

Research Report

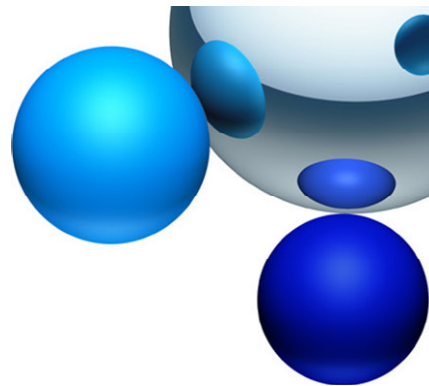
Centre for Rhetoric Studies University of Cape Town

Gender and the Rhetoric of decision making

Report Number 1

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August 2008



SASOL



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1. Introduction

This research paper seeks to address the following questions, firstly; it will look at how Sasol responds to and argues in critical situations and secondly; how the gender dimension of its policies is factored in. Before the above questions can be established, it is crucial to back track and look at the historical and political context of the era in which Sasol was established and how Sasol has had to change through the years in answer to the reigning political order.

The paper will then proceed to examine Sasol in the new political order and through various rhetorical methods, illustrate Sasol's commitment to democratic South Africa. The paper will examine various extracts from Sasol's communications division to the public, and articles found in the media written about Sasol.

When the paper addresses the gender empowerment section, it will also discuss Sasol massive BEE empowerment deal and its BEE partners, two companies owed by women. Finally the paper will present briefly the success and challenges faced by the department of Minerals and Energy in terms of Gender Empowerment. All Extracts and articles will be available to the reader.

1.1 Methodology

The methodology which was used for this research paper was to gather online newspaper articles on Sasol and deduce from them what was considered to be company policies which fell into the two categories presented above. Articles from Sasol's website and brochures, company newsletter which highlighted the company's policies on key issues were also collected.

The minutes of the Parliamentary Portfolio Committee on Minerals and Energy were also collected and presentations done by the various departments to the committee were also collected. In order to gain an understanding of the operations of Sasol, the Ministers budget speeches were also collected.

All the material gathered was collected online. This research presented is qualitative and all analysis provided is done so using rhetorical tools.

1.2 List of Data Collected

Below is a list of the documents which were used and collected and which are available to the reader:

- ANC Statement March 1985 (word doc)
- The Department of Minerals and Energy, Hydrocarbons and Energy Planning Branch – Liquid Fuels, Charter for the South African Petroleum and Liquid Fuels Industry: Empowering Historically Disadvantaged South Africans Date: 2 November 2000 (pdf doc.)
- Primary Sector, Top Women in Business & Government 2006 (pdf doc.)

- Professional Women in Energy Forum, Report – Launch Breakfast 20 September 2005 (pdf doc.)
- Sasol's commitment to advancing black economic empowerment (BEE) in South Africa, 2004 (pdf doc)
- Sasol Limited, BEE Transaction, Media Briefing, 25 March 2008 (pdf doc.)
- Soul of Sasol, Responding to social and economic development needs as a responsible corporate citizen 2007 (pdf doc.)
- Overview of Sasol Oil's Empowerment BEE programme presented to Portfolio Committee , 1 September 2006 (pdf doc)
- The annual Chemical Industries Education and Training Authority (Chieta). - Chieta Seta Annual Conference, More skills can lead to "exponential" growth, The Guest – Speaker, SA national chairperson of British Petroleum – and former director-general of the Department of Labour – Rams Ramashia, 21-OCT-05

Articles from online newspapers

- Norway to help SA with carbon capture, independent online, April 17 2008 at 03:48PM, http://www.iol.co.za/index.php?set_id=1&click_id=143&art_id=nw20080417150323114C188324
- SACP wants new fuel price determination, independent online, Mail & Guardian, 26 June 2008, 02:12PM http://www.iol.co.za/index.php?set_id=1&click_id=3045&art_id=nw20080626134458269C189395
- Sasol synfuel in world aviation first , 10 April 2008 <http://www.southafrica.info/business/success/sasoljet-100408.htm>
- Sasol in \$1.2bn gas venture, 7 February 2008, <http://www.southafrica.info/business/economy/infrastructure/mozgas-070208.htm>
- Sasol boost for women in mining, 12 October 2007, <http://www.southafrica.info/business/trends/empowerment/wipsasol-121007.htm>
- BEE also means WEE, 3 August 2007, http://www.sagoodnews.co.za/bee/bee_also_means_wee.html
- Article by Fin 24 , Mar 6 2006 7:02PM http://www.fin24.com/articles/default/display_article.aspx?Nav=ns&ArticleID=1518-24_1893122
 - Women a majority in Govt positions, Citizen, 8 July 2008, <http://www.citizen.co.za/index/article.aspx?pDesc=65170,1,22>
 - Sasol Wraps Up Coal Mining Empowerment, 11 October 2007, <http://www.miningmx.com/empowerment/629889.htm>
 - SASOL , Building skills, Sep 27 2007 12:00AM, fin24, http://www.fin24.com/articles/default/display_article.aspx?ArticleId=2188586&SurveyId=SA%20SOL%20&SurveyCategory=surveys_corporate_profiles
 - CEO for new women-in-mining Ixia Coal will be female, Mining Weekly, 19 October 2007, http://www.miningweekly.com/article.php?a_id=118969

- Women playing a leading role in mining empowerment, Engineering News, 2007
http://www.engineeringnews.co.za/article.php?a_id=118825
- Women the major beneficiaries in Sasol's significant R1,5 billion empowerment transaction, 25 September 2005,
http://www.manufacturinghub.co.za/20050925_0004.htm

Speeches Members of Parliament

- Budget Vote speech by the Minister of Minerals and Energy, Phumzile Mlambo-Ngcuka 22 June 2004
- [http://www.search.gov.za/info/previewDocument.jsp?dk=%2Fdata%2Fstatic%2Finfo%2Fspeeches%2F2004%2F04062314451002.htm%40SpeechesandStatements&q=\(\(Dept+Budget+Vote+2004%2F2005\)%3CIN%3ETitle\)+\)%3CAND%3E\(+Category%3Cmatches%3Es+\)&t=Mlambo-Ngcuka%3A+Minerals+%26+Energy+Dept+Budget+Vote+2004%2F2005](http://www.search.gov.za/info/previewDocument.jsp?dk=%2Fdata%2Fstatic%2Finfo%2Fspeeches%2F2004%2F04062314451002.htm%40SpeechesandStatements&q=((Dept+Budget+Vote+2004%2F2005)%3CIN%3ETitle)+)%3CAND%3E(+Category%3Cmatches%3Es+)&t=Mlambo-Ngcuka%3A+Minerals+%26+Energy+Dept+Budget+Vote+2004%2F2005)

1.3 Descriptive Analysis

The research report will provide a rhetorical analysis of the material as is listed in the above category. Extracts from the various documents will be quoted and analysed rhetorically.

2. Background – Sasol’s Malleability on the South Africa Political landscape

Sasol as a conglomerate has had a remarkable journey and has much to be proud of in terms of economic growth. The interest of this research paper is looking at Sasol and its policies from a rhetorical perspective. Sasol becomes a fixture of interest in the South African political landscape owing to its adaptability or chameleon role through the different orders that have passed through South Africa’s political history.

Sasol was established by the architects of apartheid¹ in 1950 as a state-owned entity and it was propped up for years by price guarantees, funded by taxpayers. Sasol was established to manufacture fuels and chemicals from indigenous raw materials. The 1950’s were a period in South Africa history which marked a changing point for people of colour. This was the period which saw protest action by the various political parties, the historic defiance campaign against unjust laws in which 8 000 people went to jail took place in June 1952, the Adoption of the Freedom Charter in June 1955. The architects of apartheid created Sasol in order to ensure that the countries fuel needs would be met even though the country was isolated from the international community.

An ANC statement from 1986 has the caption “Oil fuels Apartheid” this is an indication that the company was viewed as “oiling the machinery of apartheid”. In this statement the ANC states that American and British oil & fuel Companies were enemies of the armed struggled, owing to the fact

¹www.sahistory.org.za/pages/chronology/thisday/1950-06-26i.htm - 7k

that they were providing oil to South Africa. The ANC felt that if Sasol was boycotted and brought to a standstill, the company would battle to meet the countries needs, as it lack the capacity to do so. This would affect the economy of the country. In the statement, the ANC uses a statement by the Chairman of the South African Manganese Corporation, Dr J P Keamey, to support its argument.

"The regime has invested more than ten billion dollars in the construction of oil-from-coal plants (Sasol 1, 2 and 3) and associated facilities in its efforts to reduce dependence on external sources. These plants are expensive, inefficient and incapable of bringing self-sufficiency. The Chairman of the South African Manganese Corporation, Dr J P Keamey, told a scientific research conference in July 1980 that:

"although Sasol is the only oil-from-coal process presently in commercial operation, it is still wasteful and inefficient when judged by energy conversion standards".

... "Sasol plants are brought to full capacity, they would still only be able to meet 37% of the country's 1981 liquid fuel consumption."

Extract 1 - ANC statement 1986

Thus rhetorically Sasol was a viewed as a symbol of apartheid; it was another arm of the oppressor. This is the first role that the company plays on the South African landscape. Since 1950 Sasol Limited has made huge in roads on an international level, and is a global player and currently listed on the Johannesburg Securities Exchange and the New York Stock Exchange and is an innovative and competitive global energy company. Sasol produces gas from coal and is researching prospects to import gas from Namibia. Even though gas consumption has increased in recent years, the importance of gas in the South African energy economy is still low compared with other countries.

The dawn of South Africa's democracy, required the corporate industry to also take a firm stand in contributing to the birth of a new South Africa and the opening up of opportunities for Historically Disadvantage South Africans. Sasol had to once again change its face in order to adapt to the new political order. Sasol took these steps by establishing a BEE fuel retailer, Exel Petroleum (Pty) Ltd, in 1997. It was established as a 22.5% minority shareholder. The merging with Sasol Oil, Exel Petroleum was a model empowerment enterprise by being 77.5% owned and controlled by Historically Disadvantaged South Africans (HDSA). In November 2002 Sasol was a signatory for the Liquid Fuels Charter which was aimed at ensuring that the identified previous disadvantaged groups namely (Blacks, Indians, Coloureds, Women and the disabled) were awarded opportunities within the industry.

This paper will now examine various communication pieces by Sasol, commitments and steps Sasol has taken.

2.1 Company Operations

South Africa's highly ²developed synthetic fuels industry is supported by abundant coal resources and offshore natural gas and condensate production in Mossel Bay, one of the major producers include Sasol, who is also the world's largest manufacturer of oil from coal and the petroleum and gas corporation of SA. The energy sector ³is a key driver of the South African economy, ⁴comprising some 15 percent of the country's GDP and employing around 200 000 people. The Sasol Group of ⁵Companies dominates the sector with focused activities on diversified fuels, chemical and related manufacturing operation.

Sasol's operations are ⁶supported by technology development, and oil and gas exploration and production, and the group is responsible for fulfilling or supplying 41 percent of South Africa's liquid fuel needs, and producing 23 percent of the country's required coal, while contributing R34 billion to South Africa's annual GDP.

² Top Women in Business & Government 2006; Primary Sector; page 67 - 68

³ Top Women in Business & Government 2006; Primary Sector; page 67 - 68

⁴ Top Women in Business & Government 2006; Primary Sector; page 67 - 68

⁵ Top Women in Business & Government 2006; Primary Sector; page 67 - 68

⁶ Top Women in Business & Government 2006; Primary Sector; page 67 - 68

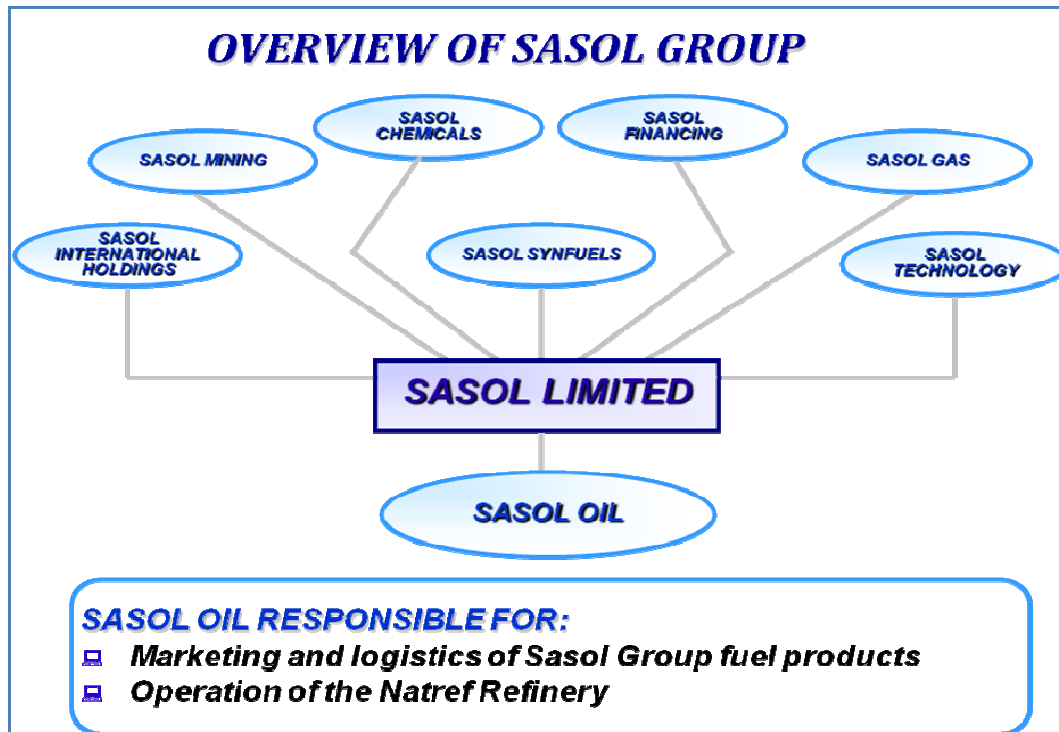
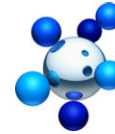


Table 1. Overview⁷ of Sasol Group – Presentation to Portfolio Committee Parliament September 2002

Table 1 presents the various divisions of Sasol and table 3 presents the growth of Sasol nationally and internationally.

⁷ Table 1. Sasol Presentation to Parliamentary Portfolio Committee on Minerals & Energy, September 2002

SASOL'S GLOBALISATION DRIVE



BUT COMMITTED TO AND ROOTED IN SOUTHERN AFRICA

Table 2 – ⁸Sasol's Globalisation; Presentation to Portfolio Committee Parliament September 2002

3. Sasol & Its Commitments to Historically Disadvantaged South Africans within the new political order

Sasol had to be strategic and create a paradigm shift by ensure that it creates opportunities for Historically Disadvantaged South Africans. This research paper will analyze rhetorically a document provided by Sasol entitled "Sasol's Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa. (The document will be available for the reader).

⁹"Our BEE strategy is not limited to ensuring legal compliance and political correctness and extends beyond the parameters of empowerment-related charters, legislation and regulations. We believe there is a sound moral motivation and a deeper economic rationale for advancing BEE and achieving fully representative ownership and participation in the business activities of South Africa."

⁸ Table 2 – ⁸Sasol's Globalisation ; Presentation to Portfolio Committee Parliament September 2002

⁹ Extract 2- Message by Pieter Cox – Chief Executive; Sasol's Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa.

Extract 2- Message by Pieter Cox – Chief Executive ; Sasol’s Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa.

The Rhetorician is using Epideictic rhetoric, it is a message aimed at praising the company, it seeks to address a general audience, it is directed to ¹⁰praising honour and virtue, censuring vice and weakness. The message aims to address the general public stating the company’s position on its BEE initiatives and position. An important issue is that the Orator Pieter Cox, who is an Executive, establishes as a point of departure with the public, that he is aware that BEE commitments by various companies are usually, just embarked upon as a formality to meet government requirements. Companies BEE policies are often great on paper and not adequately put into practice. Thus the rhetorician uses this as his point of departure, to emphasis that this is not the case for Sasol.

¹¹We accept that all South Africans should have the opportunity to contribute to the national economy and to enjoy the rewards of their contributions.

Entering a testing period

The next five years (2004 to 2008) will be the most testing for our BEE programmes because during this period we shall:

- introduce BEE ownership into our liquid fuels business;
- introduce BEE ownership into our mining business;
- progress the new ChemCity concept which aims to develop and foster entrepreneurial-driven BEE ventures in the downstream chemical and related sectors; and
- create further joint ventures with BEE partners to market, for example, pipeline gas.

We shall also further advance our employment equity and BEE procurement programmes.

Let us work together

We believe that our collective efforts as South Africans should be focused on growing a vibrant economy in which all South Africans can participate meaningfully, thereby sustaining a democracy of which we can all be proud.

Let us work together, never forgetting that realism should always prevail in our efforts to economically empower increasing numbers of South Africans. Sustainable BEE ventures require time, capital, skill and foresight to develop, especially if we are sincere about ensuring their

¹⁰ Oksenberg A (ed) Essays on Aristotle’s Rhetoric, page 3

¹¹ Extract 2- Message by Pieter Cox – Chief Executive; Sasol’s Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa.

longer-term success.

Our patience and determination will most likely be tested¹² from time to time. But, if we as South Africans nurture constancy of purpose and the collective will to succeed, our efforts will be generously rewarded.

Certainly, we at Sasol are determined to succeed in our initiatives to advance BEE.

Extract 3 - Extract 2- Message by Pieter Cox – Chief Executive ; Sasol’s Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa.

In Extract 3 the orator is appeal to the publics’ pathe – emotions owing to the fact that he states that his company accepts that all South Africans should have equal opportunities. He is using as his point of departure the fact that there are many companies and Executives who believe BEE is apartheid in reverse. Thus, he assure his audience first about the belief of his company,¹³ the knowledge of psychology enables the orator to present himself as having a trustworthy ethos.¹⁴ The rhetorician must establish his credibility his intelligence (phronesis and eunoia) and character (arete) as such traits might be perceived by his audience.

In this extract the orator is constantly appealing to his audience emotions, owing to the fact that he states that the comprehensive four year plan that his company has for its BEE initiatives will be challenging to yet this is the ideal time owing to the fact the economy is doing well, it is a challenge that his company is up for. The orator is thus addressing the minds as well as the psychology of his audience.

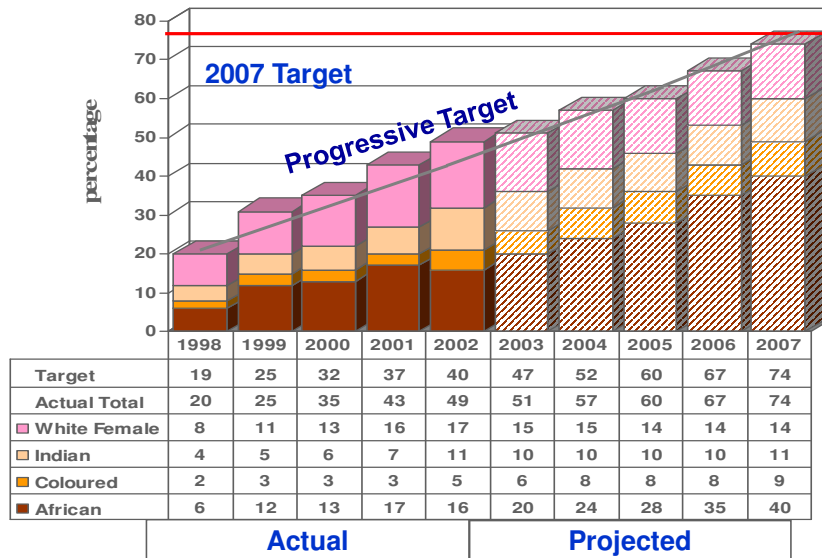
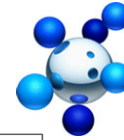
Below is Table 4 which was presented before the Minerals and Energy Portfolio Committee in Parliament in September 2002. It is actual and projected percentages of employees from the Historically Disadvantaged South Africans (HDSA) group.

¹² Extract 3 - Extract 2- Message by Pieter Cox – Chief Executive; Sasol’s Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa.

¹³ Oksenberg A (ed) Essays on Aristotle’s Rhetoric, page 8

¹⁴ Oksenberg A (ed) Essays on Aristotle’s Rhetoric, page 9

DIVERSITY GROWTH (Sasol Oil) (Supervisory level and higher)

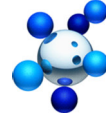


69% OF ALL EMPLOYEES ARE FROM HDSA GROUPS

Table 3 – Chart of ¹⁵Employees from Historical Disadvantaged Groups 1998 – 2007 (presentation done Sept. 10 2002 – Parliamentary Portfolio Committee)

¹⁵ Table 3 – Chart of ¹⁵Employees from Historical Disadvantaged Groups 1998 – 2007 (presentation done Sept. 10 2002 – Parliamentary Portfolio Committee)

DIVERSITY GOALS

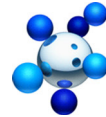


Sasol Oil has specific short term targets to achieve diversity goals:

-  ***75% of new appointments from HDSA - 91% achieved (2002)***
-  ***53% of promotions HDSA (2002)***
-  ***Employment Equity Committees monitor HR activities***

Table 4 – Sasol's ¹⁶Goals in 2002

ADVANCED LEADERSHIP PROGRAM TO INCREASE DIVERSITY AT SENIOR MANAGEMENT LEVEL







-  ***R21 million committed for training of black executives over 2 years.***
-  ***Fast track the development of high potential senior black employees.***
-  ***First intake of 16 black candidates was in 2000.***
-  ***Second intake of 22 senior black candidates (5 women) due in November 2002.***

Table 5 – Sasol ¹⁷Management intake 2002 – Sasol presentations to Portfolio Committee Parliament

¹⁶ Table 4– Sasol's Goals in 2002

¹⁷ Table 5 – Sasol Management intake 2002 – Sasol presentation to Portfolio Committee Parliament

“¹⁸Importantly, both Sasol Oil and Sasol Mining are engaged in encouraging discussions with potential BEE partners. The former will result in the most meaningful BEE position in the liquid fuels value-chain in South Africa.”

Extract 4 - Sasol's Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa.

In this Extract Sasol mentions future plans of an enormous BEE deal, it is a formal commitment which the company does fulfil and which will be discussed later in the research paper. Although the partnership only took place 4 years later, already Sasol had created awareness about it to the general public. Rhetorically, Sasol is creating an impression to the public. A successful ¹⁹rhetorician structures his speech to elicit emotions that are connected with stable motivational structures; he must appeal to their strongly entrenched, as well as to their immediate, interests and desires.

In 2002 various companies from the industry signed the South African Petroleum and Liquid Fuels Industry on Empowering Historically Disadvantaged South Africans in the Petroleum and Liquid Fuels Industry, of which Sasol was also a signatory. The signatories developed²⁰ this Charter to provide a framework for progressing the empowerment of historically disadvantaged South Africans in the Liquid Fuels Industry. The Charter applied to the ²¹privately owned parts of the industry, and to all parts of the value chain.

The preamble of the Charter (***Extract 5***) reads as follows:

The Charter²² is mindful of:

- “the imperatives of redressing historical social and economic inequalities as stated by the Constitution of the Republic of South Africa, inter alia Section 9 on Equality (and unfair discrimination) in the Bill of Rights, and section 217.2 on procurement where the "organs of state" may implement a "procurement policy providing for categories of preference in the allocation of contracts and the protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination",

¹⁸ Extract 4 - Sasol's Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa.

¹⁹ Oksenberg A (ed) Essays on Aristotle's Rhetoric; page 21

²⁰ CHARTER FOR THE SOUTH AFRICAN PETROLEUM AND LIQUID FUELS INDUSTRY ON EMPOWERING HISTORICALLY DISADVANTAGED SOUTH AFRICANS IN THE PETROLEUM AND LIQUID FUELS INDUSTRY; November 2002

²¹ CHARTER FOR THE SOUTH AFRICAN PETROLEUM AND LIQUID FUELS INDUSTRY ON EMPOWERING HISTORICALLY DISADVANTAGED SOUTH AFRICANS IN THE PETROLEUM AND LIQUID FUELS INDUSTRY; November 2002

²² Preamble of the CHARTER FOR THE SOUTH AFRICAN PETROLEUM AND LIQUID FUELS INDUSTRY ON EMPOWERING HISTORICALLY DISADVANTAGED SOUTH AFRICANS IN THE PETROLEUM AND LIQUID FUELS INDUSTRY; November 2002 ; Extract 5

- the policy objective stated in the Energy Policy White Paper to achieve "Sustainable presence, ownership or control by historically disadvantaged South Africans a quarter of all facets of the liquid fuels industry or plans to achieve this"
- the Black Economic Empowerment Commission's definition of Empowerment as "an integrated strategy aimed at the substantially increasing black participation at all levels of the population and:"

For the purposes of this paper, the Charter is important as it also dealt with issues of employment equity. The Charter states that the South African Labour market does not have a work force that has the skills required by the Petroleum and Liquid fuels industry. Thus the signatories' of the Charter commit themselves to interfaces with statutory bodies such as SETA (Sectoral Education and Training Authority), in the development of skills development strategies. The Charter in addition stipulates that it will identify talented individuals and fast track their training, and ensure that there is gender inclusiveness.

The signing of the Charter can be viewed as a rhetorical action in the sense that it succeeds in eliciting emotions that are connected with stable motivational structures. The signing of the charter by Sasol is a form of deliberative persuasion, as is not only arouses emotions (pathe) for the general public; their rhetoric is followed by decisive action.

4. Sasol & Gender Empowerment

The South African Employment Equity Act of 1998 requires company's to ensure the provision of equal opportunities for previously disadvantaged groups. Companies had to ensure that they gender mainstreaming was taking place within the work environment. Sasol in its brochures states that:

"²³in line with the Employment Equity Act of 1998 we are determined to increase the percentage of our South African employees drawn from historically disadvantaged groups.... We are confident of achieving our medium – term target of having 50% of all our South African leadership and professional positions held by people from designate groups, including white women."

Extract 6 - ; Sasol's Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa. 2004

The above Extract (extract 6) is Sasol's commitment to the course of gender empowerment. The company establishes as its point of departure that it is not of the belief, as some members of society

²³ Extract 6 - ; Sasol's Empowerment for Advancing Black Economic Empowerment (BEE) in South Africa. 2004

believe that white women should not be placed under the banner of HDSA. The company is aware that this is an emotional issue for a number of South Africans and thus establishes this as its point of departure.

Tshwarisano breaks new ground in liquid fuels Empowerment

²⁴Our biggest BEE-equity transaction to date is the establishment of Tshwarisano LFB Investment.

Tshwarisano will own a 25% share in Sasol Oil. The R1,5 billion Tshwarisano transaction will benefit a broad base of black groups and individuals, including rural black women, the youth and the disabled. More than 50% of beneficiaries are women. Indirect beneficiaries number an estimated three million people. In addition to providing facilitation support for Tshwarisano's R1,1 billion financing requirements, Sasol will contribute R45 million towards the creation of two trusts aimed at empowering the underprivileged, as well as black staff and their families. Many of the former shareholders (both directors and employees) in Exel Petroleum are shareholders in Tshwarisano.

Extract 7 - Soul of Sasol; Responding to social and economic development needs as a responsible corporate citizen, page 13, 2007

The above Extract (7) taken from Sasol Soul, is Sasol's commitment to the South African public. Extract provides the reader with undisputed facts, thus it would be labelled as Epideictic rhetoric. In Sasol Soul, the company takes a journey through all its achievements. It presents itself as having being one of the first few companies to answer to the call of opening opportunities for HSDA. It provides the reader with a list of various achievements, in times of making its mark on the global radar, and lists a number of projects which are community based. The company also provides a brief

²⁴ Soul of Sasol; Responding to social and economic development needs as a responsible corporate citizen, page 13, Extract 7

summary of busary opportunities its has offered for HDSA youth. The brochure then provides the reader with a look at management and how at the Executive level, there is gender mainstreaming and that the management team is representative of all South Africans. pledges its commitment to BEE, employment

Johannesburg - South African fuels group Sasol plans to appoint new top black officials soon as it seeks to shake off criticism that the company is dominated by white men more than a decade after the fall of apartheid.

Nolitha Fakude, a Sasol director, said the group aimed to boost the number of black board members, top executives and women.

South Africa is pushing companies to meet quotas on black ownership, employment and procurement as it tries to shift more of the mostly white-controlled economy into the hands of the black majority.

The government has singled out Sasol in the past for slowness in hiring black people to top posts.

"We have been looking at key executive director appointments, and those will be announced very soon," Fakude told Reuters after the results presentation.

Fakude, the only top black executive at Sasol, joined the world's biggest producer of synthetic fuel from coal in October as executive director in charge of human resources and strategy functions. She said changing the culture at Sasol was key.

"This is definitely not an overnight process," Fakude said.

"Transformation is one of our biggest challenges as an organisation.

Extract 8- ²⁵Fin24 6 March 2006 (online newspaper)

The above extract (8) depicts that Sasol has been under pressure from government and the general public to act upon its policies of gender empowerment. It is also very strategic that the company places a black, female Executive to answer questions on their failure to be more gender representative. By placing a female Executive to handle the onslaught of the media, it almost forces the public to reassess their judgement.

The orator in the above extract carefully does not totally agree with the issue that there s a lack of gender representivity at Sasol, she merely does this by shifting the question away from the issue at hand, and uses the often talked about issue of a "skills gap " within the country. By stating that Sasol

²⁵ Extract 8- Fin24 6 March 2006; 7:02PM (online newspaper);
http://www.fin24.com/articles/default/display_article.aspx?Nav=ns&ArticleID=1518-24_1893122

has not been able to find the ideal candidates with the required skills and expertise, she is now redirecting the argument to be about the skills gap in the country, a successful tactic to use.

In Extract 9 below, Sasol finally is able to relieve the pressure by announcing its biggest BEE and gender empowerment deal to date. Sasol partners up with two black, female owned companies and thus fulfils its obligation.

South African petrochemicals giant Sasol announced this week that it has sold a 20% stake in its mining subsidiary, valued at almost R1.9-billion, to a newly established company owned and run by two local women empowerment groups.

The ²⁶transaction will see Ixia Coal, a joint venture by Women Investment Portfolio Holdings (Wiphold) and Mining Women Investments; acquire 20% of Sasol Mining through the issue of new shares.

Sasol said in a statement that the current transaction was the second phase of Sasol Mining's broad-based black economic empowerment (BEE) strategy, which will result in 26% of Sasol Mining (calculated on attributable units of production) being owned by previously disadvantaged groups.

According to the company, this enables Sasol Mining to achieve compliance with the Mining Charter's ownership requirements well ahead of the 2014 deadline.

Extract 9- ²⁷Sasol boost for women in mining- South African info

Sasol executive director Benny Mokaba said the transaction not only achieves compliance with the Mining Charter, but also promotes the role of women in the mining industry.

"We want to create lasting empowerment by providing opportunities for our country's women to enter and benefit from the traditionally male-dominated mining industry," Mokaba said. "Our focus will be on developing relevant skills and building capacity among historically disadvantaged women.

"Our intention is to create a lasting legacy through skills development and capacity building in support of government's socio-economic objectives."

²⁶ Sasol boost for women in mining; SAinfo reporter; 12 October 2007 ; <http://www.southafrica.info/business/trends/empowerment/wipsasol-121007.htm>

²⁷ Extract 9- Sasol boost for women in mining- South African info;

While initially being only an investor, Ixia Coal will eventually, with technical assistance and skills transfers from Sasol Mining, develop operational capacity enabling the company to operate its own coal mines.

"With sound business acumen and a strong empowerment track record, Wiphold will help us build Ixia Coal into a new, sustainable women's empowerment company that over time will become involved in operating coal mines," Sasol Mining managing director Hermann Wenhold said.

Extract 10²⁸ - Sasol boost for women in mining; SA info reporter; 12 October 2007

The rhetorical statement that Sasol makes by partnering up with its BEE partners in a deal that is worth billions and which offers HDSA an opportunity to be part of an enormous conglomerate, is a form of Epideictic rhetoric, as it is a ceremonial and changing point for the history of the company. A company once associated with white, Afrikaner, nationalist power, has evolved to the extent that its architects would not recognise it any longer. The Sasol Inzalo shares which Sasol made available to ordinary South Africans ensured that the company was able to readdress the shortcomings of the past, and thus was viewed in a different light by South Africans.

5. Success & Challenges in the Department of Minerals & Energy in terms of Gender Empowerment

- 2004: the ²⁹formation of Women in Nuclear South Africa (WINSA), thus creating a forum for exchange of information among women from different nuclear institutions locally, regionally and internationally. WINSA will also communicate benefits of nuclear technology to the broader public.
- Women in Oil and ³⁰Energy (WOESA). This body supports and accommodates women in oil and other fields of energy and is developing projects for women involvement in Renewable Energy.
- South African Women in ³¹Mining Association (SAWIMA). The women are positioning themselves in both major transactions as well as making their presence felt beyond the well-known Minerals. SAWIMA has formed SAWINI, an investment company, which is championing the acquisition of business opportunities.

²⁸ Extract 10- Sasol boost for women in mining; SA info reporter; 12 October 2007; Sasol boost for women in mining, 12 October 2007, <http://www.southafrica.info/business/trends/empowerment/wipsasol-121007.htm>

²⁹ Budget Vote Debate by then Minister of Minerals & Energy, Hon. Phumzile Mlambo – Ngcuka, 22 June 2004

³⁰ Budget Vote Debate by then Minister of Minerals & Energy, Hon. Phumzile Mlambo – Ngcuka, 22 June 2004

³¹ Budget Vote Debate by then Minister of Minerals & Energy, Hon. Phumzile Mlambo – Ngcuka, 22 June 2004

Challenges facing the energy sector 2004 - 2008

- The annual Chemical Industries Education and Training Authority (Chieta). - Chieta Seta Annual Conference, More skills can lead to “exponential” growth 21-OCT-05
- Stated: the chemical sector ³²does not contribute optimally to the South African economy. The major challenge facing the industry is the chronic lack of skills throughout the entire value chain and, more specifically, the specialised technical skills required to transform low value feedstocks into high value products.”
- Human Resource Development Challenges: The SA Petroleum Industries Association (SAPIA), which comprises BP, Engen, Caltex, PetroSA, Sasol, Shell and Total, has “been working for two years at industry level to underpin HRD transformation in the sub-sector. Some of the major findings from the 2005 situational analysis had been that:
 - African females were by far the most under-represented group, followed by African males;
 - At top management, 67 percent of recruitment favoured African males and 33 percent favoured white males;
 - No females were recruited or promoted into top management;
 - White males dominated the legislator and senior official occupational category. African, coloured and Indian females showed particularly low representation;
 - The petroleum industry lagged behind the national average (Department of Labour statistics) for formally employed workers that showed only 0.9 percent of employees were people with disabilities;
 - The reported scarce and critical skills amongst SAPIA member companies also demonstrated a strong racial and gender bias.
 - The petroleum industry has a serious shortage of black professionals and managers skilled in technical areas of the petroleum industry such as retail operations, logistics and transport operations, supply optimisation, planning and performance management, health safety and environment. Other areas like finance, information technology, legal and leadership skills were also highlighted,”

Strategy Plans for Combating Human Resource Development Challenges

SAPIA HRD Strategy (2005-2010). This strategy rests on four industry skills development objectives ...” These included:

- Annually quantifying and communicating scarce skills to enable sustainable growth, development and equity;
- Increasing the relevance and quality of occupationally directed qualifications and learning programmes;

³² The annual Chemical Industries Education and Training Authority (Chieta). - Chieta Seta Annual Conference, More skills can lead to “exponential” growth, The Guest – Speaker, SA national chairperson of British Petroleum – and former director-general of the Department of Labour – Rams Ramashia, 21-OCT-05

- Assisting designated groups, including new entrants, to acquire critical skills and enter the petroleum industry by participating in accredited and work-based programmes such as development programmes tailor-made to promote women in leadership;
- 2006: The Petroleum Industry signed a memorandum of agreement with Chieta, worth R2 million to develop 63 female professionals and managers, on a tailor – made Petroleum Industry in Oil and Energy Programme.

6. Conclusion

This Research report had the task of looking at firstly how Sasol responds to and argues in critical situations and secondly how the gender dimension of its policies is factored in. The paper began by looking at the background history and political landscape in which Sasol was created. It then looked at how Sasol responded to the new political order of post 1994. The paper then looked at the issue of gender empowerment and especially Sasol's billion rand BEE deal and partners. It then concluded by presenting the challenges and success made by the Department of Minerals and Energy, which Sasol falls under. All of the above was analysed by using the rhetorical tools and types.

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