse group of employees of Benga Mine for the session. The majority of focus group participants were Portuguese speaking. A translator assisted with the proceedings and all Portuguese notes from the focus group were translated into English after the session.

At the start of the meeting, the facilitator requested permission from the participants to document the comments made and the opinions expressed. Additionally, permission was obtained to publish

the data in this report. An attendance register was circulated to verify each participant's name, nationality, job title, gender and home language.

The Benga Mine Human Resource Manager started the meeting by introducing the researcher and explaining the objectives of the research. Of key importance was to clarify that the research would not necessarily address the issues to be discussed, but was rather to obtain a better understanding of the success or failure of practical diversity management factors at the mine.

The researcher thanked all participants and discussed the relevant safety factors for the venue of the meeting as well as the rules of the proceedings. The rules included no mobile phone interruptions, no personal attacks and voluntary participation. Participants were encouraged to "check-in" by conducting a brief introduction of themselves and explaining their role in the business, spoken languages and their nationality.



Figure 3.1: Focus group of Benga Mine

Source: Author, 2013.

The main objective of the focus group consisted of a brainstorming session. Sticky-notes and pens were provided to each participant and they were requested to list diversity management practices that are successful or not. Additionally, participants were encouraged to list any diversity

management initiatives they may want to suggest to the management of the mine. Positive and negative issues were called for. Some participants were unable to think of diversity management initiatives. The facilitator assisted the thought process by providing a detailed explanation of diversity and two examples of current diversity management practices at the mine. A few key concepts were provided to prompt more responses.

Some of the issues raised were clarified to better understand the aspect. During the clarification session additional issues emerged which were also documented by the facilitator. Responses were received in various languages and interpreted during the session in the case of verbal feedback and after the session in the case of written feedback.

When responses and comments from the group diminished, an opportunity was given to each participant to share their thoughts and experience of the focus group. The participants experienced the focus group positively and some expressed their gratitude for being able to share their opinion.

The data collected during the focus group session was arranged in terms of communality of themes. The main aspects that were raised could be recorded and documented per theme. The focus group results will be shared with the MCC Communications Manager.

3.3.3 Focus group diversity

The focus group was conducted on 15 October 2013 in the Benga Mine Conference Room in the Tete province of Mozambique. The participants varied in terms of nationality, job type, gender and language. Table 4.1 below indicates the diversity of the focus group.

Table 4.1: Focus group participants' characteristics

Nationality	
South African	1
Portuguese	1
Mozambiquen	11
Indonesian	2
Thai	1
Gender	
Male	13
Female	3
Job type	
Executive	1
Management	2
Technical	2
Operational	11

3.3.4 Interviews

Semi-structured in-depth interviews were conducted to explore diversity management issues. Interviews were conducted with an open-ended approach in order to facilitate an understanding of how the interviewees construct reality and their perspective of diversity management. The interview processes generated data for more detailed analysis of the research topic. In order to evaluate and understand the risks of researcher bias and preconceptions, the description adequacy method (Lowes & Prowse, 2001) was used to guide the interview process.

The interview participants were diverse. They consisted of executive managers, senior managers, middle managers, technical and operational staff. Participants from all age groups and generations were selected and their cultural, ethnical and racial demographics were diverse. Telephonic interviews naturally followed a semi-structured approach (Cachia & Millward, 2011) and this was combined with personal interviews to gather qualitative data for the research.

Interviews were conducted over an extended time period starting in August 2013 up to November 2013. During this period, mining operations were stable and no major changing in management or management philosophy occurred.

3.3.5 Interview diversity

Interviews were conducted in a semi-structured format, both telephonically and personally. The individuals interviewed were all current employees of Benga Mine from various cultural backgrounds, gender and organisational levels. Interpreters were used to collect data from non-English speaking interviewees.

Table 4.2: Interview participants' characteristics

Nationality	
South African	3
Portuguese	1
Mozambiquen	6
Indonesian	1
Thai	1
Gender	
Male	10
Female	2
Job type	
Executive	2
Management	2
Technical	2
Operational	6

3.4 EVALUATION METHODOLOGY

The research methodology enabled the researcher to formulate a conceptual framework based on the literature review. The focus group, interview data and additional documentary analysis provided triangulation of information in order to evaluate the accuracy and applicability of the conceptual framework.

3.5 CONCEPTUAL METHOD

The key focus areas to manage diversity in the workplace identified as the study's theoretical framework were based on work performed by various authors. The contextual framework included the following, as illustrated in Figure 3.2:

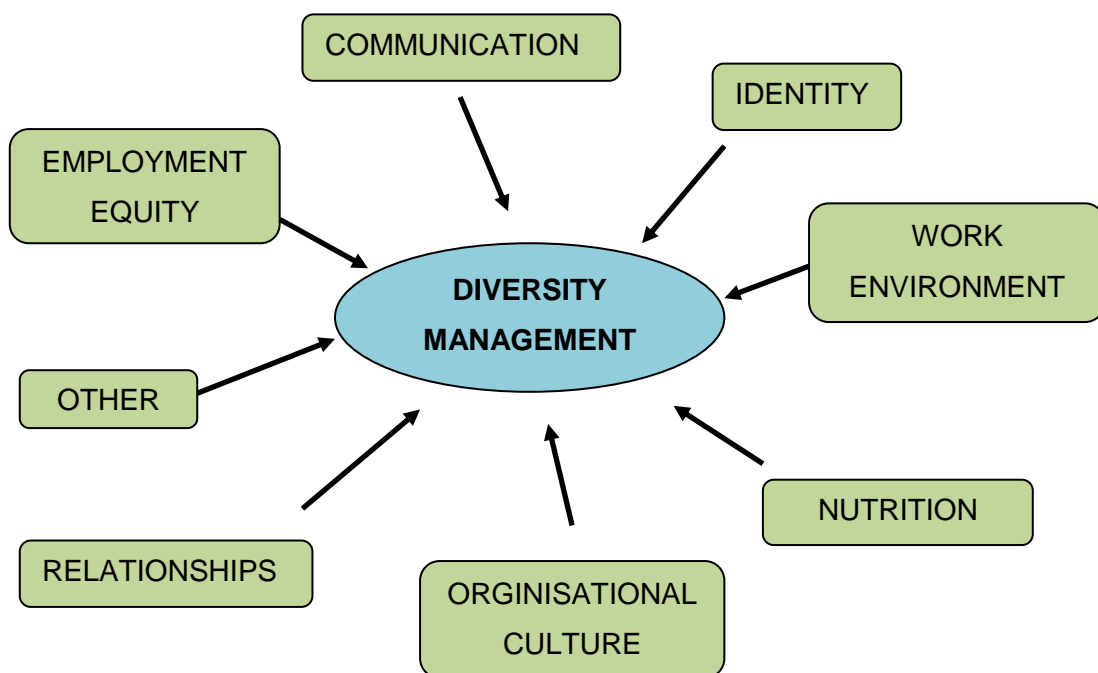


Figure 3.2: Conceptual framework for diversity management

Source: Author, 2013.

3.6.1 Employment equity

Employment equity responds to the enduring realities of diversity and inequality not only in Africa, but also across the world. In many African countries, employment equity is not only a legal prerogative, but a corporate diversity management strategy as well. Personnel appointments and promotions are influenced by employment equity considerations. Employment equity processes

aim to prevent and remedy discrimination of the past and improve representation and distribution of designated groups within the organisation (Agocs & Burr, 1996).

This process often leads to frustration and resentment due to the classification of designated groups and the perceived unfairness of the processes involved. In the opinion of the author, competent individuals may be neglected or unsuccessful in career aspirations due to preference being given to designated groups. The employment equity process is a necessity not only for legal compliance, but also to rectify the imbalances of the past of countries such as South Africa where a large portion of the current working generation suffered under the apartheid regime. Employers have an obligation to support government to rectify the injustices of the past and give preference to prospective employees from designated groups. The administration and sustainability of this process, presents a significant leadership challenge.

Additionally, the communities within which mines operate have an expectation that labour should be sourced from within those communities, despite the reality that the skills and capabilities required to operate the mine are often lacking.

3.6.2 Communication

Similar to other leadership and managerial challenges, diversity management is dependent on robust communication strategies and tactics. Muir (1996) argued that the communication effort leads the development base to contextualise the company's operating environment, nature of interpersonal and social dynamics and ultimately conveys the ideas and significance of valuing diversity throughout the business.

3.6.3 Identity

The diversity climate of an organisation is a measure of its openness towards and appreciation of diversity (Hofhuis, Van der Zee & Otten, 2011). Hofhuis *et al.* (2011) stated: "We propose that diversity climate will particularly affect the cultural identity of majority members, and the organisational identity of minority employees. Ultimately, diversity climate may be related to the emergence of dual identity patterns for both groups".

3.6.4 Work environment

The work environment presents diversity challenges. These include the logistical issues such as provision for male and female ablution facilities. Historically, mines often had no ablution facilities. With the inclusion of female employees, the lack of ablution became problematic.

The workforce in Africa is often not mobile to the extent that employees in other parts of the world are. Transport and logistics offer a substantial challenge to a large portion of the workforce at mines in African countries. The management of transport and particularly the use of migrant workers pose a significant challenge to the management teams of mines. This challenge is not unique to the mining industry. Other industries, such as restaurant chains in the United States of America, have concluded that employee transportation is a necessity to sustained customer satisfaction (Weinstein, 1989).

Robbins, Judge, Odendaal and Roodt (2009) stated that “effective diversity programmes go well beyond merely hiring a diverse workforce. They also include managing work-life conflicts and providing diversity training” (Robbins *et al.*, 2009).

3.6.5 Nutrition

Poor nutrition and hunger remain a significant challenge in Africa. Mining often takes place in remote parts of the continent and often in areas plagued by poor living standards, hunger and disease. Employers often provide basic feeding, not only for humanitarian reasons, but also to ensure employees are productive and well-nourished at work. This prevents fatigue and enhances productivity as recognised by corporations across the world (Zarley, 1986). Improvements to employee health are believed to not only improve productivity, but also boost employee job satisfaction (Institute of Management & Administration, 2010).

Diverse workforces also require diverse dietary preferences. On mines where multiple cultures work, one type of diet may not be suitable to all cultures and ethnic groups due to religious or cultural differences. The significance of these cultural nutritional preferences are not well understood. Healthy feeding of all employees can result in reduced health-care costs, increased morale, higher productivity and better teamwork (Porter, 2005).

3.6.6 Organisational culture

Organisational changes often have a rippling effect throughout the business. Changes to the organisational structure or strategic intent may influence the interpersonal behaviours of employees and authority structures. Employee reactions differ to organisational change. Some employees embrace change immediately and become more loyal and committed, while others fear and even resent change (Robbins *et al.*, 2009).

In order to manage the shortcomings in diversity sensitivity management, mining companies adopt diversity management policies and procedures. These policies and procedures provide a guideline of how diversity should be managed within the organisation. Policies and procedures offer a basic

reference for the rules according to which the company wants to operate. The intention is to establish an organisational culture that embraces diversity (Agocs & Burr, 1996). In reality, organisational culture is more dependent on the leadership of the organisation than the quality or content of its policies and procedures. The policies and procedures do however offer an insight into the strategic intent of diversity management of companies.

The skills shortage in Africa necessitates the use of expatriate employees in order to establish the skills base and thereafter coach and mentor local employees in order to be self-sustaining. Most African governments offer three to five year initial work permit quotas to newly established mines. The intent is that expatriates will bring skills to the community and transfer the knowledge to locals who would sustain the mine in the future. Many mining companies fail in this skills transfer process.

3.6.7 Relationships

The diversity of a group of people who engage with each other in a corporate environment requires mature and valued relationships (Kets de Vries, 2001). Kets de Vries (2001) argued that relationship building is of fundamental importance to effective leadership and productivity of the team. In order to transform an organisation from an exclusive, exploitive nature to an inclusive, democratic and market-based organisation, a values shift is required (Nel, 2010). Nel (2010) argued that such a values shift can only be achieved through a transformation from 1st Wave leadership to 3rd and 4th Wave leadership by focusing on building relationships, devolving common aspirations, being inclusive and engaging in courageous conversations to address tough issues. The relationships between management and individuals are fundamental to fostering trust that leads to greater group productivity (Robbins *et al.*, 2009).

3.6.8 Other

The case study allowed for other factors that influence diversity management at Benga Mine to come to the fore. These might include factors not identified by the researcher, but emerging as significant during the research.

3.7 ABOUT THE RESEARCHER

The researcher is a white male, working at the Johannesburg Head Office of MCC. His title is General Manager – Technical and he is responsible for the engineering discipline and the care of the company's assets. The engineering team at Benga Mine reports to the mine management on a day-to-day basis, but with a dotted line to the researcher. The researcher holds technical responsibility for the engineering practices of the mine.

The researcher visits Benga Mine on a monthly basis and a large portion of the mine employees have had some interaction with him. The researcher is a member of the executive committee (EXCO) of MCC. The researcher's core values, priorities and mindset did not influence the research process.

3.8 SUMMARY

A case study method was used to analyse the diversity management practices employed at Benga Mine. Three sources of data were utilised in order to achieve triangulation. The first data source was the review of current literature. The second was the use of a focus group and the third was the interviews. The data sources evaluated the applicability of the contextual framework identified from the literature review. Focus group participants and interviewees were advised that the research findings would be published, but that their individual contributions will remain confidential. The interviews of Thai and Indonesian employees were done without informing their supervisors or any other peers in order to protect their identity. This enabled them to speak freely to the researcher without the risk of their opinions being shared with their supervisors or managers. Only the researcher and translators are aware of their identity.

CHAPTER 4

FINDINGS

4.1 INTRODUCTION

Benga Mine is the pride of the MCC Group and a most significant contributor to the group's revenue. Not only is the mine most profitable, but mining methodologies, equipment maintenance and employee morale are also seen to be the best in the group. The MCC executive often showcases the mine to external stakeholders and investors. The mine prides itself not only on its profitability and productivity, but also on the effective management of its diverse workforce. The remote location and lack of skills in the area necessitate the use of expatriates in order to run the mining operations. The workforce at Benga Mine is particularly diverse with employees originating from various parts of the world including Indonesia, Thailand, South Africa, Portugal, Scotland and Mozambique.

4.2 MAIN FINDINGS

4.2.1 Employment equity

Focus group members indicated that the Benga Mine recruitment and promotional criteria are not inclusive. The processes are believed to favour expatriates and opportunities for local Mozambique citizens to advance to management are not sufficient. Promotional opportunities should be preceded by training for Mozambique citizens in order to achieve the localisation targets of the mine. The selection criteria for which employees go on training was questioned by the focus group. The group felt that the selection criteria was not aligned with the localisation objectives of Benga Mine.

The Thai employee who was interviewed felt threatened by the permanent risk of being replaced by a person from Mozambique. The expatriates understand that they should be transferring skills to locals, but that in doing so they will be replaced in due course. The Thai person stated that he wanted to remain in Mozambique for as long as he could and felt that his future is at risk by developing Mozambique operators.

South Africans who were interviewed indicated that employment equity and the way it is implemented in Mozambique is the biggest risk factor to the future sustainability of the mine. They felt aggrieved by the pressure put on them by management to place local employees into positions which they believe they are not ready for. Additionally, the South African employees stated that the

employment equity targets that the management of the mine is trying to achieve are unreasonable. They felt that the promotion of Mozambique employees into such senior decision-making positions will be irresponsible and will be to the long-term detriment of the mine and its sustainability. One of the interviewees stated that the mine planning and equipment maintenance areas are the most critical risk areas in this regard. He believes that the decision making for pit development and efficient haul profiles requires extensive theoretical knowledge and experience, for which no Mozambique employee is ready yet. Similarly, the maintenance planning of heavy earthmoving equipment is a unique skill that requires many years of intensive theoretical and practical training and experience. The limited time and limited technical knowledge of the Mozambique employees are insufficient to allow adequate knowledge transfer.

The Indonesian employee interviewed stated that he understood his role as mentor and coach at the mine. He believes that he has an obligation to teach and transfer his skills to the local employees during his limited time at the mine. He stated that this criteria was made clear to him and his colleagues from Indonesia prior to them accepting the position.

4.2.2 Communication

Members of the focus group indicated that communication in Portuguese as the national language is a management imperative. Members of the group felt that vertical communication lines are blurred due to the large proportion of managers who are unable to speak the national language.

The belief exists that employees who are able to speak English are given career advancement opportunities based on their English language skills rather than their contribution to the mine. Managers may be more inclined to favour English-speaking team members due to the ease of communicating with them. Portuguese speaking employees are left behind because the managers struggle to communicate in the official language of Mozambique.

The focus group believes that the business language of the mine should be Portuguese as this is the language most widely spoken by employees and is the official language of the country. They believe the use of Portuguese will improve relationships within the business and interactions with the community and stakeholders. The language barrier exists not only at the workplace, but also at the accommodation and recreational facilities and in the communities. Employees indicated that this needs to be addressed in order to manage diversity more effectively.

South African employees who were interviewed indicated that although there is some frustration with communication, there are adequate supervisory staff members who can translate instructions into Portuguese, Thai and Indonesian. They felt that the language barrier presents some challenges, but that the challenges are not significant.

The Indonesian and Thai employees communicate exclusively through translators. Most management directives are given in English, which is then translated into Portuguese as the national language. Translation to Thai and Indonesian is done ad hoc and as deemed necessary. This process results in some management communication not reaching the entire workforce.

During the interview with the Thai and Indonesian employees, they indicated their frustration with the lack of translation into their native languages. Only some management instructions are translated and the shortage of translators often results in them feeling marginalised and excluded.

4.2.3 Identity

During the focus group session and the interviews, it was apparent that employees share a sense of common purpose. The focus groups indicated that they believe in the vision, mission and values of the organisation and they are committed to creating a long-term sustainable future both for themselves and the mine.

The management of Benga Mine aims to increase the number of women that the mine employs. The executive stated during his interview that they have taken a phased approach to this objective. The first phase is about 'incorporation' – how the mine will incorporate more women into the organisation. The second phase is all about 'integration' – how to integrate women fully into the organisation once they have employed them. The interviewee believes that if they do both of these well, then it will lead to a better gender-balanced organisation. The aim of these initiatives is for women to identify with Benga Mine and to integrate seamlessly with the team while feeling valued as women in mining.

During the interview sessions, the Thai employee felt that his nationality, culture, individualism and beliefs are generally respected at the mine. He believes that the management of the mine recognises his uniqueness and generally accepts any special requests he may have. The Indonesian employee shared this view. The Indonesian employee added that the separate accommodation for him and the rest of the Indonesians is helpful to sustain a sense of Indonesian culture at the accommodation facility.

4.2.4 Work environment

Women feel marginalised at Benga Mine. They believe that they are not regarded as professionals in the mining environment and that many managers believe the mining environment to be unsuitable to them. The focus group members felt that women are not adequately represented at the mine and that many of the current female employees are isolated within their working environment.

The focus group indicated that facilities at the mine do not adequately cater for both male and female employees. The infrastructure is insufficient to ensure privacy, especially for women. Bathroom facilities are often shared which is making some employees uncomfortable. The group felt that male and female bathrooms should be separated.

The majority of the focus group members stated that the mine makes adequate provision for their religious convictions. A few individuals in the group requested equal treatment and respect from managers with regard to their religion.

Female employees indicated that the bathroom facilities at the main office buildings are of adequate quality, but that the toilets in the mining areas are not suitable. One of the ladies interviewed stated: "It is unreasonable to expect women to use the portable toilets provided in the mining areas". Male employees interviewed stated that they prefer not to use the toilet facilities in the mining areas at all due to the poor smell and unhygienic conditions of the toilets.

The Indonesian employee interviewed stated that the management of the mine does not consider the physical working conditions of individuals. The Tete area suffers from extremely high temperatures and management should take cognisance of the ambient conditions. He stated that the managers and office workers remain in air-conditioned offices while they are expected to work outside in extreme temperatures. He added that the majority of employees on the mine, including the earthmoving equipment operators, spend their working time in air-conditioned comfort while technical people like himself work outside in the heat.

During the interviews with the South African employees, they indicated that the remote location of Tete skews their work-life balance. The lack of recreational facilities and unpleasant surroundings cause them to spend the bulk of their time on the mine. One of the interviewees felt that the constant focus on the mine and lack of non-work time is increasing his stress level and negatively affecting his interpersonal skills and relationships. He believes that the management of the mine should consider longer or more frequent off-site time for expatriate employees and that the current arrangement of eight weeks at work and two weeks away is insufficient. He suggested that due to the long travel time to South Africa, the time away from the mine be increased to three weeks in order for expatriates to be well rested before returning to site.

4.2.5 Nutrition

The focus group members expressed their unhappiness with the lack of cultural tolerance on the food provided at the mine accommodation. The food provided does not always conform to their cultural beliefs, but no alternative is available. The choice is therefore either to remain hungry or to transgress cultural beliefs and dietary preferences.

Vegetarians in the focus group indicated that the food options for them are limited and that the main portions of every meal consisted of meat. The vegetable option in the Tete province is limited and the chefs appear to cater for people who eat meat.

The variety of food was also raised as a concern by the focus group. As an example, the messing facility does not cater for Muslims. This is seen as a shortcoming that can be easily rectified.

The focus group indicated their unhappiness about only red meat being offered. They believe a better selection of red meat and white meat is required to cater for the cultural and ethnic groups.

The Indonesia employee interviewed indicated that the availability and suitability of food is the primary factor affecting his well-being at the mine. He stated that the food is tasteless and that he grows his own spices to flavour the food. He also indicated that his fellow Indonesian employees assist him in growing and obtaining food more aligned with their culture and nutritional needs. He felt that the management of the mine believe they are being unreasonable and difficult when they stated their unhappiness with the type of food prepared.

The Thai employee echoed this sentiment and stated that the food offered was “inedible”. He stated that the food is planned with only African employees in mind and that Thai employees are suffering the consequences. Furthermore, he stated that the ingredients available in the area are unsuitable to prepare Thai food. The Thai employee felt that the unsuitable food is affecting the moral of the Thai employees and their physical well-being. He strongly suggested that the management of the mine provide more flavour in the food and provide simple Thai food such as duck, curry and noodles.

The interviewed employees originating from Mozambique indicated that the food provided at the accommodation units is of acceptable standard. Some employees complimented the food and one stated that it is the best food in Tete. Two other Mozambique employees stated that they are vegetarians and that there is insufficient food available for vegetarians.

South African and Portuguese employees appeared to be indifferent about the food provided at the mine and indicated that they did not feel strongly in favour of or against the good quality, type and quantity provided.

A number of interviewees indicated that alcohol use and in some cases abuse is prevalent in their groups. Many of the employees stated that they are unhappy with their own volume of alcohol use, but that they continue to do so to engage in some way with the rest of the teams on the mine and in the accommodation units. Some interviewees stated that the collective alcohol use is the best way to build friendships across cultural and racial boundaries.

4.2.6 Organisational culture

Older employees in the focus group felt that the management of the mine give preference to younger employees and that their additional experience and knowledge are not recognised.

The focus group felt strongly that the management of Benga Mine must do more to create a business culture that embraces diversity with a set of common values such as respect, honesty, trust and integrity. They felt that racist behaviour persists at the mine and that managers who act in a racist manner must not be tolerated, no matter their technical or operational expertise. Employees of different races should be treated equally and fairly.

Organisational culture is also shaped by tokens of segregation. One such manifestation is the clothes worn by managers. The focus group suggested that all employees wear the same uniforms. This process will remove this token of superiority.

The sporting events that the mine hosts are meant to build team spirit and unity, but some focus group members felt that the opportunity to participate was limited to certain groups only and not open to all. They felt that such events in particular must be free of prejudice and offer an opportunity for all to partake as equals.

The focus group suggested that the mine should introduce a cultural day to bridge the gap between traditions. This cultural day should include traditional dances, food and other activities specific to ethnic groups and foreign cultures on the mine. This process will enhance understanding and appreciation of cultural differences and create tolerance.

During the interview of a male Mozambique employee, he stated that he finds the women doing the same job as him offensive and that there is a Mozambique woman with a more senior position than him. He stated this is not appropriate and that the management of the mine should not allow women to do what he believes to be a man's job.

The South African, Indonesian, Portuguese and Thai employees interviewed indicated that they feel comfortable with the organisational culture. They believe the culture is inclusive and that it values diversity.

4.2.7 Relationships

The Indonesian employee indicated that the relationship between him and the management team is excellent. He believes that his inputs are valued and that he can make a long-term sustainable difference to Benga Mine. He added that the South African managers are very strict and talk very loudly. This makes him feel intimidated and hurt, but that these managers do not appear to be angry for long. He stated that this authoritative behaviour scared him initially, but that he has

learned that many of the South African managers display this similar behaviour. He has now learnt that this is the way they talk and he has learnt to accept that.

The focus group stated that the relationship between workers and management at the mine is very good. They believe that the primary reason for this is that the management team is willing to listen to the matters that are of importance to the workforce during the communication meetings and that they respond and provide feedback regarding these matters. The focus group added that it is more important for management to consider matters carefully in order to provide a reasonable response than it is for them to comply with all the requests from the workforce.

4.2.8 Other

An additional diversity management factor highlighted by the focus group relates to the recognition of education levels. Members of the group felt that management did not recognise higher education levels among employees and that there appears to be no value to additional training and knowledge. The focus group members felt that this sends out the wrong message to employees, younger people and the community. They also believe that the organisation is losing out on offering opportunities to better qualified and educated candidates.

The focus group indicated that the management of blasting is affecting the neighbouring community. They felt that the noise and shockwave of the blasts at the mine is disturbing the communities, resulting in a negative image of the mine. Better communication of blasting times and measures to reduce the shockwaves were suggested to mitigate the impact.

4.3 DOCUMENTARY ANALYSIS

In most organisations, diversity management is only scarcely connected to general human resource policies and procedures (Bleijenbergh *et al.*, 2010). This theory holds true at Benga Mine where diversity management is guided through limited documentary bureaucratic implementation rather than an approach that is integrated into the hearts and minds of management personnel.

The group has no diversity management policy or guiding document. Internal documentary policies available to the Benga Mine management team include the following:

- Group Recruitment Procedure
- Communication SOP (standard operating procedure)
- Maternity Policy for Women in Mining
- Ablution Facility SOP.

The Group Recruitment Procedure (Appendix A) does not refer to diversity management, affirmative action or employment equity. The procedure does not describe any processes for the organisation to follow in order to achieve its broad based black economic empowerment (BBBEE) targets and provides no guidelines to managers on how to address diversity during recruitment.

The Communication SOP (Appendix B) provides a guideline to managers to ensure that the management instructions and messages are properly prepared, focused, packaged and planned in order to ensure the receiving audience understands the salient issues. The SOP appears to be developed with safety, health and environment (SHE) messages in mind. The SOP does not refer to language barriers and provides managers with no insight into how to communicate with a diverse workforce who may not be proficient in English.

The Maternity Policy for Women in Mining (Appendix C) is well developed and describes to managers how to manage this exciting time in the lives of female employees. The policy is aligned to applicable South African legislation and provides pregnant employees with a transparent process to follow during pregnancy.

The Ablution Facility SOP (Appendix D) gives a very basic outline of the toilet facilities required at mining sites. The bullet points provided in the SOP are general in nature and no specifics are given to guide managers in setting ablution facility standards. The SOP bullet points are vague and open to interpretation by the reader. There is no mention in the SOP of specific ablution facilities or ablution standards for women in mining.

4.4 SUMMARY

The focus group proved to be a very effective method for gathering research data. The group reacted positively to the objectives of the study and interacted in an open and transparent spirit with the researcher. The interviews with 13 employees provided a more personal and interactive platform to explore the experiences of the employees at the mine. It is apparent that the workforce is extremely diverse and that employees have significantly different frames of reference. The documentary analysis proved to be most difficult due to the mine's shortage of formal human resources (HR), industrial relations (IR) and diversity documentation. The internal documents with relevance to diversity were analysed. The three data sources: focus group, interviews and documentary analysis were used to triangulate data and derive findings.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The research conducted for this assignment has provided some insight into the diversity management complexities and challenges facing Benga Mine. The mine's operational successes indicate that the management team have the ability to lead the employees and achieve the objectives set by the group's executive. There are, however, many areas that may be improved to enhance interpersonal relationships and employee morale. These improvements could result in a substantial increase in employee effectiveness and retention. Additionally, improved diversity management could improve public opinion of the mine.

5.2 MINING CULTURE

The mining industry is unique and challenging. The location and type of work required result in a "melting pot" of cultures and skills in one location. The predominantly male group tends to bond as a cohesive unit who share a mutual intent on seeing the mine as successful (Parboteeah *et al.*, 2013). The shortage or total absence of recreational facilities often result in a number of social and lifestyle challenges. These include a lack of work/life balance and alcohol abuse (Gerstandt, 2007).

5.3 DIVERSITY MANAGEMENT

The Benga Mine management team identified seven tactical focus areas employed at the mine to manage diversity. These seven factors (employment equity, communication, identity, work environment, nutrition, organisational culture and relationships) were supported as salient diversity management factors during the literature review. During the focus group, the interviews and the documentary analysis phases of the research the possibility of additional tactics were considered. These factors were labelled "Other".

Employment equity as operational tactic can take one of many forms within an organisation. The documentary analysis indicated that neither Benga Mine nor the MCC Group have clear guidelines on the implementation and management of employment equity. The apparent lack of management direction stands in contrast to the values (Appendix E) of the group. The experiences of the employees reflect this lack of overall direction. Some employees feel threatened by the implications of employment equity while expectations of local employees who stand to benefit from governmental legislation and organisational objectives are not adequately managed.

Core technical and operational skills reside with the expatriate employees. There appears to be a reluctance to transfer these skills and capabilities to local employees as this may pose a risk to the job security of the expats. This thinking is fundamentally flawed in that the expatriate employees are employed with the primary objective of building sustainable capacity in Mozambique. The management of the mine needs to ensure that expatriate employees understand this as their primary purpose for working at the mine and that they have a limited period during which to accomplish the task of developing local employees.

The communication platforms created at Benga Mine enable open and transparent dialogue between employees of all groups to interact with the management of the mine. The communication meetings are frequent and well documented. Management provide feedback on all issues raised and this process of structured two-way communication builds trust and transparency that enables a continuous movement towards an adult-adult relationship (Gerstandt, 2007).

The management team of Benga Mine recognised that the large number of different cultures, racial, gender and ethnic groups at the mine required a special focus on identity management. The social and cultural identities of individuals have a significant influence on a person's life experiences (Cox, 2001). As such, respect and regard for social and cultural identity are fundamental to the effective management of diverse groups.

The work environment at Benga Mine is highlighted as a shortcoming in the diversity management practices at the mine. Ablution facilities in particular are not ergonomically or hygienically suitable at multi-gender facilities. Women feel pressured and uncomfortable using the facilities provided which aggravates the general perception by some of the women that they are treated as inferior to men, as became evident during the research. The remote location of Tete requires a strong focus on retention factors for key skills, especially locally developed skills which are highly marketable.

The executives who were interviewed indicated that nutrition was identified as a diversity management imperative during the early phases of the Benga Mine project. This decision proved to be very accurate during the research and many employees feel strongly that adequate meals, which are aligned to their cultural, religious and personal needs, are fundamentally important to their well-being.

The sound communication strategies and focus on diversity management have created an organisational sensitivity for diversity. Employees at Benga Mine generally feel valued and respected for their differences.

No factors other than the seven identified tactics emerged as significant issues with regard to diversity management.

5.4 RECOMMENDATIONS

The MCC Group mines do not have a diversity management policy to guide the implementation of diversity management practices. Since the topic is generally poorly understood, a guiding document could provide managers with practical executable tactics to manage the diversity challenges at their mines. These guidelines should include employment equity targets and a roadmap to achieving these targets. Cross (2010) recommended the following three diversity management implementation phases:

- Phase One: Education and awareness
- Phase Two: Capacity building
- Phase Three: Culture change.

A formal mentoring and coaching programme should be developed and implemented at each mining operation to develop employees from designated groups into technical and operational leaders. This development programme will require substantial financial and time investment necessitating a retention programme to ensure future beneficiation from the current trainees. This developmental programme must be clarified as the primary objective to the expatriate employees in order to manage expectations of both parties.

The current focus on providing for the nutritional and language needs of individuals and minority groups should be expanded. These practices are building sound relationships with minority groups and developing a caring organisational culture. Further focus to develop managers' Portuguese language proficiency will show commitment to the national language of Mozambique. Small menu changes to cater for vegetarian preferences and religious beliefs will be easy to implement and will build further trust with minority groups.

The most significant of the Benga Mine diversity success tactics is their successful communication with employees despite the language barriers at the mine. The management team's commitment to sensitivity to diversity issues and to provide feedback regarding issues raised by the workforce are tactics which could be adopted at other MCC Group mines to improve employer/employee relations.

Diversity management requires an inclusive leadership approach in order to bridge cultural gaps (Henderson, 2010). Henderson (2010) argued that there is no "one" prescription for success and that change champions advocated at all levels of the organisation are required to help drive diversity change.

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APPENDIX A: GROUP REQRUITMENT PROCEDURE

Printed: 12-Dec-13

	Controlled Document Number	MCC	GEN	SOP	56	2011
	TITLE:	GROUP RECRUITMENT PROCEDURE				
	REVISION No.:	03	Page 1 of 2			
	DATE:	30 TH July 2009 17 th June 2011 18 th June 2013				
AUTHOR:	L.A.GERBER, J.D.PUTTER					
Authorised by:	Signature	Project Manager Designation				
	Signature	Engineering Manager Designation				

GROUP RECRUITMENT PROCEDURE

1. OBJECTIVE

To provide a Standard Operating Procedure for all MCC sites and operations to ensure that a uniform format is used when recruiting new employees.

2. SCOPE

This standard is applicable to all MCC sites and operations.

3. RESPONSIBILITY

Project Manager, Engineering Manager, Safety Manager, Training Manager, H.R.Manager and the Filing Clerk.

4 REFERENCES

None

5. DEFINITIONS AND ABBREVIATIONS

Risk: means the probability that injury or damage will occur.

Safe: means free from any hazard.


Hazard: means a source of or exposure to danger

H/O: Head Office

Lab: learning ability battery test

RPL: refer to prior learning

PPE: personal protective equipment

	Controlled Document Number		MCC	GEN	SOP	56	2011	
	TITLE:		GROUP RECRUITMENT PROCEDURE					
	REVISION No.:		03	Page 2 of 2				
	DATE:		30 TH July 2009 17 th June 2011 18 th June 2013					
	AUTHOR:		L.A.GERBER, J.D.PUTTER					

I.D.: Identification

USB: unit standard based












6. **DOCUMENT FORMAT**

See document attached.

7. **HAZARDS IDENTIFIED:**

Legal implications

8. **PPE:**


PERSONAL PROTECTIVE EQUIPMENT										
Delete the ticks under the PPE when it is not applicable to this SOP										
Overall 	Hard hat 	Safety boots 	Safety Gloves 	Safety Goggles / Glasses / Shield 	Ear Protection 	Dust Mask 	Reflective Vest 	Safety Harness 	Respirator 	Rescue - pack and Cap lamp 
OTHER										

9. **MONITORING AND MEASUREMENT**

This procedure will be reviewed at least every two years or as required.

APPENDIX B: COMMUNICATION SOP

Printed: 12-Dec-13

	Controlled Document Number	MCC	GEN	SOP	31	2011
	TITLE:	COMMUNICATION				
	REVISION No.:	03		Page 1 of 5		
	DATE:	06 th July 2009 17 th June 2011 18 th June 2013				
	AUTHOR:	L.A.GERBER, J.D.PUTTER.				

Authorised by:	_____	Project Manager
	Signature	Designation
	_____	Engineering Manager
	Signature	Designation

COMMUNICATION

1. OBJECTIVE

To provide a Standard Operating Procedure for all MCC sites and operations to ensure that all employees who are required to do safety presentations do so in the best possible manner to ensure that the contents of the presentation is understood.

2. SCOPE

This standard is applicable to all MCC sites and operations.

3. RESPONSIBILITY

Project Manager, Engineering Manager, SHE Manager, Training Manager, Production Manager, Production and Engineering Foreman, Supervisors and sub – contractors.

4. REFERENCES

NONE


4. DEFINITIONS AND ABBREVIATIONS

Risk: means the probability that injury or damage will occur.

Safe: means free from any hazard.

Hazard: means a source of or exposure to danger

Project Manager	Engineering Manager	Employee Representative	Safety Representative

	Controlled Document Number		MCC	GEN	SOP	31	2011	
	TITLE:		COMMUNICATION					
	REVISION No.:		03	Page 2 of 5				
	DATE:		06 th July 2009 17 th June 2011 18 th June 2013					
	AUTHOR:		L.A.GERBER, J.D.PUTTER.					

5. ACTIVITIES

Contents:

1. Responsibilities
2. Communication methods and preparation
3. Discipline

5.1 Responsibilities

The Production Manager, Engineering Manager, SHE and Training Manager must ensure that all employees who will be required to give safety presentations or talks does so by following the communication method.

5.2 Communication methods and preparation


To give a safety presentation be it a verbal or on a board or screen you need to follow the following basic principles;

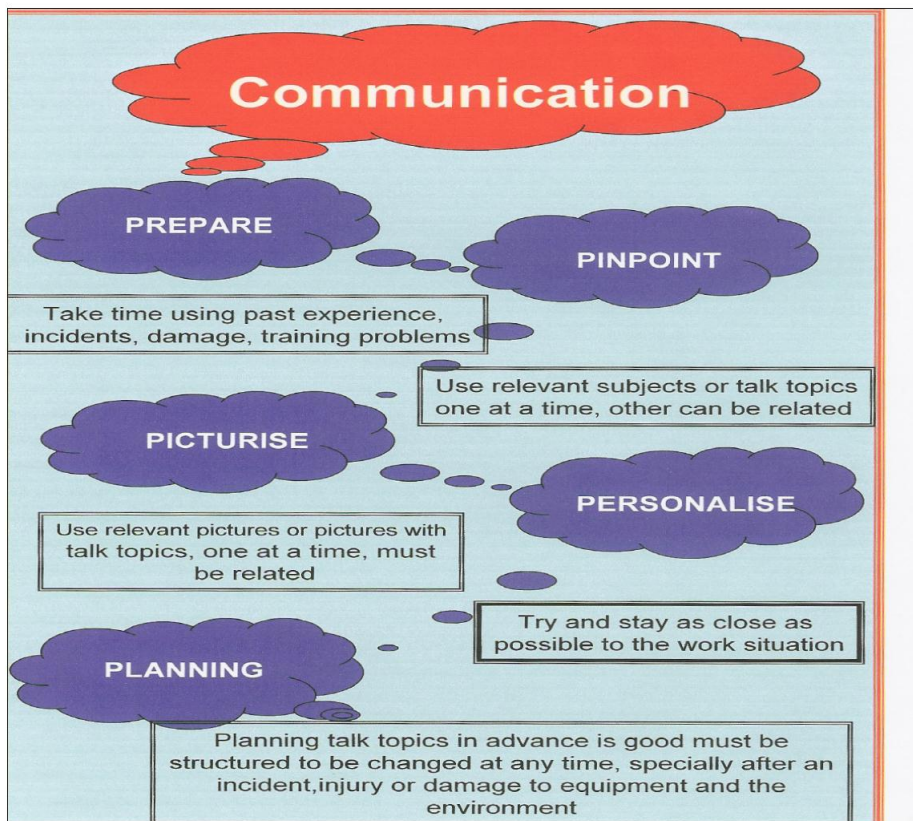
- Planning – plan what you are going to speak about have correct information available.
- Personalize – use examples of current situations and on site experience.
- Picturize – use only relevant posters or training material that is relevant to your subject.
- Pinpoint – Be specific avoid “mixing” topics.
- Prepare – don’t hastily prepare your presentation. Take time and address all the relevant subject matter.

5.3 Discipline


- See to fellow workers safety
- Adhere to the disciplinary procedure
- Adhere to standards
- All persons / employees to be treated equally
- Report unsafe acts or conditions

Project Manager	Engineering Manager	Employee Representative	Safety Representative


	Controlled Document Number		MCC	GEN	SOP	31	2011
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	AUTHOR:	L.A.GERBER, J.D.PUTTER.					




Project Manager	Engineering Manager	Employee Representative	Safety Representative

	Controlled Document Number		MCC	GEN	SOP	31	2011
	TITLE:		COMMUNICATION				
	REVISION No.:		03		Page 4 of 5		
	DATE:		06 th July 2009 17 th June 2011 18 th June 2013				
	AUTHOR:		L.A.GERBER, J.D.PUTTER.				

WHO IS RESPONSIBLE FOR SAFETY?

 **YOU**

WHO IS RESPONSIBLE FOR FELLOW WORKERS?

 **YOU**


WHAT MUST BE DONE IN CASE OBSERVING A SUB-STANDARD?

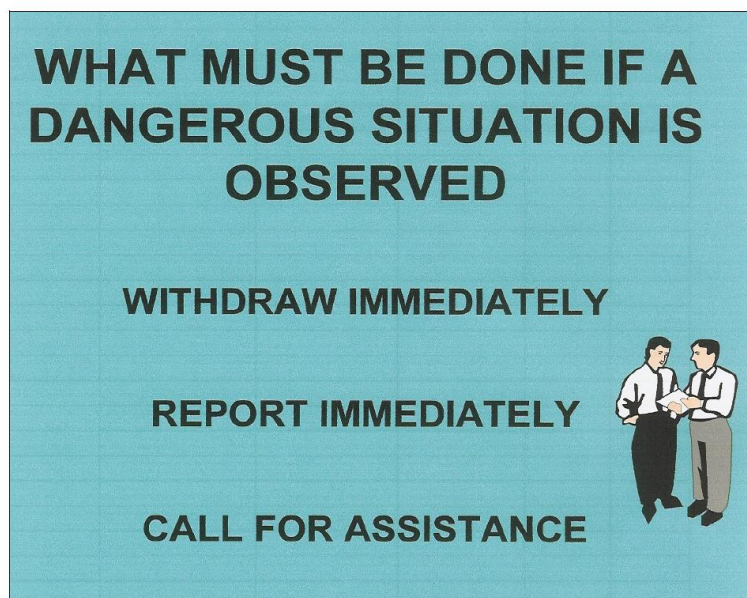
REPORT IT

See also sect 22 of the MHS Act 29/1996



Project Manager	Engineering Manager	Employee Representative	Safety Representative

	Controlled Document Number		MCC	GEN	SOP	31	2011	
	TITLE:		COMMUNICATION					
	REVISION No.:		03	Page 5 of 5				
	DATE:		06 th July 2009 17 th June 2011 18 th June 2013					
	AUTHOR:		L.A.GERBER, J.D.PUTTER.					



See also sect 23 of the MHSA 29/1996


IF IN DOUBT ASK

6. MONITORING AND MEASUREMENT

This procedure will be reviewed at least every two years or as required.

Project Manager	Engineering Manager	Employee Representative	Safety Representative

APPENDIX C: MATERNITY POLICY FOR WOMEN IN MINING

	Controlled Document Number	MCC	GEN	SOP	23	2011
	TITLE:	MATERNITY POLICY FOR WOMEN IN MINING				
	REVISION No.:	03	Page 1 of 5			
	DATE:	12 th May 2009 17 th June 2011 18 th June 2013				
	AUTHOR:	L.A.GERBER, J.D.PUTTER.				

Authorised by:	Signature	PROJECT MANAGER
		Designation
	Signature	ENGINEERING MANAGER
		Designation

MATERNITY POLICY FOR WOMEN IN MINING

1. OBJECTIVE

- 1.1 To provide a safe working environment for women of reproductive age, their unborn children and working mothers who are breastfeeding.
- 1.2 To take specific action to ensure that there is no risk of exposure that may affect reproduction, the health and safety before and during pregnancy of the unborn child as well as to the mother and child during breastfeeding.

2. SCOPE

This Standard Operating Procedure is applicable to all MCC sites, employees and sub-contractors.


3. RESPONSIBILITY

Project Manager, Engineering Manager, Foremen, Supervisors and all female employees.

4. REFERENCES

Basic Conditions of Employment Act. (Act 75 of 1997 as amended)
MCC Risk assessment for Pregnant Woman who operate machinery – MCC RA - 056

Project Manager	Engineering Manager	Employee Representative	Safety Rep

	Controlled Document Number	MCC	GEN	SOP	23	2011
	TITLE:	MATERNITY POLICY FOR WOMEN IN MINING				
	REVISION No.:	03	Page 2 of 5			
	DATE:	12 th May 2009 17 th June 2011 18 th June 2013				
	AUTHOR:	L.A.GERBER, J.D.PUTTER.				

5. DEFINITIONS

None.


6. PURPOSE

- 6.1 To guide and assist Managers and Supervisors in dealing with all aspects relevant to the employment of pregnant and nursing women in the workplace.
- 6.2 To ensure a clear understanding and uniform application of Company Rules and Standards to effectively manage pregnancy where there is exposure to work that may be hazardous to the health and safety of the mother and her child. To guide all pregnant women employed by the company in how to conduct themselves in and away from the workplace once they become aware that they are pregnant.

7. RISK EVALUATION

- 7.1 In our operations certain work is considered hazardous to the health and safety of a pregnant employee or an employee nursing a child.
- 7.2 Working in these areas may pose physical, ergonomic or chemical risks to the employee and/or the foetus. A generic guide in four schedules of typical physical, ergonomic, chemical and biological hazards is published with the Basic Conditions of Employment Act of 1997.
- 7.3 Job specific Risk Assessments for surface work shall be carried out. Should a Medical Practitioner determine that the hazards are such that they cannot be mitigated and will remain a health risk to the pregnant/breast feeding employee or her foetus, a report will be required from the said Medical Practitioner stating that the pregnant/breast feeding employee cannot perform her normal duties.

Project Manager	Engineering Manager	Employee Representative	Safety Rep

	Controlled Document Number	MCC	GEN	SOP	23	2011
	TITLE:	MATERNITY POLICY FOR WOMEN IN MINING				
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	AUTHOR:	L.A.GERBER, J.D.PUTTER.				

8. MATERNITY LEAVE AND/OR TEMPORARY INCAPACITY PREGNANT EMPLOYEE RIGHTS

8.1 A pregnant employee is entitled to at least four (4) consecutive months maternity leave.

8.2 Pregnancy must be confirmed and certified by a Medical Practitioner or Midwife.

8.3 A pregnant employee may commence such leave any time from four (4) weeks before the expected date of birth unless otherwise agreed.

8.4 If a pregnant woman is put on light duty by a medical Practitioner and no light duty is available she has to get written confirmation from the Site Manager and submit this as proof to the said medical Practitioner to declare her temporarily incapacitated. The company will then assist her in completing the required UIF documents.


8.5 A pregnant employee will proceed on maternity leave on a date from which a Medical Practitioner or Midwife certifies that it is necessary for the pregnant employee's health or that of her unborn child.

8.6 No employee may work for six (6) weeks after the birth of her child, unless a Medical Practitioner or Midwife certifies that she is fit to perform her normal duties as per her contract of employment. Additionally, if she is breast feeding a period of six (6) months calculated from the date of birth must have elapsed.

8.7 An employee who has a miscarriage during the third trimester of pregnancy, or bears a stillborn child, is entitled to maternity leave for six (6) weeks after the miscarriage or stillbirth, whether or not the employee had commenced maternity leave at the time of the miscarriage or stillbirth. Maternity benefits are still applicable.

8.8 No female employee will have her employment terminated for reasons relating purely to her pregnancy. The employee will return to the same, or a similar position, with the company following her maternity leave. This will only be allowed should a "Certificate of Fitness" from a Medical Practitioner of the relevant client's Medical Centre be provided stating that the employee is fit to commence with her normal duties.

Project Manager	Engineering Manager	Employee Representative	Safety Rep

	Controlled Document Number	MCC	GEN	SOP	23	2011
	TITLE:	MATERNITY POLICY FOR WOMEN IN MINING				
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	AUTHOR:	L.A.GERBER, J.D.PUTTER.				

9. MATERNITY LEAVE NOTIFICATION

- 9.1 The employee must notify her Employer in writing of the date on which she intends to commence maternity leave and return to work after maternity leave.
- 9.2 Notification must be given at least four (4) weeks before the employee intends to commence maternity leave.
- 9.3 If this is not reasonably practicable, then as soon as is reasonably practicable.


10. MATERNITY BENEFITS

- 10.1 Employees who qualify for maternity leave are entitled to submit an application for benefits to the Unemployment Insurance Fund (UIF) Claims Officer, in the manner prescribed in the UIF Act.
- 10.2 Annual leave will not accrue during maternity leave.
- 10.3 The employee shall, on her return to work, receive remuneration of not less than that received prior to her taking maternity leave.
- 10.4 Should the employee fail to return to work on the date agreed, or after her four (4) months maternity leave, without authorisation or without a valid reason, the company may take disciplinary action against the employee which may ultimately lead to dismissal.

11. EMPLOYEE RESPONSIBILITY

- 11.1 Employees, who suspect that they are pregnant, must be examined by a Medical Practitioner or Midwife. Should the Medical Practitioner or Midwife confirm the pregnancy, a letter of confirmation must be obtained also specifying the period that the employee can perform her normal duties without any health risk to the employee or foetus. A copy of the confirmation must immediately be provided to the Project Manager.

Project Manager	Engineering Manager	Employee Representative	Safety Rep

	Controlled Document Number	MCC	GEN	SOP	23	2011
	TITLE:	MATERNITY POLICY FOR WOMEN IN MINING				
	REVISION No.:	03	Page 5 of 5			
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	AUTHOR:	L.A.GERBER, J.D.PUTTER.				

- 11.2 For risk reasons female employees are encouraged (particularly those engaged in “RISK WORK”) to be alert as to their pregnancy condition.
- 11.3 Employees have the duty to take all responsible steps to protect their own health and safety and the safety of others. Any employee knowingly withholding their pregnancy condition could lead to disciplinary action being taken.

12. LEGAL REQUIREMENTS PLUS PRACTICAL ASPECTS THAT MAY AFFECT WORK

- 12.1 This Policy follows the guidelines of the Code of Good Practice on the protection of employees during pregnancy and after the birth of a child issued in terms of Section 87 (1) (b) of the Basic Conditions of Employment Act. (Act 75 of 1997)


13. MONITORING AND MEASUREMENT

This Procedure will be reviewed every two years or as relevant legislation is amended.

Project Manager	Engineering Manager	Employee Representative	Safety Rep

APPENDIX D: ABLUTION FACILITY SOP

Printed: 12-Dec-13

	Controlled Document Number	MCC	GEN	SOP	47	2011
	TITLE:	ABLUTION FACILITY				
	REVISION No.:	03			Page 1 of 3	
	DATE:	23 rd June 2009 17 th June 2011 18 TH June 2013				
	AUTHOR:	L.A.GERBER, J.D.PUTTER.				

Authorised by:	Signature	Project Manager Designation
	Signature	Engineering Manager Designation

ABLUTION FACILITY

1. OBJECTIVE

To provide a Standard Operating Procedure for all MCC sites to ensure that all employees are aware of the sub standards that may exist during the building or cleaning of abluion facilities and the impact on their health.

2. SCOPE

This standard is applicable to all MCC sites and operations.

3. RESPONSIBILITY

Project Manager, Engineering Manager, SHE Manager, Production Manager, Production and Engineering Foreman, Supervisors, Artisans and sub – contractors.

4. REFERENCES

- 4.1 – SANS – Building Construction
- 4.2 – MHSA 29 / 1996 regulation 4.4.1

4. DEFINITIONS AND ABBREVIATIONS


Machinery: means any article or combination of articles assembled, arranged or connected and which is used or intended to be used for conveying any form of energy to performing work, or which is used or intended to be used, whether incidental thereto or not, for developing, receiving, storing, containing, transforming, transmitting or controlling any form of energy.

Risk: means the probability that injury or damage will occur.

Safe: means free from any hazard.

Hazard: means a source of or exposure to danger

Project Manager	Engineering Manager	Employee Representative	Safety Representative

	Controlled Document Number		MCC	GEN	SOP	47	2011	
	TITLE:		ABLUTION FACILITY					
	REVISION No.:		03	Page 2 of 3				
	DATE:		23 rd June 2009 17 th June 2011 18 TH June 2013					
	AUTHOR:		L.A.GERBER, J.D.PUTTER.					

5. Activity:

Cleaning of abluion buildings:


- Inspections must be done to ensure the abluion buildings are clean and hygienic.
- All employees working in the area must be made aware of personal hygiene.
- All employees must be made aware of the whereabouts of the toilets and abluion buildings.
- Toilet paper must be provided or a central point made known where it is available.
- Cleaning material, equipment and washing facilities should be available.
- Running water for washing and cleaning must be available.
- A complaints book (MHSA) must be kept and be available to all employees.
- Ablution blocks must be available and the toilet facilities must be at least one toilet per 20 employees at any one time or per shift.
- Should it be required a light must be installed to facilitate night shift workers.
- All workers must report poor hygienic conditions or sub standards to the Project Manager or any Supervisor on shift.
- Regular cleaning must be enforced.
- DON'T THROW SANITARY TOWELS OR OLD WASTE RAGS DOWN THE TOILETS.

Regular cleaning must be arranged with a sub contractor.












6. HAZARDS IDENTIFIED:

- Interaction with machinery.
- Dust
- Illumination
- Health

Project Manager	Engineering Manager	Employee Representative	Safety Representative

	Controlled Document Number		MCC	GEN	SOP	47	2011	
	TITLE:		ABLUTION FACILITY					
	REVISION No.:		03	Page 3 of 3				
	DATE:		23 rd June 2009 17 th June 2011 18 th June 2013					
AUTHOR:		L.A.GERBER, J.D.PUTTER.						

7. **PPE:**

PERSONAL PROTECTIVE EQUIPMENT										
Delete the ticks under the PPE when it is not applicable to this SOP										
 Overall	 Hard hat	 Safety boots	 Safety Gloves	 Safety Goggles / Glasses / Shield	 Ear Protection	 Dust Mask	 Reflective Vest	 Safety Harness	 Respirator	 Rescue - pack and Cap lamp
✓	✓	✓	✓	✓	✓	✓	✓			
OTHER										

8. **MONITORING AND MEASUREMENT**

This procedure will be reviewed at least every two years or as required.

Project Manager	Engineering Manager	Employee Representative	Safety Representative

APPENDIX E: MCC GROUP VISION, MISSION and VALUES



CONTRACT MINING & PLANT RENTAL



To become the leading
open cast mine contracting
and plant rental Company in Africa



CONTRACT MINING & PLANT RENTAL

VISION



Service Excellence
in action



Providing service excellence and expertise in a safe, cost effective, sustainable and environmentally responsible manner, to exceed stakeholder expectations



CONTRACT MINING & PLANT RENTAL

**Aligning
how we
work to our
core values
and beliefs
is important
to us.
It guides us
in key
decisions,
including
who we
work with
and what
we
undertake.**

Health & Safety - Zero harm

The fundamental part and primary consideration of our first value – health and safety – is the commitment to prevent harm to ourselves, the people with whom we work and the people who may be affected by our operations. Safety is integral to MCC. It is non-negotiable. Our priority without exception, is simply that we do not attempt to do work unless it can be done safely! "Safety without exception" is the single most vital aspect of our license to operate as it impacts on our people, our workplace and the communities within which we operate.

Empowerment – Uplifting our people

MCC is committed to empowering employees to grow and contribute, developing sustainable skills and knowledge. We are committed to our people, creating freedom to innovate and collaborate, respect individuality, and rise to challenges confidently. Our management practice of sharing information, rewards and power with employees encourages them to take initiatives and make decisions to solve problems thus improving performance. Empowerment is based on the idea that giving employees skills, resources, opportunity, motivation, holding them responsible and accountable for outcomes of their actions, will contribute to their growth, competence and satisfaction.

Integrity – Make the business your own

We are committed to taking an honest, fair, ethical and transparent approach in all that we do – its our commitment to doing the right thing and adhering to sound business ethics applying the code of good practice at all times!

Respect – Appetite to serve

Regardless of lifestyle, culture, background or position, we are committed to treating all with respect, care, dignity and common courtesy thus building trust and loyalty through regular and open two-way communication.

Teamwork – Partners for life

Teamwork plays a vital role in achieving production targets and as such we are committed to keeping the team informed, along with regular performance feedback and rewards which go a long way in keeping the team engaged and motivated.

Pride – Be the brand

We conduct our business in an efficient manner that contributes to the stability, growth and sustainability of the Company and the communities within which we operate. We continually strive to positively building the morale of our employees and our extended communities thus increasing loyalty and pride in our operations and achievements.



CONTRACT MINING & PLANT RENTAL