

AFRIMATTERS



DIVISIONAL MATTERS: INNOVATIVE READYMIX BOSJES PROJECT
HR MATTERS: AFRILEAD INTERNAL LEADERSHIP PROGRAMME
HEALTH & SAFETY MATTERS: SAFETY AS AN AFRIMAT VALUE



BUILDING

on Africa's strength

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.

'A GOOD LEADER ENABLES HIS PEOPLE TO ACT BY STRENGTHENING THEM AND FOSTERING COLLABORATION.'



CELEBRATING VICTORIES AND VALUES

I have just completed the results presentation for the year ending 28 February 2017. We were able to share another very good set of results with the market, reporting a profit growth of 25.4% in Headline Earnings per Share. All the important figures such as cash generation, return on invested capital and operating margin were very good. Thank you to each team member for your contribution towards this result. We are very grateful for being blessed with these results. During one of my radio interviews, I was asked about Afrimat's leadership model (Classic FM, 18 May 2017). In my answer, I tried to summarise the 5 pillars of leadership from the book "The Leadership Challenge" by Kouzes and Posner.

They are:

1. **Model the way**
2. **Inspire a shared vision**
3. **Challenge the process**
4. **Enable others to act**
5. **Encourage the heart**

I read the book a few years ago and have been applying the principles as best I could since then. It starts with a leader clarifying his or her values and then setting the example. The importance of this cannot be overestimated as can be seen from the difficulty in South Africa due to a lack of principled leadership.

Once a leader has established a foundation of values he should find a common purpose for his or her people by envisaging an ideal future. He or she must then enlist others. A good leader allows his people to challenge the process by searching for opportunities, experimenting and taking calculated risks.

A good leader enables his people to act by strengthening them and fostering collaboration. Encouraging the heart comes from the recognition of your people's contributions and by celebrating their victories and their values.

This leadership model is the one Afrimat subscribes to and I wish to see it becoming more and more part of our DNA.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

CONTENTS

- 01 CEO's message
- 03 Divisional Matters
- 13 HR Matters
- 22 IT Matters
- 23 Marketing Matters
- 27 Health & Safety Matters
- 33 Social Matters
- 36 Inspirational Matters



AFRIMATTERS

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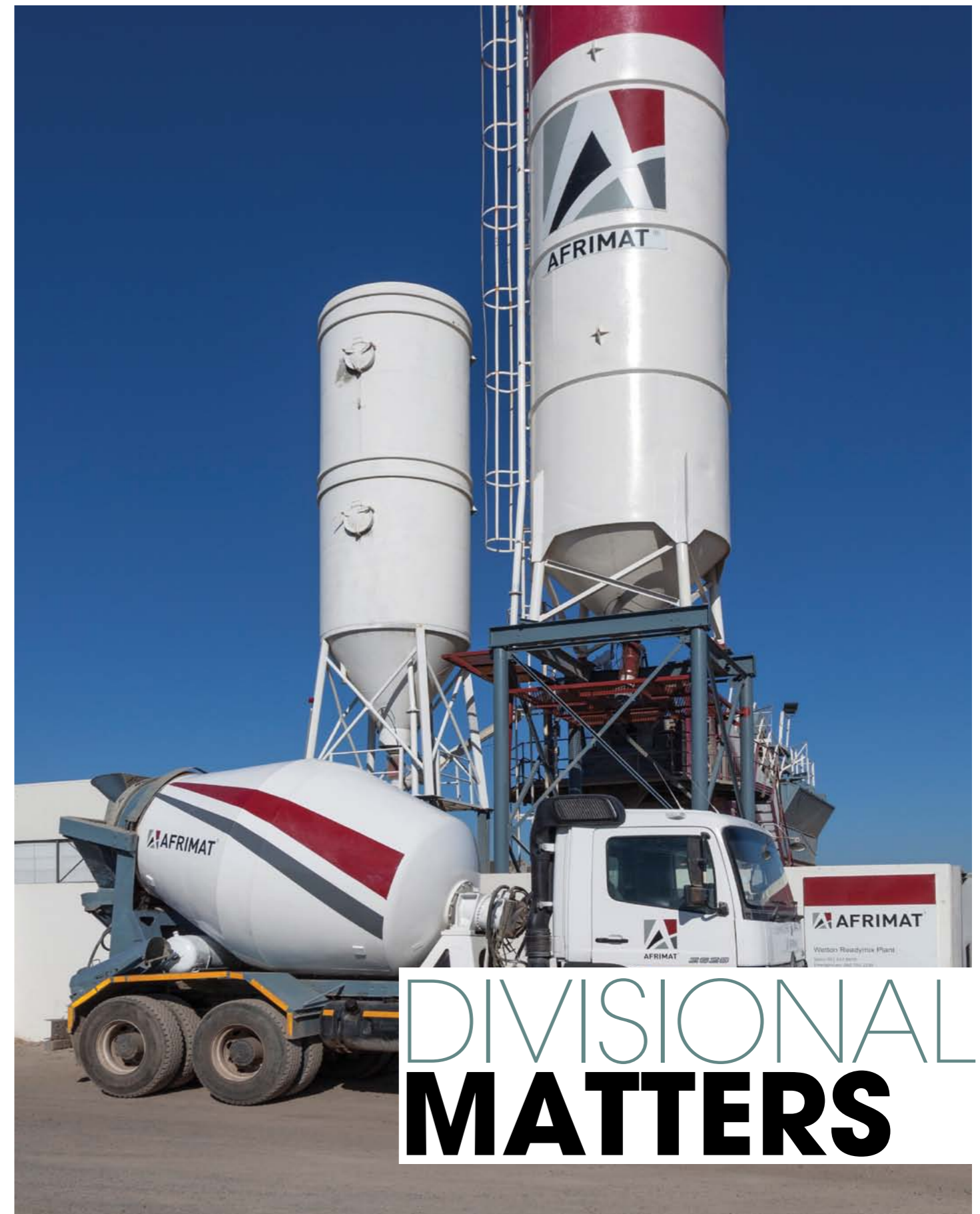
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DIVISIONAL MATTERS

DIVISIONAL MATTERS

AFRIMAT READYMIX

BOSHOFF MULLER – REGIONAL SALES AND MARKETING, CONCRETE PRODUCTS – WESTERN CAPE

Bosjes project

The Bosjes farm estate (meaning 'small bushes' in Dutch) is situated at the foot of the Slanghoek and Waaihoek mountains just 20km outside of Worcester on the R43 towards Ceres. Recently opened in March 2017, this spectacular wedding venue and restaurant has already received many good write-ups from leisure magazines and the like, and is set to become one of the first choices for wedding venues in the country.

What makes this project so interesting and unusual, aside from the spectacular views, is the chapel with its distinct wavy roof designed to give the impression that it is floating on water. This beautiful architecture was designed by a South African architect based in London, named Coetzee Steyn from Steyn Studios.

Afrimat Readymix supplied all concrete for the project to Longworth and Faul, and gunite to Fairbrother for the chapel roof. Gunite is concrete that is sprayed in application, instead of the conventional concrete placing methods. Instead of compaction by vibration, it is compacted by the velocity of the material coming from the nozzle. Gunite is a dry mix containing aggregates with a grading size less than 10mm. It is moved pneumatically to a nozzle at the front of the hose, where water is added just before the mix gets sprayed.

For this project, Fairbrother and our Readymix lab worked together to create trial mixes which were applied to small build models at our Worcester Readymix plant. The first gunite mixes that were used failed, and after some consultation with our client and re-designing by our lab, a satisfactory mix was agreed upon.

The final gunite mix that we supplied was a semi dry mix with a small quantity of water containing 6,7mm stone from Brewelskloof. The roof is approximately 110mm in thickness at the height of the peaks, and 300mm in thickness at the troughs.



Bosjes Chapel

The man that handled the nozzle was spraying the gunite from a cage that was suspended from a 30-ton crane. He had to maintain the nozzle in a position perpendicular to the face of the form in order to effectively apply the mix. The nozzle always had to be held 1 – 1.25 meters away from the surface. When applying a gunite mix, rebound occurs. An air hose was used to clean the mix that was lying on the formwork after rebound.

'WHAT MAKES THIS PROJECT SO INTERESTING AND UNUSUAL, ASIDE FROM THE SPECTACULAR VIEWS, IS THE CHAPEL WITH ITS DISTINCT WAVY ROOF DESIGNED TO GIVE THE IMPRESSION THAT IT IS FLOATING ON WATER.'



Work in progress

DIVISIONAL MATTERS

The process of applying the gunite to the chapel's roof was interrupted due to high wind speeds and rain. Hanging in the air from a cage became quite dangerous when the wind speeds picked up over 30- 35km/h. Wind speeds of 57km/h were recorded during this project.

Afrimat Readymix is proud to have been a part of this extraordinary project with our clients Longworth and Faul and Fairbrother. We want to congratulate Bosjes on the construction of this fantastic venue.

Photo credit: Adam Letch and Boshoff Muller



The view from inside Bosjes Chapel

Bosjes Chapel – completed project



NORTHERN CAPE FRANCOIS LOUW – DIRECTOR DIRO MINE

Diro Iron Ore Mine: Kathu

Afrimat, as part of its diversification strategy, decided about two years ago to investigate the possibility of entering the iron ore mining industry in South Africa. With its unique ability to mine small resources efficiently, as demonstrated in its traditional aggregated business, Afrimat has the ability to access resources not usually targeted by the bigger players in South Africa. Afrimat can provide the professional approach required by these rather complex ore bodies.

Diro is an iron ore mine in the Northern Cape which produces approximately 1 megatonne per annum (Mtpa). Afrimat submitted a plan to rescue Diro out of Business Rescue in October 2016. This plan was accepted by the Business Rescue Practitioner and the creditors and Afrimat is now the proud owner of a rather neglected iron ore mine.

Iron ore is a globally traded commodity with an annual global production of about 2300Mt, of which 1400Mt is seaborne traded. Of this, South Africa exported 57Mt in 2016 mainly to China. This figure came down from 65Mt in 2015, mainly due to Kumba iron ore's decline in production.

Iron ore, along with the rest of the commodity markets, went through a boom period in the last decade and iron ore prices peaked at US\$180 per tonne in 2011 only to tumble to about US\$40p/t by the end of 2015. While 2016 witnessed a recovery to more than \$80p/t at the end of the year, 2017 has seen some pullback, owing to envisaged subdued demand and increased output from the major iron ore mining companies.

Although China ranks among the countries with huge iron ore deposits, its resources are low grade and high cost and its domestic production declined from 201Mt in 2015 to 157Mt in 2016. This decline is replaced by imports, mainly from Brazil and Australia, the two major iron ore exporting countries. South Africa is a much smaller producer of the commodity than heavyweights Australia, Brazil and China, accounting for only about 6% of global exports.

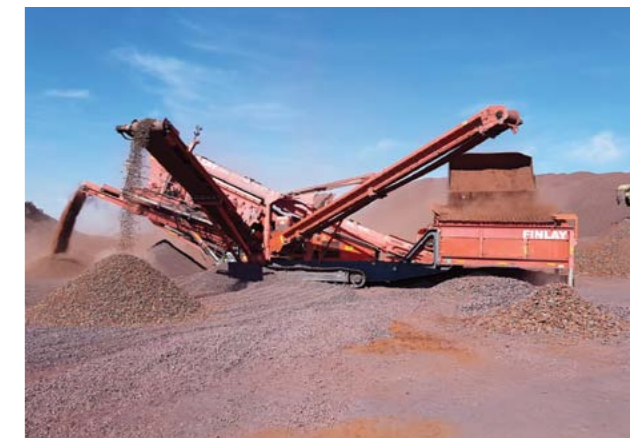
South Africa's largest iron ore producer is Kumba Iron Ore, a subsidiary of Anglo American, which the diversified mining group has earmarked for divestment. The second largest producer is Assmang, a joint venture between African Rainbow Minerals (ARM) and Assore. Most of the country's production is hematite ore which is preferred by steelmakers.

Earlier this year, Gerhard Odendaal was appointed as CEO of Afrimat Iron Ore with the first focus of getting the Diro operations up and running. He and his team are well advanced in refurbishing the beneficiation plants and are expecting to produce the first salable product by July. The team are still finalising the logistics and sales arrangements. They are planning to transport the ore via the 680km Sishen-Saldanha Transnet Iron Export Channel and export the product to overseas customers and/or selling domestically to Arcelor Mittal South Africa is on the cards.

Further to getting the Diro Operations up and running, the team has some ambitious plans to grow the business and we will without a doubt hear from them as iron ore becomes a more significant and visible part of Afrimat's product portfolio.



Andries van Heerden visiting Diro mine



Screening iron ore and Diro mine



Operations at Diro mine

'SOUTH AFRICA IS A MUCH SMALLER PRODUCER OF THE COMMODITY THAN HEAVYWEIGHTS AUSTRALIA, BRAZIL AND CHINA, ACCOUNTING FOR ONLY ABOUT 6% OF GLOBAL EXPORTS.'

DIVISIONAL MATTERS

MPUMALANGA

ANTON COMBRINK - DIRECTOR AFRIMAT READYMIX INLAND

The sun is rising for Afrimat

Time flies when you are having fun! Here we are 14 months since our first commercial delivery in Nelspruit. Our first load of concrete (we started with only two trucks) went out on 27 January 2016 and to nobody else than to ACI at Dingwell. Thank you Frikkie. During this period we have been truly blessed and we have so much to be thankful for.

I can remember the nervousness of Gerhard Odendaal and Anel Grunewald during our first three months with sales far below budget. Luckily, sales kept on improving every month and in June/July 2016 we had such good months that we caught up with the budget and cleared the deficit.

In May 2016 we were asked to supply a SCC (Self Compacting Concrete) to one of our loyal customers who was doing a very complexly designed water purification structure. We were informed by Chryso, who helped us during the design and production process, that it was the biggest commercial single pour SCC job (180m³) that they were aware of. The product behaved extremely well and produced a superior result.

June/July 2016 saw us delivering concrete to a huge industrial floor of 10 000 m² for RCR Flooring. We thank the Kwa Zulu Natal team for the trucks that they kindly made available to us to contribute to the successful completion of this project. It was also during this period that we supplied 322 m³ to Hazzyview some 60 km away within 22 hours. In September 2016 Gerhard Odendaal suggested that we tender for a contract in Lephalale (Ellisras) of some 9500m³. This would be an ideal opportunity to move some of the Kuipersbult Quarry's long products. We were awarded the contract and within 10 working days the plant was up and running, albeit a small setback saw us resuming production on day 11. The project has since been completed and this plant is in the process of starting to supply the Marapong housing project for Exarro.



Afrimat Ready Mix plant in Nelspruit



All of the above could not have happened if it was not for the dedication of the local team, the support from other business units, the support functions and their teams and the faith of senior management in us as a team. We are also very grateful for the loyal customers that we have and the continuous growth of our customer base. We thank you for all your support and assure you of another positive story on our year two celebration.

MPUMALANGA

MICHAEL CORBIN - DIRECTOR, AFRIMAT CONTRACTING INTERNATIONAL

Afrimat Expansion into Northern Mpumalanga – Dingwell Quarry

Afrimat was granted a mining permit for the Dingwell Quarry situated between Nelspruit and White River by the Department of Mineral Resources in January 2015. Afrimat Contracting International (ACI) was tasked to undertake the market research analysis as well as be the responsible business unit to implement the start-up of the new business venture.

Our mobile crushing unit was established in July 2015, under the guidance of Frikkie Basson, and commenced production of various construction aggregates. Sales were slow in the first few months as Afrimat was an unknown supplier in this region. This resulted in underutilisation of our high volume crushing unit, thus ACI had to rethink its strategy in this unknown market and propose a new business model to accommodate a lower sales volume environment. ACI made the decision to remove the mobile units from site and install a semi fixed plant. This aligned us with the local market service offering and resulted in an overall cost reduction.

With the fixed plant up and running and under the guidance of a very young team, led by Sello Ramusi, ACI employed an energetic local salesman Gareth Townsend to tackle the market.

This strategic move led to a steady growth in sales from 2 700 tons per month, to our highest sales volume to date running just below 15 000 tons for March 2017.

The 2015 – 2016 financial year was not easy one in an unknown market but through hard work from a dedicated ACI team on all the levels, this operation has grown from strength to strength. We expect a bumper year lying ahead for this operation, with projections of meeting a target of 15 000 tons per month.



Mpumalanga - Dingwell Team



DIVISIONAL MATTERS

SA BLOCK

COMPILED BY RUAN SMIT
 – OPERATIONAL MANAGER – SA BLOCK;
CONTRIBUTORS PETRO VAN WYK – HRD OFFICER SA BLOCK;
 HAPPY BRANDEN NKUNA – ND MECHANICAL ENGINEERING;
 KEVIN ANDERSON – ELECTRICAL SA BLOCK;
 DEON VAN GREUNEN – MAINTENANCE SA BLOCK

Our site Mission

'To operate a Brick Factory by adding value through masonry products by continuously supplying a SABS approved product to our customers'

Back in the 1960's the founder of the company, a qualified civil engineer Mr. Pheffer, started a company called SA Block. The company targeted the local market by supplying clinker ash bricks. The production at the time was 300 000 bricks per day but the company managed to increase the sales to 1.3 million bricks per day by supplying a SABS approved product into the market. SA Block is wholly owned by Afrimat, since 2012.

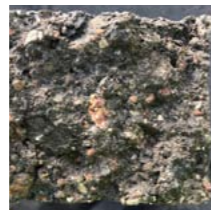
Our customers are the construction industry mainly in the Gauteng area. We produce and sell up to 850 000 bricks per day to the Gauteng market with ten in-house manufactured block machines.

The three biggest challenges the company is currently facing are:

- **The construction market**
- **Competition in the brick market**
- **Clinker aggregate resources**

The marketing objectives of SA Block, in line with the company objectives, are set as goals which form part of the MACRO-environment. Potential and new customers are the biggest marketing objectives of SA Block.

The company is capable of investing in new sources, with the support of Afrimat, which places SA Block in a very good position in the market. The clinker product used in the cement bricks is a limited resource and SA Block is in the process of sourcing alternative materials to use in the brick making process. The positive side of the clinker product and why it is so unique, is the weight of the clinker versus other aggregate materials.



The alumina content in the clinker material increases the reaction between the cement and the material. This makes the product very good and we can sell the bricks within seven days. The plan is to implement a very good mix between the cement, water and new materials to keep a sustainable business for SA Block and Afrimat.



Team at SA Block



Ruan Smit

It is my privilege to announce that the current DIFR of SA Block will reach zero within the next five months. SA Block, for the first time ever, reached 365 accident free days compared to the previously achieved 60 days. This has been a long process with hard work and encouragement to change the minds of our people to think about their safety and the safety of their fellow workers.

By focusing on the weekly toolbox talks, monthly safety meetings and the inputs from our safety representatives our people see the seriousness of safety at the operation and the impact it has on the operation when there is an accident.

Ruan Smit – Operational Manager, SA Block

SA Block focuses on training and the development of our employees in line with the prospects of the Company. I believe that the employees and the Company work as a team to develop and grow to reach their goals and objectives.

Mentorship is one of the most important aspects in the development process of our employees. We try to transfer all the possible skills and knowledge through to our mentees by supplying them with the necessary equipment and tools.

Petro Van Wyk – HRD Officer SA Block

On the 16th of August 2016, Kagiso Motsepe from Lyttleton Dolomite, Marble Hall, started with his mentorship programme under the mentor, Ruan Smit, Operations Manager for SA Block. This was a new concept for SA Block as we have not embarked on the mentorship programme before and this was as new to us as it was to Kagiso.

Ruan worked out a mentorship programme for Kagiso whereby he would get ample exposure to supervisory, technical, quality control measures, safety, administrative, maintenance and process skills transfer.

Kagiso was working with us on site until 28 October 2016 when his programme was completed. He was exposed to different supervisors to learn the different styles of supervising for the various areas on site. We wish him well with his development and his journey forward.

This experience paved the way for SA Block, and now we have a total of six more mentees undergoing the mentorship programme under leadership of various mentors. We wish the following mentees well on their various programmes: Brandon (Happy) Nkuna, Amos Sangweni, Deon van Greunen, Donovan Pieterse, Victor Mntantato and Kevin Anderson. And we want to thank the mentors for taking part in the development of the mentees.

Happy Branden Nkuna – ND Mechanical Engineering



Petro Van Wyk



Happy Branden Nkuna



Kevin Anderson

When I first heard that I will be placed in a mentorship programme, I thought that it was some sort of an internship programme. Mr. Rubin Bebe explained that mentoring is very different to an internship because I will be working with someone who shares the same desire for development towards career goals and objectives as me. I supported the idea as my mentor was said to be someone who has a broad range of knowledge and experience in the workplace.

This mentorship programme was very helpful to me because I have gained greater clarity on life, career choices and career goals. As well as new insight on the company's culture and organisation. Working in the different departments has been a great experience because the people working there were welcoming and always willing to help. This motivated me to learn more and even do the work in each department unsupervised.

Working in the different departments has made me work with different kinds of people; this helped me deal with different kinds of people which is a stepping stone to becoming a great manager. One of the things that the company will gain from this mentorship programme is greater productivity in the work place. This will happen because I have gained valuable experience on bricks and aggregates, which means that diverting from one subsidiary to another won't be a problem.

Working with my mentor, Ruan Smit, has been a great experience. He has practically been my role model who shares knowledge and advice to help me grow professionally. I have always turned to him for advice and he was too helpful. I realised from the start that he is a perfectionist, which is one of the characteristics that I have adopted. He is committed to the development of others and is willing to share his personal experiences. It was he, who for the first time, raised the idea of me becoming a manager. Before that this possibility hadn't even crossed my mind. That was when I realised that operations were exactly where I'm headed.

SA Block and Clinker Supplies employees are great to work with because they are kind, passionate about their work and treat each other with respect. And the management treat each individual as part of the family.

Kevin Anderson – Electrical SA Block

DIVISIONAL MATTERS

SA BLOCK CONTINUED

SA Block gave me the opportunity to be part of the mentorship programme of the Company, what a privilege! I am so excited to learn, develop myself and grow within the Afrimat Group. SA Block gave me the opportunity to live out my personal values and priorities as well as those of the Company. There is a big opportunity for me to grow which I realised when I joined the SA Block group. I can see a future for me at Afrimat in the management and leadership side and I am optimistic and exited with my future at Afrimat. The mentorship programme is for me to acquire the available skills, knowledge, behaviours and attitudes.

My mentorship programme consists of the following:

- **Planning**
- **Supervision**
- **Leadership**
- **Experience**
- **Controlling / Monitoring**

I started the mentorship programme on the 1st of March and it taught me valuable skills, knowledge and the values of a leader by forcing the changes I had to make. Every report brings new challenges along with hard work. But as I have seen from my past experiences, hard work pays off. I can see how this mentorship programme brings growth and development into my life. I had to set my work related priorities in-line to grow and develop.

My mentor, Ruan Smit, has guided my path so far through this mentorship programme. He helps me to see from a leader's perspective and how to be an excellent leader. He supports and encourages me to work towards my fullest potential and goals. I am privileged to learn from a great leader.

I am excited to grow and develop in this mentorship programme and want to take the opportunity to give thanks to management and also God for this opportunity to develop myself in Afrimat.

Deon Van Greunen – Maintenance SA Block



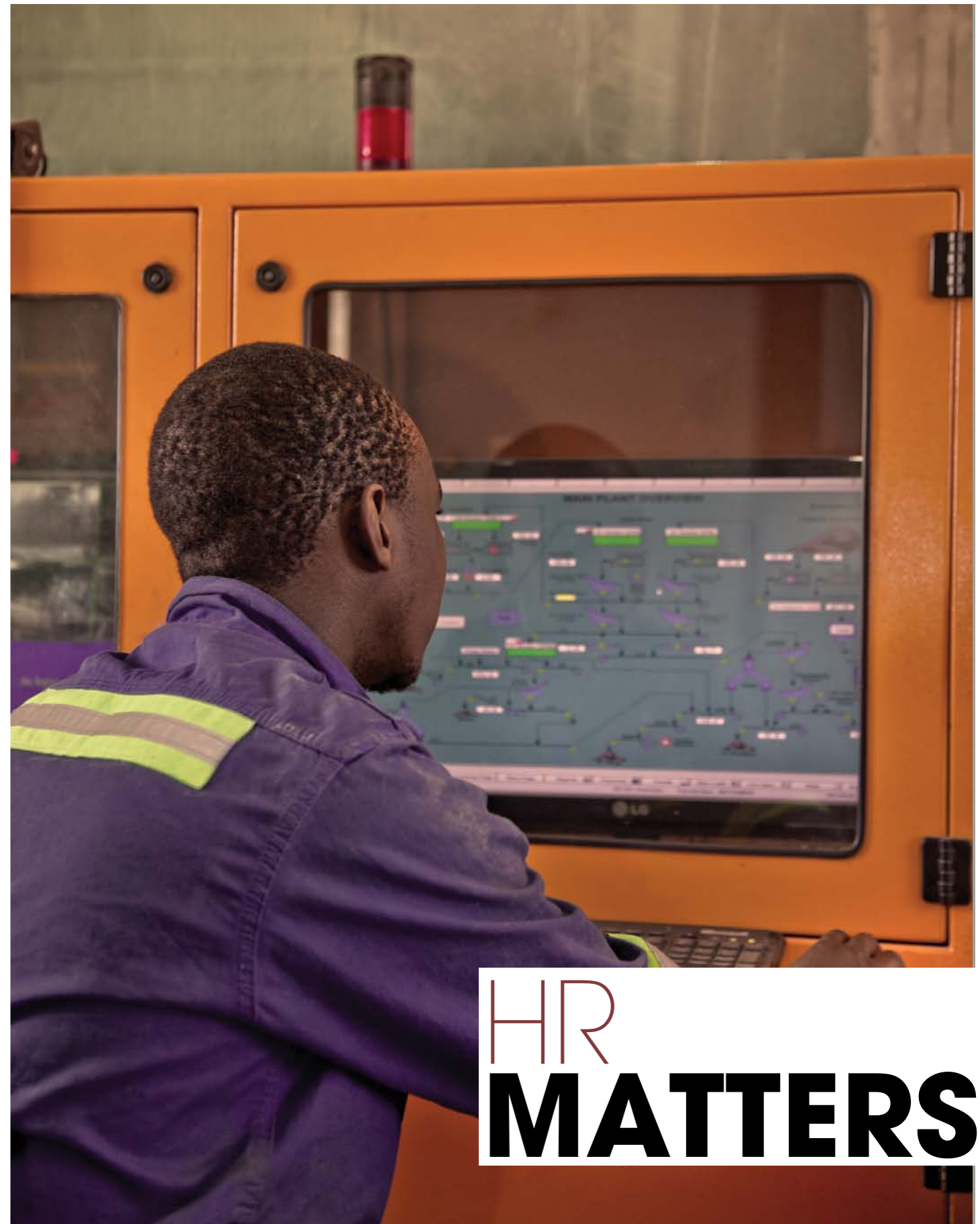
Deon Van Greunen

I started my journey at SA Block in August 2012, not knowing what my journey would be like. But there was one thing I knew – what I wanted to be, and that was to be a great leader someday.

I started in the mould department fabricating moulds and stamper, I also worked at the fitting department where I learned a lot. I had the great opportunity to work at my own table where I did boiler making work. I also learned that becoming a leader comes with great responsibilities. I had the great opportunity to study further by doing my boiler making studies. I am really grateful for working for Afrimat and having Ruan Smit as my mentor.

"For those who are feeling aimlessly lost in the journey to find themselves, those who are feeling stuck under the darkest cloud waiting for a ray of sunshine and those who simply need a dose of encouragement, heed these words of wisdom."

'FOR THOSE WHO ARE FEELING AIMLESSLY LOST IN THE JOURNEY TO FIND THEMSELVES, THOSE WHO ARE FEELING STUCK UNDER THE DARKEST CLOUD WAITING FOR A RAY OF SUNSHINE AND THOSE WHO SIMPLY NEED A DOSE OF ENCOURAGEMENT, HEED THESE WORDS OF WISDOM.'



HR
MATTERS

HR MATTERS

PROMOTIONS AND NEW APPOINTMENTS

Jomari Smit started working at Afrimat in January 2016 as an assistant accountant for Afrimat Management Services. She was moved to Afrimat Aggregates Operations in January 2017, also as Assistant Accountant. Good luck with this new challenge Jomari.



Chantelle le Roux is the Sales Admin Co-ordinator at Afrimat Concrete Products, Hluhluwe. She is from Richards Bay and worked at Midbay motors VW before she joined Afrimat on the 12th of January 2017. She is engaged and has a beautiful 10-month old baby girl, Ivanka. Welcome to the family Chantelle.



Olga Sibuyi joined Afrimat on the 1st of December 2016 as the weigh bridge clerk in Nelspruit. She is from Kanyamazane, Mpumalanga and has been married for 10 years and has a son. Olga loves singing, watching movies and going to church. We hope you are very happy at Afrimat Olga.



Michael Corbin, Contracts Manager at Afrimat Contracting International has now been appointed as Director of Afrimat Contracting International as of 1 March 2017. Congratulations and all the best in your new role.



Kim Cloete has been appointed Assistant Accountant for Afrimat Management Services, effective 1st June. She has been working on a contract basis since December 2016. Kim is from Bishop Lavis and was previously employed by Exceed Inc where she completed her SAICA articles in 2016. Welcome to the Afrimat family Kim. We hope you will be very happy here.



Lizanne Olivier – Brand and Marketing Coordinator

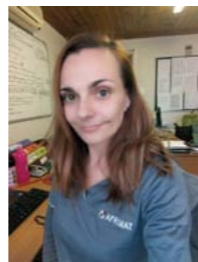
We would like to welcome **Natasha Hartley** to Readymix. She joined us as the Office Administrator on 10 April 2017 at Tygervalley Head Office.



Rizqah Petersen is the new Technical Administrator at Killarney Gardens Readymix. She joined us on 10 April 2017. Welcome Rizqah!



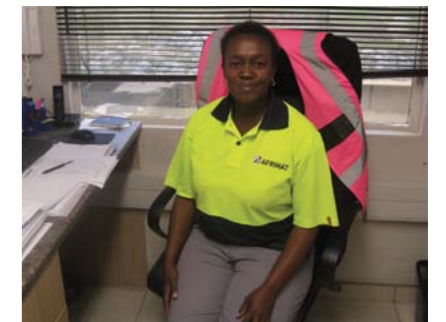
Congratulations to **Lana Van Der Heide** who has recently been promoted to the position of Junior Health and Safety Officer. We wish Lana success in her new career venture.



Cindy Wiggins – Human Resource Officer – Afrimat Readymix

STAFF PROFILES

Nobuhle Ngcobo works at Pietermaritzburg Quarry in the sales and dispatch office as well as in the laboratory. She is from Pietermaritzburg and has been with the company since 2011. Nobuhle has two kids, a son and a daughter. Before Afrimat, Nobuhle worked at Wearne Aggregates. What she loves most about Afrimat is the training possibilities that the company offers. During her free time, she loves to shop, listen to music, cook and read.



'WHAT SHE LOVES MOST ABOUT AFRIMAT IS THE TRAINING POSSIBILITIES THAT THE COMPANY OFFERS.'

Lee-Ann Dimmick is responsible for admin and sales at Pietermaritzburg Quarry. She has been with the company since 22nd September 2010 (same date as her wedding anniversary). She loves the diverse culture and growth that Afrimat has to offer. Before Afrimat she worked for Wearne Aggregates. She is married and has two children. Her favourite foods include Thai and Italian. Lee-Ann loves to cook and watch movies, when she has the free time.



'SHE LOVES THE DIVERSE CULTURE AND GROWTH THAT AFRIMAT HAS TO OFFER.'

Zandile Mathe is the Lab Technician at Hluhluwe and does the grading of the aggregates at the quarry. She has been with Afrimat since 12 February 2016 and worked at the Hluhluwe Super Spar before she joined us. Zandile is engaged and has a daughter who is 3 years old. She says she loves the equality and teamwork at Afrimat and in her spare time she loves to read. Zandile lives by the quote "work hard in silence and let the success make the noise".



'ZANDILE LIVES BY THE QUOTE "WORK HARD IN SILENCE AND LET THE SUCCESS MAKE THE NOISE".'

Lucille Marais, Admin Clerk (all administration pertaining to the branch) for Hluhluwe Quarry has been with the company since 7 March 2016. Before Afrimat she worked for Tyson Properties, Shelly Beach. Lucille is married and has 3 boys and is originally from South Coast Uvongo. She says the best part of working for Afrimat is our value system and during her free time she tries to spend as much time as possible with her family. The quote Lucille believes in and tries to live by "in a world where you can be anything, be kind".



'LUCILLE BELIEVES IN AND TRIES TO LIVE BY "IN A WORLD WHERE YOU CAN BE ANYTHING, BE KIND".'

Lizanne Olivier – Brand and Marketing Coordinator

CONGRATULATIONS

Monument Park High School Global Teens Initiative 2017

Congratulations to Marshall Arendse on the achievements of his daughter. "My daughter Erin Arendse has been selected to join an initiative of Monument Park High School through their Global Teens Programme to join twenty other learners on an academic and outreach tour of the USA. Participants are chosen on the basis of academic performance as well as their involvement in social and community projects. They will leave on the 28th June 2017 and will return on the 22nd July 2017. MPHS through their Global Teens Initiative has embarked on a concerted effort to expose their young senior learners to the global arena of academics, technology, economics, business, law, cultures of the world etc. The Global Teens Programme challenges young people to step out of their comfort zone and city – allowing them to experience that there is more to the world than what they see on a daily basis. They are given the opportunity to gain a better knowledge and perspective of the world first hand. It is an unfiltered 'real experience' which will challenge their perspectives in a way that the internet and television cannot.

At its core, MPHS Global Teens engages youth aged 14 to 18 years of age, in a short-term cultural exchange and year-long global education programme which includes the following elements: leadership development, youth to youth interaction and meaningful service learning. Through service-learning projects, Global Teens participants gain an incredible wealth of knowledge of their host sites, including the understanding of the importance of commitment and service to others on different levels of engagements such as education and culture.

The cities they are planning to visit are: New York, Cleveland, Chicago and Washington DC. In addition they will visit Google USA Headquarters, North Carolina Central University (who will host them for one week) as well as tours of schools around the US."

Marshall Arendse – Credit Manager AAO



The Global Teens programme members from Monument Park High School



Congratulations to **Christopher** (Laboratory Supervisor at Worcester) and his wife **Chrisantia Vermeulen** with the birth of their baby girl Chelsea Micah Vermeulen. She was born on Sunday the 23 April at 12:05 the afternoon with a weight of 3.1kg. We are sure she will bring you lots of happiness.
Lizanne Olivier – Brand and Marketing Coordinator



To **Marcel and Melanie Joubert** (Debtors & Creditors Clerk), congratulations on the birth of your daughter Melika Joubert who was born on 21 April 2017.

Cindy Wiggins – Human Resource officer – Afrimat Readymix



To the proud parents, **David Jacobs** (Logistics Co-Ordinator) and his wife **Cindy-Leigh**, congratulations on the birth of your daughter Arya Jacobs. She was born on 21 March 2017.

Cindy Wiggins – Human Resource officer – Afrimat Readymix

CONDOLENCES



Brenda Msibi

In memory of the late Brenda Msibi

I had the fortunate opportunity to meet the late Brenda Msibi during an interview, when she applied for a position as a receptionist at our Alrode offices. At the time Brenda was one of our star performers as a weigh-bridge clerk, the best in her class when the company sent for computer training and the leader amongst her peers when the Winbridge System was implemented – often the 'go to person' when her colleagues needed assistance and advice.

Brenda had a quiet tone, which belied her competence and abilities, especially as an exceptional team player, mother for her child and breadwinner for her family.

I looked forward with great anticipation and excitement to see how this gem of a person's career would grow within S.A. Block and Clinker Supplies, but our Heavenly Father had a higher purpose and calling for Brenda.

She passed away on 27th April 2017, after a short illness, and is survived by her son, mother, brother and aunt.

Before her passing away, I requested Brenda "B", as I affectionately called her, to put pen to paper about her experiences in the company, with the expressed intention to tell her story by way of placing an article in Afrimatters.

In the same quiet tone, Brenda obliged and wrote the article as I requested, but she never had the opportunity to give it to me personally. We found Brenda's article amongst the paperwork on her desk, and I quote ...

"It all started in the year of 2012, when I was working in the kitchen selling food; to me it was just another way of putting food on the table, until I got a chance to join the Afrimat team at SA Block in January 2015. It was a stepping stone in the right direction.

All I needed was to be given a chance to prove my capabilities and to push myself to the limit. Going from being a parceller to being a weigh-bridge clerk by the end of November 2015, within that short period of time. It was a lot of progress and now being offered a chance to grow within the company by joining our Head Office to be a receptionist. Now I will be able to discover new things and explore new possibilities, I am very grateful.

None of us have an idea of what lies ahead, but it does not matter whether we struggle, we need to face it head-on and the outcome really depends on how we handle the situation."

Brenda, may your soul rest in peace and the light of our Heavenly Father continue to shine over your loved ones.

Rubin Bebe – Human Resource Manager – SA Block and Clinker Supplies

'BRENDA HAD A QUIET TONE, WHICH BELIED HER COMPETENCE AND ABILITIES, ESPECIALLY AS AN EXCEPTIONAL TEAM PLAYER, MOTHER FOR HER CHILD AND BREADWINNER FOR HER FAMILY.'

TRAINING

CANDIDATES FROM THE KZN/FREE STATE REGION ATTEND THE AFRILEAD PROGRAMME

Candidates from Afrimat Concrete Products (Pty) Limited and Afrimat Aggregates (KZN) (Pty) Limited attended the Afrimat leadership programme (AFRILEAD) which took place in Vryheid at the Reuben Moloi Hall from the 15th to 16th May 2017.

This intervention, which covered module two of the programme, leading others, was facilitated by Andrea Du Plessis from Optima.



The Team at KZN/FREE STATE REGION who participated in the AFRILEAD programme.

ADULT LEARNERS FROM PIETERMARITZBURG QUARRY SUCCESSFULLY COMPLETE LEVEL TWO IN COMMUNICATION IN ENGLISH

Congratulations to four adult learners from our quarry in Pietermaritzburg who have successfully completed level two in communication in English. Keep up the good work!



Left to right: Mthobisi Jama, Ntombi Shezi, Leonard Ngcobo and Nobuhle Ngcobo

COMMON CONCRETE TEST TRAINING COURSE

Seven delegates from the KZN/Free State Region attended a three-day concrete technology course, known as the SCT24 (Common Concrete Test).

The training intervention, which took place in Vryheid from 17th to 19th May 2017, was facilitated by Matthews Magwaza from The Concrete Institute.

Reginald Gwala – HR Manager KZN/Free State Region



Trainees at the Common Concrete Test course (SCT24)

The new Evergreen Afrimat BEE Trust



What you need to know :

 <p>The New Afrimat BEE Trust will include all qualifying employees, irrespective of their demographic profile who are not on the management bonus-scheme (Management STIBS, Foreman STIBS).</p>	 <p>Dividends may be paid twice a year, if the company performs and if the Board of Directors passes a resolution to pay dividends.</p>	 <p>The Trust is fully paid for in advance - no debt.</p> <p>New employees qualify after 3 years of service in Afrimat.</p>	 <p>When an employee leaves Afrimat by retrenchment, retirement, resignation, dismissal or death, the employee will no longer be a beneficiary of the Trust.</p>
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Everything we do in Afrimat will affect the success of the Trust.



Teamwork = Performance = Production = Sales = Profit = Greater Dividends

Who qualifies for July 2017:

- ➔ Permanent employees who have 3+ uninterrupted years service in Afrimat on 9 June 2017.
- ➔ Employees who are not on the management bonus scheme (Management STIBS & Foreman/supervisor STIBS).
- ➔ Employees who have signed and lodged their allocation notices with their HR department.

* Trust deed is available on written request.

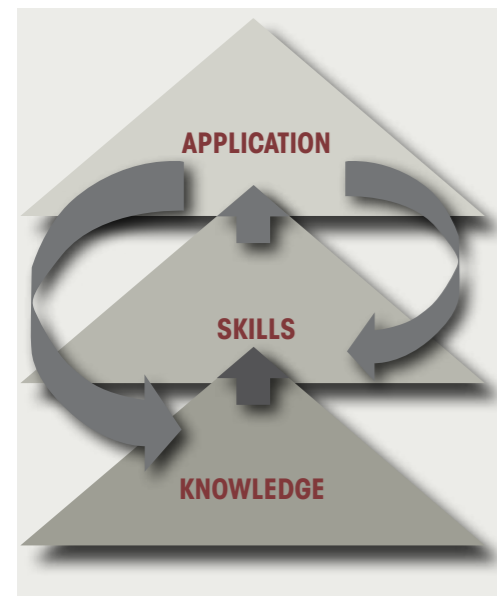
The process:

- ➔ Verification of qualifying participants.
- ➔ Preparation of allocation notices.
- ➔ Anton Gerber & Joe Kalo will do a Roadshow to all sites in Afrimat in June & July 2017.
- ➔ All participants to sign allocation notices & cast voting on resolutions proposed.
- ➔ First dividends to be paid to qualifying participants together with July 2017 payroll.

THE BUILDING BLOCKS OF COMPETENCY

MARNUS DREYER, GROUP MANAGER: HUMAN RESOURCE DEVELOPMENT

The Afrimat Way, under the heading Manpower, states that the Group desires and strives to have competent employees. Competency is defined as "a cluster of related abilities, commitments, knowledge and skills that enables an employee to act effectively in a job situation." In other words, competency requires an employee to have sufficient knowledge and skills that will enable him or her to apply them in various work related situations. The diagram below provides a simple explanation of the building blocks required to improve competency:



Knowledge:

Employees first need to learn what they are meant to be doing and how it is meant to be done. A leader/manager-led development approach will certainly contribute towards the establishment of the required job-related knowledge. Coaching and mentoring of employees also contributes towards the development of knowledge. A number of these "learning experiences" can be informal and be part of the day to day engagement between managers and their employees.

'COMPETENCY IS DEFINED AS "A CLUSTER OF RELATED ABILITIES, COMMITMENTS, KNOWLEDGE AND SKILLS THAT ENABLES AN EMPLOYEE TO ACT EFFECTIVELY IN A JOB SITUATION."

Skills:

The second level of development relates to the acquisition of skills. These are skills related to the employee's current position. Once again, a strong and open relationship between the manager and his/her employee is required. This relationship will make it easier to have open conversations in terms of identifying skills development areas and applicable training interventions. These skills development areas include technical, professional and leadership development interventions.

Application:

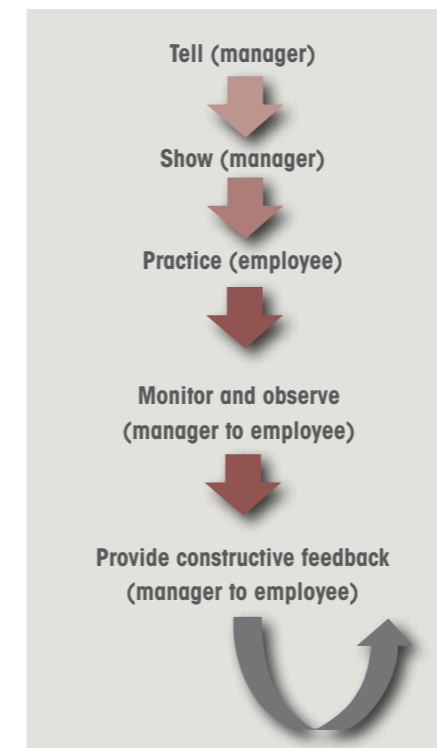
The final stage of becoming competent is the application of the above-mentioned knowledge and skills in practical work situations and, in most of these instances, a variety of different scenarios. So in turn, the exposure to different work scenarios will lead to the acquisition of deeper knowledge and the development of higher-level skills. This is exactly what we require to have competent employees.

In Afrimat we have the following tools for developing knowledge, skills and application:

- Training courses (technical, professional and leadership development)
- Coaching (on-the-job training by manager)
- Formal study (study assistance policy)
- Industry or professional seminars (ASPASA etc.)
- Team briefings (regular meetings in Business Units)
- Procedures/technical documentation
- E-Learning (in development phase)
- Reading books and other external literature (your own responsibility)
- Involvement in special projects where applicable
- Practice (on-the-job)

Summary:

The only way an Afrimat employee can become completely competent is on-the-job applied practice in a variety of live work situations. As mentioned before, a coached environment also strongly contributes towards complete competence. The diagram below summarises the main components of coaching. By having a leader/manager-led development strategy we will develop competent employees and that is the Afrimat Way!



AFRILEAD INTERNAL LEADERSHIP PROGRAM

MARELI MOSCA, HUMAN RESOURCE SUPPORT OFFICER

Afrilead is an internal leadership development programme launched across Afrimat in 2017. The programme's purpose is to expose junior and middle level employees to leadership development through three inspiring modules that have carefully been compiled by Afrimat and Optima training PTY Ltd.

Module 1: Leading self

Module 2: Leading others

Module 3: Leading business and community.

The course is 100% aligned with Afrimat's vision, values and the strength based culture. The content is not only insightful but really challenges participants to reflect on who they are, where they are, where they are going and with what purpose. It gives participants from different regions, business units and departments a chance to network, get to know each other and learn from each other. The programme also motivates mentoring as the participants are urged to have sessions about the content with their managers, so their managers can guide and assist them on this leadership journey.

60 nominated participants from across the country have now successfully completed Module 1 training in their respective regions and are excited to start with module 2 in May and June. Module 3 training is scheduled to take place in September followed by the participants doing a presentation to Optima and Afrimat management in October about their learning experiences through the year.

'GOOD LEADERS DEVELOP IDEAS. GREAT LEADERS DEVELOP PEOPLE. THE BEST LEADERS DEVELOP NEW LEADERS.'

IT MATTERS

CYBER ATTACKS

JOHAN DU PLESSIS, GENERAL MANAGER, TECHNOLOGY SYSTEMS

The latest cyber attack affected about 150 countries worldwide. All of us in Afrimat need to be aware of the obvious loopholes that us users can create for cyber criminals to cause serious harm to Afrimat.

There are a few ways to address our security problem:

1. One way to do this is to throw technology at the problem (systems and hardware).
2. We can address the people aspect (behaviour and attitude change).
3. We can put processes in place (patches and updates).

For me it is about combining all we have at our disposal, and do this through user awareness and education, having proper and up-to-date end-point controls in place, applying the correct patches to software and locking down known malicious software, sites and people.

From my side I would urge everyone to think before you act when you switch on computer equipment, use email (Afrimat or Private), store files in the cloud (Dropbox) or visit the WEB:

1. Verify if Webroot and zScaler are installed on your machine. (Bottom right hand corner of your screen, move the mouse over the icons and hidden icons to see if zScaler displays "Enabled" and Webroot: "Protected"). If this is not the case, you have big trouble coming your way and you open up Afrimat for a serious cyber attack. Please call your nearest IT representative to help you out.
2. Do not open any mail where you do not know the sender or where you know the sender, but the domain (@xxxxxx.yy.zz) does not look legitimate. Delete immediately.
3. If you see anything from Russia, China or Korea, do not go there.
4. Do not open any attachment that contains a macro in it.
5. Do not use your private mail or WEB mail on the company equipment.
6. Make sure you trust the website that you visit and do not click on any suspicious link. A good test for this is normally that, if you are think that it might be malicious, don't click on it.
7. Do not download any non-verified software and make sure you understand what else is coming with (as a free download).
8. Discreetly link directories from Cloud storage facilities (Dropbox) to your file explorer on your PC.
9. If you have to get private mails, setup your Web mail to forward all mail to your Afrimat account.

Be assured that we do all we can to protect the Company's assets and we are not trying to be funny or intentional when we disallow you certain privileges. On the one hand we want to allow for some freedom, with which comes responsibility and accountability on the user side, but on the other hand we cannot allow for actions that we know will compromise Afrimat.

The golden rule is: If you are in doubt, ask or do not proceed with the action.

Thanks for your support in this respect and please feel free to contact IT if you are unsure or have any questions.



'THE GOLDEN RULE IS: IF YOU ARE IN DOUBT, ASK OR DO NOT PROCEED WITH THE ACTION.'



MARKETING MATTERS

MARKETING MATTERS

FLYING THE AFRIMAT FLAG HIGH

LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Afrimat Brand Audit 2017 – many quarries, one brand

When Hylton Hale first mentioned that we had to do a Brand Audit trip around the country, I have to be honest I wasn't looking forward to it. I was thinking long roads, dusty quarries and falling behind with emails and work. However, this trip turned out to be an amazing experience, I got to meet people I normally deal with on a daily basis over the phone and I also met new people, saw new places and most of all learned so much about Afrimat. I am looking forward to doing it again in a couple of years' time.

Our journey started in the Western Cape. Most of these sites I was already familiar with, but it was still great to visit them all again.

We then headed for Port Elizabeth to Denver Quarry. Not only was it my first trip ever to PE, but I witnessed my first quarry blast and I am so glad we were there in time to see it. Another interesting sight at Denver was the curved conveyer. We asked Jeff Hoffman to tell us a bit more about the curved conveyer and the reasoning behind it:

"In 2014 Afrimat's Denver operation embarked on an upgrade project in which it was decided to change the PLANT 1 screening plant to incorporate a TECROQ VSI.

The decision was made to boost the production of crusher sand and minimise any double handling of excess sizes generated in the screening process - the incorporation of the VSI would enable the shaping of the aggregate (7.1mm, 10mm, 14mm) to meet the specifications for Road stone.

The Denver workshop chose to build a curved conveyor to lift the material and convey it at height to re-enter the plant at screen No. 2 where 20mm aggregate could be extracted before being sent back to screen No. 3.



Stephan Becker showing Hylton Hale around at Marble Hall mine

Using the curved conveyor also enabled the operation to eliminate having two separate conveyors, reducing power consumption to one motor instead of two. The transfer point was also eliminated which is generally a source of generating dust.

The project drawings were sourced from a local engineering company, KDAG Design, and manufactured and installed by the Afrimat maintenance team based at Denver under the leadership of Lluwellyn Westraadt."

From Port Elizabeth we headed to the Kwa-Zulu Natal region.

'USING THE CURVED CONVEYOR ALSO ENABLED THE OPERATION TO ELIMINATE HAVING TWO SEPARATE CONVEYORS, REDUCING POWER CONSUMPTION TO ONE MOTOR INSTEAD OF TWO.'



Curved Conveyer being implemented at Denver Quarry



Denver's Curved Conveyer in production



Afrimat head office signage



Lizanne Olivier at Glen Douglas Mine

MARKETING MATTERS

FLYING THE AFRIMAT FLAG HIGH CONTINUED

Kwa-Zulu Natal was such a pleasant surprise; not only is the countryside beautiful, but driving through Zulu-Land was an amazing experience. Again, I have never been to this side of the world. We covered quite a bit of mileage through KZN. We started out at Hluhluwe then moved on to Dundee, Vryheid, Ulundi, Ladysmith, Bethlehem, Harrismith, Qwa-Qwa, Pietermaritzburg and lastly Scottburgh.

KZN impressed both Hylton and myself, by how much attention they paid to changing their branding and updating it so it conforms to the DNA manual. It was nice to see as we went from the one quarry to the next how the brand was consistent and that is what makes it so noticeable. It looks professional, it is something the staff of each of these quarries can be proud of and it builds a sense of loyalty with employees.

After KZN it was off to Nelspruit and then Marble Hall, Lyttelton and lastly, we ended off the audit with Glen Douglas. Glen Douglas, being such a large operation, was quite an educational experience and a lot of attention has been paid to their signage.

Thank you to all the people we met along the way who welcomed us. The words Brand Audit sound so intimidating, but we never felt unwanted or unwelcome. It was truly great to meet all of you.

There is still much work that can, and needs, to be done going forward to ensure the brand is consistent, but a great effort has been made and this has been noticed. Afrimat is such a powerful brand and only by following the DNA manual and ensuring conformity will we be able to reach the goal of making the Afrimat brand a strong and recognisable brand that speaks for itself.



Beautifully branded Readymix silos at the Wetton Plant



Head Office

'AFRIMAT IS SUCH A POWERFUL BRAND AND ONLY BY FOLLOWING THE DNA MANUAL AND ENSURING CONFORMITY WILL WE BE ABLE TO REACH THE GOAL OF MAKING THE AFRIMAT BRAND A STRONG AND RECOGNISABLE BRAND THAT SPEAKS FOR ITSELF.'

HEALTH & SAFETY MATTERS



HEALTH & SAFETY MATTERS

SAFETY AS AN AFRIMAT VALUE

At the 2016 management conference in Johannesburg, the need for safety as a core value was raised and after careful consideration management decided to incorporate safety as a core value.

Developing and incorporating safety as a value, versus only having a safety programme, includes changing the way safety is viewed within the organisation. It becomes more than just compliance, it becomes a way of living, a habit, it becomes part of our DNA and an integral part of how we see ourselves and the people around us.



SAFETY AS A PROGRAMME	SAFETY AS A CULTURE
Safety is a set of policies, procedures, and reports	Safety is included in the company's mission and strategic plans
Safety activities are done for compliance	Safety is first, last, and always about people
Senior management is committed to safety (Do as I say) The company has two plans: the safety plan and the strategic/business plan	Senior management lives safety and is passionate about it (Do as I do)
Accidents are seen as something that happen as a part of life	Safety is first on every agenda in every meeting
Safety is a target or an acceptable level based on an OSHA recordable rate	Accidents are viewed as preventable
Safety is measured by lagging indicators (after the fact measures)	Zero accidents is the only target (setting any higher target actually condones a certain number of accidents)
Improving safety may be seen as an economic benefit	Leading indicators (preventive measures) are the key safety measures
Safety is a business risk and a cost	There is a heavy commitment to ongoing safety education, training and support staff
Safety is an issue to be negotiated	Safety is an investment Safety is first among equals (safety, quality, and productivity)

The age-old saying that "safety is everyone's responsibility" actually becomes a reality when safety is a value of the company. Teamwork is needed to have a safe culture. Management can demonstrate this teamwork by working with the employees to learn how to be safe and to constantly implement safer methods and processes.

Our **Afrimat Vision** to be the most respected construction materials and industrial minerals supplier in Africa is built on six fundamental pillars, of which safety is a very important pillar:

- Responsible, honest and motivated personnel
- Effective and reliable systems
- Delighted stakeholders and satisfied customers
- Healthy finances
- **Zero Harm to employees, the community and environment.**
- Innovation and flexibility

We are calling on all Afrimatters to take the safety value to heart and live it, with our other core values, through:

- **Accountability:** I am accountable to act safely at all times to ensure I avoid injury for me and my team.
- **Trust:** I trust that my fellow workers will follow safe practices and I also create a work environment where my fellow workers can trust me.
- **Teamwork:** We assist each other to work safely in a team.
- **Respect:** I respect my team by creating a safe environment, I respect my equipment by maintaining it to ensure it stays in top form to avoid unnecessary accidents.
- **Integrity:** We carry the quality of being honest and having strong moral principles, we are always truthful about our actions and practice being safe even when no-one else is watching.
- **Customer satisfaction:** We create a respected company with a great safety record and hereby attract and satisfy our customers.
- **Safety:** Zero harm to employees, the community and environment.

Operating safely, responsibly and sustainably is integral to our business strategy.

Our ultimate aim is to create the industry's leading high performance safety and health culture, and we can only attain this goal if everyone in Afrimat does their part in ensuring a safer Afrimat for all.

Article by: Collin Ramukhubathi, Letisha van den Berg, Mareli Mosca.
Submitted by Mareli Mosca, HR support officer.



ASPASA S.H.E. SAFETY REPRESENTATIVE OF THE YEAR, 2016

MOGAMAT BAILEY - S.H.E. MANAGER WESTERN CAPE.

Every year for the past eight years the ASPASA auditor, Marius Van Deventer, audits more than 100 quarries throughout the country.

ASPASA has always given recognition to operations and staff for outstanding contributions in the field of Health and Safety.

At the last Institute of Quarry Conference, recognition was given to Sikhumbuzo Madliwa of Brewelskloof Quarry in Worcester. Sikhumbuzo was recognised as the Safety Representative of the Year for outstanding effort and contributions in the field of Health and Safety.

Well Done, Sikhumbuzo, it is truly a magnificent achievement, particularly as there are probably more than 100 safety representatives in the industry. Thanks for making us proud, thanks for all the hard work and dedication to make our workplace a safe place.

Keep on flying the Afrimat flag high.

From all fellow employees and staff at Brewelskloof Quarry.



Mike Coad, mine manager at Brewelskloof and Sikhumbuzo Madliwa



Sikhumbuzo giving recognition and acknowledgement to all fellow workers and staff of Brewelskloof quarry on a great achievement.

HEALTH & SAFETY MATTERS

ASPASA AWARDS

LETISHA VAN DEN BERG - HEALTH AND SAFETY

Afrimat is not just growing fast as a company but is also improving fast on its safety, health and environmental results.

In previous ASPASA awards functions the competitors walked away with all the trophies. This year at the IOQ ASPASA awards function Afrimat received various awards and special mentions for 2016:

Honouring Safety Representatives

Afrimat Brewelskloof Sikhumbuzo Madliwa

Special mention Operations

Afrimat Marble Hall Stephan Becker

Afrimat QwaQwa Anton Marnewick

Afrimat Scottburgh Jabu Motha May

Afrimat Ulundi/Umfolozi Joe Malefane

Safety Commitment

Afrimat Infrasorce Maria Pienaar

Special Mention Environmental Practitioners

Afrimat Sustainability Louis De Wet

2017 About Face audit results in KZN and Free State are looking exceptionally good. We are all looking forward to the next awards ceremony.

Afrimat is living its mission statement to be the most respected construction materials and industrial minerals supplier in Africa through commitment to safety, health and the environment.



Gert coffee with Anton Marnewick



Gert coffee with Jabu Motha May



Gert Coffee with Joe Malefane



Gert Coffee with Maria Pienaar



Gert Coffee with Louis de Wet

CLINKER SUPPLIES: 1000 DAYS IOD FREE

ALBERT DA SERRA – OPERATIONS MANAGER – CLINKER SUPPLIES

First of all, I want to thank the Lord for blessing us all with this achievement, because without His grace this would not have been possible. Secondly to all the Clinker employees on the three sites Redan, Vaal and Vierfontein, to reach 1000 days IOD free on one site is an achievement on its own but to reach it on all three sites is amazing. So, congratulations and well done!!! A special thanks to all the safety representatives and safety committees, your input and effort drives the awareness amongst everyone.

Like all the Afrimat sites, we work with heavy moving machinery on a daily basis. It is very easy to become complacent and one has to constantly remind oneself and each other of the risks around us. This is a team effort which is achieved through teamwork, communication, respect for each other and the equipment that we work with, integrity and accountability.

We celebrated this magnificent achievement with a nice boerrie roll braai and a message from our managing director Mr Davin Giles. Each employee on the respective sites received a R1000 gift voucher as an incentive for their contribution to a safe and healthy workplace for the past 1000 days.

Again, thank you and congratulations, stay safe and may the Lord guide and bless us for another 1000 days.



Davin Giles, managing director SA Block and Clinker supplies addressing staff to announce the 1000 days IOD free



Staff along with Albert Da Serra at Clinker Vierfontein celebrating 1000 days IOD free

'LIKE ALL THE AFRIMAT SITES, WE WORK WITH HEAVY MOVING MACHINERY ON A DAILY BASIS.'



Staff at Clinker Klip celebrating 1000 days IOD free



Staff Clinker Vaal celebrating their 1000 days IOD free

HEALTH & SAFETY MATTERS

OCCUPATIONAL HEALTH DISEASES VERSUS CHRONIC DISEASES

LETISHA VAN DEN BERG - HEALTH AND SAFETY

In industry, there is confusion regarding occupational diseases and chronic diseases. To eliminate the confusion, herewith the definition of both:

Occupational disease: Disease contracted primarily as a result of an exposure to risk factors arising from a work activity.

Examples are silicosis and noise induced hearing loss.

Chronic disease: A long term medical condition that is generally progressive. Examples are heart disease, diabetes, stroke and asthma.

OCCUPATIONAL DISEASES

Some diseases like asthma and eczema can be classified as occupational and /or chronic diseases. The chronic disease will be triggered by gasses, vapours, mist or chemicals. If the workplace exposure triggers the disease it is not easily controlled and seldom disappears. That is why it is important to do a pre-placement medical before employees are exposed to hazards in the workplace. Part of these examinations is taking a medical history, to avoid an employee with such a condition being placed in a hazardous workplace. If an employee is placed in a workplace that triggers asthma or eczema, it is important to take that person out of that trigger.

Legally every employer must determine the risk of each work place through the risk assessment process. Combined with risk assessments is occupational hygiene monitoring as a baseline to determine what the workers will be exposed to. In our industry, the main exposures are dust, noise, vibration, heat, cold and ergonomics. The results of occupational hygiene monitoring are used to determine the level of risk and how frequently the person is exposed to it. For example, a plant operator is not exposed to dust as much as a drill rig operator. An office worker is not exposed to thermal stresses (heat or cold conditions) in the office environment as much as a lady stacking bricks in the block yard.

Every exposure frequency is determined for every HEG (Homogenous work group). Our main HEGs are Quarry, Plant, Trackless Mobile Machinery, Workshops and Roving employees. Not all worker's exposures are ever the same due to the different work areas and generation of various levels of exposures.

Control measures such as dust suppression systems are then put in place to protect persons from dust; or equipment is cladded to reduce noise levels in the work place. The medical surveillance frequency is then determined. Operational worker's medicals are annual due to their exposure frequencies. Office related worker's medicals are every two to three years as they are not exposed every day.

Occupational diseases are identified during medical surveillance and Rand Mutual or COIDA will cover the employee's medical needs if they contract any of these occupational diseases. These diseases are not curable and therefore compensation will be paid to the individual if RMA or COIDA agree to the diagnosis. There have been cases where RMA or COIDA do not compensate. Only an occupational medical practitioner can diagnose an occupational disease.

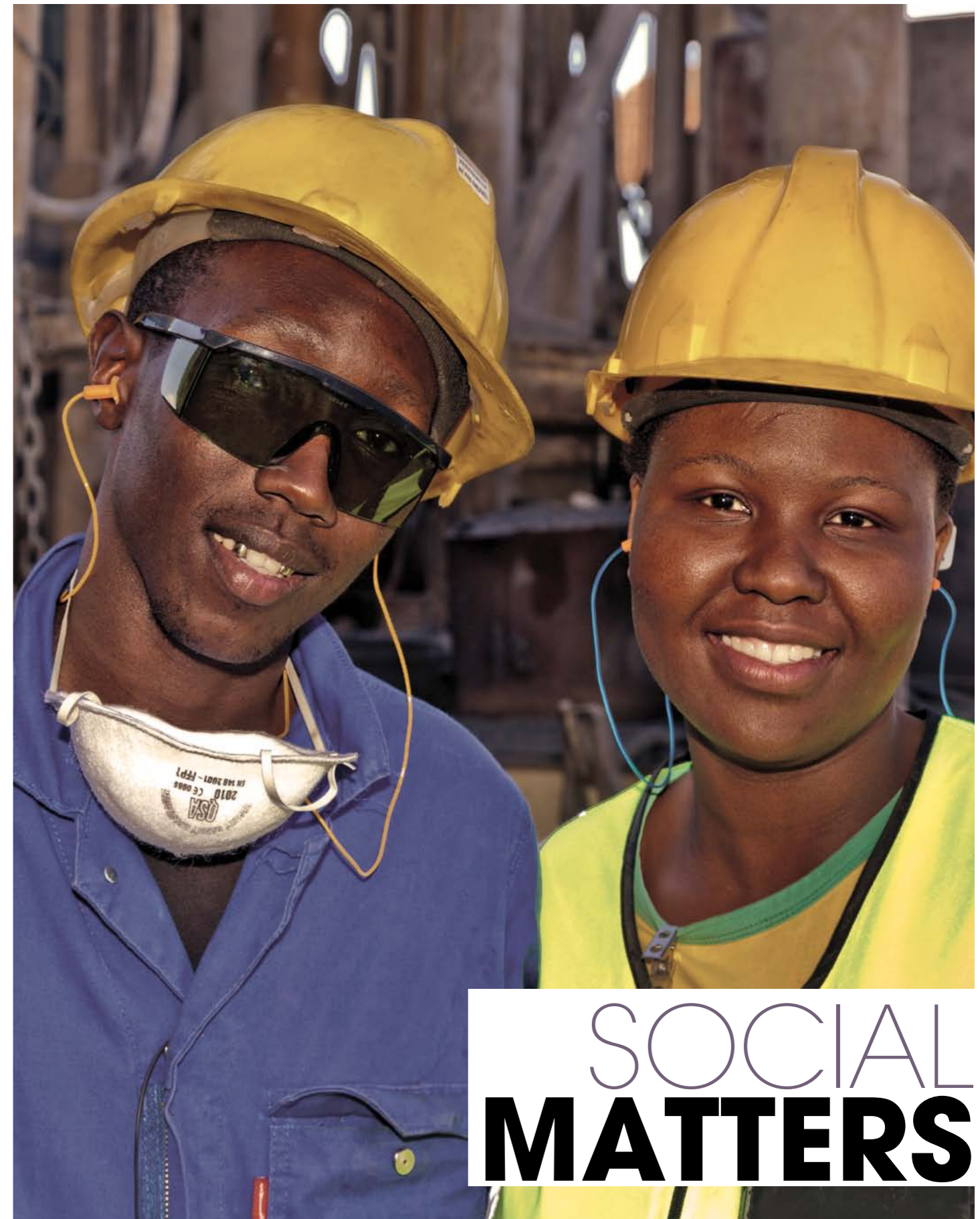
CHRONIC DISEASES

We all have our different lifestyles and some of these lifestyles cause chronic illnesses. Too much red meat, fatty foods, no exercise and eating late every night can increase your chances of heart disease. Some chronic diseases are inherited from family history. Lifestyle disease is not a result of a work activity, it is a result of how you look after your own health. The cost of the medical bills is for the employee to cover chronic diseases.

These diseases are identified through the medical surveillance process or a visit to the general practitioner and it is the responsibility of the employee to take his or her medication as prescribed by the GP, or change their lifestyle. Employees will be monitored to ensure the chronic disease does not cause a risk to him/herself or others. A person will be made unfit for duty if the condition is not controlled according to our legal commitments regarding the health status of employees.

Every employer pays an employee to deliver a service. If the employee cannot render the service, the employer needs to determine why - if it is health related then the process of a return to work programme is started to assist the employee to get back to full health. A return to work programme is not a negative process, it is there to assist employees (if they are willing) to get back to full health as quickly as possible and not to lose unnecessary sick days or time spent in hospitals.

Whether occupational disease or chronic disease, we have the responsibility to look after our own health: Apply the control measures at work to reduce the exposures and wear the required personal protective equipment. Live a healthy lifestyle to protect yourself against chronic illnesses.



SOCIAL
MATTERS

SOCIAL MATTERS

CANSA RELAY DAY

LETTER OF THANKS SENT IN BY FRANZISKA OEHL

Afrimat supports CANCA relay day

"King and Queen of Worcester 2016 showed support for cancer patients at the Cansa relay for life on 15 October 2016.

We would hereby like to thank Afrimat for supporting our cause by sponsoring our beautiful T-shirt for this special event. We also want to thank Afrimat for showing their support with giving back to our community.

So many of us have lost someone close to our hearts through cancer. Some fought these battles for survival themselves and walked among us during the Cansa relay.

We are very proud to announce that we won the prize for the team with the biggest spirit during the event.

King and Queen of Worcester does a big variety of charity events during the year to help those in need. Each month we have a different project in Worcester - baking cupcakes, collecting clothes, toys, cleaning supplies, toiletries, school stationery, pet food and a lot more for those who need it and don't have the necessary funding.

All of us at King and Queen of Worcester have big hearts and believe that if we all stand together we can make a big difference to those around us."



King and Queen of Worcester



Team taking part in the CANSA Relay Day

HLUHLUWE MARKET STALLS

REGINALD GWALA – HR MANAGER KZN AND FREESTATE REGION

The upgrade of the Hluhluwe market stalls is proudly sponsored by Afrimat Aggregates (KZN) (Pty) Limited in partnership with The Big 5 Hlabisa Local Municipality, as part of the Company's local economic development programme for the Hluhluwe Quarry.

The project seeks to empower informal traders while improving the local economy and the landscape of the town itself. In this way, this initiative attracts tourists to Hluhluwe. Ten individuals from ten different families are direct beneficiaries from the project.



Hluhluwe market stalls opening ceremony

SUSTAINING TRANSFORMATION

GREG PENFOLD (GREEN ECONOMY JOURNAL ISSUE 25)

Competitiveness and community work hand in hand

Open-cast mining is an indispensable economic activity that, historically, has also added greatly to environmental stress. For that reason, sustainability has become an indispensable element in open-cast mining operations planning.

According to Collin Ramukhubathi, General Manager: Sustainability at Afrimat, open-cast mining operations essentially consist of stripping the overburden to get access to the ore body or mineral required, followed by the drilling, blasting, loading, hauling and processing of the mineral. Selling and despatching of the final processed product is the final step.

The reason that open-cast mining has such a perceived impact on the environment is that, visually, a scar or a large hole is left behind. "This can have a negative impact on the biodiversity of the area," says Ramukhubathi. "If operated well, the negative impact can be minimised. The positive impact is job creation and an increase in economy activity, community skills development and local infrastructure development."

As an operator committed to sustainability principles, Afrimat mines according to the standard set by environmental management plans, water use licence conditions and any other conditions required by environmental legislation. However, it's much more than paying lip service to sustainability. The fact is that developing the capacity to comply with legislation also brings about improvements in operational and managerial efficiency. As Ramukhubathi comments, "complying with legislation assists us to be more sustainable. For example, better management and recycling of water and reducing energy consumption helps us to reduce the cost of production. Good mine planning that includes complying with legislation makes for a better mining process and greater management control."

Examples of how Afrimat interprets sustainability include minimising energy consumption and shifting production times to non-peak electricity consumption periods.

By monitoring electricity usage, Ramukhubathi says, "we can identify the cheapest times to use electricity



Collin Ramukhubathi

'COMPLYING WITH LEGISLATION ASSISTS US TO BE MORE SUSTAINABLE. FOR EXAMPLE, BETTER MANAGEMENT AND RECYCLING OF WATER AND REDUCING ENERGY CONSUMPTION HELPS US TO REDUCE THE COST OF PRODUCTION.'

and we move our production to those times".

Another cost saving tip is to start electric motors up sequentially. "Large consumers of electricity get charged heavily for peak power consumption; to get around that, we avoid starting our big motors at the same time."

Used oil from the engines is collected by the accredited recycling companies.

Mining is an intensely competitive industry—one in which Afrimat is determined to stay ahead of the game. "We benchmark our operations against world standards and industry best practices; so implementing sustainability helps to give us a competitive edge," says Ramukhubathi. "Water consumption and carbon footprint continue to be aspects we need to monitor closely and reduce. Our relations with the communities we operate in and plans for mine closures are also important."

To really get to grips with its carbon footprint, Afrimat is in the process of carrying out formal carbon footprint assessments at its various sites. "Afrimat has over 100 sites to assess the carbon footprint," says Ramukhubathi. "We started in 2016, and we are continually adding sites to determine our footprint. We should have the value of all our sites by the end of the 2019 financial year."

The social side of sustainability also receives its fair share of attention, with specially developed social and labour plans designed to give back to the communities where Afrimat operates. "More employees are getting ABET, bursaries and learnerships than ever before; we have also employed many interns. The communities we operate in have benefited from our Local Economic Development projects. Some of the highlights of these projects include the construction of schools, recreational halls, homes for disabled children, all aspects of driver licence training, computer literacy, and more."

At Afrimat, sustainability and transformation are two sides of the same coin. "Transformation will help Afrimat to be sustainable in the next 100 years," says Ramukhubathi. "It helps to make sure that we have the required skills from the community we operate in for the future. It helps include the majority of the population in the formal economy."

INSPIRATIONAL MATTERS

HOE MOET EK ELKE DAG LEWE

DR JHP VAN HEERDEN - CORPORATE CONSULTANT (BUSINESS STRATEGY) – SHARED SERVICES

ARTIKEL GESKRYF NA AANLEIDING VAN RADIO UITSENDING DEUR GUSTAV GOUWS OP RSG, 2 APRIL 2017, FIKS VIR DIE LEWE

Besef die lewe is 'n geskenk van God. Die vraag is wat maak ons elke dag met hierdie geskenk ?

Moet nie oor die moeilikhede wat jyself oor jou bring of wat die lewe na jou gooi, struikel nie. Weet dit dat geluk van binne jouself kom en nie van buite nie.

Die vraag is dan hoe moet ek die lewe hanteer? Gustav Gouws stel dat die lewe moet volgens die IVA-beginsel hanteer word:

Ingesteldheid, Vaardigheid en Aksie.

Gouws stel dat 'n persoon se ingesteldheid teenoor die lewe, bepaal watter vaardighede die persoon ontwikkel wat op sy beurt weer die aksies bepaal teenoor gebeurlikhede van die lewe.

Hoe moet die lewe hanteer word sodat ek 'n gelukkige en vervullende lewe kan lei?

1. Kry jou ingesteldheid teenoor die lewe reg:

- Vind eerstens jou identiteit in God, nie in geld nie, nie in welvaart nie, nie in status nie, nie in jou beroep nie, nie in posisie nie, nie in titels nie, nie in invloedseer nie, nie in belangrike mense wat jy ken nie, nie in prestasies nie- - -
- As jou identiteit reg gefundeerd is, sal jy nie glo die lewe skuld jou, die lewe is onregverdig, jy is die prooi van dit alles wat verkeerd en sleg is, - - -

2. Vaardigheid:

Sodra jy verseker dat jou ingesteldheid reg is, kan jy die vaardighede ontwikkel wat in lyn met jou ingesteldheid is. Hierdie vaardighede wat jy moet ontwikkel, sluit in:

- Die verstaan van jou en ander mense se emosies.
- Die beheer van jou eie emosies.
- 'n Positiewe ingesteldheid.
- Om passievol te wees.
- Die hantering van konflik.
- Effektiewe kommunikasie (verbaal en liggaamstaal).

3. Aksie

Indien jou vaardighede bevrug word deur die regte ingesteldheid teenoor die lewe, sal jou reaksie op dit wat jyself oor jou bring of wat deur die lewe na jou geslinger word, verseker dat jy 'n gelukkige en vervullende lewe sal hê.

Source: www.thebalance.com

'GOUWS STEL DAT 'N PERSOON SE INGESTELDHEID TEENOOR DIE LEWE, BEPAAL WATTER VAARDIGHEDE DIE PERSOON ONTWIKKEL WAT OP SY BEURT WEER DIE AKSIES BEPAAL TEENOOR GEBEURLIKHEDEN VAN DIE LEWE.'

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