

AFRIMATTERS



DIVISIONAL MATTERS: KLIPRUG QUARRY BREAKS 60 000 TONS
HR MATTERS: CULTURE LAUNCH – THE AFRIMAT WAY
HEALTH & SAFETY MATTERS: TEAM LYTTELTON SAFETY SYMPOSIUM



Build your investment while we build our country

A range of products built on the foundation of quality and durability

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



Inspiring growth through the consistent delivery of solutions that empower our people and our customers.

Afrimat Limited is a leading black empowered open pit mining company providing an integrated product offering ranging from aggregates, industrial minerals, commodities (iron ore), concrete products (bricks and pavers) to readymix concrete.

Afrimat has established a strong foothold in contracting services comprising mobile crushing, screening, drilling and blasting.

Backed by more than 45 years' experience, Afrimat listed on the JSE Limited in 2006. As part of its continued diversification strategy, the group is expanding its footprint into Africa.

The group's capabilities enable Afrimat to service projects of any scale from major infrastructure and construction projects for state-owned enterprises and parastatals through to small private sector contracts.

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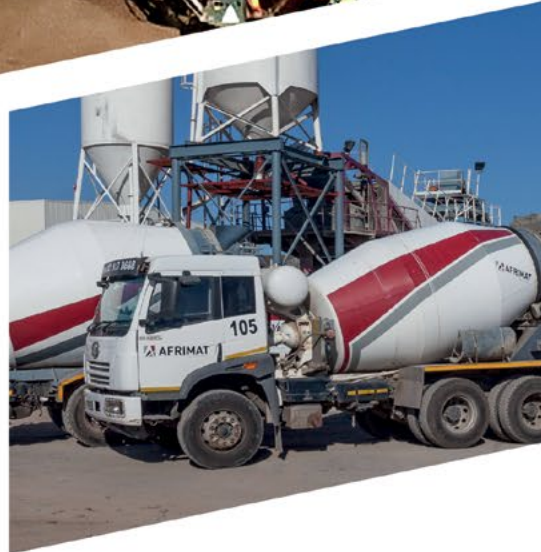
AFRIMATTERS

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Co-ordinating Editor: Lizanne Olivier | **Managing & Copy Editor:** Jackie Ferno
Contributors: Andries van Heerden, Malcolm Knipe, Riaan Engelbrecht, Jacques Stokes, Ruan Smit, Willem-Abraham Lombard, Ewald Liebenberg, Bevin Cornelius, Amanda Strauss, Patrick Stockwell, Christopher Johnstone, Andrew Crausaz, Grant Cupido, Lynn Malgas, Natasha Abrahams, Anton Gerber, Brenda Slattery, Kobus Barnard, Raeeshia Tromp, Reginald Gwala, Sonja Kleynhans, Angela Crous, Izak Crafford, Ilse Grimbeek, Lizanne Olivier, Happy Brandon, Mareli Mosca, Ulitha Dabadini, Angelique Stannard, Happy Nkonyane, Letisha van den Berg, Renier van Coller, Diaan Venter, Suné Roodt, Esther Teffo, Lidia van Eeden, Catherine Klein, Sheelah Links, Stephan de Villiers
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AFRIMAT®



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Afrimat Limited has established a strong foothold in contracting services through its Contracting International division operating from the Western Cape and Gauteng. Services include mobile crushing, screening, drilling and blasting, commercial quarries and readymix which offers mobility beyond fixed areas of operation.

Afrimat offers services for bulk blasting in quarry and opencast mining and specialised restricted blasting in built-up areas and also blast designs for specialised blasting needs.

The division operates in South Africa and internationally providing the full service package for all drilling and blasting, mobile hard rock crushing and screening services, load and haul and readymix solutions.

Contracting International applies our expertise and years of experience in these fields to prepare bids for major clients in the construction, quarry and mining industry.

Contracting International is part of Afrimat Limited, a leading black empowered open pit mining company.

CEO'S MESSAGE



Singapore's success formula

My wife and I were recently fortunate enough to spend a few days in Singapore. We were amazed by what we found there. It is a country where everything works exceptionally well, there is virtually no violent crime, it has very low unemployment, excellent infrastructure and beautiful places to see. This is a country that has evolved from a poor third-world country in 1965, to a leading and prosperous successful country today. All within one generation.

I am always intrigued by success stories such as these. As a company we are passionate about being successful in everything we do. As a country, South Africa desperately needs to reinvent itself and turn the current failures around. Many articles have been written about the Singapore success story and the secrets behind it. One of the best analyses that I have heard recently concluded that the pillars of Singapore's success can be summarised with the acronym MPH. This stands for Meritocracy, Pragmatism and Honesty.

Meritocracy is derived from the word merit. It means that people are only appointed on merit, not through nepotism, favouritism or any other measure. In Singapore, only people who were competent were appointed and that ensured that things got done efficiently.

Pragmatism is an approach that evaluates theories or beliefs in terms of the success of their practical application. Accordingly, no ideology or belief that did not have a proven track record of contributing to success was followed.

Honesty and integrity are such an important part of any successful community. History is full of examples that prove this fact. In the case of Singapore – absolutely no corruption is tolerated. Just imagine where South Africa could have been if this was also true of our country.

These pillars also apply to Afrimat. Having only the best people, a pragmatic strategic approach and a strong focus on our values have stood us in good stead. Now if only this can be applied in the rest of our country...

Andries van Heerden
CHIEF EXECUTIVE OFFICER

'AS A COMPANY WE ARE PASSIONATE ABOUT BEING SUCCESSFUL IN EVERYTHING WE DO. AS A COUNTRY, SOUTH AFRICA DESPERATELY NEEDS TO REINVENT ITSELF AND TURN THE CURRENT FAILURES AROUND.'



**CONSISTENCY.
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DIVISIONAL MATTERS



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Concrete Based Products include bricks, blocks and readymix. The Concrete Products Division operates primarily in Gauteng, KwaZulu-Natal, the Free State and in the Western Cape, manufacturing concrete blocks and bricks. The precast factories manufacture precast walling and moulded concrete products of which the majority carry the SABS seal of approval.

The Readymix Division supplies concrete primarily to large-scale civil engineering and infrastructure projects through fixed and mobile readymix plants where concrete is batched on demand and then transported to site by concrete mixer trucks. While the mobile concrete batching can be set up in any part of the country, the fixed plants are based in the Western Cape, KwaZulu-Natal, Free State and Mpumalanga.

Close to 90% of the division's raw material needs (excluding cement) are sourced from the group's own quarries. All sales personnel are certified by the Concrete and Cement Institute of South Africa. The Concrete Based Products Division is part of Afrimat Limited, a leading black empowered open pit mining company.

WESTERN CAPE

KLIPRUG QUARRY BREAKS 60 000 TONS

MALCOLM KNIPE – SALES MANAGER WESTERN CAPE AGGREGATES



Situated in Contermanskloof in the Durbanville Hills area, Kliprug Quarry has now been fully productive for five years. The greater Cape Town and Atlantic Seaboard area is the market that Kliprug covers.

Since its inception, sales of aggregate have averaged about 30 000 tons per month, reaching a record high of 56 000 tons in March 2018.

That achievement has now been surpassed, in May 2019, with an all-time high of 63 400 tons.

What makes this note-worthy is the fact that Kliprug is situated in a very competitive market with four other opposition quarries within a 5km radius.

We are also the only quarry of the five that don't have either an asphalt plant, readymix concrete or precast operation at our quarry. Without the Kliprug staff ensuring that we had the stock of aggregate available to sell, we would not have been able to achieve this record volume.

Thanks to Kliprug and the sales team. The bar has now been raised.



'WHAT MAKES THIS NOTE-WORTHY IS THE FACT THAT KLIPRUG IS SITUATED IN A VERY COMPETITIVE MARKET WITH FOUR OTHER OPPOSITION QUARRIES WITHIN A 5KM RADIUS.'

**Above left: Dave Heirons, Quarry Manager at Kliprug, addressing his staff at the function to celebrate this milestone
Left: Dave Heirons and the team celebrating the achievement with a site braai**

'SINCE ITS INCEPTION, SALES OF AGGREGATE HAVE AVERAGED ABOUT 30 000 TONS PER MONTH, REACHING A RECORD HIGH OF 56 000 TONS IN MARCH 2018.

THAT ACHIEVEMENT HAS NOW BEEN SURPASSED, IN MAY 2019, WITH AN ALL-TIME HIGH OF 63 400 TONS.'



BOUBLOK WESTERN CAPE

JVZ SARON CONTRACT

RIAAN ENGELBRECHT – SALES CONSULTANT – AFRIMAT CONCRETE PRODUCTS – WESTERN CAPE

JVZ Construction was awarded the Phase 2 Saron contract which entails the upgrade of roads within the small town of Saron. This town started out as a mission station in 1929 at the foot of the Saronsberg in the Tulbagh district, about 20km south of Porterville.

Afrimat Boublok supplied the 60mm interlocking pavers on this contract. The total area that needed to be paved amounted to 12 000 square metres.

At 50 pavers per square meter, a total of 600 000 pavers were delivered to this site. It took Afrimat Boublok 54 trips and 4 617km to complete this order. JVZ required us to supply at least 200 squares per day to meet their demands.

We did very well in terms of our planning, from production right through to logistics to keep this valued customer happy in terms of our quality and rate of supply.

'AT 50 PAVERS PER SQUARE METER, A TOTAL OF 600 000 PAVERS WERE DELIVERED TO THIS SITE.'

An interesting fact on this contract was that the Megapascal Pressure Unit (MPa) that was specified was 35MPa. Normally we manufacture the 60mm interlocking paver in a 25MPa. We changed our mix design to comply with this out of the ordinary request. A great word of thanks to Edwill and his team for having done this to perfection.

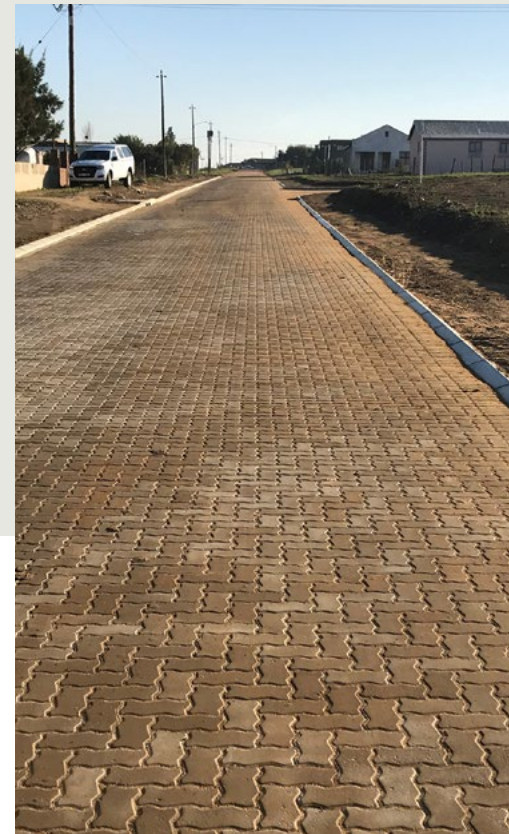
Continuous communication from Christelle Strauss, Admin Clerk/Sales at Boublok Worcester, and Terrence Ismail, the Contract Manager at JVZ, helped us to be proactive in our decision making and made this another success story for Afrimat Boublok.

A special word of thanks to Terrence Ismail and Marius Truter from JVZ for your assistance and cooperation during this project. It is much appreciated. We are looking forward to the next one.

Boublok's interlocking pavers supplied for the Saron contract



'WE DID VERY WELL IN TERMS OF OUR PLANNING, FROM PRODUCTION RIGHT THROUGH TO LOGISTICS TO KEEP THIS VALUED CUSTOMER HAPPY IN TERMS OF OUR QUALITY AND RATE OF SUPPLY.'



KZN

CELEBRATION BELL - KZN SALES OFFICE

JACQUES STOKES – OPERATIONS MANAGER KZN AND FREE STATE

Vincent Van Gogh once said "great things are done by a series of small things brought together".

This resonated with us here in the KZN / Free State Region, where everyone is still carrying the bruises from the section 189 process during 2018. Business as we knew it could not carry on as in the past, and we all had to adapt to the new realities that we face.

The economic climate has changed. There is less spent in the rural areas. This means a more competitive environment where everyone is competing for the little work left. These factors have brought us all to the realisation that we need to focus on what we can change – and that is our attitude!

We needed to celebrate successes, however small these might be. Ringing the celebration bell and feeling the sense of accomplishment, is resulting in an environment where we challenge ourselves in finding and creating reasons for sounding this bell more frequently. High fives are extended with smiles of celebration each time the now familiar sound echoes through the passages.

My wish is that while we celebrate these small successes, we will accomplish the great things that will flow from these. Our Afrimat values of customer satisfaction and teamwork are being realised, small steps at a time.



'VINCENT VAN GOGH ONCE SAID "GREAT THINGS ARE DONE BY A SERIES OF SMALL THINGS BROUGHT TOGETHER".'

William Warde, Tracy Wiles, Charl Crouse and Simon Sibiya celebrating another sales success

MARBLE HALL

REACHING NEW HEIGHTS

RUAN SMIT – MINE MANAGER MARBLE HALL, WILLEM-ABRAHAM LOMBARD – PRODUCTION MANAGER MARBLE HALL AND EWALD LIEBENBERG – ENGINEER MARBLE HALL

Ability is what you are capable of doing, motivation determines what you do and attitude determines how well you do it. This explains the mindset of the Marble Hall team, who get things done with focus, passion, great teamwork and the desire for excellence.

This mindset compelled the Marble Hall team to improve the way they think and perform in their work. A great part of this drive was motivated from a value point of view: To be a successful team, to be accountable for what they do every day, and to do it in such a way that they produce products as efficiently and cost effectively as possible to meet customer satisfaction. Marble Hall put this into practice during the VSI and CONSOL project on the secondary plant. After some discussion and research work with the team, we identified that this project would have the following positive impacts on Marble Hall's secondary plant:

- > Elimination of 40ton/hour 13mm byproduct.
- > A major increase in demand on the super fines volumes (-400micron) which meant an increase in the quality of the sinter and agricultural lime products.
- > Increase in the production capacity of sinter and agricultural lime.
- > Opportunity for the secondary plant to comfortably deliver a micro fine/CONSOL product, Amber limestone CONSOL.
- > Total shutdown/ stoppage of the Amber limestone plant, to produce this product at a separate plant.
- > Cost improvements such as reduction in cost on wear parts, diesel, person-hours to maintain plant as well as load and hall resources – estimated 25% of original VSI.

At the Marble Hall operation, an old vertical shaft impactor (VSI) formed part of the secondary plant crushing and screening process. A new VSI in the form of a Techroq T7R machine was available and the team decided to replace the old unit in order to achieve the projected savings and improvements. In addition to savings, other advantages include the change from cast anvils to a rock box configuration and higher speed capabilities of the new bearing arrangement that result in a higher crushing efficiency.



Marble Hall

'THIS IS TEAMWORK AND THIS IS HOW WE SHOULD THINK OUT OF THE BOX WITH EVERY PROJECT AND INSTALLATION.'



From left to right: Bennie Sonamzi, Lerato Mabye, Phillip Malahlela, Fumani Mgiba, Jeffrey Molebale, Johan van Zyl, McDonald Bhubho, Norman Miriyoni, David Makamu
Back row: Percy Milazi, and Thumelo Maifo with EBDA students



The Marble Hall team

The initial plan was to use contractors to do the installation, but the highly motivated maintenance team were confident that they had the ability to do it themselves. The entire team was gathered to plan the work two weeks before the installation. During the two weeks leading up to the installation all material and spares were sourced by the various members in the team. Three days before the actual installation, a team meeting was held to ensure all resources were available and that everyone was aligned for the installation. The installation was planned for the 24 to 26 May 2019. The project was completed on the morning of 27 May 2019 with tremendous pride, after working between 12 and 16 hours every day during the installation. All members made an exceptionally well-concerted effort – from electricians, fitters, boilermakers, maintenance coordinator, apprentices and engineering assistants to interns.

Every morning, a toolbox talk was held, that started with prayer. These prayers kept everyone safe and resulted in the project being completed successfully (albeit only a few hours late) and without any injuries. The team was very anxious to see the VSI start and everyone involved witnessed the machine start up without any problems where after they enjoyed a well-deserved rest.

From Marble Hall management, we are very proud of the entire Marble Hall team. The planning and quality of work that went into the installation was exceptionally good. We would like to thank each individual that had a hand in the installation. This is teamwork and this is how we should think out of the box with every project and installation. "The time is always right to do what is right", thank you to the team for a job well done.

'FROM MARBLE HALL MANAGEMENT, WE ARE VERY PROUD OF THE ENTIRE MARBLE HALL TEAM. THE PLANNING AND QUALITY OF WORK THAT WENT INTO THE INSTALLATION WAS EXCEPTIONALLY GOOD.'

THE AFRIMAT AGGREGATES OPERATIONS AND READYMIX STAND AT THE NEW BRIGHTS OPENING

BEVIN CORNELIUS – KEY ACCOUNTS MANAGER AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE



Denleigh Spocter and Marlene Decastro



Liesl Diedericks and Bevin Cornelius



AfriMat Aggregates Operations product samples

DIVISIONAL MATTERS

READYMIX KZN/FREE STATE

DRIVING INTO THE NEW YEAR WITH NEW WHEELS!

AMANDA STRAUSS – ACCOUNTANT – TRANSPORT KZN/FREE STATE

The KZN/Free State Readymix fleet consists of twenty trucks which are split evenly between 6m³ and 8m³ trucks. They are mainly Mercedes Benz as these have been found to handle our road conditions the best. The average age of the fleet is seven years.

We have done our first complete makeover of a Readymix truck in the last couple of weeks and the new truck is really something to be proud of. This makeover was financed through the sales of older AAKZN aggregates trucks as well as through selling scrap metal.

Our goal with the newer vehicles is to ensure that we can deliver to customers more timeously and more often and thus be more accountable. We are a company with deep roots in this area and we pride ourselves on being worthy of respect – not only in how we do business but also in the condition of our fleet. New vehicles are not only safer than older vehicles but can help in ensuring customer satisfaction.

'OUR GOAL WITH THE NEWER VEHICLES IS TO ENSURE THAT WE CAN DELIVER TO CUSTOMERS MORE TIMEOUSLY AND MORE OFTEN AND THUS BE MORE ACCOUNTABLE.'

Before and after the makeover



In the past financial year, we have made a drastic change in how we manage our transport department. We have made cuts in unnecessary maintenance and made sure that our suppliers are the best for the job at hand. The result was that after the end of the 2019 financial year, we had a positive turnaround of almost R5 million. We are proud of what has been accomplished thus far and we are looking forward to a very prosperous 2020 financial year in our department.



HARTEBEEFONTEIN

WOMEN IN MINING

PATRICK STOCKWELL – QUARRY MANAGER – HARTEBEEFONTEIN

Here at Afrimat Hartebeesfontein Quarry, we are proud to have our first female mobile operator. Poppy Skosana, who was the Diesel Clerk, was recently promoted and is now our Weighbridge Clerk.

Poppy qualified as a Dumper Operator in May 2019. Although she is small in stature, she has a big heart and is very confident and strong willed. She has proven that women are equal to the men when it comes to operating the dumper. She is also an exemplary example of introducing women into mining.

Now we just need to get one of the dumpers painted pink for Poppy to operate!



Poppy Skosana

'SHE HAS PROVEN THAT WOMEN ARE EQUAL TO THE MEN WHEN IT COMES TO OPERATING THE DUMPER. SHE IS ALSO AN EXEMPLARY EXAMPLE OF INTRODUCING WOMEN INTO MINING.'

KZN AND FREE STATE

CUSTOMER SATISFACTION COMES FIRST

CHRISTOPHER JOHNSTONE – IT INFRASTRUCTURE ADMINISTRATOR – KZN/FREE STATE

In line with our Afrimat value of customer satisfaction, we felt it necessary to improve our ability to create a pleasant and efficient first interaction with any customer phoning us. It is always a worry that potential sales might be lost during this critical interaction. The reality, however, was that we were at the mercy of old and dilapidated copper landline installations, combined with extended outages due to cable theft and poor service delivery.

I am pleased to announce that the KZN/Free State Business Unit is in the process of moving over to a more efficient and reliable Voice over Internet Protocol (VOIP) phone system.

This technology will allow us to ensure that the customer has the option to choose which department he/she would like to engage with, through an automated recording.



This ensures that we can relay any unanswered calls from any one of our KZN / Free State sites, directly to our centralised call centre, assisting customers with an immediate resolution to any query.

With VOIP, the internet is used to make and receive calls, allowing us to retain our well-known landline numbers. This also improves call quality and availability, even during dreaded load shedding. The ability to monitor how many calls are unanswered, and to use the caller ID function to return any missed calls, will allow superior customer service. Watch this space while we roll VOIP out to all our region's sites.

'WITH VOIP, THE INTERNET IS USED TO MAKE AND RECEIVE CALLS, ALLOWING US TO RETAIN OUR WELL-KNOWN LANDLINE NUMBERS.'

CLINKER SUPPLIES

Vierfontein Plant Project 2019

ANDREW CRAUSAZ – PRODUCTION MANAGER – CLINKER SUPPLIES

On 27 May 2019, Clinker Supplies Vierfontein (ex Vierfontein power station ash dump near Orkney in the Free State) began production with the newly built fixed plant.

This was a culmination of many months of planning after it was decided to stop production at Clinker Supplies Klip (at the current SA Block site) and dismantle the old plant and rebuild it in Vierfontein with a revised configuration and some necessary design upgrades.

The first ground was broken in November 2018 with the concrete foundations being poured just before December shutdown. In January 2019, work started on site with the erection of the structures and surrounding infrastructure. Work progressed steadily through the first quarter of 2019 with first testing of the plant starting in April 2019.

The new plant consists of one Telesmith 2536 jaw crusher (primary), one AW20 Osborn double deck screen, one Hazemag 1013 HSI impact crusher (secondary) and a total of eight conveyer belts. The plant will produce two main products – a -13mm black sand primarily for the cement brick market and a -75mm +13mm ROC coarse product for use in the cement industry.

The production target will initially be 350 tons per hour.

Due to high stock volumes at Clinker Supplies Vaal, operations have been temporarily halted and a temporary transfer of the Vaal production team to Vierfontein has assisted in commissioning the plant and getting it to full production.

The plant is currently performing to expectation with some minor adjustments planned over the coming months.

Well done to the Clinker Supplies and SA Block teams for their commitment in ensuring that the plant project was executed as planned.

'THE PRODUCTION TARGET WILL INITIALLY BE 350 TONS PER HOUR.'

'THE NEW PLANT CONSISTS OF ONE TELESMITH 2536 JAW CRUSHER (PRIMARY), ONE AW20 OSBORN DOUBLE DECK SCREEN, ONE HAZEMAG 1013 HSI IMPACT CRUSHER (SECONDARY) AND A TOTAL OF EIGHT CONVEYER BELTS.'



Special thanks to:

- Ruan Smit – Project Manager
- Pieter Stapelberg – S&P Workshop (structures)
- Johannes Gerber – Plant Design
- David Kruger – IT
- Daniel Robbertse – IT
- Joe Boyle – Plant Installation Lead
- Kevin Anderson – Electrical Installation Lead
- Andries Ramongalo – Electrical Installation
- Albert Joko – Plant Installation
- Talabantu Kondile – Plant Installation
- Bulelani Mkhwambi – Plant Installation
- Sibusiso Mkhwambi – Plant Installation

Additional thanks to all sub-contractors who were involved in the construction phase:

- WA Nel – Hired plant
- LDP Industrial – Head wall and concrete work, new ablution block
- Fastcon Construction – Water lines

'THE PLANT IS CURRENTLY PERFORMING TO EXPECTATION WITH SOME MINOR ADJUSTMENTS PLANNED OVER THE COMING MONTHS.'

LYTTELTON - CENTURION

LYTTELTON DOLOMITE MINE

GRANT CUPIDO – MINE MANAGER LYTTELTON DOLOMITE MINE

It's good to be back! Thank you Lyttelton for the warm welcome and making me feel at home from day one.

Lyttelton Dolomite Mine provides proof of the Afrimat culture across provincial borders. Our work was cut out for us from day one. To put things in very simple terms, we needed to increase sales and decrease production costs. It was great to see how the entire team pulled together to start turning this ship around. We still have a lot of work to do but we are heading in the right direction.

'TO PUT THINGS IN VERY SIMPLE TERMS, WE NEEDED TO INCREASE SALES AND DECREASE PRODUCTION COSTS.'

It will only be fair to acknowledge the 'blood and sweat' sacrificed by Jon, Hendrik, Attie and their respective teams. And, of course, to acknowledge the work done by teams in sales, mine planning, safety, finance, stores and all the other supporting functions we have. These people had to do a couple of things all at the same time, and we all know how well maintenance and production get along!

Our mobile team got real dirty and got our yellow fleet back to a reliable standard. Services are up to date and there is more time now to look at efficiencies, such as fuel consumption and tyre wear. Our engineering team is hard at work to make sure the basics are in place at our crushing plants. Our 'satellite and planet combination' tertiary plants (Sputnik, Pluto & Lunar) are still going strong with a bit of TLC from the engineering team. Finally, the drive that was implemented from the production team was well executed. The results of this effort show in our improved OPP and OEE. The buy-in from the drill and blast team, mobile operators and plant operators contributed to this improvement.

Never waste a good crisis, they say. One of our biggest achievements during this difficult time is teamwork. It is good to see care, commitment, accountability and tenacity in action. I am proud to be part of this crew. Well done Team Lyttelton!





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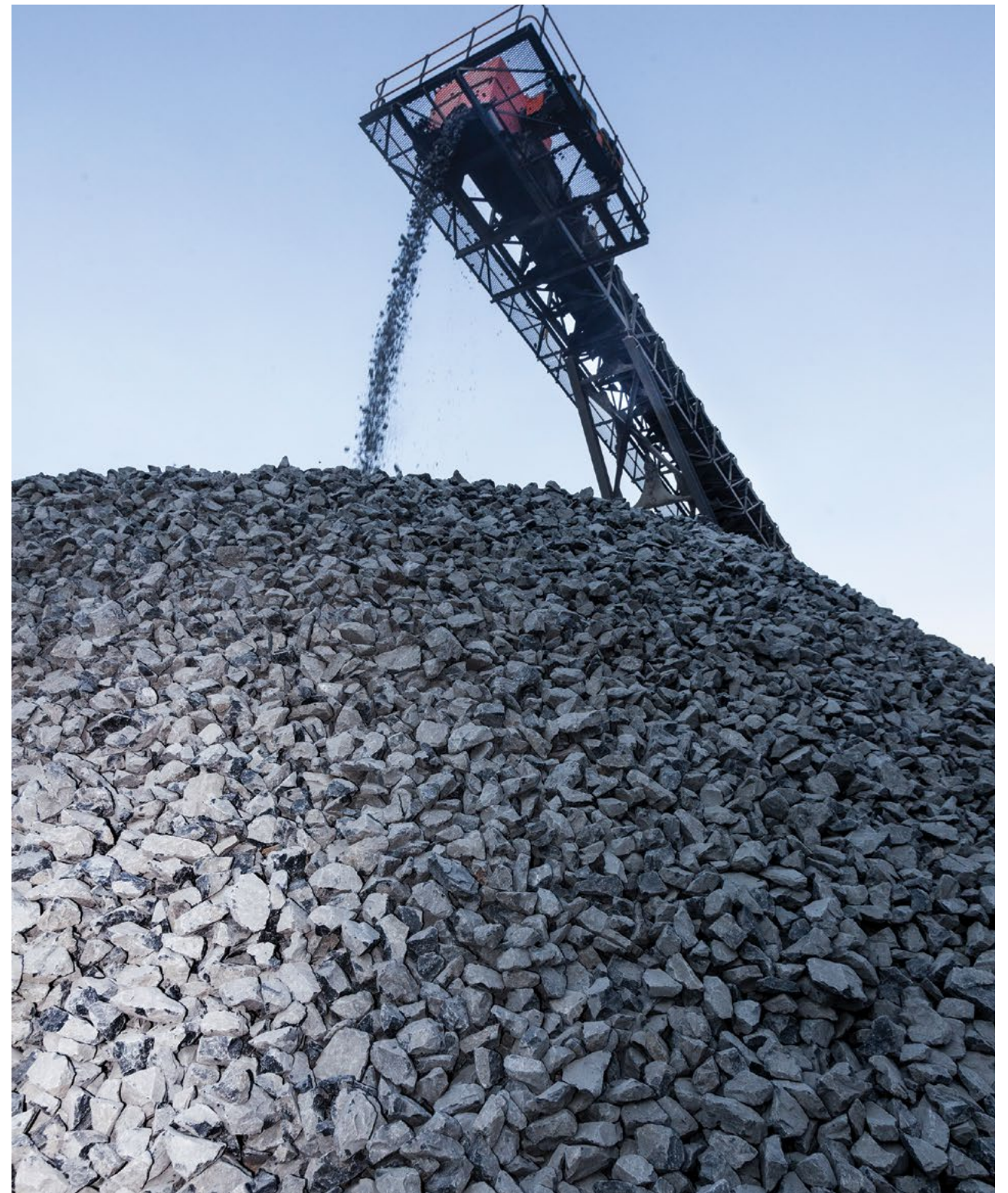
Inspiring growth through consistent delivery of solutions that empower our people and our customers.

The Aggregates Division is a key division within Afrimat Limited producing aggregates of a wide variety of sizes and technical specifications, primarily with products including stone, laterite and sand mainly for large-scale civil engineering and infrastructure projects. The Aggregates Division is located in eight of South Africa's provinces.

The Readymix Division supplies concrete primarily to large-scale civil engineering and infrastructure projects through fixed and mobile readymix plants, where concrete is batched on demand and then transported to site by concrete mixer trucks. Concrete Based Products include bricks, blocks and readymix. Close to 90% of the division's raw material needs (excluding cement) are sourced from the group's own quarries. While the mobile concrete batching can be set up in any part of the country, the fixed plants are based in the Western Cape, KwaZulu-Natal, Free State and Mpumalanga.

The Aggregates Division and the Concrete Based Products Division are part of Afrimat Limited, a leading black empowered open pit mining company.

HR MATTERS



NEW APPOINTMENTS

> DENVER – EASTERN CAPE

LYNN MALGAS – SENIOR HUMAN RESOURCES OFFICER (EASTERN CAPE) – AGGREGATES

Ra-ees Willemse has been appointed as a Weighbridge Clerk at Denver Quarry as from 6 May 2019. Welcome to the Afrimat family Ra-ees. We wish you well and we are delighted to have you on board. Enjoy the journey.

> HEAD OFFICE

NATASHA ABRAHAMS – TRAINING AND DEVELOPMENT COORDINATOR

We would like to welcome the following employees to the Afrimat Family: **Sandra de Oliveira** has been appointed as one of the Payroll Administrators taking over from Evelyn Gates. **Daniel Venter** has been appointed as the IT intern situated at Tygervalley Head Office. **Suné Roodt** has been appointed as the new Sustainability Intern assisting Esther Teffo. We wish all of you the best with your new roles!

> GLEN DOUGLAS – SA BLOCK AND CLINKER SUPPLIES

ANTON GERBER – GENERAL MANAGER – HUMAN RESOURCES

Welcome to **Ilse Grimbeek** who has joined the Glen Douglas management team as HR Manager. Her role is to support the operations at Glen Douglas, SA Block and Clinker Supplies, with the management of their human resource. Ilse has a B. Com degree in law and completed the Senior Leadership Development Diploma at the University of Stellenbosch. She started her career in a law firm specialising in labour law, commercial law, sports law and IT law, where she completed her articles, and worked as an attorney for a further two years. She then changed employment to Flight Centre as Legal and Employee Relations Manager for the past eight years.

> AFRIMAT AGGREGATES OPERATIONS – KLIPRUG WESTERN CAPE

BRENDA SLATTERY – HUMAN RESOURCES MANAGER – WESTERN CAPE

Welcome to **Dave Hierons** who joined Afrimat Aggregates Operations as Quarry Manager at Kliprug Quarry with effect from 15 April 2019. Dave brings with him a wealth of previous industry experience and we are pleased to have him join the team.

Welcome back **Aalia!** We are thrilled to announce the appointment of Aalia Ahmed as Environmental Intern for the Western Cape region (AAO/ReadyMix) from 1 July. Aalia is a familiar face as she previously served as Environment Intern in the region and we are looking forward to having her back on board.

> CAPE LIME VREDENDAL

KOBUS BARNARD – HR AND SUSTAINABILITY MANAGER CAPE LIME

Natasha Mouton joined Afrimat, Cape Lime as of 1 April 2019 as the Vredendal Site Manager. She comes with 17 years' experience within the steel making and mineral sands industries and looks forward to making a positive contribution within the Afrimat group.



Ra-ees Willemse



Sandra de Oliveira



Daniel Venter



Suné Roodt



Ilse Grimbeek



Dave Hierons



Aalia Ahmed



Natasha Mouton

NEW APPOINTMENTS

> AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE

RAEESHA TROMP – HUMAN RESOURCES ADMINISTRATOR – AGGREGATES

We would like to welcome George Venter, Marius Louw, Luyanda Bakamela, Maboy France, Mphakamisi Skenjane, Reagan Baadjies, Vernon Britz, Thys Visagie, Mcebisi Bam, Simoney Edon and Thandeka Kula to the Afrimat Aggregates Western Cape team. We wish them well and all the best in their careers at Afrimat.



George Venter



Luyanda Bakamela



Maboy France



Marius Louw



Mcebisi Bam



Mphakamisi Skenjane



Reagan Baadjies and Vernon Britz



Thys Visagie



Simoney Edon



Thandeka Kula

> GLEN DOUGLAS

ANTON GERBER - GENERAL MANAGER – HUMAN RESOURCES

Welcome to **Renier van Coller** who has joined the national HR Support team as Group Manager for HR Operations. His role is to render operational support to HR in the business units, and to lead group projects to improve the management of our Human Resource with better systems and business focused information. At present, he is also taking care of the HR Manager's role at ACI.

Renier has a Masters Degree in Business Leadership, and has completed a post-graduate Diploma in Industrial Relations (Cum Laude), as well as an Executive Management Development Programme (Harvard, USA) and Executive Finance Program (HEC Business School, Paris, France).

Renier started his career as Graduate in Training at Anglo American, then moved to Consol Ltd, where he established himself as an HR practitioner and manager. From there he moved to Lesedi, where he advanced to the level of Director. He is a well-rounded and results-driven business leader and brings a wealth of experience in all aspects of HR Management to Afrimat. Renier is situated at Henley on Klip, Gauteng.



Renier van Coller

NEW INTERNS

> KZN/FREE STATE
REGINALD GWALA – HR MANAGER– KZN/FREE STATE



Thabani Xaba holds a B.A degree in English, Psychology and Sociology from the University of the Free State and is in possession of a wealth of experience as an educator. He says he values different cultures and is comfortable with the paradox of consistency and flexibility. He enjoys listening to Pop music with Frank Ocean and James Blake being his favourites. He also enjoys reading, writing poetry, playing chess and table-tennis. He is hoping to achieve new and improved skills in employee wellness, skills facilitation, networking, professional communication and the art of problem solving. He is excited about journeying with Afrimat on this HR Internship programme.



Kusaselihle Radebe completed her undergraduate studies in a B.A degree at the University of the Free State in 2017 and completed B.Com Honours with specialisation in Industrial Psychology in April 2019. She enjoys cooking, reading and going to church in her spare time. She is also passionate about inspiring the youth. She is excited about her Afrimat journey on the HR Internship programme.

GRADUATION – LYNN MALGAS

> EASTERN CAPE – DENVER
LYNN MALGAS

For the Afrimatters that have been with the company since 2013, you will know that I wrote an article in 2013 after graduating with my National Diploma in Human Resources, telling myself that that was it – no more studies. Two years down the line, Rubin Bebe approached me and I challenged myself to take up the opportunity offered by Afrimat.

In 2015, I applied to Nelson Mandela University after completing my National Diploma through UNISA, but they gave me no hope at all. Nelson Mandela University never accepts any UNISA students, but in the end they accepted me to the programme for Btech Human Resource Management.

I registered and started attending classes in 2016. In 2017, with my last subject being in sight, I was challenged with the fees must fall strike. Travelling all the way from Greenbushes to Summerstrand after hours was daunting but, in the end, it was all worthwhile. Repeating my last subject, Organisational Behaviour in 2018 had me feeling like a failure. I was motivated knowing that this was going to be my last module to successfully complete my degree.

This time I was ready for this monster called Organisational Behaviour and successfully wrote my last exam. The day that I will never forget is 10 April 2019, graduation day, as I felt excited and nervous at the same time. I was walking tall and feeling proud of my achievement that I accomplished at my age (and a lady never mentions anything about age!).

I would like to thank team Afrimat for all the support during this time. Rubin Bebe, you were pushing really hard and it was very difficult saying no to you – but I overcame all the challenges in the end. Thanks once again.



'THE DAY THAT I WILL NEVER FORGET IS 10 APRIL 2019, GRADUATION DAY, AS I FELT EXCITED AND NERVOUS AT THE SAME TIME.'

Lynn Malgas at her graduation

FAMILY ACHIEVEMENTS

> GLEN DOUGLAS - ALBERTON
SONJA KLEYNHANS – HUMAN RESOURCES OFFICER – GLEN DOUGLAS

Boitumelo (Sam) Mthobi, a Laboratory Analyst at Glen Douglas, has one talented son. We first reported on him in the Afrimatters Edition 1 of 2016 and thought it well to do a follow up.

Katlego is currently doing his matric year at SAFA Transnet School of Excellence. He was recently spotted and signed by Orlando Pirates Juniors. Orlando Pirates Juniors participated in the Future Champions Gauteng International Tournament where they played in the final on 30 March 2019 against Russia's FC Spartak team. Orlando Pirates edged in a win by 8-7 on penalty shootout after a 1-1 draw at full time. Orlando Pirates Juniors became the first South African team to win this tournament. Be sure to keep an eye on Katlego in the future!



Congrats to... **Boitumelo (Sam) Mthobi**, laboratory analyst at Glen Douglas, whose son, Katlego, was invited to attend the Transnet SAFA School of Excellence. At this special high school, gifted young soccer players get the chance to complete their schooling while receiving focused soccer coaching. Some of the most well-known soccer players in South Africa attended the school, so being invited is such a great honour. We look forward to seeing Katlego on the pitch one day. – **Alison Penker**, Manager Business Development

> KZN
ANGELA CROUS – HR ADMIN KZN

Angela Crous, HR Admin KZN, and Charl Crous, Regional Marketing & Sales Manager Zululand, are proud parents. Their youngest son Quaid competed at the South African JKA Karate Championships on the 24 May 2019 in Johannesburg and received a silver medal for Kumite. Quaid has received his National Colours for JKA Karate.



OUR YOUNGEST AFRIMATTERS READER. ISABEL CRAFTORD

(IZAK CRAFTORD IT INFRASTRUCTURE MANAGER)



NEW BORN

CONGRATULATIONS

> CAPE LIME - VREDENDAL
KOBUS BARNARD – HR AND SUSTAINABILITY MANAGER – CAPE LIME

Trevor Heyns is Cape Lime se Verkope Klerk by die Vredendal aanleg. Rochè is gebore op 4 Junie 2019. Baie geluk.



> GLEN DOUGLAS
ILSE GRIMBEEK – HUMAN RESOURCES MANAGER – GAUTENG SOUTH REGION

Congratulations to Tshifhiwa, Safety Officer at Glen Douglas, and Phathutshedzo on the birth of their daughter Mulalo Enele Rammela born on 22 May 2019.



> EASTERN CAPE
LYNN MALGAS – SENIOR HUMAN RESOURCES OFFICER EASTERN CAPE – AGGREGATES

Congratulations to Hay-leigh and Lance van Rooyen with the birth of their son Keio, who was born on 25 January 2019.



> HEAD OFFICE, WESTERN CAPE
LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Congratulations to Catharine Burger, Group Accountant – Head Office, and her husband Antonie with the birth of their second child. Christiaan was born on the 23 April 2019. Enjoy the new member to your family.



> HEAD OFFICE, WESTERN CAPE
LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Congratulations to Mareli Mosca, HR: Organisational Development – Head Office and her husband Hendrik Jan with the birth of their beautiful baby boy, Markus. Markus was born on the 1 May, weighing 4.1 kg. We know he is going to bring so much love and laughter into your lives and wish you all the best with this new adventure.



LEARNING CULTURE

ADULT BASIC EDUCATION AND TRAINING

> CAPE LIME - ROBERTSON
KOBUS BARNARD – HR AND SUSTAINABILITY MANAGER – CAPE LIME

Cape Lime Robertson students who successfully completed Level 1 Adult Basic Education & Training 2018.



Left to right: Fred de Koker, Wilfred Simons and Jeremy Wewers with Pieter Bruwer, Operations Manager



Left to right: Simthembile Mngewengi with Pieter Bruwer, Operations Manager

> CAPE LIME - VREDENDAL
KOBUS BARNARD – HR AND SUSTAINABILITY MANAGER CAPE LIME

Cape Lime Vredendal students who successfully completed Level 1 Adult Basic Education & Training 2018.



From left to right: Kobus Barnard, HR Manager, Johan Cloete, Mario Meissenheimer, Andrew Cloete, Maria Joseph, Mathilda Krots and Francois Landsberg, Cape Lime Operations Manager

ADULT EDUCATION AND TRAINING

> KZN/FREE STATE - PIETERMARITZBURG
REGINALD GWALA – HR MANAGER– KZN/ FREE STATE

Londiwe Ngcamu and Sanele Shabangu who are both General Workers, and Hector Nzimande who is a Plant Operator are current AET learners from the Pietermaritzburg Aggregates site. Their determination, diligence and mature approach is a positive sign of their commitment to the programme.

Nkosinathi Ntombela, a Driver, wrote and passed the level 1 course in November 2018. His excellent results reflected Nkosinathi's conscientious and thorough approach to his work. He is currently working towards obtaining level 2 of the course. Gail Langley, the Project Manager of Media Works describes Nkosinathi as one, "who gives of his best work at all times, and is a valued and well-liked member of the class."

We would like to thank Reuben Phetla, the Quarry Manager and Gail Langley, the Project Manager for their continued support towards the development of these learners.



Nkosinathi Ntombela



From left to right: Sanele Shabangu, Londiwe Ngcamu and Hector Nzimande

RETIREMENT ADVICE

FREE SERVICES AND COUNSELLING



⌚ If you are about to resign or retire from your employer, you will have to make a decision on what to do with your savings in the retirement fund.

⌚ By law, your savings will remain invested with the fund until you make your decision and inform the fund accordingly.

Your fund trustees offer a free retirement benefit counselling service where you may obtain information on the options you have when you resign or retire from your employer.

Resignation



⌚ If you resign or retire before your normal retirement date, you may contact a counsellor who will help you understand all the options you have with your savings from the fund.

Retirement



⌚ Prior to your normal retirement date, an adviser will make contact with you to discuss the various options available to you in terms of your savings from the fund. This will include:

- Comparing the annuity products (pension) available from the fund
- Recommendations on what product is most suitable to you
- Assisting you with the process of activating your pension

How to contact a counsellor



⌚ Call the toll free number: 0800 111 856, or
⌚ Send an e-mail to: retire-mate@sanlam.co.za



Insurance

Financial Planning

Retirement

Investments

Wealth

SUCCESS STORY

PERSONAL JOURNEY – HAPPY BRANDON

HAPPY BRANDON – MECHANICAL ENGINEERING TECHNICIAN – SA BLOCK AND CLINKER SUPPLIES

In August 2016 I joined SA Block. Being an engineering graduate with minimal experience I was nervous because I didn't know what to expect in a large division like SA Block. I was then assured by the HR Manager Rubin Bebe that they will place me in a very informative mentorship programme, where I will work with experienced professionals.

I started off at the Redan site in the production department where I learned about production processes. I was then moved to the quality control department where I learned about material grading and brick testing. I moved to the weighbridge to grasp the sales process. I worked with the maintenance team where I had to fix the block machines and all other machinery on-site. I was moved to S & P which is the manufacturing workshop.

Later I moved to Vaal Clinker Supplies where I learned about their production, maintenance and weighbridge processes. After completing my mentorship programme, I was sent to the Emfuleni Municipal Dump Site, to be the site supervisor. Knowing that I will be working with contractor employees I thought it was going to be difficult to lead them; in fact, we showed each other love and became family – then work became fun. Ruan Smit, my manager and mentor, once told me about the effects of commitment and positivity; from that day I started to see things differently because now I know that being positive can be rewarding. He also added that I will not grow when things are easy therefore I have to step out of my comfort zone and face the real world. I then decided to attempt something that I have never done before, which was to study while working. We all know that studying is one thing and working is another,



'ANY JOURNEY IS FRUITFUL WHEN YOU PUT YOUR BEST ATTITUDE IN IT'.

but juggling the two together is a mission on its own. That's why you need to focus on the journey and not the destination because joy is not found in finishing the activity but in doing it; that way you can happily look back, smile and say "that was an educational journey." Any journey is fruitful when you put your best attitude in it.

If you're ever curious on whether the glass is half full or half empty; always keep in mind that, every year two million people die of dehydration. So, it doesn't matter if the glass is half full or half empty. There's water in the cup. Drink it and stop complaining.

STATE VISIT

> KZN/FREE STATE
REGINALD GWALA – HR MANAGER– KZN/ FREE STATE

Collin Ramukhubathi, Executive Head HR and Sustainability and Jacques Stokes, Operations Manager KZN/FS went on a routine visit to our operations in the KZN/ FS Region from the 11 to the 14 June, 2019.

From left to right: Karonien Pretorius, Financial Manager KZN/FS; Jacques Stokes, Operations Manager KZN/FS; Piet Ackerman, Area Manager KZN North Region and Collin Ramukhubathi, Executive Head: HR and Sustainability



AFRIMAT CULTURE LAUNCH

MARELI MOSCA – HR – ORGANISATIONAL DEVELOPMENT

Across the whole of Afrimat, the Afrimat Way of doing things is being celebrated. As part of the Culture Journey we have carefully crafted the Afrimat Way into words and concepts that we can all understand and relate to. Together with the new Afrimat vision statements these Afrimat Way behaviours are being rolled out across the company. All employees are getting the opportunity to share their stories on where and how they have seen the Afrimat values being lived.

'ALL EMPLOYEES ARE GETTING THE OPPORTUNITY TO SHARE THEIR STORIES ON WHERE AND HOW THEY HAVE SEEN THE AFRIMAT VALUES BEING LIVED!'



EMPLOYMENT EQUITY AWARENESS

ULITHA DABADINI – HR INTERN – HEAD OFFICE

> Employment Equity Act 55 of 1998

The purpose of this Act is to achieve equity in the workplace by:

- (a) promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination
- (b) implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational levels in the workplace

> Equity

In the workplace, equity means that everyone receives fair treatment. There should also be transparency as to cause and effect – where everyone knows what to expect in terms of consequences and rewards. When equity exists, people have equal access to opportunities. It sets up an advantageous environment for both the employees and the employer.

> Equal Opportunity

According to the Safe Workers website, "the term 'equal opportunities' is a broadly used phrase which promotes the idea that everyone within an organisation should have an equal chance to apply and be selected for posts, to be trained and/or promoted and to have their employment terminated equally and fairly. There should be no discrimination on the grounds of sex, homosexuality, age, racial origin, religious affiliation, disability or marital status."

> Unfair Discrimination

The South African Department of Justice and Constitutional Development, states that "unfair discrimination is when you are treated differently as compared to other categories of people and that your dignity as a human being is impaired by such treatment."

> Affirmative Action

Affirmative action refers to "a set of procedures implemented for the purpose of eliminating discrimination in educational and employment opportunities." Designated groups:

This means black people, women and people with disabilities who:

- (a) are citizens of the Republic of South Africa by birth or descent
- (b) became citizens of the Republic of South Africa by naturalisation

Based on the above definitions, in simple terms, the purpose of the Employment Equity Act is to ensure that everyone receives fair treatment by providing equal chances to every employee to apply and be selected for positions, as well as to make sure that individuals of certain groups are not treated differently. Additionally, this act serves as a method of creating procedures in order to eliminate discrimination in the workplace and to rectify the disadvantages in employment experienced by designated groups.

Sources: Employment Equity Act & Regulations, 2017, Juta Law
www.safeworkers.co.uk
www.justice.gov.za
legaldictionary.net
work.chron.com

LEARNING CULTURE

THE ESTABLISHMENT OF THE CAPE LIME CONSENSUS COMMITTEE (WORKERS COMMITTEE)

> CAPE LIME

KOBUS BARNARD – HR AND SUSTAINABILITY MANAGER CAPE LIME

In an effort to optimise relationships between all parties within Cape Lime, an initiative was launched to establish a working committee. The opening meeting was held on 6 June 2019 and was attended by the elected employee representatives as well as delegates from management. The sole purpose of this opening session was to lay down, and agree on, the foundation for the Workers Committee.

Discussions began with focusing on the needs of the various parties involved. The discussions then expanded to formalising the committee's goals, the committee's decision-making powers, and general functions of the committee. The entire process was facilitated by an independent facilitator, Mr. B Vorster. The committee will be known as CLKK - Cape Lime Consensus Committee (Cape Lime Konsensus Komitee).

To end off on a positive note, there was a strong and definite correlation between the committee's needs and Afrimat's values.



The Cape Lime Consensus Committee

'THE SOLE PURPOSE OF THIS OPENING SESSION WAS TO LAY DOWN, AND AGREE ON, THE FOUNDATION FOR THE WORKERS COMMITTEE.'



TEAM LYTTTELTON SAFETY SYMPOSIUM

> LYTTTELTON – CENTURION

ANGELIQUE STANNARD – HR OFFICER – INFRASORS HOLDINGS

On Friday 7 June, Lyttelton Centurion was a buzz of activity... no one knew exactly what to expect. As everybody gathered in the parking lot, Mine Manager Grant Cupido introduced the Team Lyttelton Safety Symposium! It was a fun day, a teamwork day and day for learning more about safety.

The Safety Symposium started off by re-introducing the Lyttelton SHE reps to the team – Joseph Nkulele, Sibusiso Thobela, Tinny Mphaladi, Johannes Mahlako, Johannes Mathakane, Ephraim Maluleke and Comfort Mashu – and to empower them in their roles.

We were then divided into five teams. Each team had to choose their own name – with one condition – it had to be a safety related name. The five team names: Trip Switch; Reflective Flag; Lock Out; Buddy System and Risk Management.

The teams then progressed through five learning stations:

- > **Conveyor Belts**, presented by Tinny Mphaladi and Johannes Mahlako
- > **TMM's**, presented by Carlton Mowane and Johannes Mathakane
- > **Environmental**, presented by Siphamandla Mzolo and Ephraim Maluleke
- > **Hygiene**, presented by William Maupi and Comfort Mashu – both interns – wow!!
- > **PPE**, presented by Sibusiso Thobela and Mfundo Silinga

After each session there was a quiz on the specific topic where the team with the most combined points won a prize. Team Trip Switch was victorious by answering every single question right!

Then the fun really started ... tug of war....

Each team took on one another until one team came out as the winners. Team Lock Out were the champions of this competition.

A big thank you to everybody who assisted with the arrangements and to everybody who participated. And thank you to those who came up with the idea of a Safety Symposium during a Stop Start Keep Conversation. We here at Lyttelton hope to make it a yearly event to look forward to.



WELLNESS

WORKPLACE PEER EDUCATORS INTRODUCED AT SA BLOCK

LYTTELTON – CENTURION

HAPPY NKONYANE – HRD ASSISTANT – SA BLOCK AND CLINKER SUPPLIES

Once again, it's such a great pleasure to share information after being chosen to be one of the Workplace Peer Educators (WPE) in the Afrimat group.

This is one more privilege, which I believe is an opportunity to be honored, since my last two articles were shared with our Afrimat family – the first one was named "Afrimat place of opportunities" in 2015, followed by "Renewal of a dead dream" in 2017. This time around I am so honored to share the introduction of Workplace Peer Educators, specifically in our SA Block division. Essentially, WPE is a programme that focuses on wellness issues and disease and how important these issues are in relation to the workplace environment. For this programme to take place, it requires a professional approach as it also deals with sensitive matters such as chronic diseases like HIV/AIDS – unfortunately one cannot deny that there is still a stigma around people suffering from these illnesses.

But with the help of professionals, such as our company clinic in Glen Douglas and Careworks (who have been working with our Glen Douglas mine for such a long time) the initiative has been very successful on site. Careworks trains employees and equips them with much needed information. It also qualifies them to teach fellow employees about various topics during the company's toolbox talks sessions on a monthly basis.

Although this initiative has been in place on other Afrimat sites, it was only introduced at SA Block towards the end of 2018 and has been very helpful. In March this year WPEs were officially introduced at SA block through the cooperation of both the WPE members and the management of the company.

This was introduced in the form of the play that the WPE members had prepared and the topic of the month was TB and how it can be treated. This was conducted in the company's assembly point where the workforce usually meets for its mass meetings. To introduce the play, our facilitator Lucas Sebotso narrated the story to employees and gave some background of what the play is all about. He also introduced the WPEs and thoroughly explained our

'ESSENTIALLY, WPE IS A PROGRAMME THAT FOCUSES ON WELLNESS ISSUES AND DISEASE AND HOW IMPORTANT THESE ISSUES ARE IN RELATION TO THE WORKPLACE ENVIRONMENT.'

role and responsibilities in the workplace.

Lucas, being as professional as he is, also assured employees that we were not just chosen for the sake of compliance, but we had been professionally trained to handle wellness issues. He also stressed how important it is for us to keep the employee's matters confidential – so that it would be easier for employees to disclose their problems to us. I believe this led to some extremely positive results as there were a lot of employees who later approached us in one-on-one sessions to try and get more information on wellness matters.

One might wonder where the issue of wellness fits in the workplace, and the answer to that is simple: Less knowledge will lead to more exposure to disease, which leads to more days spent in clinics for matters that could have been addressed in the workplace. This eventually leads to more absentees, lost working days and reduced production which hinders the progress of the company. So, having WPEs in our workplace helps a lot with much needed information particularly in our SA Block division which has a large workforce.

Lastly, I can truly say that at first I was a bit reluctant to join the programme but now I can see the bigger picture and I understand that this initiative is in fact much more important than I thought. I am very grateful for being a Workplace Peer Educator as it taught me not only about wellness/work related matters but also about things that I can apply in my daily life.

'HAVING WPES IN OUR WORKPLACE HELPS A LOT WITH MUCH NEEDED INFORMATION PARTICULARLY IN OUR SA BLOCK DIVISION WHICH HAS A LARGE WORKFORCE.'

ASPASA AWARDS

LETISHA VAN DEN BERG – SHEQ

ISHE health and safety awards for 2018

Consistently achieving showplace 5 years running	Harrismith Quarry
Most improved operations	Afrimat Lyttelton Dolomite Afrimat Dundee Afrimat Kuipersbult Afrimat Scottburgh
Health and safety management award for outstanding commitment	Brian Wevell
Best manager – Health and safety	Letisha van den Berg
About Face environmental awards	Jabu Mota – certificate for environmental commitment



Brian Wevell



Collin Ramukhubathi

Mr. David Masiza, Chief Inspector of Mines, giving the following awards:

- > Collin Ramukhubathi receiving the best manager - Health and Safety award on behalf of Letisha van den Berg
- > Brian Wevell receiving the health and safety management award for outstanding commitment
- > Piet Ackerman receiving most improved operations
- > Jabu Mota receiving the certificate for environment commitment
- > Anton Marnevic receiving most improved operations



Piet Ackerman



Jabu Mota



Anton Marnevic

KUIPERSBULT TEAM ASPASA

LYTTELTON – CENTURION

RENIER VAN COLLER – GROUP MANAGER HR – OPERATIONS

Congratulations to the Kuipersbult team for being awarded 'the most improved quarry' in the annual Health and Safety audit conducted by ASPASA.

Thanks to management and the team for their commitment and effort in matters relating to Health and Safety. The team has realised that health and safety issues are ongoing, and they go hand in hand with production.



The Kuipersbult team

THE ROAD TO ZERO HARM

ZERO HARM TO EMPLOYEES, THE COMMUNITY AND THE ENVIRONMENT

LETISHA VAN DEN BERG – SHEQ

In a recent internal sustainability meeting I was asked if zero injury is really possible. And for one moment I doubted my answer, I said yes, but deep down I wondered if it is something that can become reality and not just an impossible dream ... I found very interesting view points on the subject of zero harm in four short video clips, which you can find on YouTube by searching for: Five dangerous safety perceptions – Culture Shock with Shawn Galloway; Are all accidents preventable?; Believe zero injuries are possible and Garrison Wynn, motivational safety speaker.

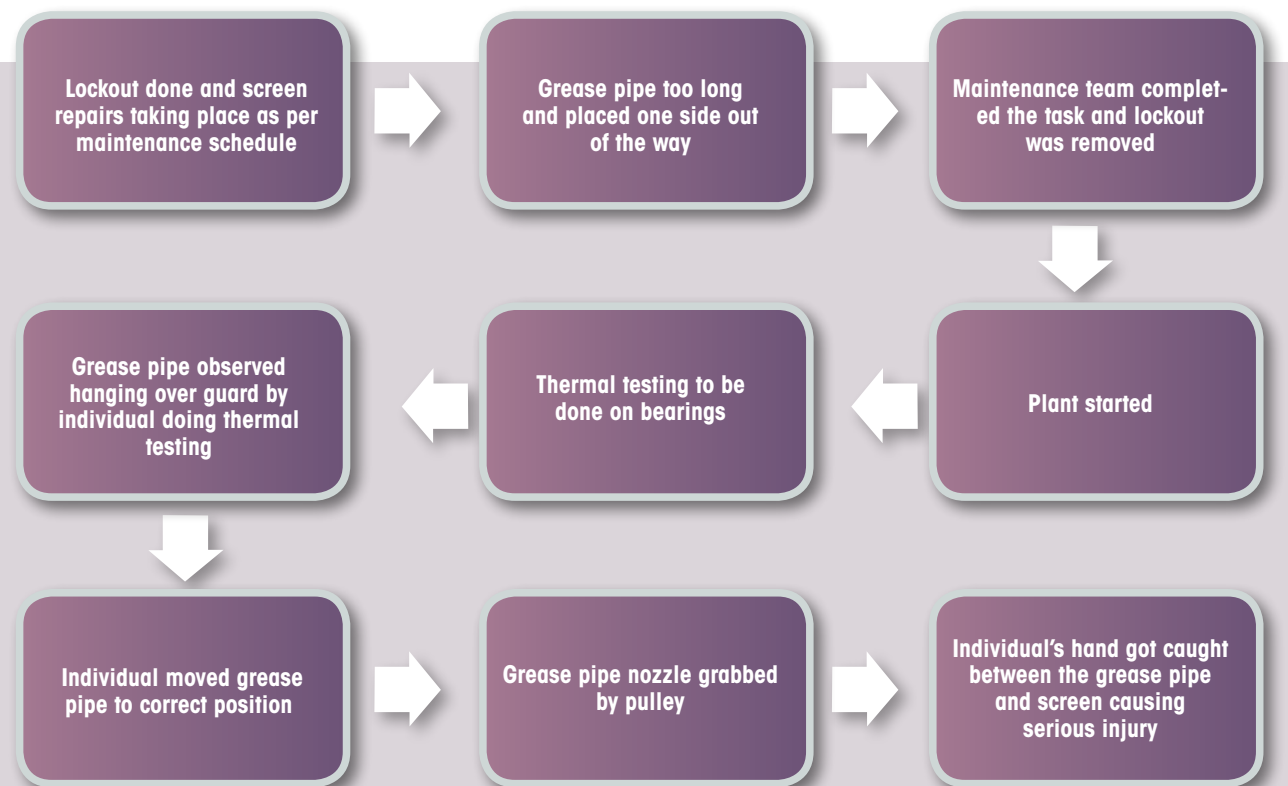
There are four key aspects to reaching zero harm:

1. Dangerous perceptions that stop us reaching zero harm

- > Zero harm is not possible because we do not believe in it
- > At my operation we are already good, we do not need to change anything to improve safety
- > It will never happen to me or at my operation
- > It is not my job
- > Safety is defined by not getting hurt and not by what must be done proactively to prevent injury

2. This leads to the next question: Are all accidents preventable?

All accidents are preventable up to a certain point, if the events continue beyond that point it cannot be prevented any more. What does this mean? An accident does not just happen out of the blue, it is part of a sequence of events leading up to an accident. Let's look at a recent LTI in Afrimat sequence of events:



Many events took place from the screen maintenance to thermal testing. At what point could that injury have been prevented? It's all about thinking multiple steps ahead and stopping each unwanted event. The game of chess is a good comparison here, a good chess master thinks 5 to 7 steps ahead of his opponent to counter each move. What should every person on site do then? Think 5 to 7 steps ahead to prevent accidents.

3. How do we start believing in zero harm?

What you believe in, you will commit to, what you commit to gets focus and attention, what gets focus and attention gets done. Let's compare it to improving the efficiency of a plant. Production does not increase and decrease by chance, there are vital steps followed to ensure increased production at a mine.

- > Ensure drilling and blasting is done properly to get the fragmentation right for correct material size to feed the jaw
- > Excavator loading time monitored
- > ADT turnaround time from excavator to jaw monitored
- > Determine the tons per hour the plant can do
- > Jaw and crusher gap settings monitored and adjusted accordingly
- > Maintenance schedules followed to reduce breakdowns on fixed and mobile equipment
- > Critical equipment listed with stock for quick replacement time
- > Pre-start checks done daily and faults reported and fixed
- > Production throughput evaluated daily to monitor tons produced
- > Reason for decrease in tonnage determined and actions put in place

'WHAT YOU BELIEVE IN, YOU WILL COMMIT TO, WHAT YOU COMMIT TO GETS FOCUS AND ATTENTION, WHAT GETS FOCUS AND ATTENTION GETS DONE.'

All of this is preventative and entails proactive steps to ensure smooth and consistent production against a predetermined target.

What is the target for safety? Zero harm. What is your operation's pro-active preventative plan to get to zero and stay at zero? Zero injury does not happen by itself.

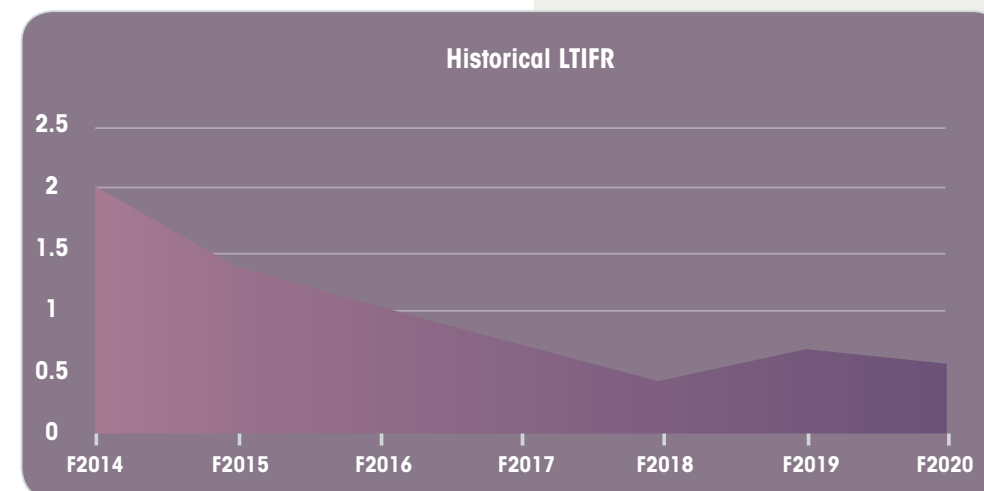
4. How do we communicate safety messages?

Why do we communicate? To influence and to get action. How many times have you told your team to hurry up but be safe? Be safe but we have to make money. What message do the employees hear? Like it or not, they hear 'break every rule to get production going to make money'. How about asking the team to do the best job we can within the safety guidelines and if you have to move outside the safety guidelines, stop.

Over the years many things have changed and we have employees who have been working in a position for 35 years. Now you bring new safety procedures, informing people the old way is out and the new way is in. The moment that happens the person working in that position for 35 years does not feel their input has any value. If people feel valued, incidents drop by half. How much do we involve the older generation in changes, and how often do we inform them of the similarities between the old and new ways and the benefits of the new way?

If you want to improve safety, improve the one tool that influences: Communication - because it builds relationships.

Zero harm is thinking ahead, leading by example, communicating positively, valuing people and removing negative perceptions about zero harm possibilities. Zero harm needs a plan, zero harm needs you to believe it to become it.



'IF YOU WANT TO IMPROVE SAFETY, IMPROVE THE ONE TOOL THAT INFLUENCES: COMMUNICATION - BECAUSE IT BUILDS RELATIONSHIPS.'



**CONSISTENCY.
IT'S WHAT
WE'RE MADE OF.**

A range of products built on the foundation of quality and durability

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



Inspiring growth through the consistent delivery of solutions that empower our people and our customers.

The Aggregates Division is a key division within Afrimat Limited producing aggregates of a wide variety of sizes and technical specifications, primarily with products including stone, gravel, crushed aggregates, laterite and sand mainly for large-scale civil engineering and infrastructure projects.

It also provides professional contracted drilling & blasting, transport & logistics crushing & screening and earthmoving & plant hire services.

The Aggregates Division is located in seven of South Africa's provinces with commercial quarries including sand mines, gravel mines, mobile crushing, recycled concrete crushing plant and drilling & blasting.

The Aggregates Division is part of Afrimat Limited, a leading black empowered open pit mining company.

SOCIAL MATTERS



**VREDENDAL CANSA
RELAY FOR LIFE**
> CAPE LIME - VREDENDAL

GLEN HEATLIE AME PRIMARY SCHOOL

> BOUBLOK –WESTERN CAPE

DIAAN VENTER – REGIONAL SALES AND MARKETING MANAGER – CONCRETE PRODUCTS/READYMIX

Glen Heatlie AME Primary School is a church school located at Tweefontein in the De Wet area, just outside Worcester Western Cape on route to De Doorns. Established in 1959 and registered in 1999 this rural church school celebrated their 60th birthday this year and is only going from strength to strength with 250 learners and 10 teachers all from different ethnic groups.

Mr. Aubrey Lawrence is the School Principal and a humble man with a great vision for this school. Glen Heatlie school has bragging rights with their category B prize for the best vegetable garden in the Western Cape. They use this garden as a little fund raiser where they sell combo packs to the locals. Every legend in the sporting world seems to come from a little rural town and school, and this school has a netball, cricket and rugby team – and from what I’ve heard the rugby team is on fire... Who knows, maybe our next great Habana or “The Beast” will be born here at Glen Heatlie.

I always believe – do good and good will happen! I think we at Afrimat have put this to the test. By being one of the leading brands out there we have always helped the community where we can.

Glen Heatlie is a project close to my heart as this school is open to anyone from Grade R to Grade 7, no matter where they come from or what language they speak. All you can see are little happy faces running around playing and learning together – growing into little winners.

Boublok has reached out to Glen Heatlie Primary and donated some of our c-class paving to this school. Every winter the school playground is wet and muddy and we all know that the little ones are also then wet and muddy. The locals all jumped in, helping with levels and packing paving to cover these wet muddy areas. Local farmers gave their trucks as transport and so the community has stood together once again to make an on-going success of this school.



‘I ALWAYS BELIEVE – DO GOOD AND GOOD WILL HAPPEN! I THINK WE AT AFRIMAT HAVE PUT THIS TO THE TEST. BY BEING ONE OF THE LEADING BRANDS OUT THERE WE HAVE ALWAYS HELPED THE COMMUNITY WHERE WE CAN.’

From the top:
Front view of the school
School motto
Edwill and the locals
Project in progress
Prize winning veggie garden

Edwill Swartbooi our production manager at Boublok is in charge of the whole thing and is the face of Afrimat, and a community hero, by making sure everything runs perfectly! Thank you Edwill for always looking out for others.

A school with a motto “Ons Kweek Weners”. We grow winners... that is powerful and I believe when you speak positively, you are positive and will do positive things. This whole school is marked with belief and positivity and it shows with the people on site doing the job – all joking and laughing and standing together. What a great project to be a part of. This project is still in progress and will be completed by end of June 2019.



ACI HARTEBEEFONTEIN QUARRY UPGRADES ENTOKOZWENI CRÈCHE

> ACI –GAUTENG

SUNÉ ROODT – SUSTAINABILITY INTERN, ESTHER TEFFO – SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY, REGINALD GWALA – HR MANAGER – KZN/FREE STATE



In a continuous effort to touch and uplift the lives of the communities surrounding the quarry, Hartebeesfontein quarry upgraded Entokozweni crèche. The crèche is in Zithobeni, a township just north of Bronkhorstspuit where several of the employees on site are from. An employee approached the quarry to assist the crèche as the building was dilapidated and not conducive for the little ones.

After a site visit by the quarry manager, the quarry decided to assist. The quarry cleaned and repaired the roof, replaced several wooden beams, put in a new ceiling as the roof was leaking, replaced three doors and repainted the building. To further assist, the quarry donated groceries to assist the little ones to go home with full tummies.

A big thank you to the Hartebeesfontein quarry for their generosity.

DEMANENG AND ACI JOIN FORCES TO INSPIRE SCHOOL KIDS

> DEMANENG NORTHERN CAPE – ACI

ESTHER TEFFO – SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY

As part their youth month initiative, the Department of Mineral Resources, with the support of mining companies in and around Kathu and Kuruman, hosted a career expo in the Northern Cape. The initiative was aimed at introducing and explaining the different career opportunities and paths in the industry to Grade 9 learners who will be choosing their subjects in the second half of the year.

Afrimat was asked to talk about rock blasting – explaining the subject requirements and the available opportunities. It was exciting to see the young faces intrigued by the different videos of blasts done at our different operations. A big thank you to Demaneng and ACI (Drill and Blast) for taking time out to speak to the learners – our future blaster might have been sitting in that hall.



SIYATHANDA CRÈCHE

> LADYSMITH AFRIMAT AGGREGATES (KZN)

REGINALD GWALA – HR MANAGER – KZN/FREE STATE,
ESTHER TEFFO – SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY
SUNÉ ROODT – SUSTAINABILITY INTERN

In the beautiful midlands, Afrimat was approached by a community leader to assist and fund a local community project. This entailed building a brand new crèche in Ladysmith. Siyathanda Crèche is a safe place for 40 children between the ages of one and five years old. The new building is furnished with tiles, a new coat of paint, and provides kitchen and bathroom facilities where the four lovely teachers are able to provide the children with their basic needs. The project was finished in January 2019. This is a BBBEE level 1 African female owned company. Afrimat enjoys being part of local economic development projects – being able to assist with infrastructure where the future generation is being educated and taking care of warm our hearts.



AFRIMAT SPONSORS HOËRSKOOL VREDENDAL RUGBY

> CAPE LIME

LIDIA VAN EEDEN - CREDIT CLERK - CAPE LIME VREDENDAL

Afrimat is proud to sponsor the Hoërskool Vredendal under 15 A rugby team as we believe in lending a helping hand to the local community. We wish the team all the best of luck.



DURBANVILLE CHILDREN'S HOME ANNUAL BALL

> READYMIX AND AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE

CATHERINE KLEIN – RAW MATERIAL ADMINISTRATOR – CREDITORS DEPARTMENT

A couple of Readymix and Afrimat Aggregates Operations Western Cape admin and finance ladies had the pleasure of attending the Durbanville Children's Home Annual Ball as part of a community support project.

This year's event took place on 17th May 2019 at the Mount Nelson Hotel and commemorated the Children's Home 100th year of community support.

It was indeed a special celebration for the Children's Home on this phenomenal achievement. Durbanville Children's Home's vision is to demonstrate God's love for children and their families through dedicated and professional support services and with the ultimate aim to restore them to a healthy family relationship. Thank you Afrimat for donating to this good cause. "Everything within an atmosphere of Joy and Positivity,"

'EVERYTHING WITHIN AN ATMOSPHERE OF JOY AND POSITIVITY'



Elsa Smit, Liesl Diedericks, Catherine Klein, Melony Adams, Monica McGreggor

Berenice October, Carmen Fortune, Marlene de Castro, Ungere Wassung, Melanie Joubert

VREDENDAL CANSA RELAY FOR LIFE

> CAPE LIME - VREDENDAL

SHEELAH LINKS – QUALITY CONTROLLER – CAPE LIME, VREDENDAL

Cape Lime supported the Cansa Relay for Life for the first time this year and what a wonderful experience it was!

Cansa's Relay for Life is a unique event for everyone in the community to participate in the fight against cancer. It represents hope that those who are fighting cancer will be supported, that those lost to cancer will never be forgotten and that one day cancer will be eliminated. Teams raised money before and during the relay and the funds went towards Cansa's unique integrated service within the community.

On 9 March 2019 at 2pm our team of 16 were on the sports ground, getting everything ready for the whole night event. Around 6pm the survivors welcomed all, leading the first lap – celebrating their victory over cancer. They were followed by the caregivers lap to recognise those who help cancer patients on their journey. All the teams (made up of 10 -15 people) walked together during the opening lap. Throughout the evening there was at least one member of the team walking around the track. There were lots of family games, music, activities, contests, food and fun to partake in. The spirit of the Afrimat Cape Lime team was AMAZING!

'EVERYONE TOOK A PLEDGE DURING THE FIGHT BACK CEREMONY TO TAKE ACTION AND SPREAD AWARENESS OF CANCER EDUCATION, ADVOCACY, SCREENING AS WELL AS CARE AND SUPPORT PROGRAMMES'



During the Luminaria Ceremony – silent lap of reflection – candles were lit inside paper bags and placed around the relay track as glowing tributes to remember and honour loved ones who have passed or who are still fighting the disease. Everyone took a pledge during the fight back ceremony to take action and spread awareness of cancer education, advocacy, screening as well as care and support programmes.

Thank you so much to everyone in the team who participated in the games, walked without getting tired, didn't take 'naps' and for the enthusiastic cheers when our team walked passed our gazebo! Thanks for the wonderful spirit from the beginning to the end. Special thanks to Dolly van Niekerk for our beautiful, awesome looking banner! Heartfelt thanks to the Cansa team who organise the relay every year, you touched our hearts in a very special way.



AFRIMAT SUPPORTS LOCAL ROBOTICS TEAM

> ENGINEERING – LYTTTELTON DOLOMITE MINE
STEPHAN DE VILLIERS – GROUP CHIEF ENGINEER

The FTC is an international competition where teams of learners between Grade 7 and 12 are challenged to design, build, program and operate a robot to compete in a head-to-head challenge in an alliance format.

The goal of the program is to develop learners' Science, Technology, Engineering and Mathematics (STEM) skills and practice engineering principles in a real-life environment under adult guidance and mentorship.

The learners realise the value of hard work, innovation and working as a team to find solutions. They must raise funds, build the robot, learn Java programming and promote the competition and their team in the local community.

Team Fifth Order

The FTC team, Fifth Order, consisted of seven members between the ages of 14 and 16, two coaches and a mentor who all started preparing for the challenge in October 2018. They designed and built their robot, programmed it in Java and prepared for the national competition.

All the hard work culminated in the National Championship on 2 March 2019 at Sci-Bono Discovery Centre in Johannesburg where they won the competition and were selected to represent South Africa at the International FIRST Tech Challenge on 24 to 27 April 2019 in Detroit Michigan, USA. A total of 160 teams competed at Detroit and 160 teams at Houston, Texas.

Apart from the technical work, they marketed the team and competition in the local Pretoria newspaper and on Facebook and had two radio interviews after winning the event.



Joshua Harmse (Build, Program)
Helped build and program the robot.

'My interests include computers, programming, robots, gaming and MJB. I would like to either become a programmer or an electrical engineer. I like to plan robots and then build them.'

The 2018-2019 competition: Rover RUCKUS

Rover RUCKUS (presented by Qualcomm®) is played on a 3.7m x 3.7m square field with approximately 0.3m high walls and soft foam mat flooring.

The objective of the game is to attain a higher score than the opposing alliance by descending from the lander, collecting minerals from the crater, scoring minerals into the cargo hold of the lander, performing autonomous tasks, and navigating to specific parts of the playing field.

Unique navigation targets are placed in the centre of each field wall. The lander sits in the centre of the field with alliance-specific landing zones marked by red and blue tape. Prior to the start of a match, robots may be latched onto the lander. Matches have two distinct periods of play: a 30-second autonomous period followed by a two-minute driver controlled period.

The last 30 seconds of the driver controlled period is called the end game, with new scoring opportunities for robots to achieve. For more detail, please visit the website firstinspires.org

Our trip to Detroit

Our trip to Detroit started with a bang as we had seven weeks to find sponsors and get all the paperwork in line for our trip. The trip started on 20 April with a long flight to Detroit via Frankfurt.

Our time at the competition was amazing. There is a saying "it is always bigger and better in America" and they tried to prove that to us. The COBO centre is the centre where the Detroit motor show is normally held. It was filled with three FIRST competitions. FLL – First Lego League, FRC – First Robot Competition and the FTC – First Technical Challenge.

Team members:
Stephan (Jnr) de Villiers,
Eben Steenekamp,
Tianette Booysen,
Marco Terblanche,
Juan Oosthuizen,
Francois Delpont,
Joshua Harmse



We took part in our group of 80 teams and ended at number 38. We did not make it to the finals but we gave a lot of teams a proper run for their money. All in all, we finished in the top 50% of the competition and that was amazing for us – the best performance of any South African team to date.

What was more important, was what we learned during the trip: The young team members learned that they do not have to stand back for anyone in the world, and that as a team they can achieve more if they work together. During the competition one team can assist other teams, and still compete against them.

We chose to assist because a little later that team might be your ally.

We want to thank Afrimat for their support to make this happen for the learners. Without sponsors we would not have been able to go.

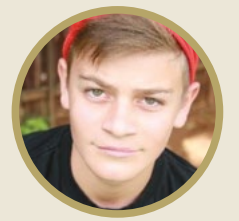
When Esther Teffo approached the Afrimat Engineering team to assist her to roll out Lego Robotics at some of the schools in the Pretoria as a social project, we were able to offer the Fifth Order team to help. What a joy and privilege for us as a team to assist.

'THE YOUNG TEAM MEMBERS LEARNED THAT THEY DO NOT HAVE TO STAND BACK FOR ANYONE IN THE WORLD, AND THAT AS A TEAM THEY CAN ACHIEVE MORE IF THEY WORK TOGETHER.'



Francois Delpont (CAD Building)
CAD and experience with soldering and electronic wiring.

'I like programming, CADing, building and I enjoy playing tennis and computer games. One day I want to become an engineer. I really enjoy robotics because you learn a lot about how to build and program.'





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IT MATTERS

CYBER SECURITY

A matter of good corporate governance, good ethics and quite simply – good business

IZAK CRAFTORD – IT INFRASTRUCTURE MANAGER

Thanks to initiatives like the "Phishing campaigns" and the Ataata Awareness training, Afrimat's security awareness is at an all-time high, with 87% of users that completed the training indicating that they have changed something they do in their daily lives to make them more secure.

Afrimat's awareness rating is almost double compared to the rest of the manufacturing industry, and surprisingly (and somewhat worryingly) the average Afrimatter is more security aware than the average user working in aerospace and defence!

Cyber security has risen as a key issue on the radar of virtually all organisations. As a recent Cyber-Risk report suggests, cyber-attacks have been topping executives' lists of business risks for three straight years. In fact, the overwhelming majority of organisations have experienced

some form of cyber-attack over the past few years.

In this new age of "when-not-if" around cyber-attacks, it is worrying to see so many large organisations still struggling with the delivery of cyber security initiatives.

This concern is also driven by security and privacy becoming increasingly valued by customers and the media, and by regulators who are now stepping into the topic with the ability to impose business-threatening fines (GDPR in Europe, POPIA in South Africa). In parallel, the cyber risk landscape is ever-complexifying – with new technologies such as AI Artificial Intelligence (AI) bringing at least as many new threats as they bring opportunities to improve cyber security.

The unfortunate reality is that human error is still the biggest threat to any organisation, with careless or uninformed staff, for example, being the second most likely cause of a serious security breach, second only to malware. In addition, in 46% of cyber security incidents in the last year, careless or uninformed staff have contributed to the attack.

That said, if we collectively stay vigilant and are aware of the risks, we can keep Afrimat safe. It is only through having educated staff regarding the importance of working safely, that businesses can help to mitigate the risk of attack, and safeguard what is most important to them – their data.



'CYBER SECURITY HAS RISEN AS A KEY ISSUE ON THE RADAR OF VIRTUALLY ALL ORGANISATIONS.'

MIND MATTERS

ACTION PLAN

6 NO-NONSENSE STEPS TO BEAT THE MID-YEAR SLUMP

CREDIT: ARTICLE FROM CAREERS 24.COM

Half of 2019 is gone and those new year's resolutions are long forgotten, along with your zest for life in the office. Here's how to get your oomph back in 6 quick steps.

The year is flying but don't worry, you aren't the only one stuck in the misery that is the mid-year slump. Maybe it's the cold weather, maybe it's the load shedding, but all of a sudden everything in the office seems dreary. Before you get too deep into the pit of slump-ness, we can get you back on the horse and on the road to Awesomeville in 6 quick steps.

- 1. Get a blank piece of paper:** Revise your 2019 plans and goals (remember how you promised to stick to your new year's resolution?). Are they still relevant and realistic? Do you still want them? Make those changes.
- 2. Health:** Reassess your physical health. Start cutting down your portion size, park a little further from work and walk to the office, choose the stairs instead of the lift, etc. Small shifts in your daily physical activity can honestly do wonders. Is it perhaps time for fewer slap tjips and more greens?
- 3. Money:** Update your finances. What have you been wasting money on? Reassess your saving options and curb your spending habits.

'ENJOYING YOURSELF WILL MAKE YOU FEEL FRESH, WILL PUT THINGS IN PERSPECTIVE AND SOMETIMES EVEN MAKE YOU FIND SOLUTIONS TO WORK ISSUES.'

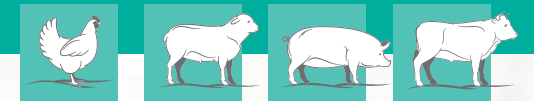
- 4. Spring Winter Clean:** De-clutter your desk, your cupboards, even your to-do list. Then go home and do the same there. Throw out all the old broken items you've unnecessarily attached sentimental value to, all the things you don't wear anymore, and move your furniture around. Start anew.
- 5. Go out:** Make some more time to relax. Go on a date night, book a chalet for the weekend, watch a movie with a high school friend. Enjoying yourself will make you feel fresh, will put things in perspective and sometimes even make you find solutions to work issues.
Or... If you've been going out too much, to the point where you're falling behind at work, have no leave days left, and recollections of your weekend and time off is all a blur, then it's time to rest and get your priorities in order.
- 6. Define Success:** Remember that piece of paper? Write down this question: What does success mean to you? Now write down the answer. More important than answering the question, is mapping out your route towards the answer. Let this inspire you.

'MAKE SOME MORE TIME TO RELAX. GO ON A DATE NIGHT, BOOK A CHALET FOR THE WEEKEND, WATCH A MOVIE WITH A HIGH SCHOOL FRIEND.'



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