

JANUARY NEWSLETTER-2020

CEO MESSAGE TO MUNALI EMPLOYEES ON 21st, 22nd, 28th and 29th JANUARY, 2020.

In his introductory remarks, the following were introduced. Kobus Horn as Head of Mining, Duncan Bowker as an Interim General Manager, Claude Baissac was given new role of Head of Integrity, making sure our business is clean.

On the Recovering of our Operations, the CEO mentioned that we are about 65% of where we need to be to breakeven.

The CEO mentioned of, **1)** creating a responsible and responsive team, **2)** an effective Core-Driven team, continues – “making sure that the heart of our business is correctly restructured and fully functional so that it can deliver, and then build back the services we need to support it” **3)** effective management / supervision, **4)** Making sure our plans are achievable and , and that instructions from these plans made clear – daily, weekly and monthly, **5)** Get control of what we spend, what our consumption is, where we can save. Management have to work strictly inside of the core-focused budget system.

He emphasised on everyone to take full ownership and Speak out, call the things that you see, escalate what is not right and not agree to do something that is unsafe. Fight the battles, things will get tough from time to time, some elements still don’t want this mine to succeed, for whatever reason, so we still have to overcome challenges every day, but we will win the majority of these battles and then we will win the war. We need to stay focused and eyes on the prize, understand the plan and stick to it (Sop. Let’s be proud of Munali.

This is not an easy time, and it’s going to get tough as we transform the way we do things in a number of areas. There will be less spending, more commitment, less, but stronger and more effective management. To survive, we have to become a “lean, mean fighting machine” capable of exceeding daily targets on a tight budget. However, we can, and we will, become a world class example of successful production. Let’s look forward, overcome the challenges that confront us, and score the goals.

On 28th the CEO emphasised the importance of regular meetings with the employees. He then went further to introduce Bradford Mills as Senior partner and the Investor with vast mining experience. Technically the mine is operating well though the last two months the mine has been facing serious challenges said the CEO. The restructuring of the mine is to bring the mine to the right size with the right people so that it can operate effectively. For those that will remain, will make sure the conditions are not worse off and for those that are going, they will be treated equally by following the due process of the Law. **(Anton Mauve)**



Different Picture of Management and employees during the CEO’S address

PRESENTATION BY BISHOP MOSES HAMUNGULE

In his introductory remarks the Bishop mentioned that he had a meeting with the Chief Executive Officer Mr. Anton Mauve, at which meeting it was agreed that he gives a motivational speech to all employees. He then gave a brief history about his career. He then talked about the following values.

Working for the Common good

He did mention that as Christians there are certain values that are very important to the common man. He said that we need to have a sense of common good. He said that common good is at the centre of the Catholic teaching. Common means/refers to all people. To pursue common good is to pursue the good for all people. He urged everyone to have a sense of common good. This means that everyone should work hard and contribute to the common good of the company. Common good requires that needs are taken care of by, e.g. salaries. Money is given out to meet the needs of all the stakeholders, i.e. employees, suppliers, shareholders. He did mention that peace is an element of common good. Peace is not just the absence of war, but could also mean the absence of employment. A condition that would make you not to have a measure of peace. In working hard for the common good it's expected that all employees put in their level best to sustain the mine. The benefits of working hard for the common good are shared by all stakeholders involved in the business.

Team work and Leadership

He stressed the need for all to work as a team if we are to win. He gave an example of a football team where he stressed that each team member has a specific role, when applied effectively contributes to the overall score/success of the team. He said that there are those who are good at scoring, others at defending, a point which meant that employees with different roles play a part to the overall success of the business.

In a team we can't pretend to know everything. We need to work with the captain as he is equally expected to lead the team professionally. The word Boss as others would love to be called distances team members from such supervisors/Managers.

The rights of human beings

He stated that the Church respects the rights of Human beings and in doing so at places of work for example employees need to observe Safety guidelines given by Safety department as they are meant to protect the rights of employees including but not limited to the right to life. He further mentioned other rights such as to own property, to work, etc. It is for this reason that he emphasized that some of these right come through our concerted effort to work hard so as to sustain the operation. This would keep employment levels afloat. And to that effect employees would continue enjoying the right to own property (as an example).

Sense of Ownership

He did mention that he had read Munali Nickel mine core values and appreciates them. However, he observed one important value that was not featuring on the company values, namely **sense of ownership**. He appealed to management to consider taking it as part of the company's core values. If employees feel that they own the business, it gives them the sense of responsibility.

Sharing of Profit and Loss

The Bishop stressed that when the company is making profit, it's easy to share the proceeds among all stakeholder (Shareholders, employees, Suppliers). He also stated that its possible for management to decide to share the losses by way of job losses, salary' cuts etc. This is the more reason that employees need to work hard so that they can share the profits and not losses. The idea is not to reach a point where losses are shared. However, to avoid losses being shared all were encouraged to work hard.