

# AFRIMATTERS



**DIVISIONAL MATTERS:** VREDENBURG GREENFIELDS LINK  
**HEALTH & SAFETY MATTERS:** SAFETY INTERVENTION AT AAO WESTERN CAPE  
**HR MATTERS:** LONG SERVICE AWARDS



# 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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AFRIMAT®



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

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



### Positive results are possible in a sluggish economy

It's a new year and a new decade. It's a time to make sure we are still on course towards our long-term objectives and that everything we do is still meaningful and valuable. We should continuously align our actions to ensure that we are making a positive contribution.

Much has been written about all the negative factors impacting the South African economy. Reports on the effect of load shedding, a potential further downgrade by rating agencies, political noise and gross incompetence in many state-owned entities are dominating the news. The sluggish economy is the result of all this and a very good excuse for not reaching the targets that we set for ourselves.

Although the economy has an enormous impact on our business, it remains our responsibility to be innovative and to find new ways of delivering results. We need to deliver results even though making excuses is a popular option for not doing so. Positive results are possible when we really work together as one team, respect each other and focus on our aim – to be an example of what is possible in an environment of integrity and competence.

I am looking forward to an exciting 2020 with the Afrimat team.

Andries van Heerden  
**CHIEF EXECUTIVE OFFICER**

**'ALTHOUGH THE ECONOMY HAS AN ENORMOUS IMPACT ON OUR BUSINESS, IT REMAINS OUR RESPONSIBILITY TO BE INNOVATIVE AND TO FIND NEW WAYS OF DELIVERING RESULTS.'**



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

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.

AFRIMAT INTERNATIONAL

# Brand consistency – building a strong brand

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

## BRAND SURVEY 2019/2020

First impressions go a long way, and for most of our clients our branding at our quarries and plants is the first thing they see when interacting with us.

It is therefore extremely important that we take our branding efforts seriously. Every year the marketing department updates and sends out the DNA manual. This is a style guide to ensure that everyone in the company is aware of Afrimat's brand identity and how it should be used. The brand identity refers to the visible elements of a brand, such as colour, design, logo, typography and message. A strong brand identity helps differentiate us from our competitors and ensures we are immediately recognised.

Brand consistency is the practice of always using your brand in the same way. This includes the use of branding and logos on signage, uniforms, all advertising and marketing efforts and all internal and external communication.

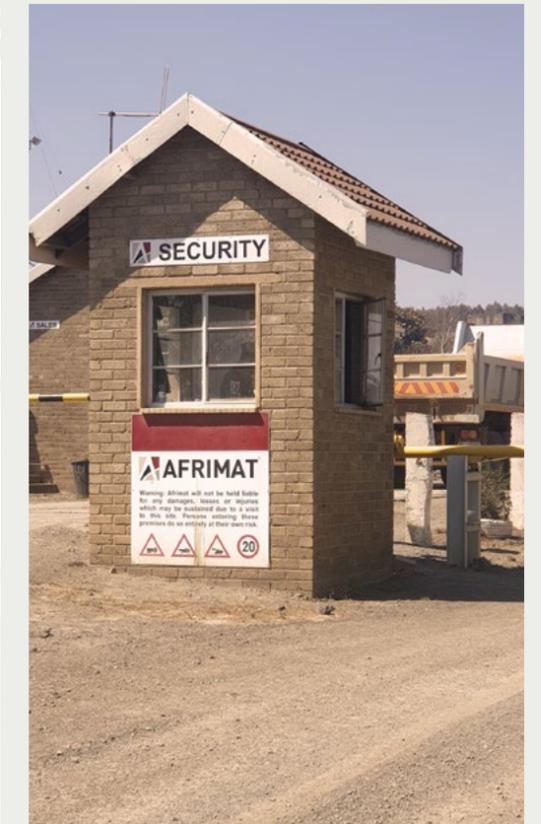
We strive to create a consistent look throughout the country as brand consistency ensures that we become a powerful brand. It also speaks of a company that is professional. As simple as it may sound, by having a consistent look, and ensuring all our branding efforts (as well as our sites) are neat and tidy, our customers and investors will assume we will be just as professional in our dealings. Therefore, untidy and broken or faded signs do far worse damage than not having them at all. Our sites become part of our marketing and sales tools and should form part of all marketing and sales strategies.

**'WE STRIVE TO CREATE A CONSISTENT LOOK THROUGHOUT THE COUNTRY AS BRAND CONSISTENCY ENSURES THAT WE BECOME A POWERFUL BRAND.'**



Left: Bethlehem Quarry. Above: Denver Quarry. Below: Lyttelton Quarry. Below right: Vryheid Quarry

**'OUR SITES BECOME PART OF OUR MARKETING AND SALES TOOLS AND SHOULD FORM PART OF ALL MARKETING AND SALES STRATEGIES.'**





Above: Qwa Qwa Quarry. Middle: Lizanne at Lyttelton Mine. Right: Travelling around the country for the brand survey

During the brand survey which began in early 2019 and finished in January 2020, I was pleased to see that a lot of effort has gone into upgrading and updating signage at various quarries and plants since the last survey done in 2017. We still have a long way to go and it is vitally important that we follow the DNA manual to create a consistent brand. By erecting the correct signage, keeping all branding neat and tidy as well as cleaning and clearing rubble from sites and putting effort into the look and feel of reception areas, we show that we are a respectable brand that should be taken seriously.

**'WE STILL HAVE A LONG WAY TO GO AND IT IS VITALLY IMPORTANT THAT WE FOLLOW THE DNA MANUAL TO CREATE A CONSISTENT BRAND.'**

I would like to point out a couple of sites that made a good impression during my brand survey visit: Vryheid Quarry, Denver, Lyttelton and Glen Douglas. Qwa Qwa and Harrismith for the upkeep and neatness of their sites and Dingwell, Bethlehem and Western Cape Readymix for the most improvement since the last visit. Also thank you to the Cape Lime Robertson team for updating all their signage with the Afrimat brand. Remember the first impression is also the lasting impression and a consistent brand is a strong brand. Thank you to everyone who welcomed me to their sites. I look forward to the next survey in two years' time.



WESTERN CAPE – CONCRETE PRODUCTS

# Bosjes new community centre

RIAAN ENGELBRECHT – SALES CONSULTANT – AFRIMAT CONCRETE PRODUCTS WESTERN CAPE

We are proud to have been part of the new community centre project at the well-known Bosjes farm in the Breedevalley area near Worcester. The contract ran from November 2018 to July 2019.

We supplied a special concrete mix for this project, using a blend of different stones from different quarries. There was a very specific ratio of stone and different sizes that needed to be blended together and mixed to perfection to give the desired finish to the client. It was equally important to place, cure and finish the mix we supplied to make the end product possible.

I would like to congratulate Boland Bouers on the great job they did on the placing and curing of the concrete floor. Also, well done to World of Decorative Concrete who executed a floor with the perfect finish with their polishing and grinding technique.

The outcome was a spectacularly finished floor. Christiaan Mosterd, Afrimat's technical controller, put in a lot of time and effort to get the desired mix designed to the customers specification and requirements.

This was truly a great team effort from all parties involved and hopefully one of many more projects we will work on together.

A word of thanks to Ruan Mosterd and Wim Botha from Boland Bouers, for your quick response and prompt communication in order to make the whole project flow without any difficulties. A job well done to you.

Below: The community centre, De Zaal, designed to blend in with its natural surroundings



**'THIS WAS TRULY A GREAT TEAM EFFORT FROM ALL PARTIES INVOLVED AND HOPEFULLY ONE OF MANY MORE PROJECTS WE WILL WORK ON TOGETHER.'**



Right: Natural stone used for the walls  
Below: Final look of the polished floor, showing the grind mix supplied  
Below right: Polishing the floor



AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE

# Vredenburg roads project

MALCOLM KNIPE – SALES MANAGER – WESTERN CAPE AGGREGATES



Opposite page: Extension of the R45 and R27. Above: Bridge stage 1 deck pour



## Vredenburg greenfields link

Towards the end of 2017 a tender came out on the West Coast outside Vredenburg for the construction of an interchange over the R27 West Coast Road. In addition to the bridge structure and clover leaf on- and off-ramps, the contract included the construction of a new 7km greenfields road linking the R45 from Hopefield to the existing R85 (the Saldanha Steel Road). AECOM, the consulting engineers awarded the contract at the end of that year to WBHO at a contract value of R253 million. After much negotiation with Stefan Herbst, the contracts manager, and with

competitors in the area also keen on supplying, we managed to secure the supply of all the aggregates for the contract. The structural concrete was supplied by Lafarge Readymix.

The total order was for approximately 180 000 tons of base-course and sub-base from our De Kop Quarry. The roadstone came from Brewelskloof in Worcester. From the start of supply in February 2018 until completion in October 2019, we managed to strike up a good relationship between ourselves and the site staff. This understanding ensured that WBHO could complete the contract ahead of schedule.

**'THE TOTAL ORDER WAS FOR APPROXIMATELY 180 000 TONS OF BASE-COURSE AND SUB-BASE FROM OUR DE KOP QUARRY.'**

All praise must go to Alastair Govindasamy and his staff who always made sure that they adhered to the very tight programme from WBHO. During the course of the contract there was little to no quality issues with De Kop's material.

It was a pleasure to work with a professional company like WBHO on this job, who really understood what our capabilities were and who were clear on what was expected from Afrimat. Well done to De Kop Quarry and especially to Stefan Herbst of WBHO for a truly great final product.



Above left: New road towards Hopefield  
Above middle: Ramp onto R27  
Above: Bridge construction  
Left: Interchange construction

KWA-ZULU NATAL

# Continuous improvement at Scottburgh

JABU MOTHA – QUARRY MANAGER SCOTTBURGH – KWA-ZULU NATAL

2019 came with its challenges. At the beginning of the year, Scottburgh Quarry found itself with a decline in sales as compared to 2018, dropped efficiencies and – to add salt to the wound – we lost a pivotal employee due to illness.

We were all ready to write off the year – but as a leader, how can you? When you have over a dozen employees relying on your leadership to rally them, how can you just write off a year in May and forget about all the possibilities of months where you could turn the situation around. Things had to change.

As the quarry manager I had to see this challenge as a good problem to have. I would like to take all the credit for the better half of 2019, but I am merely here to help steer the ship and encourage Afrimat's vision and values. The team behind me has always believed in this vision and has done the hard work to reach set targets.

In August we saw a change in the market that favoured us, and this happened just as we were gaining traction with our efficiencies. Our Plant Supervisor Nkosinathi Zwane, is a solid team player



Left to right: Jabu Motha (Quarry Manager) and Nkosinathi Zwane (Plant Supervisor)

and he helped work with the team to understand and improve our efficiencies – and we reaped the rewards. We saw our overall equipment effectiveness (OEE) reach a high of 65% in October and our mean time between failures (MTBF) reached over 200 hours.

The team really started to understand the value of a meaningful day spent on planned maintenance and this was evident in the numbers. The utilisation of the plant peaked and we yielded that positive OEE. Zwane had to ensure that this was being achieved and he and his team successfully delivered in achieving those goals. Collectively, the contribution from the team to the remaining few months of the year was impeccable. For the first time Scottburgh Quarry also managed to get a double showplace for the ASPASA audits in 2019: ISHE Audit 95.89% and About Face Audit 95.27%.

We take pride in the Afrimat values and we are living proof of how Teamwork, Safety, Trust and Accountability can help keep a sinking ship afloat. It sure was a tough year but we look forward to carrying on this positive momentum as we start off 2020.



Scottburgh Quarry Team: Double Showplace 2019 (ISHE Audit and About Face Audit)





KWA-ZULU NATAL

## Permanent appointments

REGINALD GWALA – HR MANAGER– KZN/FREE STATE

**Mandisa Nokuthula Tembe**

is a B.Tech (Civil Engineering) graduate from Mangosuthu University of Technology. She joined us on 5 August 2019 as an Intern in the Ladysmith branch of Afrimat Concrete Products. In November 2019, Mandisa took charge of the Readymix operation in Ladysmith as a Batchers and has achieved pleasing results in this role. Mandisa aspires in future to be part of the management team. She also believes that with dedication, engagement and endurance, she will get there. In her spare time, she enjoys singing, baking and hairdressing.



**'MANDISA ASPIRES IN FUTURE TO BE PART OF THE MANAGEMENT TEAM.'**

**Anthony Nel** was born on 1 of January 1996 and grew up in Bethlehem. He is a family-orientated man with two older sisters and was brought up in a loving household. He is also married with a beautiful one-year-old daughter and expecting another one soon! His career started



at Roadmac, based in Bloemfontein, in 2015 where he worked as a Diesel Mechanic. He acquired his qualifications through Roadmac and received his red seal in Welkom in 2017. At the end of February 2019, Anthony and his family relocated back to Bethlehem where he worked at KIA Motors. Anthony joined Afrimat Aggregates KZN on a fixed-term basis on 1 November 2019. He was offered a permanent position as a Site Mechanic at the Ladysmith Quarry on the 3 February 2020.

AFRIMAT CONTRACTING INTERNATIONAL

## Internship

ROWENA ROKHO – HUMAN RESOURCE DEVELOPMENT INTERN – ACI

We are delighted to welcome our new Mechanical Engineering Intern **Siyanda Qokweni**. Siyanda obtained his mechanical engineering diploma at Vaal University of Technology. He will join the MQA internship programme and the Afrimat Graduate Development Programme. We wish you all the best with your new challenges and opportunities that lie ahead, we are looking forward to being part of your journey.



AFRIMAT CONTRACTING INTERNATIONAL – GLEN DOUGLAS

## Retirement of Koos Botes

FAITH KOSA – HUMAN RESOURCE INTERN – ACI

**Koos Botes** began working at Prima Klipbrekers 30 years ago. He is currently working at Dingwell Quarry in Nelspruit and has been working there since October 2017. He was previously at Glen Douglas and before that, Marble Hall. Koos says he has been working as a Mechanic for almost 50 years now, and he has a variety of tools and is very sentimental about his equipment. Koos is always the first person to arrive at work and is always willing to lend a helping hand to his fellow employees. Gert Jansen van Vuuren, the Manager at Dingwell Quarry, describes Koos as a man with a good sense of humour.

Spending nine years working away from home was surely not easy for him as he was only going home every two months, but regardless Koos did not give up and was always friendly no matter the circumstances.

**'KOOS IS ALWAYS THE FIRST PERSON TO ARRIVE AT WORK AND IS ALWAYS WILLING TO LEND A HELPING HAND TO HIS FELLOW EMPLOYEES.'**



Koos, thank you for sharing your knowledge and expertise with the ACI family and keeping the machines on the go. We will wish Koos farewell at the end of February 2020 when he retires from his role as a Mechanic at the Nelspruit Quarry. ACI wishes him the best in his future endeavours. His work has truly made a lasting impact at ACI.

KWA-ZULU NATAL

## New appointment

REGINALD GWALA – HR MANAGER– KZN/FREE STATE

**Kobus Meyer** has joined the Afrimat family as the Area Manager KZN North. He was born and raised in Vryheid, as was his wife Annalize. They have three sons of which the eldest is an electrical engineer. The younger twins are studying at Potch University in their second year, to fulfill their dreams in becoming electro-mechanical engineers. Kobus started his career as a Millwright at the then Iscor works in Newcastle. After 18 years he moved to Afrisam as a maintenance foreman, and later was appointed as Works Manager for the Newcastle Operations. For the last three years he filled the position of Regional Cluster Manager KZN North at Afrisam.



**'KOBUS STARTED HIS CAREER AS A MILLWRIGHT AT THE THEN ISCOR WORKS IN NEWCASTLE.'**

WESTERN CAPE – TYGER VALLEY OFFICE

## Promotion

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

I am pleased to confirm that **Natasha Abrahams** at the Tyger Valley Office has been promoted to HR Officer for ASS and AMS, making her the service provider for the two service companies.

In addition to her function as HRD coordinator and her new role as HR Officer, she has taken over much of the HR administrative responsibilities that Mareli previously looked after. Natasha will continue to report to Rubin Bebe.



KWA-ZULU NATAL

## Success story

KWENZA ZWANE

REGINALD GWALA – HR MANAGER– KZN/FREE STATE

**Kwenz Zwane** grew up on a small farm around Vryheid with his parents and siblings. He received his primary and high school education at the farm school. After he completed matric, he was unemployed for two years and then embarked on his journey as a Learner Millwright with Afrimat Concrete Products.

His journey with Afrimat has been a very encouraging, motivating and resourceful one. When he started in 2015 as a learner, he had a dream of becoming an electro-mechanic. He had visualised himself as someone who would be an asset to his employer and Afrimat paved the way for him to realise his dreams. Over the years, his knowledge increased and the company provided him with a wider understanding of how the industry operates. Kwenz maintains that through Afrimat, his dreams were fulfilled. He says he feels humbled that he is trusted to do his duties with minimal or no supervision and he is responsible for the maintenance of various sites.

In 2016, Kwenz was awarded an opportunity to be an Acting Plantsman at the Vryheid ACP Branch, where he was exposed to the company values. Kwenz qualified in October 2018 as an electro-mechanic and was offered a fixed-term contract until 3 February 2020. He was then offered a permanent position as a Millwright.

**'HIS JOURNEY WITH AFRIMAT HAS BEEN A VERY ENCOURAGING, MOTIVATING AND RESOURCEFUL ONE.'**



AFRIMAT CONTRACTING INTERNATIONAL

## In-service training at ACI

ROWENA ROKHO – HUMAN RESOURCE DEVELOPMENT INTERN – ACI

On 13 January 2020 **Shaun Mathosi, Mandla Buda** and **Lebohng Lebeea** were appointed as in-service training learners in Mechanical Engineering. They will be based at the ACI workshop in Henly on Klip. Shaun and Mandla are in process of completing their diplomas at the Vaal University of Technology and Lebohng is completing his diploma at the Central University of Technology. In order to complete their diplomas, they require completion of P1 and P2 experiential learning. Experiential learning will give them exposure to the fundamental learning required by universities to acquire their full qualifications. Welcome to the ACI family!



Left to right: Shaun Mathosi, Mandla Buda, Lebohng Lebeea

WESTERN CAPE – HEAD OFFICE

# Taking the Afrimat brand on holiday

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

What better way to break for the holidays than taking the Afrimat brand with you. That is exactly what Afrimatters at the Tyger Valley office did during the December holidays. The team was challenged at the year-end function to take their Afrimat-branded Christmas decorations with them on holiday and those who took the most creative pictures could win a prize.

We got some interesting photos and it was amazing to see how proud these staff members are of their brand and how much fun they had with it over the holidays.

**Our winners are:**

1. **Natasha Visser** – Assistant Accountant – she took Afrimat all the way to Norway and Sweden to see the Northern Lights.
2. **Helen Williams** – Sales Admin Aggregates Operations – she took Afrimat on a fun family day out at the beach.

Thank you to everyone who participated.



Helen Williams



Catherine Klein



Lana van der Heide



Nicole Jarvis



Mareli Mosca



Tanja Binneman



Ricus van Heerden



Natasha Visser



Melanie Joubert



Marlene Botha



Melanie Joubert



Melanie Joubert

DEMANENG – NORTHERN CAPE

## Afrimat Demaneng Management Strategic Conference

JOHANN HEINLEIN – HUMAN RESOURCE MANAGER – DEMANENG

The Demaneng management team had a strategic conference from 28 to 30 November 2019 at the Good Hope Lodge near Barkley West. Each manager presented an overview of activities and achievements during 2019, as well as their plans for the way forward in 2020. A remarkable team spirit was obvious during the conference.



Demaneng management conference

DEMANENG – NORTHERN CAPE

## The Afrimat Way roll-out at Demaneng

JOHANN HEINLEIN – HUMAN RESOURCE MANAGER – DEMANENG

The Afrimat Way culture roll-out was conducted by Managing Director Gerhard Odendaal with all management members and thereafter with all employees during a management production feedback session on the mine during the third quarter of 2019. This was followed by a process of one-on-one discussions with managers, supervisors and employees. Afrimat Demaneng is proudly maintaining healthy and sound relations between management, employees and employee leaders. This, together with a positive mind set and hard work, allows us to consistently deliver the achievement of goals and targets – to the benefit of employees and the business in general.



Gerhard Odendaal starts the Afrimat Way rollout at Demaneng



READYMIX WESTERN CAPE

## Readymix Western Cape kicks off 2020

BEANCA LOUW – HUMAN RESOURCE OFFICER – WESTERN CAPE

On 13 January 2020, Readymix Western Cape had their yearly safety, HR and logistics induction at the Killarney Gardens site. What a great start to the year 20Plenty: a refresher of the rules and procedures of the company and a reminder of the Afrimat Way. It also served as a reminder to always have one goal and vision in mind in order to achieve great accomplishments together. Everyone was back, safe and sound, all thanks and praise to Our Heavenly Father for his protection, love and guidance.

We made use of the opportunity to give recognition to our Adult Educational Training (AET) learners for their great achievements during 2019. Congratulations to all AAO/Boublok/Readymix AET learners. May you always be motivated to do your best. Good luck with 2020's studies, we are extremely proud of you!

'WHAT A GREAT START TO THE YEAR 20PLENTY: A REFRESHER OF THE RULES AND PROCEDURES OF THE COMPANY AND A REMINDER OF THE AFRIMAT WAY!'



Greg Damonze and Gordon Davids



Greg Damonze and Andre Wentzel



Greg Damonze and Andrew George



Greg Damonze and Deon van der Merwe



Greg Damonze and Tulani Ngcolomba



Greg Damonze and Rowan Manuels



Greg Damonze and Hugh Papier



Greg Damonze and Ivan George

KWA-ZULU NATAL

## New born

REGINALD GWALA – HR MANAGER – KZN/FREE STATE

We would like to congratulate Hendrik Labuschagne, Site Mechanic at the Vryheid Quarry, and his wife, Hesterie, on the birth of their son Handrè Labuschagne. Handrè was born in Pietermaritzburg on the 20 January 2020 weighing 3.14 kg and his height was 49cm. May the new bundle of joy bring much happiness to your family!

Hendrik with his wife Hesterie and their daughter Elzane'



Newborn Handrè



SCOTTBURGH QUARRY – KWA-ZULU NATAL

## Wedding bells

JABU MOTHÁ – QUARRY MANAGER SCOTTBURGH QUARRY

Scottburgh Quarry celebrated a wedding in 2019: Mthokozisi Mngoma got married on the 19 December to Zandile Theodore. We wish the happy couple a blessed journey together.



Mthokozisi and Zandile

CLINKER SUPPLIES

## Afrimat: My second home

JIM RANGWATO – FRONT END LOADER OPERATOR – VIERFONTEIN

Jim Rangwato was born in Limpopo province and started working for Clinker Supplies, Vierfontein on the 3 March 2018. He was introduced to the company by Albert Dassera. Jim is a front end loader Operator.

Jim describes his career at Afrimat as follows "I enjoy my job so much. I enjoy working together with my colleagues, they are so good to me, also the management. Afrimat is like my second home, I would like to spend more time with company".



HEAD OFFICE

## Appointment of business performance manager

FROM THE DESK OF THE CEO

As part of Afrimat's continuous improvement, we embarked on a business improvement programme in the Construction Materials South Cluster. The result was very pleasing, and the decision was taken to roll this programme out to include the other construction materials businesses in the group.

Congratulations to **Ricus van Heerden**, previously the Performance Manager for Construction Materials South, with his appointment as the Business Performance Manager. In this role, Ricus will be focusing on construction materials and be responsible for information-based performance improvement and national marketing strategies. We wish Ricus all the best with this exciting new endeavour.



Ricus van Heerden

HEAD OFFICE

## Permanent appointment

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Congratulations to **Suné Roodt** on her permanent appointment as the Sustainability / SLP Officer, Western Cape. Suné was appointed as a Sustainability Intern, assisting Esther Teffo, in 2019 and was permanently added to the Afrimat family in January 2020. We wish Suné all the best with her new role.



HEAD OFFICE

## Financial appointments

FROM THE DESK OF THE CFO

It gives me great pleasure to announce the following financial appointment at Glen Douglas Dolomite, SA Block and Clinker Supplies: **John Rees** has assumed duties as a Financial Manager from 1 November 2019. He replaces Melissa de Beer, who resigned in August 2019. We wish John all the success in his new role.



GAUTENG – NORTH CLUSTER

## Management changes within the North Cluster

DAVIN GILES – MANAGING DIRECTOR – NORTH CLUSTER

The recent acquisition of shareholding within Unicorn Capital, together with the required staffing and management responsibility thereof, has necessitated a change of structure within the North Cluster:

- **Willem Hattingh** will join the Bulk Commodities Cluster as General Manager at the new Nkomati Anthracite Mine operation based near Malelane
- **Piet Ackerman** will take over from Willem as Operations Manager at Glen Douglas
- **Kobus Meyer** (joining us from Afrisam) will take over from Piet Ackerman as Area Manager, Northern KZN
- **Albert da Serra** will move into a new role as Operations Manager, responsible for both Clinker Supplies and SA Block
- Sales staff at both Glen Douglas and SA block will report to **Leon Alberts**, Commercial Manager

We wish them all the best in these new roles.

We have seen a number of structure changes within the North Cluster over the past two years, all of which have impacted the business positively. These changes allow, not only for development and growth, but are also indicative of the opportunities within Afrimat.



Leon Alberts



Kobus Meyer



Willem Hattingh



Albert da Serra



Piet Ackerman

## Long service awards

<b>AAO</b>		Basie Selanie	5	<b>SAB</b>	Zanele Lukhele	5	<b>CLINKER SUPPLIES</b>		<b>SILICA</b>		<b>KZN AA</b>		<b>LIMITED</b>	
Marshall Arendse	30	Kumbulani Tikayo	5	Mackson Maluleke	Akhona Mniki	5	Jabulani Mdletshe	35	William Maila	5	Diotse Mofokeng	30	Hylton Hale	20
Noorodien Moosa	30	Piet Van Zyl	5	Yzette Bothma	Mzwandile Ntshalintshali	5	Davin Giles	15	Solomon Monama	5	Brian Wevell	25		
Ruben Ndzaba	30	<b>RM</b>		Samuel Maseko	Lucky Kubheka	5	Appreciate Mathebula	10			Ramonka Lengoabala	25	<b>GLEN DOUGLAS</b>	
Mzudanile Kontsiwe	25	Jaco van Rooyen	10	Lorraine Menezes	Musawenkosi Shabangu	5	Siviwe Ngudle	10	<b>INFRASORS</b>		Thiloshnie Moodley	20	Stoney Smit	40
Gordon Uithaler	25	Yusuf Slamati	5	Jabulani Nkonyane	Buyisile Sithole	5	Meshack Mofokeng	10	Angelique Stannard	5	Monty Coleman	20	Desmond Tshayisa	35
Charlton Lottering	20	Greg Damonze	5	Belinda Merredew	Nelisiwe Mbatha	5	Elizabeth Motaung	10			Michael Fynn	20	Oupa Malinga	35
Peter Africa	20	Ungere Wassung	5	Petrus Van Der Merwe	Thulile Tshabalala	5	Melissa Beytel	5	<b>KZN ACP</b>		Sandile Gabuza	15	Petros Khoete	30
Martin Williams	20	Catherine Klein	5	Aron Mlangeni	Monica Makhubo	5	Bianca Dingelstad	5	Sizwe Mtshali	15	Hezekia Xaba	15	Lazarus Dilebo	30
Emmanuel Nkosi	15	<b>BB</b>		Bantubonke Zuwele	Moffat Kunene	5	David Siqubu	5	Mbhekiseni Nkosi	15	Phiwayinkosi Zulu	10	James Kubayi	30
Bulele Nobandla	15	Shirley Nkosana	25	Nomusa Dlodlu	Sifiso Mathebula	5	Levy Daswa	5	Mgunyathi Shabalala	15	Lindani Simelane	10	Hosiah Mabitsela	30
Mtutuzeli Marwede	15	James Nonies	15	Victor Mtantato	Siphiwe Magugu	5	Chief Sididzha	5	Thapelo Mokoena	15	Constance Ndwandwe	10	Lucas Dhladhla	25
Lucas Mbangeni	15	Madeleine Piek	10	Ntombikayise Hlatswayo	Vusumuzi Nkosi	5	Sibusiso Mkhwambi	5	Andries Mathenjwa	15	Mbuso Biyela	5	Thabo Mofokeng	15
Dries Burger	15	Bongikhaya Ndinisa	10	Samson Ngwenya	Sonto Mayisela	5			Mafa Molaba	15	Pieter Maree	5	Colin Felstead	15
Wilhelm Nel	15			Mfanikona Vilakazi	Zinhle Magangane	5	<b>DEMANENG</b>		Tebello Ndaba	15	Simon Sibiya	5	Magda Herbst	10
Piet Swartz	15			Mandla Kubheka	Sibusiso Vilakazi	5	Chris Moolman	15	Lucky Ngwenya	10	Liza Roets	5	Cathy Botha	10
Patric Makade	15	<b>ACI</b>		Zandile Nkosi	Gerald Mbangela	5	Edward Gokaamang	10	Khosadi Radebe	10	Monia van Staden	5	Shadrack Mashamaite	10
Devin Stander	15	Pierre du Toit	20	Thokalele Masondo	Ntombikayise Makhubu	5	Dirk Ruiters	5	Cyprian Ngcobo	10	Jabulane Motha	5	Sipho Dlangamandla	10
Jeremia Kruger	15	Johan Roux	10	Manqoba Mithethwa	Zanele Ndlamlenze	5	Coleen Mendle	5	Siphiwe Masondo	10	Solomon Motloung	5	Frans Mangelo	5
Lentikile Maruping	10	Thabiso Ngobeni	10	Johan Ndlangamandla	Zandile Hlophe	5	Michael Peddies	5	Khanyisile Mazibukho	10	Reginald Gwala	5	Sandra Fana	5
Colin Jnr Nieuwoudt	10	George Ferreira	15	Maria Hlatswayo	Nesi Vilakazi	5	Itumeleng Qebane	5	Stembi Dube	10	Helga Donnelly	5	Chris Britz	5
Randall Jacobs	10	Jan Mashiga	10	Fikile Hlatswayo	Siphenathi Ngindana	5	Lesego Seleke	5	Mandlakhe Mhlongo	10	Vusumuzi Nhlapho	5	Jan van Wyk	5
Hendrik Lewies	10	Petrus Tshemese	10	Ntombifuthi Mbuyisa	Nqobile Phakathi	5	Jadas Mongale	5	Mzayafani Nkosi	10	Busani Sithole	5	Samson Mokheseng	5
Bariscerf Hanse September	10	Samuel Ntuli	10	Paulinah Shabalala	Philisiwe Dladla	5	Kobus Basson	5	Derick Vilakazi	10	Mzwandile Twala	5	Bongi Khaalo	5
Mzwandile Mfengu	10	Lazarus Tlou	10	Nelisiwe Zondo	Lindokuhle Sangweni	5			Siyabonga Hlongwane	10	Xolisile Shezi	5	Tshepo Mfundisi	5
Bulelani Mayiphile	10	Jan Kato	10	Jabulile Shabalala	Lungiswa Bengu	5	<b>LYTTELTON</b>		Thabi Moorosi	10	Nzola Mashinini	5	Nhlanhla Ngcobo	5
Marco Muller	10	Koos Skosana	10	Norman Maseko	Mbalenhle Masuku	5	Vincent Mokwatlo	30	Vincent Shabalala	10	Thaomichael Lethuwa	5	Lerato Mashiloane	5
Kim Moses	10	Arnold Ledwaba	10	Zwelibanzi Shabalala	Phumzile Ndaba	5	Jonas Masilela	25	Bafana Mofokeng	10	Lephatswana Moloi	5	Xolani Sibiya	5
Annalie Greyling	10	Michael Corbin	5	Jabulani Shabalala	Mjabuliseni Buthelezi	5	Rina Wiehman	20	Seotsanyana Pitso	10	Sifiso Mncube	5	Thomas Chawane	5
Louis Wilken	10	Leonard Makola	5	Themba Maseko	Nokutula Kubheka	5	Joanne Giles	15	Modupi Mkwena	10	Phillemon Nxumalo	5	Bheka Ntuli	5
Xolani Magqasa	10	Xolani Lusawana	5	Celiwe Magubane	Yangang Ndikandka	5	Richard Mathebula	15	Jan Peli	10			Candice Bezuidenhout	5
Brenda Slattery	5	Nkosi Mncube	5	Madoda Mahlangu	Lefu Matrose	5	Hendrik Pick	10	Mafalafala Thusi	10	<b>AMS</b>		Jeffery Mabete	5
Didekile Mayiya	5	Sibusiso Ndlovu	5	Thandeka Khumalo	Lefulesele Lenyatsa	5	Johannes Aphane	10	Simon Mdanda	5	Jeffery Mtiyedwa	45		
Brain Prins	5	Octovia Ningi	5	Beauty Dlodlu	Nokwazi Gina	5	Johannes Mahlako	10	Yvonne Khanyile	5	Joe Kalo	20	<b>AAEC</b>	
Mzekelo Nobandla	5	David Mokomela	5	David Makhubu	Makhauta Khoele	5	David Makamu	10	Piet Ackerman	5	Arnel Hanekom	10	Mbulelo Ngwendu	15
Marcello St Jerry	5	William Kona	5	Ntombane Dlodlu	Nomcebo Mbatha	5	William Masemola	10	Dumsani Nzima	5	Marlene Botha	10	Xoliswa Mtimkulu	5
Ernest Geel	5	Joseph Milela	5	Aletta Mofokeng	Sibongile Radebe	5	Pauline Sesing	10	Masilo Matale	5	Catharine Burger	5	Sizwe Tembani	5
Zukisani Ngqola	5	Aaron Mothupi	5	Lucy Noosi	Thulane Dladla	5	Iwisa Phahlamohlaka	10	Takatso Mofokeng	5	William Penkler	5	Sandile Joja	5
Mxolisi Sakeni	5	Maria Matthee	5	Alina Molaba	Sipho Ndlozi	5	Frans Seanego	10	Themba Nhlapho	5			Andries du Randt	5
Thomas Tomeng	5	Herman Jack	5	David Mtshakazi	Amos Mashiloane	5	Pauline Sesing	10	Mkhombiseni Ndlovu	5	<b>ASS</b>			
Mpumelelo Dywili	5	Thembelani Fadana	5	Asiphe Magida	Siphosakhe Velebhayi	5	Iwisa Phahlamohlaka	10	Phakamani Khumalo	5	Colin Nieuwoudt	10		
Ian Adams	5	Neo Mokomela	5	Sipho Nhlapo	Mbali Myeni	5	Frans Seanego	10	Zakhele Bophela	5	Katarien Deysel	5		
Selome Cupido	5			Khumbulani Zondi	Andries Molotan	5	William Masemola	10	Sihle Lamula	5	Malcolm Andrews	5		
Keletso Dloti	5	<b>CAPE LIME</b>		Zodwa Hlatswayo	Donovan Pieterse	5	Pauline Sesing	10	Mduduzi Mncube	5	Stephan De Villiers	5		
Bevin Cornelius	5	Irma Hayes	20	Sindisiwe Thela	Jeffery Van De Sandt	5	Lesley Siloane	10	Muziwakhe Ndlela	5	Robert Hurn	5		
Desmond Lewies	5	Gerrit Nieuwoudt	20	Ntombesiningi Hlatswayo	Sduduzo Ntuli	5	Margaret Ntuli	5	Sibusiso Simelane	5				
Lionel Dowes	5			Oupa Mokoena			Bheki Mahlangu	5	Nkosinathi Buthelezi	5				
							Thomas Swafo	5						
							Patience Hlongwane	5						
							Cecile Cillers	5						
							Justice Tshivule	5						
							Siphamandla Mzolo	5						

# Long service awards



Adele de Villiers with Annalie Greyling



Andre Kruger with Michel Radebe



Andries van Heerden with Jeffery Mtiyedwa



Catherine Klein with Adele de Villiers



Charlton Lottering with Johan Burger



Solomon Monama



Michael Corbin



Paulina Sesing



Hendrik Labuschagne, Monty Coleman, Lindani Simelane



Hendrik Labuschagne, Monty Coleman, Phillemon Nxumalo



Anton Barnard with Marshall Arendse



Anton Gerber with Joe Kalo



Left: Arnold Ledwaba



Dave Hierons with Kumbulani Tikayo



Left: David Makamu



Jabu Motha and Thiloshnie



Phineas Tshoane



Patience Hlongwane



Martin Williams with Raymond James



Bevin Cornelius with Anton Barnard



Bheki Mahlangu



Brenda Slattery with Anton Barnard



Greg Damonze with Pieter Grove



Left: Hendrik Pick



Long Service Clinker Supplies



Long Service Lyttelton Centurion



Left: Johannes Aphane



Left: Johannes Mahlako



Left: Justice Tshivule



Malcolm Addison with Arnel Hanekom



Left: Margaret Ntuli



Hylton Hale with Andries van Heerden



Long Service Demaneng

## Long service awards



Hendrik Labuschagne,  
Constance Ndwandwe and  
Monty Coleman



Jabu Motha and Michael  
Fynn



Pierre Du Toit



Pieter de Wit with  
Catharine Burger



William Swarts and  
Alastair Govindasamy



Left: Frans Seanego  
Right: Phahlamohlaka



Pieter de With with  
Marlene Botha



Richard Mathebula



Rina Wiehman



William Masemola



Jaco van Rooyen with  
Pieter Grove



Shaun Coad with  
Randall Jacobs



Sibusiso Ndlovu



Sibusiso Thobela



Vincent Mokwatlo



Le-Zaria Arries with  
Andries Burger



Thabiso Ngobeni



Thomas Swafo



Ungere Wassung with  
Adele de Villiers



Lesley Siloane



HEAD OFFICE

# Technology Cluster

The formation of engineering and information technology business systems  
 JOHAN DU PLESSIS – GENERAL MANAGER TECHNOLOGY SYSTEMS

The Technology Cluster was formed in late December 2019. This is exciting, but at the same time nerve-wracking, as we are breaking new ground. As we progress down the path of integration with Engineering and ITBS, the synergy (and in some cases, the duplication of functionality) is becoming evident. I am proud to be part of a process that can only have a positive result. What makes me excited is the positive energy received from both teams who are determined to make this a success. The new structure is in place and I am looking forward to the futuristic and innovative spirit of the team.

## BATCHCON AUTOMATION PROJECT

MICHELLE SMIT – OPERATIONAL SYSTEM ADMINISTRATOR – ITBS

Business process automation (BPA) is the technology-enabled automation of complex business processes. It can streamline a business for simplicity, achieve digital transformation, increase service quality, improve service delivery and contain costs.

BatchCon is a Readymix concrete production software program that Afrimat uses to batch Readymix loads and capture block plant production. BatchCon is already in use at Afrimat Concrete Products (ACP) and Afrimat Readymix Inland. A decision was made to replace the current software program in use at Readymix Western Cape (RWC), called BatchMan with BatchCon.

We commenced the estimated eight-month BatchCon automation project for RWC on 9 December 2019. This included installing Opto Africa 22's groov EPIC, the world's first Edge Programmable Industrial Controller, at 11 of our existing plants in the Western Cape.

The groov EPIC collects, processes, views, and exchanges data where it's produced at the edge of the network. It then pushes the data to our SQL databases where it integrates into our existing ERP program, AccPac. This information is then available for reporting via our Qlikview reporting program.

**The schedule for the implementation and training is as follows:**

- Wetton and Head Office
  - Stellenbosch
  - Paarl
  - Hermanus
  - Caledon
  - That balance of plants to follow as per schedule
- Mozambique Palma is also on the list to setup a BatchCon system and automate the plant for increased ROI.



Wetton Readymix plant



Vernon Lewis, Ramon Naaido, Karel Steyn and Yusuf Slamati at the BatchCon Wetton training



Vernon Lewis, Thato Mile, Yusuf Slamati, Jaco Visser (Opto Africa), Ramon Naaido and Karel Steyn at the BatchCon Wetton training



The EPIC groov Controller

## INFRASTRUCTURE:

Replacement of Windows 7 PCs  
 DANIEL SNOW – IT TECHNICIAN – WESTERN/EASTERN CAPE

Afrimat's computer security is one of the most important factors and responsibilities of the IT department. This ranges from passwords to anti-virus, but also to the operating systems we run. On the 14 January 2020, Windows 7 reached the end of its life and is longer receiving the security updates that keep us safe. To prevent us from being unsafe, over the past 18 months there has been a deliberate roll out of new machines to replace older ones, and to reload the newer ones to Windows 10. This is all done in the name of ensuring that Afrimat's computer network, business systems and workflow is protected from malicious intent.

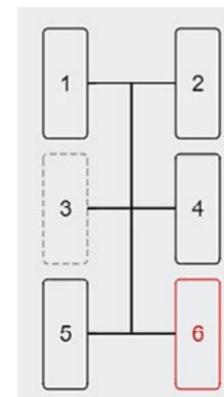
## PIPE-LINE PROJECTS: Maintenance and management systems

WILLIAM PENKLER – ENGINEER SYSTEMS DEVELOPER

The ITBS team has been busy for many years developing the Afrimat systems that are being used today. The wishlist for new and required features is extensive!

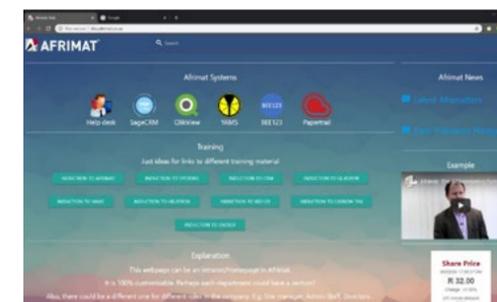
Because Afrimat is spread over the entire country, isolated local systems are slowly being replaced by internet-based systems that can be managed centrally. Substantial effort is being put into the internet infrastructure to make this possible. Sage CRM is a website that has been heavily modified for Afrimat to include modules such as the KPI system for reporting production, RTOs for procurement, fuel capturing, incidents, and many more. This integrates smoothly with Sage 300 (also known as Accpac) as they are all Sage products.

**Afrimat Tyre Management System (ATMS)** is a new module co-developed by the Worcester workshop team and ITBS which is currently in UAT phase. ATMS handles the tyre inventory, tyre surveys and events, such as repairs and retreads. Reports will be sent out to the sites



Afrimat tyre management system

**'THERE ARE MANY DIFFERENT SYSTEMS IN AFRIMAT THAT ARE SPREAD OUT ACROSS THE COUNTRY, AND IT CAN BE DIFFICULT TO KNOW WHO TO CONTACT REGARDING A CERTAIN SYSTEM.'**



Afrimat intranet homepage

stating their tyre wear and costs involved. After the UAT, it will be rolled to the business units.

**Fleet Service Management (AFSM)** is currently being developed that will centralise all service planning. To date, all services have been scheduled by different planners on Excel sheets in each business unit.

**Afrimat Simple Maintenance System (ASMS)** started a number of years ago to manage fixed plant maintenance. It was started at our Vryheid Quarry in KZN using Microsoft Excel. Later we re-developed the system in Microsoft Access and it was used by the majority of Afrimat's operations. ASMS is now available in CRM and is fully integrated with Accpac Service Manager using job cards and has already been implemented at Cape Lime, Western Cape, Eastern Cape, KZN and Clinker Supplies.

Clinker Supplies recently suffered equipment failure on their Hazemac and successfully used ASMS inspections paperwork as evidence for an insurance claim. The insurance paid out the value of the old machine when the event was proved to be an extraordinary event and not due to maintenance negligence.

**Yellow Asset Management System (YAMS)** is a simple system used by sites to monitor and evaluate the availability and utilisation of dumpers, loaders and excavators. Installing YAMS locally at each operation caused problems with sharing and managing the information. The supplier, KED, has developed a cloud version for Afrimat to enable better assistance to the sites and the sharing of information.

**itbs.afrimat.co.za**  
 There are many different systems in Afrimat that are spread out across the country, and it can be difficult to know who to contact regarding a certain system. Our new idea is to have an Afrimat intranet home page to link any person with all the systems and/or training that they may require. Each department could have a section that guides all Afrimat employees to use all the resources and shared knowledge available to them.



### WINBRIDGE POS

MALCOLM ADDISON – BUSINESS SYSTEMS MANAGER

WinBridge POS is Afrimat's new pre-casted concrete products point of sale system and is one a few projects that is currently underway. WinBridge POS is based on the same technology used for our current WinBridge system that is in use at most quarry businesses and it has the same look and feel as the current system. We have started the process of replacing our current RMS system with the new WinBridge POS system. The installation and implementation of WinBridge POS at SA Block was successful and we managed to resolve most of the issues that arose during implementation. Cape Lime, Langvlei and Vredendal are next on the list: Langvlei's estimated go-live date is 2 March 2020. Followed by all ACP sites before the end of May 2020 and then Boublok.

**'WINBRIDGE POS IS AFRIMAT'S NEW PRE-CASTED CONCRETE PRODUCTS POINT OF SALE SYSTEM AND IS ONE A FEW PROJECTS THAT IS CURRENTLY UNDERWAY.'**



### WHO AND WHAT IS ENGINEERING?

BY STEPHAN DE VILLIERS – GROUP CHIEF ENGINEER

**The Engineering Department of Afrimat consist of three sub structures, namely:**

Maintenance, Projects, and Process Development and Optimisation. Our aim is "to support a sustainable future for Afrimat as a respected competent team applying innovative technology through "SMART" methodology".

#### **Maintenance:**

We aim to lead the maintenance teams throughout Afrimat on a path of world-class fit-for-purpose maintenance. The team consists of:

- Adriaan Lategan – Acting Maintenance Manager Head (Pam Lead Mobile Equipment)
- Malcolm Andrews – Pam Lead Fix Plant
- Michael Mullineux – Maintenance System
- Colin Nieuwoudt – Tribology (the science or art of using oil and grease)

#### **Projects**

We aim to deliver fit-for-purpose projects on time and in budget. The team consists of:

- Robert Hurn – Acting Project Manager Head
- Samuel Bessa – EC&I Engineer, assisting with electrical maintenance
- Francois Louw – Mechanical Engineer
- Ruan Knoetze – EC&I Engineer

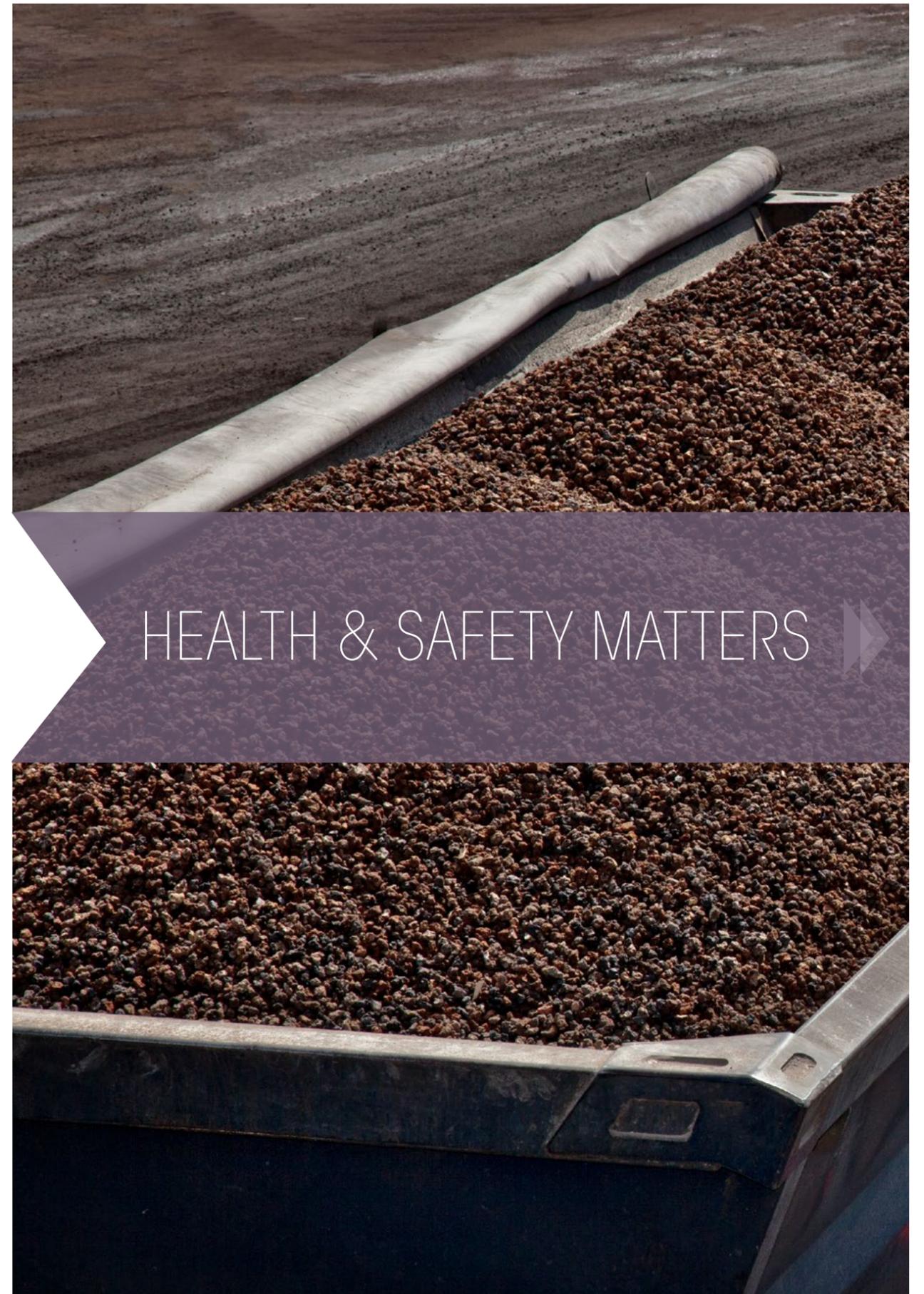
#### **Process Development and Optimisation**

We are here to serve and support Afrimat's business units, including processing plant design, optimisation of current plants and investigating new applicable technology.

The team includes:

- Stephan de Villiers – Chief Engineer Afrimat
- Emile Scheepers – Mechanical Engineer, in training

## HEALTH & SAFETY MATTERS



## Safety focus for 2020

LETISHA VAN DEN BERG – HEALTH AND SAFETY

Incident and accident prevention does not happen by itself and needs to be constantly monitored and improved. The strategy for this will never be the same year on year. This is due to the measuring and monitoring of the incidents and accidents that happen during a 12-month rolling period – there might be similarities in some cases, but it varies year on year. Therefore, the strategy needs to be adjusted slightly every year.

Through CRM incident reporting and Qlikview statistics we have identified that the most important hazard categories are:

- manual handling
- structures/walkways
- plant equipment
- hazardous chemicals
- access control
- operation of vehicles

These are also the areas where our lost time injuries occur.

Additionally, the health of employees requires attention because typically we do not see the negative impact of exposures immediately, but only after many years – when it is too late.

We have added communication to the focus list due to many gaps identified through the Afrimat culture survey and also because near miss reporting is so poor in many areas. We have also taken the outcomes from our ASPASA Environmental and Safety Audits to guide us on which focus areas to select.

It came as no surprise that the correlation was spot on between our own statistics and the non-conformances identified by external auditors.

Now that we have identified the areas of concern, we can have focused information sessions on the safety measures for each area to ensure that everyone knows how to protect themselves. Some companies call these safety measures their cardinal rules, major hazards, non-negotiables, lifesaving rules or high potential incidents.

At Afrimat, everyone cares about their own wellbeing and the wellbeing of others and is therefore committed to protecting themselves and others from danger by abiding to the safety measures. This is part of our Afrimat values, rather than a rule. We strive to live our values daily in everything we do.

Focused attention on specific safety measures is shared in the form of posters and also through safety, health and environmental talks for every person to know how to keep themselves safe and healthy and protect the environment.

**'AT AFRIMAT, EVERYONE CARES ABOUT THEIR OWN WELLBEING AND THE WELLBEING OF OTHERS AND IS THEREFORE COMMITTED TO PROTECTING THEMSELVES AND OTHERS FROM DANGER BY ABIDING TO THE SAFETY MEASURES.'**

Rocky says:

**“You are valued by your family, friends and colleagues”**



**Everything within an atmosphere of joy and positivity**



**TO PROTECT MYSELF  
I WILL**



- ✓ **Only operate a vehicle when it is in a safe condition and follow traffic management rules**
- ✓ **Maintain plant equipment to ensure all safety devices are in place and operable**
- ✓ **Keep walkways and surfaces clear of obstruction and inspect them regularly for deterioration**
- ✓ **Store all chemicals correctly and discard them in an environmentally friendly way**
- ✓ **Look after my health at work and at home**
- ✓ **Communicate all unsafe conditions and acts to the relevant responsible person**
- ✓ **Manage access control daily**
- ✓ **Look after my posture during manual handling and keep my body away from danger**

# Safety intervention at Afrimat Aggregate Operations Western Cape

AALIA AHMED – ENVIRONMENTAL INTERN – WESTERN CAPE

On the 28 November 2019, Afrimat Aggregate Operations Western Cape had their first ever Health and Safety intervention.

**The purpose of the intervention was to:**

- Update and inform all the key stakeholders about the status of Health and Safety related matters in the region
- Discuss the LTIFR
- Discover what are we doing wrong
- Define focus areas
- Decide how to go forward

All managers along with their Health and Safety representatives were obliged to attend. Other attendees included the Western Cape safety team and manager Mogamat Bailey, Solly Potgieter, Letisha van den Berg, Steven Janse van Vuuren, Anton Barnard, Wilhelm Nel, Pieter Grove and Collin Ramukhubathi.

To kick start the intervention Anton Barnard made an opening statement with regards to Afrimat’s successes which prove that our performance as a whole is improving. We can only grow from strength to strength if we continue to do what we are doing and to include Health and Safety into these improvements. Collin Ramukhubathi then asked an important question, which we can all relate to: “Do any of you want to be the reason that someone loses his or her life, or to contribute to an injury on site?” Obviously not. Safety is for everyone, and we need to encourage and support the safety team.

Letisha van den Berg presented statistics from the past few years and concluded that we tend to take a reactive approach to safety on our sites, and we need to change that to a proactive approach. It was also identified that traffic management and lock outs play a huge factor in the incidents that have been reported.

Letisha pointed out key statistics and identified trends and areas of concern:

- Highest injury time: October – December (silly season)
- Highest injury days of the week: Tuesday – Thursday
- Major root causes: Unsafe acts and unsafe conditions



**‘WE CAN ONLY GROW FROM STRENGTH TO STRENGTH IF WE CONTINUE TO DO WHAT WE ARE DOING AND TO INCLUDE HEALTH AND SAFETY INTO THESE IMPROVEMENTS.’**

Mogamat Bailey presented the region’s lost time injury frequency statistics year on year over a ten-year period. The stats clearly showed that we average approximately six LTIs per year in the region.

Mogamat pointed out that we must turn this trend around immediately.

Solly Potgieter was next with a presentation on accident and incidents in the workplace. He briefly explained the causes of accidents, pointing out that unsafe acts and unsafe conditions are the root causes of accidents. The various examples and videos presented were definitely an eye opener for all.

A number of recommendations were presented to improve the current trend by striving for zero harm in our workplace. We need to:

- Change the behaviour and the mindset of our employees
- Concentrate on behavioural-based safety and how to improve this
- Review current risk assessments and improve issue-based risk assessments
- Ensure that written procedures are enforced in our sites and work areas
- Correct all unsafe conditions and identify root causes of incidents
- Complete and approve pre-start checklists before startups
- Make sure our plants are clean in the afternoon
- Ensure strict adherence to lock out procedures
- Effectively communicate all safety information and improve communication between managers, safety representatives and safety officers
- Know our hazards and control them
- Find a balance between production and safety.

Not only were the managers taking the lead in safety, but our safety representatives had a few suggestions of their own, including the obstacles that we need to overcome to achieve the behavioral changes we are aiming for:

- The language barrier needs to be addressed
- We need to change the employees’ attitude towards PPE, particularly that it is not taken care of, not worn correctly and employees need to be told to wear their PPE
- Mini HIRAs need to be done before all tasks to identify potential hazards
- All incidents that are reported must be kept on file and a follow up procedure must be done
- Communication needs to be improved on site

During group activities, weaknesses and threats were identified and the plan for improvement was drafted. A safety declaration was signed by all with a pledge of commitment to improve Health and Safety in our workplaces and reduce our LTIFR to zero. The plan for improvement included:

- We will ensure training for all employees, targeted at the correct level
- The language barrier will be addressed
- We will improve on the amount of time it takes to close items that have been reported
- We will improve near miss reporting through identifying criteria for reporting, training, measuring and monitoring through CRM and Qlikview
- We will live the Afrimat Way to change the culture

At the end of the convention it was unanimous that we need to change the behavior and mindset of employees and concentrate on behavioral-based safety, starting with the reporting of near misses amongst the aspects listed above.

People see success, but getting there takes persistence, failure, sacrifice, disappointment, dedication, hard work, and discipline. We are able to achieve all that we have set out to do in 2020 if we continue to do things the Afrimat Way. Let us support and encourage the safety team to improve not only our own, but our fellow colleagues’ safety on site. 2020 is going to be the year we have a zero LTIFR.



**‘DURING GROUP ACTIVITIES, WEAKNESSES AND THREATS WERE IDENTIFIED AND THE PLAN FOR IMPROVEMENT WAS DRAFTED!’**



## Dangers of sitting

LANA VAN DER HEIDE – SAFETY OFFICER – READYMIX CAPE / BOUBLOK / TYGERVALLEY

### 6 WAYS SITTING FOR PROLONGED PERIODS AFFECTS YOUR HEALTH

#### INCREASED RISK OF TYPE 2 DIABETES

Prolonged periods of sitting without reducing calorie intake can cause a significant increase in insulin resistance, which is linked to type 2 diabetes.

#### INCREASED RISK OF HEART DISEASE

Scientists have found that people who sit for extended periods are twice as likely to develop heart disease as those who move around often.

#### NECK AND SHOULDER STIFFNESS

Poor posture during extended period of sitting leads to soreness and stiffness in neck and shoulder muscles and tendons.

#### BACK AND HIP PAIN

Sitting puts increased pressure on your spine and tightens your hip flexors and hamstrings, which may lead to back pain.

#### SLOW COGNITION

Prolonged sitting reduces the amount of blood and oxygen flow to your brain, which can lead to slower cognition.

#### VARICOSE VEINS

Long periods of sitting slows blood circulation, which causes fluid to pool in the legs and can result in varicose veins swollen ankles and deep vein thrombosis.

## SIT LESS, MOVE MORE

Sitting down for long periods is bad for our health. Here are eight ways to add breaks to your day.

**WALK OVER**  
to speak to co-workers instead of e-mailing them



**DRINK WATER**  
and get up for refills



**STAND UP**  
when you are on the phone



Take **REGULAR BREAKS**  
from sitting by standing up every 30 minutes



**LEAVE** your desk FOR LUNCH



**TAKE** the STAIRS instead of the lift



**MOVE** your rubbish BIN AWAY from your desk



**LIMIT SCREEN TIME** to stay active



## Vierfontein celebrates 2 000 LTI-free days

ANDREW CRAUSAZ – PRODUCTION MANAGER – CLINKER SUPPLIES

On Wednesday 11 December 2019 Clinker Supplies Vierfontein celebrated 2 000 LTI-free days.

This is a magnificent achievement that would not have been possible without the commitment and dedication of the Vierfontein team over this period. During this time a substantial number of changes occurred – the most significant being the establishment of the fixed plant in 2019. The team managed to evolve and adapt to the changes in the workplace while maintaining the high standards set. Special mention to production supervisor Philemon Tsotetsi for his dedication to the task at hand. The operation is in full production and will continue to make strides forward.

Well done to everyone in the team. Be proud of this achievement and use it as an opportunity to set new standards.



### AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE

## Comfort Mashu, Health And Safety Intern, obtains prestigious Unisa award

COMFORT MASHU – HEALTH AND SAFETY INTERN – LYTTTELTON

I obtained a National Diploma in Safety Management (Cum Laude) from the University of South Africa in 2019. It was at that moment that I realised I am one step closer to becoming a competent Safety Officer. Though I had no experience, I was fortunate to be appointed as a Health and Safety Intern at Lyttelton Dolomite Centurion Mine in May 2019. My biggest challenge was putting theory into practice, especially in a big organisation such as Afrimat. However, as Joshua J. Marine once said, “challenges are what makes life interesting and overcoming them is what makes life meaningful”. The appointment looked challenging at first; but despite this my mentor and supervisor Carlton Mowane made Health and Safety interesting. I can now confidently say that he was able to transform me into a better employee than I was when I joined Afrimat.

Everyone gave me a warm welcome. I can state with pride that I now understand the production process because of them; they were kind enough to teach me and answer every question I had regarding the process.

It is critical for me as a Health and Safety Intern to understand the process so that I am able to identify areas of significant risk. Hence I started off by learning the ore flow process. I am glad I started my career at Afrimat as I have more interest in mine Health and Safety as opposed to occupational Health and Safety.

My involvement in the compilation of an SHE file for Andani Ash Supplies (Pty) Ltd is one of the greatest highlights to date. The approach was a bit different from what we do at the mines compared to how things are done in operations governed by the OHSA of 1993. I enjoyed working with the Group SHE Manager Letisha van den Berg, Infrasors Group Sustainability Manager Maria Pienaar and the Environmental Intern William Maupi; they gave me an opportunity to do things my way which gave me a true sense of appreciation and recognition of my work.

I was honored with a Graduate Excellence Award under the category “Best performance in a diploma in the College of Economics and Management Sciences for the 2018 academic



year”. It was a moment of honor and pride for me to be rewarded for my hard work. I also hold a Safety Management Training Course (SAMTRAC) which I studied through a NOSA bursary, thanks to Afrimat’s former Environmental Officer Siphamandla Mzolo who encouraged me to apply for the bursary. Afrimat and its employees have contributed a lot to both my personal and professional development. It is my wish that I can stay on upon completion of my internship programme and be given a position together with additional responsibilities.

### HEALTH AND SAFETY - SILICA

## Afrimat Silica SHE Officer, Peter Lekgeu, obtains a National Diploma in Safety Management from Unisa

PETER LEKGEU – SHE OFFICER – SILICA

I was born and grew up in Limpopo, Glen Cowie and currently reside in Pretoria, Glenway Estate, with my family. I am a respectful and young energetic leader who believes in God’s way.

I joined Delf Sand in around February 2005. I had intended to study a Bachelor of Arts Honours in Criminology at the University of Limpopo, hoping to become a crime scene expert, but my application for funding from the National Student Financial Aid Scheme was unsuccessful. I started working as a Maintenance Assistant at Delf Sand and after three months I was moved to the plant as an Operator where within weeks, I sustained an injury. After a year I was asked to assist as a Shift Supervisor and that is where teamwork was successfully introduced which eventually

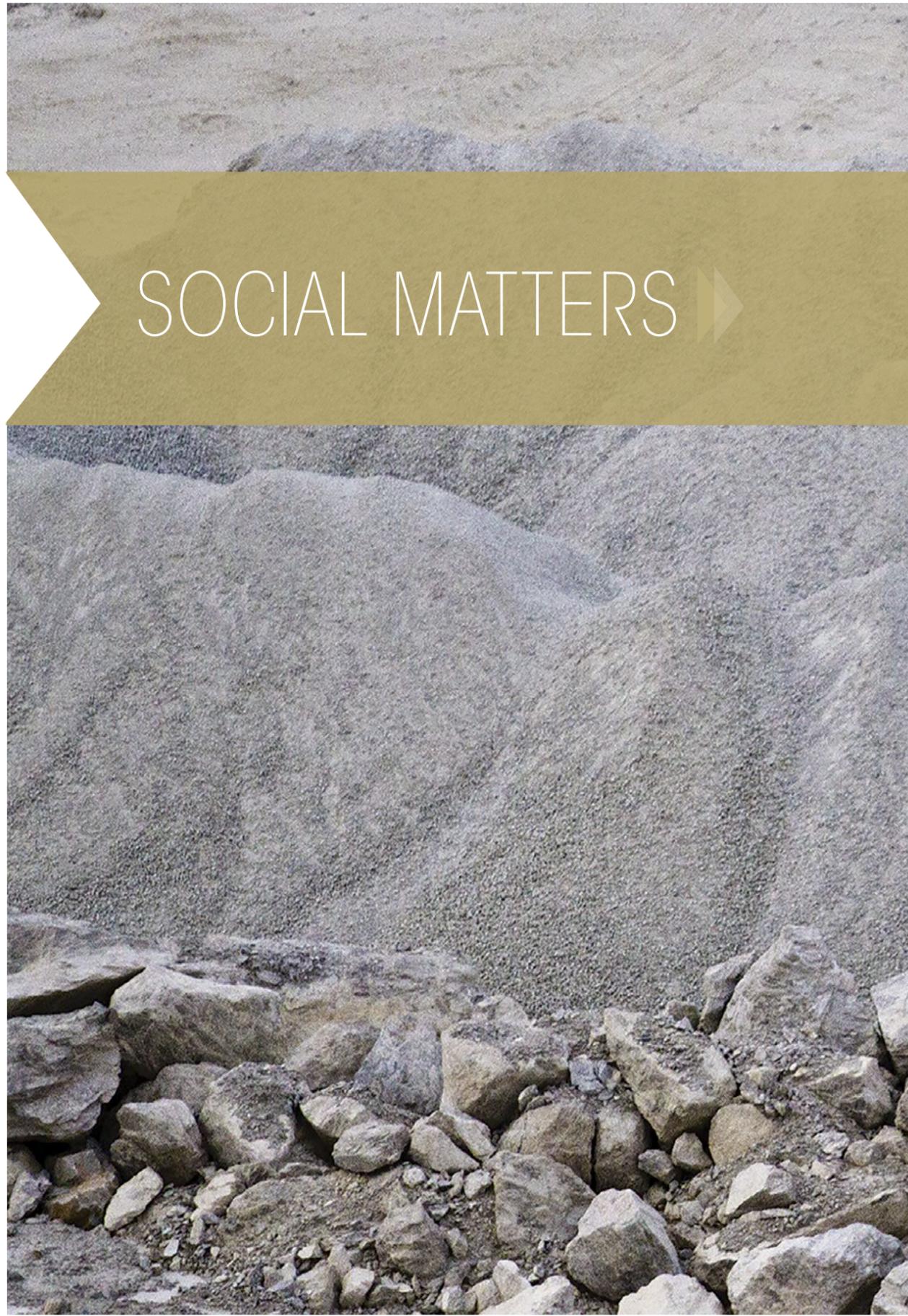
contributed to building a winning team.

From an early age safety was an important life value to me – and when I was lying in a hospital bed after my injury, it became a reality. I realised how many of us could actually get injured whilst on duty. When Infrasors became involved in Delf Sand, I was fortunate to be recognised by the late Mike du Plessis, the then Group Safety Officer. He saw potential in me and when he called me to his office one day, his words inspired me. He opened my eyes to the opportunities of choosing safety as a career as well as to finding ways to study to become competent. I then enrolled with UNISA for a Certificate in Safety Management which I completed in 2012. I later realised that I had to study more and then enrolled for a National

Diploma in Safety Management which I successfully completed in December 2019.

God has his own ways of doing things. I am very fortunate to have been afforded opportunities to work through various levels of management as well as working closely with the Infrasors Sustainability team which has contributed greatly to me and given me strength to balance my life, stay focused and disciplined. One of my highlights, during July 2019, was when Joanne Giles, Infrasors Operations Manager, appointed me as the Acting Mine Manager of the Afrimat Silica Operations located in the Cullinan District.

Today I reap the fruits of success, being around relevant and significant people who have positively contributed to my successes.



# SOCIAL MATTERS

## SOCIAL MATTERS

### DEMANENG – NORTHERN CAPE

## Afrimat Demaneng supports drought relief

MICHAEL BOTHA – ACCOUNTANT – DEMANENG



Afrimat Demaneng supported the Sishen Golf Club's event on 25 January 2020 to raise money for drought relief as the Northern Cape is battling the worst drought in a century. To show our support, Afrimat Demaneng sponsored three teams to represent Afrimat at the golf day. Demaneng received a prize for the company that registered the most teams.

On the day, a prize was awarded to one of the Afrimat teams for second place (closest to the pin at the 17th hole). All three sponsored teams played excellent golf and we are very proud of the individuals who took part and supported our farmers and communities within the Northern Cape that are affected by the drought. All proceeds were donated to the Northern Cape drought relief fund.

Demaneng's golf day team

### AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE

## Dennegeur Quarry's LED project drives youth development

SUNÉ ROODT - SUSTAINABILITY / SLP OFFICER – WESTERN CAPE

Twenty young unemployed youths have obtained their driver's licenses thanks to a skills development project between Drakenstein Municipality and Afrimat. Dennegeur Quarry joined Drakenstein Municipality in sponsoring 43 candidates to obtain their Code 10 driver's licenses. An amount of R160 000 was divided between three local driving schools to teach and support the candidates throughout the process. Nineteen of the candidates obtained their Code 10 license and one candidate obtained a Code 08.

Of the 20 successful candidates, 15 were women. This project has given the candidates a chance to apply for employment, become economically active and a get a head start in life.



Representatives from Afrimat and Drakenstein Municipality congratulate the proud new drivers.

GLEN DOUGLAS – GAUTENG

# Thomas Nhlapo Primary School project

NALEDI MOSAKU – SUSTAINABILITY INTERN AND ESTHER TEFFO SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY



Esther Teffo



Davin Giles



The wing Afrimat built

The applications were submitted in 2017 and approved in late 2018 after a long process with Midvaal Local Municipality. As part of the application, the Department of Education paid the bulk fees of R 900 000.

The site development and building plans were submitted late in 2017 and were approved in September 2019. Construction began shortly thereafter with 16 local jobs being created. The official handover of the new blocks was on 5 February 2020 with dignitaries from the Department of Education and Midvaal Local Municipality in attendance. The Germiston Rotary Club, in partnership with LEGO, donated over 600 boxes of LEGO.

A big thank you to everyone who persevered in ensuring this school project was a success. It was not an easy journey but all the happy little faces at the school made it all worthwhile.

Thomas Nhlapo Primary School is a farm school situated in Daleside and has 700 learners from the surrounding farms. The school was known as Skaansdam Primary before it was changed to Thomas Nhlapo. The Department of Education changed the name to Thomas Nhlapo to pay homage to a local farm worker who was passionate about education. Understanding that education is the key to changing the lives of the children in the community, Mr Nhlapo started teaching the children how to read and write in his shack. He also asked the farm owner to start a school on the farm. Seeing the success of the initiative, the Department of Education formalised the school and the farm owner donated land for a new school to be built.

The school initially had an admin block, six brick and mortar classrooms and several mobile containers being used as classrooms. The containers were dilapidated and not conducive to learning. As part of a local economic development project, Glen Douglas Dolomite removed the dilapidated container classrooms and spent R2.9 million to build two new blocks of classrooms.

During an initial site visit with both the Department of Education and Department of Mineral Resources and Energy, it was discovered that the school did not have approved building plans and that the six erf's that the school stood on were never rezoned and consolidated. The Department of Education requested that the mine assist with the rezoning and consolidation applications as their processes would have taken too long to finalise. The mine then began the process of consolidating and rezoning.



Collin Ramukhubathi handing over the keys to the newly built classrooms



Children playing with the sponsored lego from Germiston Rotary Club



Everyone involved in the Thomas Mhlapo project





MIND MATTERS ▶

## MIND MATTERS

# 8 HABITS OF SUCCESSFUL PEOPLE, THAT LAZY PEOPLE LACK

ARTICLE BY NICOLAS COLE, INC.COM AND SUBMITTED BY NATASHA ABRAHAMS – HUMAN RESOURCE OFFICER – ASS & AMS

Success is a game of habits. In itself, "success" is a relative term and so is "achievement". Both of these are dependent upon the habits you put into place that move you step by step toward the end goal you define for yourself. There is a very clear difference between those who create positive daily habits for themselves and those who let life's waves dictate their day to day. Remember: You are the surfer. It's up to you to ride the waves based on where it is you want to go, versus letting them carry you where they will. We can all learn from these eight habits of highly successful people:

### 1. SUCCESSFUL PEOPLE PLAN AHEAD

Failure to prepare is the act of preparing to fail. Those who are successful spend a healthy amount of time planning, thinking, strategising and preparing in advance. They don't wait until the moment has arrived to contemplate how they'll tackle a situation. Instead, they get as much completed and ready ahead of time as they can – so they are free to embrace the challenges of the moment.

Spend some time each night, and at the end of each week, reflecting on what it is you've already accomplished and what it is you want to get done next. Make your list, create your plan of action and then let that ruminate in your subconscious while you sleep. Then the next morning, you will be one step ahead.

### 2. SUCCESSFUL PEOPLE DO THE HARD STUFF FIRST

Lazy people have a knack for doing all the things that are not true priorities. But when it comes to the hard stuff, they suddenly find every reason why they could not complete the task. That's because hard stuff is, well, hard. It is a priority for a reason, and that's because it is the thing that's going to move the needle. But often, what moves the needle lies in the unknown. It requires a risk, or a leap of faith, in some way.

Those who are successful at what they do know this. And instead of shying away from the challenge, they make themselves do those hard tasks first, before allowing themselves the luxury of the easy stuff.

'LAZY PEOPLE HAVE A KNACK FOR DOING ALL THE THINGS THAT ARE NOT TRUE PRIORITIES. BUT WHEN IT COMES TO THE HARD STUFF, THEY SUDDENLY FIND EVERY REASON WHY THEY COULD NOT COMPLETE THE TASK.'

### 3. SUCCESSFUL PEOPLE SAY NO

If you want to go your own way, be prepared to have some people be annoyed with you. Nobody likes being told no. That's why so many people say yes to things. They don't want to make others feel bad, they don't want to sever current or potential friendships, they don't want to be excluded from future possibilities or they don't want to be looked down upon.

But the truth is, if you want to be successful, you're going to have to say no a lot more than you say yes. Want to go hang out with friends? Want to relax for the afternoon and watch football? Want to take an extended vacation? None of these things are bad in themselves, but if you still haven't made your dreams come true, then realise that every time you say yes to what someone else wants you to do, you are saying no to whatever it is you truly want to do. Successful people are very conscious of how they spend their time.

### 4. SUCCESSFUL PEOPLE INVEST IN THEMSELVES

Both in terms of time and money, successful people see life through a lens of investment. The majority of people don't invest; they spend. They spend the money they earn. They spend their time with people they don't really like, doing things they don't really enjoy. They spend and spend and then wake up one morning wondering why their life is the way it is.

Successful people, on the other hand, invest. They are conscious of how they spend their time and invest it toward their goals. They invest their money in creating additional revenue streams, not owning depreciating assets. They invest in themselves, taking courses, exposing themselves to worthwhile attractions, feeding their interests. Investing over time is what ultimately creates wealth, both financially and in terms of knowledge.

**5. SUCCESSFUL PEOPLE SURROUND THEMSELVES WITH OTHER SUCCESSFUL PEOPLE**

Your network is your net worth. The true value of having a network is not access to things. It's access to habits and thought processes you would otherwise struggle to create on your own. When you are surrounded by people who embody the same traits you hope to have one day, it speeds up the learning process. You inherently rise to their standard and push yourself to grow through imitation (which is actually a very good thing). Similarly, if you are surrounded by negative people, lazy people, angry and depressing people, those same traits will rub off on you. Surround yourself with people who, in some way, are who you want to become yourself.

**6. SUCCESSFUL PEOPLE STUDY THEIR CRAFT**

There are a lot of people in the world who believe that life operates the same way as formal education. They go to college, get their diploma, start working at a big company, and then just assume that over time their years spent there will carry them up the ladder to a nice and comfortable position.

Unfortunately, there are situations that reward the fundamental metric of time, and people can climb the ladder of success by simply staying the course. But the truth is, those are not the ones who end up becoming thought leaders, innovators, industry experts or even accomplished creators. Because to do that, you have to actively be studying your craft in ways that do not happen by simply clocking in at 9 and clocking out at 5.

Successful people don't separate their job and their personal life. Their job is their passion and their passion is their craft. They study their craft relentlessly because it is part of who they are. It is not dependent upon time. It is merely a reflection of their own curiosity.

**7. SUCCESSFUL PEOPLE ARE ACCOUNTABLE FOR THEIR ACTIONS**

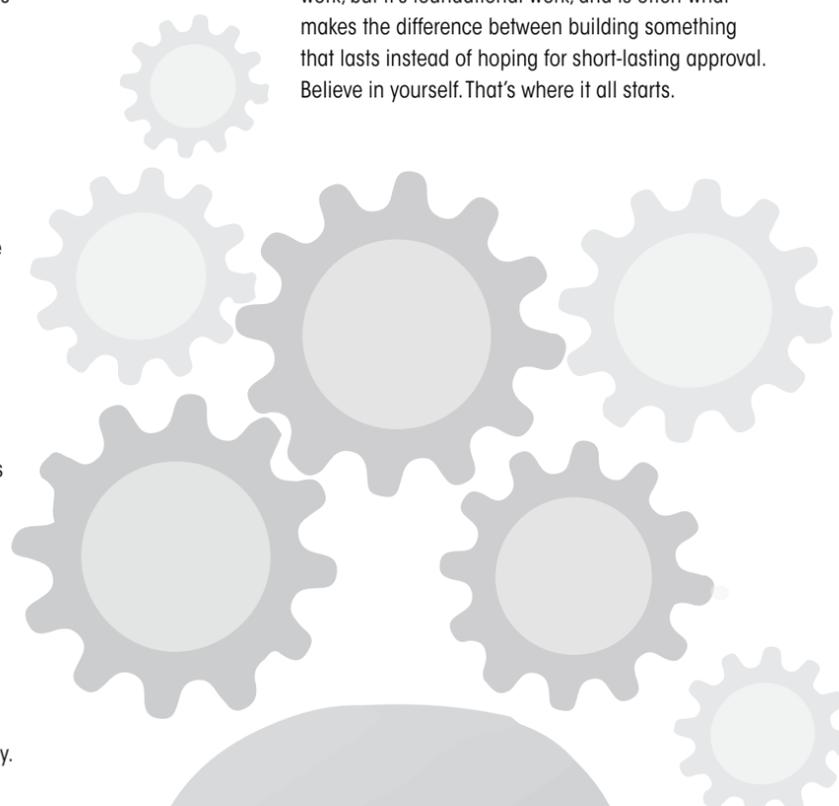
Lazy people point fingers at others and make excuses for why things didn't happen. Successful people own up to the weight of their actions and take accountability for their own shortcomings. This is a habit and a mindset, and one that takes years to cultivate properly. To truly be successful, you have to be extremely self-aware and willing to question the reality you are living. If things are amiss or not going the way you want them to, you cannot point at others and blame them for your unhappiness or dissatisfaction. You have to own up and admit that you (and nobody else) created your reality.

**'YOUR NETWORK IS YOUR NET WORTH. THE TRUE VALUE OF HAVING A NETWORK IS NOT ACCESS TO THINGS.'**

**8. SUCCESSFUL PEOPLE BELIEVE IN THEMSELVES**

Lazy people want others to believe in them before they believe in themselves. Successful people, on the other hand, believe in themselves against all odds – often long before anyone else does. To be successful, this is a must. You cannot expect others to support and believe in something that you yourself cannot even tap into. It has to come from you before it can come from anyone else.

To do this, however, you must take considerable time to understand, know, and nurture yourself. It's tough work, but it's foundational work, and is often what makes the difference between building something that lasts instead of hoping for short-lasting approval. Believe in yourself. That's where it all starts.



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Glen Douglas mine

# Responsible practices, sustainable futures



Recycling  
of water



Reducing  
energy  
consumption



Reducing  
emissions



Decreasing  
noise  
pollution



Good relations  
with the  
communities



Recycling  
products



Mine  
rehabilitation

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