

# AFRIMATTERS



**DIVISIONAL MATTERS:** ASHTON BRIDGE PROJECT

**HR MATTERS:** SUCCESS STORIES

**HEALTH & SAFETY MATTERS:** AIM FOR ZERO ACCIDENTS



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

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

**Aggregates**



**Concrete Based Products**



**Industrial Minerals**



**Contracting International**



**Commodities**



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

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

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

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

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

**'AFRIMAT PRIDES ITSELF ON A VALUES-BASED CULTURE. THE GROUP'S VALUES ARE VERY IMPORTANT TO ME PERSONALLY AND I SEE THEM AS A PREREQUISITE FOR A SUSTAINABLE FUTURE.'**



**Living a life of integrity**

A court in South Korea jailed Park Geun-hye, a former president, for 24 years for corruption. Luiz Inácio Lula da Silva, former president of Brazil, turned himself in to police after a three-day showdown and began serving a 12-year sentence for corruption. In South Africa, former president Jacob Zuma appeared in court on charges of corruption. It seems that worldwide there is a growing trend towards more ethical conduct.

Afrimat prides itself on a values-based culture. The group's values are very important to me personally and I see them as a prerequisite for a sustainable future. Values such as integrity, trust, accountability and respect are indicative of our desire to act ethically and responsibly.

Unfortunately, I must also admit that we are only human and that transgressions of our code of conduct do occur. Once every quarter, during the internal audit meeting, I get updated about all the cases of theft and fraud in our business - and every time I am shocked by what I hear. Theft of diesel, copper cables, cash and other company assets together with fraud and cyber crime are normally on that list. The most painful is always when members of our own staff are involved. We need to be able to trust each and every member of the Afrimat team, therefore it is very painful when a team member is found untrustworthy and the employment relationship is subsequently terminated.

For Afrimat to remain successful it is of utmost importance to live according to our value system. My dream is that we all live a life of integrity. Do you share that dream with me?

Andries van Heerden  
**CHIEF EXECUTIVE OFFICER**

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## AFRIMATTERS

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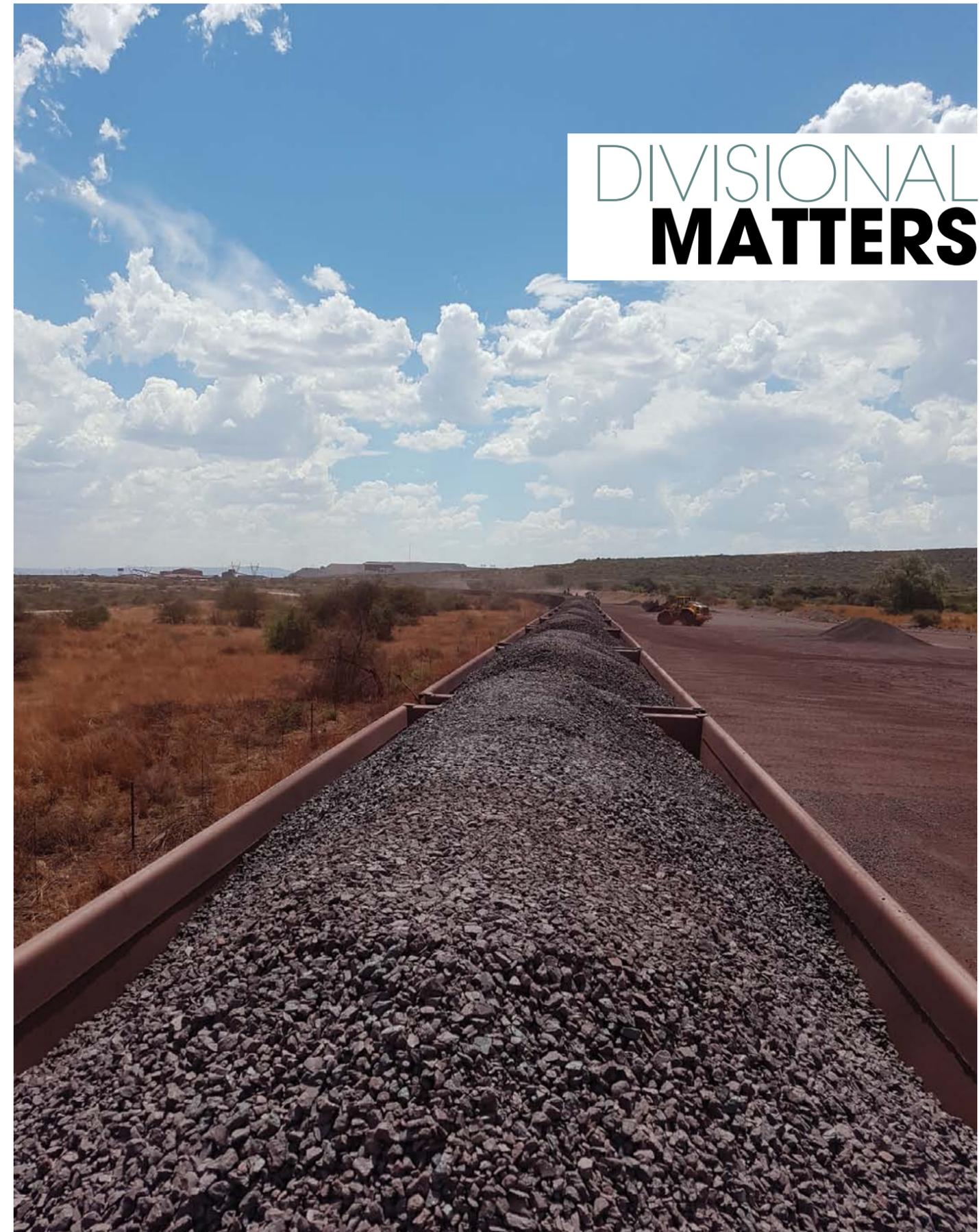
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# DIVISIONAL MATTERS

## ASHTON BRIDGE

DIAAN VENTER – REGIONAL SALES AND MARKETING MANAGER – CONCRETE PRODUCTS AND READYMIX – WESTERN CAPE

'IT TAKES BOTH SIDES TO BUILD A BRIDGE.'



The Cogmanskloof River crosses the town of Ashton in the Western Cape. Occasionally, during heavy rains, the river comes out of its bed and reeds block the water against the bridge. The river then overflows - running above the bridge which crosses the town, and floods the valley downstream. This results in major traffic interruptions and affects the local economy with a few farms and factories having considerable water damage.

The current bridge was built in the 30's with an upgrade in the 50's. The structure has passed its life expectancy and needs to be replaced. The traffic flow in the area requires an upgraded bridge that can accommodate double lane traffic through the town of Ashton.

The road leads to Bonnievale and Swellendam via the R60 as well as Montagu and Barrydale via the R62. Interrupting the traffic for a long duration to build a new bridge was not an option. It was therefore decided to build the new bridge on the side of the existing old bridge. Once built, the traffic would be moved over, onto the new bridge. The old structure would then be demolished. New abutments will be built and the new bridge will be pushed across with hydraulic jacks mounted on Teflon pads to reduce friction.



The aim is to keep the original straight road alignment. This massive move will take place during a 24-hour period, during which the road will be temporarily closed - surely a day to be remembered!

A 113m single-span bridge (not supported in the middle, only on both ends) was designed. The structure would not require piers or supports in the middle and would therefore not interfere with the river flow, a feature which reduces the risk of floods in the area.

The designed bridge is an arch suspended deck. Two concrete arches would be cast above the deck, from West to East. The deck is 19m wide and 113m long. The two arches are 22m high. The superstructure (excluding the foundation) will weigh a total of 8 000 tons, made up of 3 200m<sup>3</sup> of concrete and more than 100 tons of reinforcement. More than 100 people with different skills have worked or are currently working on the project.

Concrete has been supplied to Basil Read by Afrimat, from our batchplant in Robertson. Afrimat has loaded more than 800 loads of concrete for the superstructure alone! Another 1 000 loads were supplied for the temporary foundations that will be demolished.

Construction started in January 2016 and is well underway. The project is about 70% finished and

Ashton bridge scale model  
Aerial view of Ashton, Western Cape  
Kyle Harvey happy with Afrimat's service  
Support work to arches  
Riaan Engelbrecht assisting at the braai  
Mossie entertaining the Basil Read crew.

it is expected to be completed in July 2018.

The concrete supply went smoothly as myself and Mossie made a great team sorting out problems and ensuring slumps in effective supply were ironed out and kept constant. At the end of the day the milestone was reached - leaving our client Basil Read satisfied with our service.

To celebrate the occasion of Basil Read reaching a milestone, we at Afrimat held a braai on site for all the hard-working guys who are making this project happen. 100 hungry men attended, and oh boy, did they come hungry...

To be a part of this project is a great feeling and working with the Basil Read crew is an honour for me. The site is well organised as the Production Manager Koos Schoeman, Site Agent Alec Simunovic and Site Engineer Kyle Harvey keep everything and everyone in order under the leadership of Hendrik Postma the Project Manager. In the famous words of Koos Schoeman "we were born to do this".

Thank you Basil Read team  
"It takes both sides to build a bridge".

# DIVISIONAL MATTERS

## MOZAMBIQUE OIL AND GAS: PALMA RESETTLEMENT PROCESS TAKES SHAPE

JACQUES DU PLESSIS – PROJECT DIRECTOR – AFRIMAT MOZAMBIQUE LIMITADA

The Cabo Delgado provincial government has earmarked about 1 200 hectares of arable land for the families affected by the construction of the liquefied natural gas production plant there.

Altogether, more than 2 000 hectares of arable land are needed for the 556 farming families being resettled. Afrimat's project is to supply all the building material for the resettlement village - stone aggregate, cement, blocks, bricks and sand. Jacques du Plessis, Project Director, Afrimat Mozambique Limitada reports on his experience in Mozambique and what it takes to get this project off the ground.

### Working in Palma Mozambique

On arriving and disembarking the plane in Pemba, the country greets you with pressing heat and very high humidity. Getting into a vehicle with the aircon on full blast (a must here – you will not survive without one) was heavenly. From Pemba you need to drive 420km north to Palma and wow! What a beautiful country. The scenery does not change for the whole trip. Lush vegetation, beautiful trees and small villages are along the whole route. Palma is just 40km south of Tanzania and 1 000km from the equator.

Working in Palma, on the other hand, is a totally different story. You soon forget about the beautiful surroundings – you have a job here, more like a mission. There's just about nothing here! The small local shops and "hardware shops" do not cater for our needs. Everything needs to be ordered from other far-away big towns or imported from RSA. Nothing is immediately available and we are forced to use our "boer maak 'n plan" methods.

Building relationships with other contracting companies here is imperative. Not all of them are willing to share their resources at first, until they discover they need something we have.

Mobilising and establishing all our equipment to site was a total nightmare. Most of our equipment, like crushers, screens, etc. had to be dismantled before transporting it here, because of the weight restrictions on the bridges.

**'I TAKE MY HAT OFF TO THE AFRIMAT TEAM WORKING HERE! IT'S REALLY NOT EASY, IT IS RURAL, THE ROADS ARE VERY BAD AND HARD ON YOUR BODY. WE ARE EATING MOSTLY GOAT MEAT, CHICKEN AND PRAWNS EVERY DAY. IT'S NEARLY IMPOSSIBLE TO SIT OUTSIDE AT NIGHT OR TO KEEP YOUR WINDOWS OR DOORS OPEN WITH ALL THE MOSQUITOS.'**

On arrival everything must be assembled again.

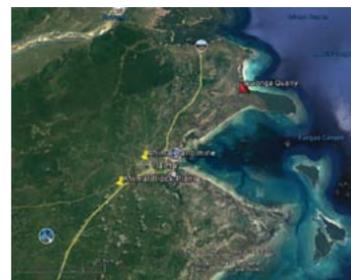
The roads and bridges to the quarry were washed away with the heavy rains we had in March and April. All of these had to be rebuilt and maintained, only to be damaged again the next day by more rain. We had to assist low beds, on these roads, with loaders, a truck full of sand and a grader to get the equipment and containers to the quarry.

Fortunately, the rain subsided, and all the equipment is on site. We are not producing at full capacity yet and are working on training the local people and getting organised. We still have a lot to do and to get in place.

I take my hat off to the Afrimat team working here! It's really not easy, it is rural, the roads are very bad and hard on your body. We are eating mostly goat meat, chicken and prawns every day. It's nearly impossible to sit outside at night or to keep your windows or doors open with all the mosquitos. It's very hot and humid during working hours and half the team have already had Malaria and other illnesses, but they kept on working. (I'm sure one day, in the distant future, we will all get together and talk about this project like old army buddies, of all the stuff we had to endure to get this contract going).

We crave for steak, lamb chops, boerewors, decent vegetables, a 120km/h tar highway, DSTV and people other than ourselves to talk to.

We pray for the next eight weeks to pass quickly, and the next ten days to pass very slowly. Next time we will report on the good production we are achieving.



Left: Mozambique sits above South Africa on the East coast. Right: Pin location of Palma, Mozambique



Top: Bad roads  
Above Left to Right: Marius Thyssen, Stephan von Benecke, Zacarias Cossa, Frikkie Basson, Johan Roux, Carl Swanepoel, Nico Botha, Jacques du Plessis.  
Top Right: Road to work  
Right: Quionga Quarry – blasting gets dampened by the high volume of soil surrounding it, causing high percentage of boulders and about 35% of wasted material



# DIVISIONAL MATTERS

## A DAY IN THE LIFE: DICKY CARSTENS – COMMERCIAL MANAGER – AFRIMAT

**What is your role within Afrimat?** I manage the Limecor business unit which fits into Afrimat's industrial minerals portfolio. Limecor is a self-sustaining business unit, responsible for all the agricultural products that Afrimat makes. We do the market development, product development and research to get Afrimat's products into the agricultural market - so we are essentially a marketing vessel for Afrimat's agricultural products. Limecor has dual role in that we also assist with the marketing and sales of Afrimat's industrial minerals.

**Can you tell us a bit more about your day-to-day work?**

The best part of my work is working with people, meeting new people every day and trying to understand other people's business needs - and be a solution to their problems. My specific role is to build networks - and that's what I love. I love it when a plan comes together! I am part of a team and my specific role is to develop new networks - and to add resources and knowledge to those networks to get them to work for us.

**What was your career history before you joined Afrimat?**

I studied at Stellenbosch University, doing a Bachelor of Education degree, with an Honours in Psychology. Later I also completed my MBA at Stellenbosch Business School. My background in psychology has helped me in my career in that my strong point is engaging with other people. I was planning to become a sports psychologist, but I became a professional rugby coach for four years, for the SWD Eagles in George. Then I moved into the business world as a sales representative and then as a regional marketing manager in an agricultural business.

**As a former rugby coach, do you see any similarities between rugby and business?**

Rugby and business – they are the same! The game you play on the field and the game you play in business are both about strategy. You need to be prepared for the arena you enter. You need to know your strengths and weaknesses - and know your opposition's strengths and weaknesses too. That way you learn to play to your strengths. You need to know what you can bring to the game.

**How has your career developed within Afrimat?**

I joined Afrimat in 2012, initially as a Group Training Manager. I've been very lucky within Afrimat because I had a dream that I wanted to pursue, and I have been able to do it. I had the idea for a business that services the agricultural sphere as at that stage Afrimat didn't really enter that arena. So I came up with a plan and presented it to Andries van



**'AFRIMAT GIVES INDIVIDUALS A CHANCE TO VOICE THEIR IDEAS. IF THE IDEAS ARE GOOD, THE BUSINESS WILL SUPPORT YOU. WE ARE WORKING FOR A BUSINESS THAT IS OPEN TO NEW IDEAS AND SUGGESTIONS. IF YOU HAVE AN IDEA - PUT UP YOUR HAND AND SPEAK YOUR MIND.'**

Heerden. He said, "okay, you've got one year to make it work". He supported me and I took the chance and started up the division. Of course, it was a risk. Business has ups and downs – it may not have worked. But I got good advice and support. What this shows is that if you believe in something, and you're passionate about it – and if it's a good idea other people will believe in it too. We are lucky to work for a company that believes in its people. For everyone else in Afrimat I hope this demonstrates that if you have good ideas and are prepared to put in the work you will get opportunities – and then run with it. Afrimat gives individuals a chance to voice their ideas. If the ideas are good, the business will support you. We are working for a business that is open to new ideas and suggestions. If you have an idea - put up your hand and speak your mind.

**What do you think is an essential element of succeeding in business?**

I'm a strong believer in treating people as you would like to be treated. In my world of sales, people buy from people - so everything is based on relationships. And relationships are built on trust. How can you trust a business? You trust it's people. Therefore, you should behave honestly and treat people fairly and with respect. Take care of relationships. Build networks. And be true to yourself. Also, never under estimate the value of mentors in your business career. Mentors have the advantage of having been through the mill – they have earned their knowledge through experience and they have seen it all before. We all depend on mentors to give us good advice, and that makes a huge contribution to achieving success.

**Do you have any advice for those looking to further their careers?**

Everyone needs to acknowledge that we have different strong points and weaknesses. And we are part of a team. No human being succeeds on their own. We can only achieve success in a team. The secret is to find what your strong point is and how it fits into your team. Work out how you can best contribute to make the team better and stronger. Understand how your strengths fit in to your day-to-day, week-to-week and month-to-month roles within the group you work with, and then your contribution will be more valuable. For people who want to succeed – find out how to become part of successful team by better understanding where you can contribute and play to your strengths.

## CLC BUILDING LIME – THE FORGOTTEN TREASURE

**BOSHOFF MULLER – SALES MANAGER – CAPE LIME**

Building lime has been used extensively for its numerous benefits. The use of it in the building industry has declined in the last decade or so because of a lack in education, knowledge and awareness of the product as well as the lack of skill of modern day artisans. As part of a long-term marketing strategy for Langvlei Cape Lime, an awareness campaign about CLC building lime (one of the three line products under the hydrated lime section at Langvlei Cape Lime) is underway in the building sector in the Western Cape. The campaign consists of the following actions: site demos, presentations and educational workshops. The identified market segments are building contractors, on-sellers and build environment professionals (architects and engineers) in the building sector.

As part of a dual branding strategy, CLC will be a brand extension of the Afrimat brand. Newly branded Afrimat CLC building lime bags are in production and will be seen in the market within the next two to three weeks, phasing out the old bags.



Far Left: Old packaging. Left and below left: New packaging. Below: Builders Warehouse Expo, Durbanville



# DIVISIONAL MATTERS

## AFRIMAT CONTRACTING INTERNATIONAL(ACI) MICHAEL CORBIN – DIRECTOR – AFRIMAT CONTRACTING INTERNATIONAL

### Lyleveld Railway Siding

Afrimat Contracting International (ACI) was approached by Demaneng (Diro Iron Ore) in the last quarter of 2017 to start up a new business venture, thus Lyleveld Railway Siding was born.

Lyleveld Railway Siding will allow Afrimat to load their own product - currently only iron ore but hopefully in the near future also manganese - onto a train that then gets railed down to the Port of Saldanha where it gets shipped to various destinations all over the world. ACI was under pressure to finish the loading platform before the arrival of the first train which was expected on the 15th November 2017. Under the key guidance of Jacques du Plessis, Mike Matthee and with the help of Willie Prins they completed the platform, installed the Weigh In Motion (WIM) and had all offices up and running within 16 days .

Before the railway siding, Demaneng transported their product to Kumba Iron Ore, 13km away. The Lyleveld Siding is a mere 4.5km from the Demaneng Mine.

Loading the 1.2km train is the name of the game. 11 400 tons must be loaded, rectified and released to Transnet in 12 hours. 114 wagons must be loaded with 100 tons of product each.

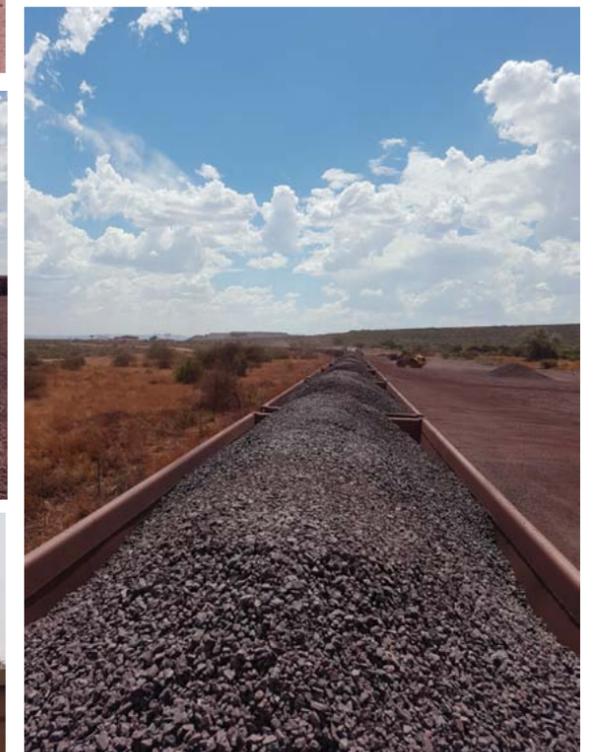
ACI loads the train with four loaders equipped with load cells. The team consists of four Spotters, four Loader Operators and six general workers armed with spades and rakes to distribute the loads evenly. The wagons need to be loaded to Transnet's tight specifications and every wagon is weighed over the WIM system. This scale weighs each wagon's wheel individually, while the train moves over it at 15km per hour. The WIM computer gives a printout of all the wagons, flagging the wagons that do not conform to the specifications. The wagons can either be skew (uneven load distribution) from left to right or back to front, or over or under loaded. When wagons are flagged, the train needs to be shunted back into the siding to be rectified. This process will continue until the train conforms to all the required specifications.

ACI is currently loading one train per week at 11 400 tons, thus 45 600 tons per month. This operation will be ramped up in the very near future to a minimum of six trains a month (68 400 tons) and a target of 900 000 tons per year.

This is a very exciting new addition to ACI's business portfolio and we wish the team well in this new business venture.



**'LOADING THE 1.2KM TRAIN IS THE NAME OF THE GAME. 11 400 TONS MUST BE LOADED, RECTIFIED AND RELEASED TO TRANSNET IN 12 HOURS. 114 WAGONS MUST BE LOADED WITH 100 TONS OF PRODUCT EACH.'**



Opposite page and above Left: Building of the platform  
Above Middle: Loaded wagons  
Top Right: Calibration of the WIM  
Middle left and right: Ready for departure  
Left: First Iron Ore arrives on site

# DIVISIONAL MATTERS

## MAINTENANCE MATTERS

**CONTRIBUTORS: MICHAEL MULLINEUX – MAINTENANCE ENGINEER; PIERRE MARAIS - CONTINUOUS IMPROVEMENT SYSTEMS MANAGER**

Afrimat Simple Maintenance System (ASMS) is a maintenance management tool developed to help increase Mean Time Between Failure (MTBF), Overall Equipment Efficiency (OEE), Overall Plant Performance (OPP) and decrease Mean Time To Repair (MTTR). Through hard work and dedication from quarries throughout Afrimat, ASMS has been gaining traction for over two years. Some exceptional teams took the time to share their ASMS experience. The Engineering and Continuous Improvement team involved with the ASMS initiative would like to thank each and every person who has adopted ASMS and worked tirelessly through its ongoing development. As a united team we can all contribute to a more reliable Afrimat.

### Scottburgh

#### BACKGROUND

Scottburgh is fortunate to have Jabu Motha at the helm. Despite it being his first Quarry Manager position, Jabu has successfully overcome many of the problems experienced on site. Scottburgh is an old site with all the problems that come with age, there is a literacy issue, a shortage of staff, community difficulties and production/quality pressures. Despite these issues Jabu together with his entire team have driven ASMS to thrive. The team's dedicated work on ASMS has translated into an increase in MTBF, OEE and OPP. Scottburgh is a true reflection of the benefits of running ASMS successfully.

#### FROM THE SCOTTBURGH TEAM

##### Jabu Motha – Quarry Manager:

My initial feeling when ASMS was introduced was timid, but that is always the general feeling when change or new things are implemented. As a leader one has to be willing to embrace change and innovation, so I eventually got inquisitive to understand how ASMS could work for my team. Once I really grasped how essential the tool was, we started to reap its benefits. I saw the plant efficiencies increase from 49.9% to 67% (an improvement of about 50%) from early 2017 to date. I have always wondered how would I ever find myself being able to connect with my plant on a more personal note and to my amazement, ASMS has been that divine intervention.

##### Bongani Nyawose – Plant Supervisor:

We have found ASMS to be a useful tool. With all the difficulties of literacy and shortages of staff we have tried to ensure that this tool works for us - most particularly because we have a relatively old plant and so having a tool to assist us in identifying the critical parts needing attention has helped us get into the drive of preventative maintenance.

##### Jabulani Mbutho – Interim Plant Supervisor:

ASMS has been helpful for me to be able to notice the things one can easily overlook on a daily, weekly and monthly basis. It has also helped in my growth to get to understand the plant process and the finer details behind it.

**'THROUGH HARD WORK AND DEDICATION FROM QUARRIES THROUGHOUT AFRIMAT, ASMS HAS BEEN GAINING TRACTION FOR OVER TWO YEARS.'**



Bongani Nyawose (Plant Supervisor)



Left, Jabu Motha (Quarry Manager). Right, Jabulani Mbutho (Interim Plant Supervisor)

### Palmiet

#### BACKGROUND

Teamwork, accountability and appreciation are the values you will find at Palmiet. The Palmiet Quarry's entire team are among the top users of ASMS and after spending some time with them it is clear that their values combined with their dedication to a genuine maintenance effort is the reason. It is a pleasant surprise to know that production pressure does not result in reduction of the daily, weekly and monthly maintenance. This attitude is paramount when building a preventive maintenance culture and running a maintenance system like ASMS. The Palmiet team is led by example, supported by a strong administrative presence and maintained by a culture of accountability.

#### FROM THE PALMIET TEAM

##### Buntu Balintulo – Quarry Manager:

**Why are we doing well with ASMS at Palmiet?** We embraced the introduction of ASMS. With the whole team taking ownership we have come to view it as our biggest asset. We were very positive and took a hands-on approach from day one. We believed in the benefits it could offer and now we are reaping the rewards.

**Challenges we encountered:** A sceptical and cautious attitude, and uncertainty about the system, from the plant personnel. Inconsistent maintenance effort. Lack of transparency and communication.

**How we overcame those challenges:** We spoke to our personnel about what we were trying to accomplish with this new initiative. We convinced them of the importance of inspections and maintenance and in doing so got their buy-in to ASMS, and built a culture of preventive maintenance. We built trust and pride within the team by maintaining open lines of communication, delegating responsibilities and nurturing an environment of accountability, transparency and consistency. Furthermore, strong documentation control is in place to ensure that we manage any discrepancies in the system - a motivated administrative role player has been the key to running the ASMS successfully.

**'IT IS A PLEASANT SURPRISE TO KNOW THAT PRODUCTION PRESSURE DOES NOT RESULT IN REDUCTION OF THE DAILY, WEEKLY AND MONTHLY MAINTENANCE.'**



Left to right: Walker Godola (Foreman), Portia Kalpens (MCC Operator), Annette Cronje (Quarry Clerk), Macerilo Sir Gerry (Material Tester), Enest Maflika (Jaw Operator), Thobani Gauteng (Plant Assistant), Lucas Mbangeni (Plant Supervisor), Msimelelo Nokhemane (Jaw Operator), Buntu Balintulo (Quarry Manager)

# DIVISIONAL MATTERS

## Afrimat Silica

### BACKGROUND

ASMS was implemented at Afrimat Silica shortly after the site was relocated to Cullinan and the team significantly reduced in number. They were the first site within Afrimat to genuinely run the ASMS as it was intended. With a strong administrative role player and genuine commitment from Johann Anderson and his entire team, ASMS is flourishing and the benefits are evident when visiting site. The way their task manager is run has enabled them to streamline not only their own internal maintenance activities but their contracted maintenance activities as well.

### FROM THE AFRIMAT SILICA TEAM

#### Johann Anderson – Mine Manager: Afrimat Silica:

ASMS was implemented at Afrimat Silica after we struggled to produce to the plant's designed tonnage capacity. We did not have stock available on the floor and could not deliver product on time. This left us with frustrated customers and low morale of the workforce.

After we had a difficult October, the team got together and it was clear that something had to be done. We approached Engineering and ASMS was suggested and introduced in November 2017.

Since then the OPP of the wash plant has increased from 64% to 108% (tonnes produced increased from 10 707 to 20 192) and the OPP of the Dry Plant has increased from 70% to 108% (tonnes produced increased from 4 268 to 5 457).

ASMS is founded on two critical pillars: Firstly, all the inspections must be done. It may seem cumbersome and a waste of paper and resources, but the benefit speaks for itself. The inspections force one to look at the plant and be aware of problems that may be arising. At the same time, you are covered legislation wise as you have a record of all inspections.

The second pillar is proper task management. The ASMS Task Manager is assisting us in keeping track of all maintenance and other tasks that must be done. All tasks are mailed to the relevant persons and to subcontractors as well. Tasks are inspected and signed off once completed.

To make it work, the whole management team must buy into the idea. Secondly, you need a strong admin person to be your conscience as he/she must ensure that all inspections and Task Sheets are returned and filed diligently. You also need the support of Engineering to guide you at the beginning. Their suggestions made it so much easier for us.

'AFTER WE HAD A DIFFICULT OCTOBER, THE TEAM GOT TOGETHER AND IT WAS CLEAR THAT SOMETHING HAD TO BE DONE. WE APPROACHED ENGINEERING AND ASMS WAS SUGGESTED AND INTRODUCED IN NOVEMBER 2017.'



Left to right: Johann Anderson (Manager), David Luvimbi (Quality Manager), Lynette van Niekerk (Admin Clerk), Hezekiel Machipa (Production Manager).

## Denver

### BACKGROUND

After effectively utilising the KPI System, Jeff Hoffman initiated the ASMS implementation process at Denver and in October 2017 ASMS was successfully rolled out on site. The buy-in the system received from the entire Denver team has led to it having a positive effect on the KPI, tonnes produced and team moral. Accurate inspection feedback and good task management shows that Denver is committed to improving the performance of their quarry by utilising the ASMS and KPI tools.

### FROM THE DENVER TEAM

**Justin Hudson (Quarry Forman), Katlego Jones (Production Supervisor) Lynette Du Plessis (Administration Clerk):**

WOW we did it: The introduction of ASMS was a challenge, but we realised that with the use of ASMS we could focus on breakdowns (and ultimately, their prevention) that are occurring around the plant to improve on the KPI reports. The ASMS system was taken on board with a positive attitude, regardless of the general challenges that come with implementing a brand new system.

It helped the team to grow by giving them the responsibility and accountability with the ASMS checks, which also resulted in more transparency. ASMS also helped improve communication throughout the different



Llewellyn Westraadt (Maintenance Foreman) was also part of the team



Lynette Du Plessis (Administration Clerk)



Justin Hudson (Quarry Forman)

departments. It is rewarding for our team to see the stats and know that they put the hard work into achieving such good results.

How we did it: Setting SMART goals and involving everyone's thoughts, ideas and opinions. Taking the information from ASMS inspections and implementing the actual solutions with everyone's input/ideas made for a much more efficiently running plant.

"The strength of the team is each individual member. The strength of each member is the team."

We focused on the existing challenges which were lengthy pre-start activities and numerous breakdowns. We addressed these by changing our working times and our working CULTURE. We then formulated a working STRATEGY going forward which led to the required results we wanted to attain.

"If you want your team to accomplish great things, you must first show them that you truly care".

Katlego Jones was not present for a photograph



Chuma Matshaya (Plant Operator), Alfred Tukuta (Plant Operator), Theo Ntunja (Loader Operator), Anele Voorslag (Plant Operator), Siyabonga Ntozini (Plant Operator), Mzanele Thembani (Plant Operator), Adriaan Februarie (Plant Operator), John Februarie (Plant Operator)  
 Middle row from left: Andrew Februarie (Loader Operator), Wilson Xeqwana (Jaw Operator), Miranda Gude (Dumper Operator), Zola Billy (Dumper Operator), Luthando Ntele (Plant Operator), Bulelani Goko (Plant Operator), Michael Mkhola (Dumper Operator), Masixole Vena (Material Tester), Andries Februarie (Control Room Clerk), Sizwe Thembani (Dumper Operator)  
 Front row from left: Fanele Booi (Loader Operator), Eric Lukwe (Jnr Foreman), Siyabulela Ntozini (Plant Operator), Thembisile Fani (Plant Operator), Nobebe Vuyani (Dumper Operator), Elvis Hoko (Excavator Operator), Silimele Mazwana (Dumper Operator)

# DIVISIONAL MATTERS

## HARRISMITH

ANDRE KRUGER – BRANCH MANAGER – HARRISMITH – CONCRETE PRODUCTS

### Harrismith always makes a plan

When an electric motor starts overheating you make a plan to keep up the production. Apologies to the office staff who are going to overheat!



Office fan used to cool off the overheating electric motor

## KZN - READYMIX

REGINALD GWALA - HR MANAGER KZN/FREESTATE REGION

### Qwa Qwa RMC Project

We are supplying 18 000 m3 of readymix to expand the Maluti Crescent mall. The project was awarded to Concor Buildings. Phase one will expand the existing mall consisting of a lower parking area, a first-floor area as well as a third-floor shopping area. Some of the shops that will be available at the Maluti Crescent will be Edgars, Miladys, Markhams and Pick 'n Pay, to mention a few. This is a 14-month project. Phase two will only commence once a new taxi rank has been built, as the old one next to the Maluti Crescent is still in use.



## WESTERN CAPE – CONCRETE PRODUCTS/READYMIX

DIAN VENTER – REGIONAL SALES AND MARKETING MANAGER – CONCRETE PRODUCTS/READYMIX WESTERN CAPE

### Ruwacon

#### Pedestrian Facilities on National Route 1

It gives us great joy and pleasure to announce that Afrimat has received the order for 5000m3 (R8.6 million) of readymix concrete from Ruwacon. The Ruwacon site office is situated in the beautiful De Doorns next to the Engen N1 filling station and will operate from there for the duration of the contract. The project started on February 2, 2018 and will be completed by January 1, 2019.

Pierre Coetzee is the Ruwacon site agent, a friendly face and he likes to be on the ball with everything. I foresee a great relationship regarding concrete pour as Pierre will keep his hand on everything to ensure effective pours. The community of De Doorns is receiving a pedestrian walkway, sponsored by SANRAL, next to the N1 National Route for safety purposes as there is nowhere for them to walk but in the road. The walkway will start from the bridge crossing the N1 and run towards De Doorns with 13km of walkway to be casted. Pierre and his team will start from both ends and work towards each other. The first concrete to be poured will be on May 2, 2018.

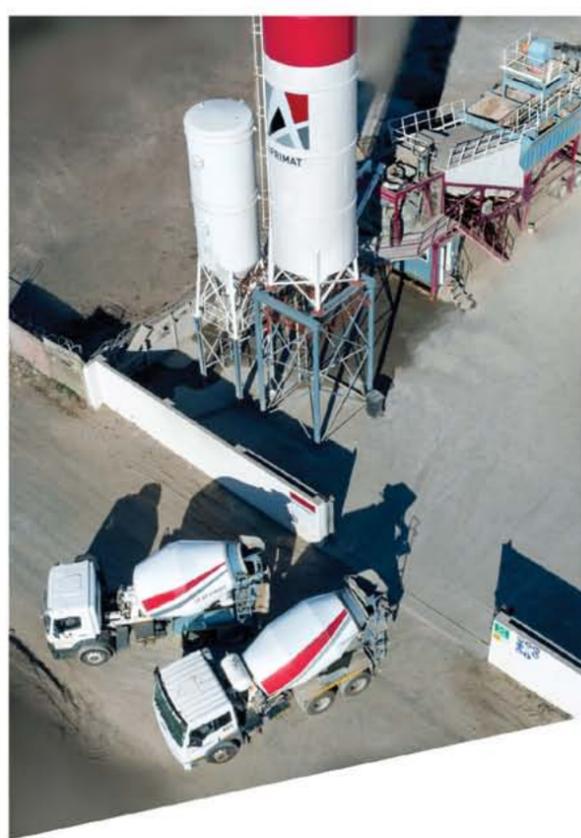
I am very blessed to be a part of this project and for us at Afrimat we will do what we do best - deliver on spec on time!

Thank you Pierre and the Ruwacon team.



Left: Pierre Coetzee (Site Agent)  
Below: Ruwacon site – De Doorns  
Bottom: N1 National Route





HR  
**MATTERS**



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

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

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



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

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.



# HR MATTERS

## > NEW APPOINTMENTS

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

We would like to welcome Dewaldt Fourie to the Afrimat Eastern Cape team. Dewaldt joined Afrimat on January 1st 2018 as our Sales Consultant. We wish him all the best in his career with Afrimat.

Justin Hudson joined Afrimat in July 2016 and was transferred from Infrasons to Afrimat Aggregates Eastern Cape as from January 1st 2018. We welcome Justin to the team and wish him all the best in his position as Quarry Foreman.



Dewaldt Fourie



Justin Hudson

### KZN AND FREE-STATE REGINALD GWALA – HUMAN RESOURCE MANAGER – KZN/FREESTATE REGION

Marina Gricius joined us on April 1st 2018, as a Safety Officer for the Free State region. Welcome to the Afrimat family Marina.

Marius Theron joined us from April 2nd 2018, as a Quarry Manager, Ladysmith in the KZN region.

Derrick Botha joined us on April 2nd 2018 as a Plantsman for Qwa-Qwa.

Christiaan Mostert joined us on February 1st 2018 as a Concrete Technologist for the KZN/Free State region.

Welcome to you all.



Marina Gricius



Derrick Botha



Christiaan Mostert



Marius Theron

### CAPE LIME – WESTERN CAPE KOBUS BARNARD - HUMAN RESOURCE MANAGER - CAPE LIME

Grizelda Botha joined the Cape Lime team on March 5 2018 as the Maintenance Planner and Data Processor. Before moving to Vredendal three years ago she stayed in Volkrust in the Mpumalanga province for 24 years where she worked at Eskom in a similar capacity. She is married to Flip and they have with two children, age 26 and 22 years. Flip is employed by Tronox as an Instrumentation Technician. We welcome Grizelda to the Cape Lime family and wish her all the best and hope she will enjoy her journey with Afrimat.



Grizelda Botha

## > COMPETITION

### LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Congratulations to the following winners of the "guess who" competition in our March issue:

Nicole Jarvis; Melony Adams; Wreford Hudson; Catharine Burger

The answer was: Evelyn Gates.



Guess who the person is in this picture and send your answers to Lizanne Olivier by 31 July 2018 to stand a chance to win an Afrimat lunch cooler box. If you want to take part in the next competition, please send your childhood pictures to Lizanne Olivier.

## > NEW BORN

### VRYHEID LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Baie geluk **Monty Coleman en vrou Sann- Riëtha Coleman** met die geboorte van julle baba Jessie Coleman.



Monty Coleman, ou-boet Vaun(10) met baba Jessie en vrou Sann- Riëtha

**AFRIMAT CONTRACTING INTERNATIONAL  
SHADI MNISI – HUMAN RESOURCES DEVELOPMENT OFFICER – ACI**  
Congratulations to **Shadi Mnisi (HRD Officer - ACI) and fiancé Shane Mamejja** on the birth of their newborn bundle of joy. Shalom Thiko Mamejja was born on November 2nd 2017 weighing 3.63 kg.

Baby Intelligent Vukosi Mathonsi was born on September 23rd 2017, to **Wiseman Mathonsi and his partner Tash Nyathi**. Congratulations!



Intelligent Vukosi Mathonsi

Congratulations to **Anel Grunewald (Financial Manager Afrimat Contracting International)** on the birth of baby Arianna Grunewald. Anel says "Ontmoet ons klein wonderwerkje, Arianna Grunewald. Gebore op 13 April 2018 om 3:03vm. Weeg 3.1kg en 49cm lank. Alle eer aan ons Hemelse Vader!"



Arianna Grunewald



Shadi and Shalom

**WESTERN CAPE - READYMIX  
CINDY WIGGINS – HUMAN RESOURCES OFFICER – AFRIMAT READYMIX**  
Congratulations to the proud dad – **Sacharof Swarts (Plant Assistant at Worcester Readymix)** whose baby girl, Lee Chante` Swarts was born on March 18 2018.

### WESTERN CAPE – TYGER VALLEY LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Congratulations to **Boshoff Muller (Sales Manager, Cape Lime)** and his wife Sarah, on the birth of their daughter Olivia Muller. Olivia was born on April 18th at 18:36 and weighed 3.91kg. We are sure she will bring you lots of happiness.



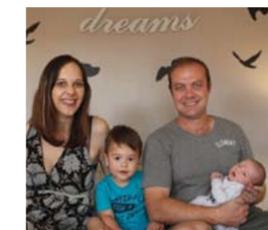
Sacharof Swarts and Baby Swarts



Boshoff Muller with his wife Sarah and daughter Olivia

Congratulations to **Mariette Swart (Corporate Financial Manager)** and husband Hanrick on the birth of their baby girl Lea Swart on March 23rd at 8:27. Lea weighed 2.94kg. Wishing you lots of happiness and laughter with the new member of the family.

Congratulations to **Izak Crafford (IT Infrastructure Manager)** and his wife Janienke on the birth of their baby girl Isabel on February 13th. Isabel weighed 3.25 kg. We are sure Isabel will only bring joy to you and your wife.



Mariette with Lea's brother Liam, husband Hanrick and baby Lea



Isabel Crafford

# HR MATTERS

## > TEAM BUILDING

### SA BLOCK – GLEN DOUGLAS

**SONJA KLEYNHANS - HUMAN RESOURCES OFFICER (GLEN DOUGLAS AND CONTRACTING)**

With the admin staff of SA Block relocating to Glen Douglas, we thought it fitting to have a team building lunch on March 29th 2018. The ladies decided to spice things up by wearing a 'kopdoek' for the day. We enjoyed some boerewors rolls and socialised underneath the trees. From the Glen Douglas staff, we would like to welcome the SA Block staff to the Afrimat Glen Douglas family.



Glen Douglas team building

## > LEARNERSHIP COMPLETION

### AFRIMAT CONTRACTING INTERNATIONALA

**SHADI MNISI – HUMAN RESOURCES DEVELOPMENT OFFICER – ACI**

We would like to congratulate the following staff members on completing their learnerships

#### Johannes Nkosi – Earth Moving Equipment Mechanic

Johannes Nkosi joined the company in 2011 as an aspiring Earthmoving Mechanic at Hartebeesfontein quarry. He was identified as one of the employees whose career path could be fast tracked as he showed dedication and eagerness to learn. He has since become one of ACI's trusted mechanics.

#### Vincent Roberts and Lourens Sadie – Rock Breaking Learnership

We would like to congratulate Vincent Roberts and Lourens Sadie in acquiring their National Certificates in Rock Breaking: Surface Excavations, Surface Mining and Quarrying. We hope your newly obtained qualifications will be valuable in your current roles and future endeavours.



Above: Johannes Nkosi.  
Above right: Brian Cogill and Vincent Roberts.  
Right: Lourens Sadie and Hercu Smit



## > PLANT OPERATOR TRAINING

### VRYHEID

**REGINALD GWALA HUMAN RESOURCE MANAGER – KZN/FREESTATE REGION**

Congratulations to Mbongeni Hlatshwayo, Thulani Msezane and Thokozanio Dhlamini who successfully completed their Plant Operator training recently.

Left: Kobus Potgieter, ACP Branch Manager Vryheid, with Mbongeni Hlatshwayo. Middle: Kobus Potgieter, ACP Branch Manager Vryheid, with Thulani Msezane. Right: Kobus Potgieter, ACP Branch Manager Vryheid, with Thokozanio Dhlamini



## > MIXER OPERATOR TRAINING

### VRYHEID

**REGINALD GWALA HUMAN RESOURCE MANAGER – KZN/FREESTATE REGION**

Congratulations to Nkosinathi Mbambo and Mbongeni Hlatshwayo who successfully completed their Mixer Operator training.

Right: Kobus Potgieter, ACP Branch Manager Vryheid, with Nkosinathi Mbambo  
Far right: Kobus Potgieter, ACP Branch Manager Vryheid, with Mbongeni Hlatshwayo



## > LONG SERVICE AWARDS

### VRYHEID

**REGINALD GWALA – HUMAN RESOURCE MANAGER – KZN/FREESTATE REGION**

Congratulations to the following Afrimat staff who have recently celebrated 10 years of service with the company: Mathe Ndimande, Ernest Zipho Nxongo, Jabulane Fakude, Melusi Mkwazazi, Jerome Mncube, Sifiso Sekgeto, Elliot Butheleze, Celumusa Hadebe and Bongani Buthelezi.

Thank you for your dedication and hard work!



Ren Swanepoel, Elliot Butheleze and Kobus Potgieter



Ren Swanepoel, Celumusa Hadebe and Kobus Potgieter



Ren Swanepoel, Jerome Mncube and Kobus Potgieter



Ren Swanepoel, Sifiso Sekgeto and Kobus Potgieter



Ren Swanepoel, Bongani Butheleze and Kobus Potgieter



Ren Swanepoel, Operations Manager, Melusi Mkwazazi and Kobus



Gerhard Beukes, Readymix Plant Supervisor Nongoma, with Mathe Ndimande



Gerhard Beukes with Ernest Zipho Nxongo



Gerhard Beukes with Jabulani Fakude

# HR MATTERS

## > LONG SERVICE AWARDS

### HEAD OFFICE

#### LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Congratulations to the following staff members from the Tyger Valley office with their long service awards. These awards were handed out at the end of last year. We would like to thank you for your dedication to Afrimat over the years.

Anton Barnard – 10 years

Lientjie Kuyk – 10 years

Malcolm Knipe – 10 years

Liesl Diedericks – 10 years

Hendrik Oberholzer – 5 years

Helen Williams – 5 years

Sue Fourie – 5 years

Johan Bisschoff – 5 years

Louis de Wet – 5 years

Absent for photographs: Sue Fourie, Johan Bisschoff, Louise de Wet



Helen Williams Brenda Slattery



Anton Barnard (left) with Wilhelm Nel



Johan du Plessis (left) with Hendrik Oberholzer



Lientjie Ren Swanepoel with Andries van Heerden



Brenda Slattery with Liesl Diedericks



Brenda Slattery with Malcolm Knipe

## > LONG SERVICE AWARDS

### AFRIMAT CONTRACTING INTERNATIONAL

#### SHADI MNISI – HUMAN RESOURCES DEVELOPMENT OFFICER – ACI

Afrimat Contracting International would like to congratulate and thank these employees for their long service to the company. Their unwavering loyalty and hard work is much appreciated, and we wish them many more fulfilling years with us.

Arnold Meyi – 35 years

Willem Wicomb – 30 years

Anel Grunewald – 10 years

Blanche Scriven – 5 years

Jaco Lucas – 5 years

Alwyn Botes – 5 years

Bruce Moolman – 5 years

Siphiwo Ndzule – 5 years

Kenneth Monaiwa – 5 years

Jan Tihomedi – 5 years

Piet Mokoena – 5 years

Japhtha Mocumi – 5 years

William Mocominyane – 5 years

Henrico November – 5 years

Charles Weyers – 5 years

Absent for photographs: Willem Wicomb, Blanche Scriven, Jaco Lucas, Alwyn Botes, Siphiwo Ndzule, Kenneth Monaiwa, Jan Tihomedi, Piet Mokoena, Japhtha Mocumi, William Mocominyane, Charles Weyers



Anel Grunewald with Pierre du Toit



Henrico November



Jaco Lucas with Pierre du Toit



Arnold Meyi with Johan van Eeden



Pierre du Toit with Bruce Moolman

## > SUCCESS STORIES

### NOMSA MASEKO – MAINTENANCE ADMINISTRATOR, HEZEKIEL MACHIPA – OPERATIONS MANAGER AFRIMAT SILICA

At Afrimatters we like to give recognition to our staff, especially those who have triumphed over adversity. In this issue we are proud to bring you two inspirational stories, written by phenomenal hard-working people. They embody the Afrimat spirit of courage and determination!

### My history at Lyttelton dolomite mine

#### NOMSA MASEKO

My name is Nomsa Maseko, I'm 33 years old, and I stay in Mamelodi East with my daughter and my husband.

I started working at Lyttelton in 2008 as a Stores Clerk. I was processing invoices, issuing in the stores and receiving. I loved what I was doing, then after two years Lyttelton management gave me the responsibility of taking care of diesel reports. I loved it too as it was a challenge – it took all my attention when it came to it as you must make sure everything balances accordingly.

Along the way Lyttelton gave me an opportunity to be acting buyer when my supervisor went on leave - and I did all in my power and my understanding to do everything well. I made sure nothing stops or is delayed when he was not here. I tried to go to school, unfortunately I was never given that opportunity to prove myself and further my studies, but when it comes to my responsibility I made sure all is in control.

Management changed in 2013 when Afrimat took over, and we started with new management, new systems and more responsibility. Afrimat saw a potential in me: they promoted me to Maintenance Administrator in 2016. I made sure to do everything in time and focus to learn the new system and understand it. I'm a fast learner, I even helped my fellow employees to adapt to the new system to get used to it - even my senior managers. I love it, I didn't have a problem as I'm a helpful person.

In 2016 my supervisor was dismissed, and I was left to do everything alone. All his responsibilities and duties were added to me. I have acted as a buyer since 2016 till today. Initially it was difficult. In the new system my duties were to process all orders on CRM and approve the buyer sent orders to the supplier. I did that for four sites: Lyttelton, Marble Hall, Delf sand and Afrimat silica.

I receipt invoices for all the sites too every day, I make sure I do them in time and that they have to be done by month end. With everything on me I couldn't cope, it was hard and straining every day. To be honest I was depressed, I couldn't sleep at night, I tried to do everything but couldn't.

When we started with the new system I started with hard-working ladies - they always said, "never give up, even if it is hard, no matter how bad never lose hope". I did that, and today I am still here doing what I do best. Thanks to Afrimat, they brought change in my life, I am here because of them, I really appreciate it a lot.

In 2016 I did a short course in supply chain management. After nine years working Afrimat gave me an opportunity to study further, this is my first year starting with my degree in supply chain management. Afrimat brought transformation in my life.

I am happy with what I'm doing where I am. I'm still looking forward to grow within Afrimat as they gave me the opportunity to groom me.



Nomsa Maseko



Hezekiel Machipa

### My story

#### HEZEKIEL MACHIPA

I started my working life in the insurance industry as a sales rep in 1998, some of my clients were from Delf sand and that is when I happened to know the company.

In 1999 I went through a dry season. I started looking for alternative employment without success, then I heard that a brick builder at Delf sand wanted an assistant to mix mortar. I approached him and he accepted my request. At that time I did not even have safety boots to wear as PPE, I had to look in the company's dust bin to get a pair. I worked for two months mixing mortar for the building of the lab and rebuilding broken walls around the plant.

Management of Delf Sand decided to start working two shifts in November 1999 – I was roped in to work as a tip attendant on the night shift at the plaster plant. I worked for four months as tip attendant, I was then moved to be the boilermaker's assistant and then later the maintenance assistant at both the wet and dry plants. In the year 2002 the new mine manager was hired – he introduced three shifts due to the excessive overtime people were working at the plant. I was promoted to lead one of the shifts. In the same year NUM was introduced – I was elected as the shop steward.

In the year 2007 Infrasons took over at Delf Sand – then came opportunities to study. In the year 2012 I did a one-year course (production and operations management) with Lyceum college. In 2013, I was appointed to head the production department at the wet plant after Afrimat took over and I am still in this position.

Thanks to Afrimat for polishing my leadership qualities with many short courses while I am still working on my national qualifications, and also for trusting me with this huge responsibility at Afrimat Silica.

Special thanks to Louis Loubser and Johann Anderson for their mentorship and very good leadership.

# HR MATTERS

## > SUCESS STORIES:

### BRENDA SLATTERY – HUMAN RESOURCE

#### WORCESTER

#### JACOBUS KOERT – HUMAN RESOURCE DEVELOPMENT OFFICER – AAO WESTERN CAPE

Jacobus Koert started working at Prima Klipbrekers on January 20th 1997 as a General Worker at Keurkloof Quarry in Robertson. In 2001 he was promoted to Quarry Clerk.

He then decided to take advantage of the company's study assistance and started studying towards a formal qualification. He completed a Diploma in Transportation Management, via distance learning, through the University of Johannesburg in 2005.

In 2006 Jacobus was transferred to Brewelskloof Quarry as Quarry Clerk and in 2007 he moved to the Transport Department as a Transport Supervisor. By now the study bug had bitten and he went to complete various short courses such as Business Management and Project Management and he also trained as a Skills Development Facilitator.

In 2011 Jacobus was appointed as Social and Labour Plan Co-ordinator for the Western Cape and continued to study part time through UNISA. He very proudly went on to graduate with a Bachelor of Social Work in 2016 and took over the additional responsibility for skills development in AAO, Western Cape.

Jacobus currently holds the position of Human Resources Development Officer and is most definitely a fantastic role model and an inspiration to all. He is a shining example of how hard work and determination can pay off and we are sure he will continue to grow and prosper within the Afrimat group.



Jacobus Koert – Human Resources Development Officer (AAO)

## > ACADEMIC ACHIEVEMENTS

#### WESTERN CAPE - READYMIX

#### CINDY WIGGINS – HUMAN RESOURCES OFFICER – AFRIMAT READYMIX

A special congratulation to Cecile Cilliers (Financial Manager) and Ricus Van Heerden (Sales Manager) on their outstanding academic achievements. Cecile graduated with her MBA from the University of Stellenbosch and Ricus graduated with his Post Graduate Diploma in Business Management and Administration also from the University of Stellenbosch. Both graduations took place on Friday 23 March 2018.

In addition, Ricus also won the Achievement Award for "Principles of Operation" at the award ceremony with a mark of 92% which was the highest individual mark for the course presented in 2017 at USB.

Wishing you many more successes in the future. Well done to both Ricus and Cecile - we are all very proud of you!



Left: Ricus at the USB Award Ceremony. Right: Ricus and Cecile

## > WEDDING BELLS

#### WESTERN CAPE - READYMIX

#### CINDY WIGGINS – HUMAN RESOURCES OFFICER – AFRIMAT READYMIX

Carmen Fortune (now Carmen Charles), Sales Administrator, tied the knot with Gary Charles on Saturday, February 17th 2018 at the Chocolate Bistro in Durbanville. To the newlyweds: May your marriage be blessed with an abundance of love and may your future be showered with happiness.



Carmen and Gary Charles

Lizanne and Jaco Buitendag on their wedding day

#### WESTERN CAPE – TYGER VALLEY

#### LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Congratulations to Lizanne Buitendag (Kotze), Assistant Accountant Glen Douglas, on her wedding day. She got married to Jaco Buitendag on December 9th 2017. We wish the two of you a lifetime of happiness.

## > ORGANISATIONAL CHANGES

#### MARELI MOSCA – HUMAN RESOURCES ORGANISATIONAL DEVELOPMENT

The following organisational changes were implemented within the company. We wish all of these employees the best within their new positions.

#### FINANCE DEPARTMENT

**Melissa de Beer:** Financial Manager – Glen Douglas, SA Block and Clinker

**Carole Seddon:** Chief Audit Executive – Internal Audits

**Karonien Pretorius:** Financial Management KZN Operations



Carole Seddon

Karonien Pretorius:

Angelique Stannard

#### HR DEPARTMENT

**Rubin Bebe:** Group Manager HRD and Operations

**Jacques De Braal:** HR manager for ACI, GDM, SAB and Clinker Supplies

**Mareli Mosca:** HR Officer – Organisational Development

**Angelique Stannard:** Human Resources Officer – Infrasors Holdings



Rubin Bebe

Jacques De Braal

Mareli Mosca

#### MARKETING AND OFFSHORE

**Hylton Hale:** Heading up a new company called Afrimat offshore in Mauritius. (More information to follow in future Afrimatters).

**Andrew Wray:** General Manager Commercial and Marketing

#### INFRASORS HOLDINGS:

**Joanne Giles:** Operations Manager for Infrasors Holdings

Melissa de Beer picture not available



Hylton Hale

Andrew Wray

Joanne Giles

## Retirement funds 101

Compiled by : Peter Kerswill (ABSA Consultants & Actuaries ) & Mareli Mosca HR - OD officer

### Afrimat Pension & Provident funds

As an employee of Afrimat, you are a member of a retirement fund - either the Afrimat Pension Fund or the Afrimat Provident Fund. If you are unsure of which Fund you belong to, please contact your local HR representative.

Afrimat and the Trustees of both Funds have worked hard to make sure that the features of the Funds meet the needs of their members. We know that understanding retirement funds can be confusing and therefore the purpose of this article (which is the first in a whole series) is to explain some of the terminology and definitions that are commonly used in the rules of Pension and Provident Funds.

It is our intention to include more information about the Afrimat Pension and Provident Funds in future editions of Afrimatters. If you have any questions that may be of general interest to members, please contact your local HR representative so we can respond to them in future editions.



#### 1. What is a Pension Fund?

A pension fund is designed to pay a monthly pension to a member on retirement.

The retiring member may choose to take a maximum of 1/3rd of the pension value in cash. In other words, at least 2/3rds of the retirement benefit must be taken as a monthly pension income.

#### 2. What is a Provident Fund?

A provident fund is designed to pay a cash lump sum to a member on retirement.

A member is not forced to take the benefit in cash. The rules of the Afrimat Provident allow members to choose if they want to take some or all of the benefit as a monthly pension income.

#### 3. When do I retire?

The normal retirement age for both Afrimat Pension & Provident Funds is age 65.

Both funds allow retirement earlier or later than age 65. However this can only happen if your employer has agreed to your early or late retirement.

### How is my retirement benefit taxed??

Any cash taken at retirement, from either the Pension Fund or the Provident Fund, is taxed according to the same formula. This formula allows the first R500,000 of your cash benefit to be paid tax free. This tax-free limit is reduced by any tax-free benefits that you may have received when you left other retirement funds during your working career. Any monthly pension that you receive is taxed as income in exactly the same way that your weekly wage or salary is taxed.

### Why are 1:1s so important?

- It's a great way to support your own and your direct reports' success.
- These scheduled, informal meetings between you and your individual direct reports can happen almost anywhere. They can occur in an office, in a conference room, on a walk, at a coffee shop, or virtually, from your laptops.
- Through 1:1s we listen to our employees, we learn about their roadblocks, and we dig into what drives them

### Holding regular 1:1s results in:

- ★ **Increased engagement**  
Employees whose managers hold regular 1:1s are three times as likely to be engaged in their work. \*
- ★ **Greater productivity**  
Highly engaged employees are 22% more productive than disengaged employees. \*
- ★ **Fewer roadblocks**  
Managers who meet regularly with their direct reports are more successful in gaining alignment, providing support, and overcoming project hurdles.



\* Gallup Annual engagement report 2017





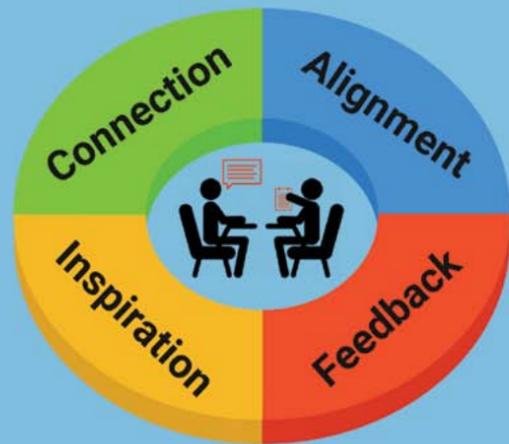
## Commit to One-on-One Meetings

### Do's & Dont's

DO THIS	NOT THIS
Set a schedule with a regular rhythm	Don't meet only sporadically
It is the supervisor's role to schedule 1:1s	Don't assume your reports will schedule 1:1s as needed
Respect the time that you've allotted for 1:1s	Don't cancel the 1:1 without rescheduling



## Turning the 1:1 into a "won-on-won"



#### Connection

Connection is all about getting to know your direct reports on a personal level and showing you care about them as people with lives outside of work.

#### Alignment

Great 1:1s provide your employees with a sense of direction and clarification on their projects, priorities, and even career goals.

#### Feedback

Consistent and timely feedback drives individual performance and company success. Feedback can't wait, and there's no better time to exchange feedback than during your 1:1s.

#### Inspiration

Providing inspiration is a lot like coaching—it involves giving your direct reports the advice, guidance, and resources they need to be star players. Inspire your direct reports by sharing stories from your career about how you navigated through hard times and what you learned along the way.

### > CANSA 2018 SHAVATHON - VREDENDAL

#### CAPE LIME – WESTERN CAPE

#### NIEL VAN BRAKEL – MAINTENANCE FOREMAN – CAPE LIME

The Shavathon was started to support people suffering from cancer. There are many great testimonies from survivors that have overcome cancer due to early detection and treatment.

The support for this CANSA project was positively received by the employees of Cape Lime at the Vredendal operations. On March 23rd 2018 employees turned up in their numbers during their lunch interval to offer support. Various hair colouring styles were experimented with, much to the delight of everybody. Even some managers pitched in to assist with the spraying of heads.



Marlo Meisenheimer



Johan Cloete



From left to right: Johan Cloete, Johan Stemmet, Buks Swanepoel, Kallie Kotzè



Trevor Heyns



Jompie van Niekerk



Niel van Brakel



Jakob Booysen



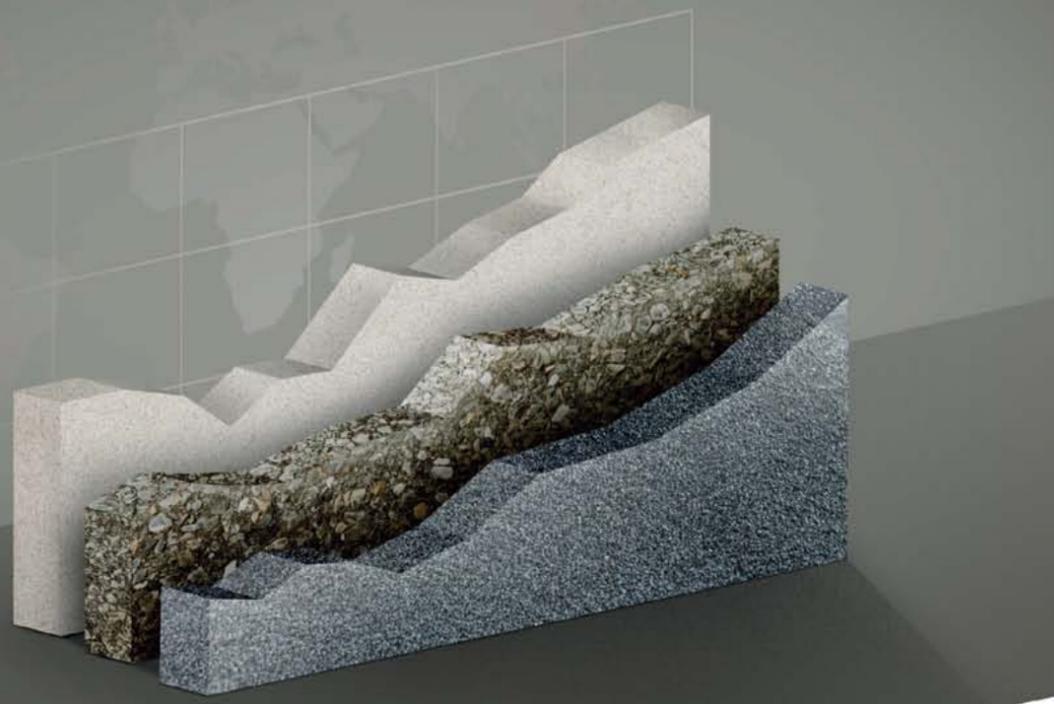
From left to right: Kobus Barnard, Gerrit Nieuwoudt



From left to right: Johan Stemmet, Johan Cloete, Jompie van Niekerk, Buks Swanepoel



From left to right: Irma Hayes, Dolf van der Westhuizen



## 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.



# HEALTH & SAFETY MATTERS

# HEALTH & SAFETY MATTERS

## > TALKING WASTE MANAGEMENT

**TALI TSHIKHOVHOKHOVHO – ENVIRONMENTAL SPECIALIST – SUSTAINABILITY**

Common sense dictates that most people will not live in a rubbish dump, but a casual observation shows that most people are actually living in a rubbish dump in their workplace. The most common DMR observation for our quarries recently has been poor housekeeping onsite. Although this is largely due to lack of knowledge, a new culture of waste management has become a much needed priority and therefore the Environmental Department has embarked on waste management awareness training to re-educate employees on this matter.

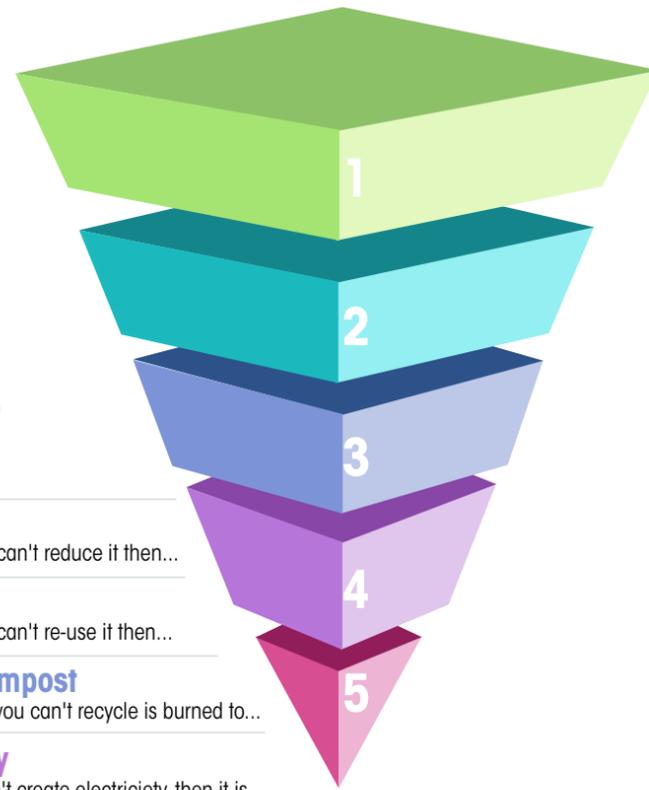
My recent trip to Demaneng Mine has taught me that if a team is willing to change and clean up the environment, it's possible. Where there is a will, there is a way, and clearly Demaneng Mine has shown tremendous improvement regarding waste management and good housekeeping. I have also been impressed with the cleanliness and waste management practices in Ladysmith Quarry, which should be a benchmark for all our sites.

The following are waste management norms and standards that we strive to archive in Afrimat:

- > Waste must be classified and separated; for example
  - metal
  - filters
  - wood
  - domestic waste
  - contaminated waste
  - paper
  - plastic
  - Glass
- > Waste may not be mixed or treated where this would reduce the potential for re-use and recycling
- > A salvage yard must be fenced off and have effective storage
- > Weatherproof, durable and legible signs must be displayed
- > Waste must be sorted at source into various categories and a documented procedure must be implemented to prevent any mixture of waste



Waste management awareness Training



### Afrimat Waste Management Hierarchy:

- Reduce**  
what you can. If you can't reduce it then...
- Re-use**  
what you can. If you can't re-use it then...
- Recycle & compost**  
what you can. What you can't recycle is burned to...
- Create energy**  
for electricity. if it can't create electricity, then it is...
- Disposed**  
of in landfill. This is the LAST option

The majority of workers are in the workshops, the plant and the quarry and yet this is where sub-standard waste management practices occur. The responsibilities of waste management start with the quarry or site managers and not the Environmental Department. From my observation, good waste management practices are possible if the quarry managers are personally interested in environmental issues onsite.

## > AFRIMAT READYMIX SHEQ 3RD WHITE BOARD CHALLENGE

**WESTERN CAPE READYMIX**

**LANA VAN DER HEIDE – JUNIOR SAFETY OFFICER, AND ALFRED STADLER – SAFETY/QUALITY ASSURANCE**

### AIM FOR ZERO ACCIDENTS

Even though we were happy to see that the Last Time Injury Frequency Rate (LTIFR) for Readymix has dropped to zero in February 2018, we are still concerned about the safety and wellbeing of each and every employee.

Our site visits and audits help us to uncover the safety hazards at our sites, and this allows us to move forward with our safety efforts as a company.

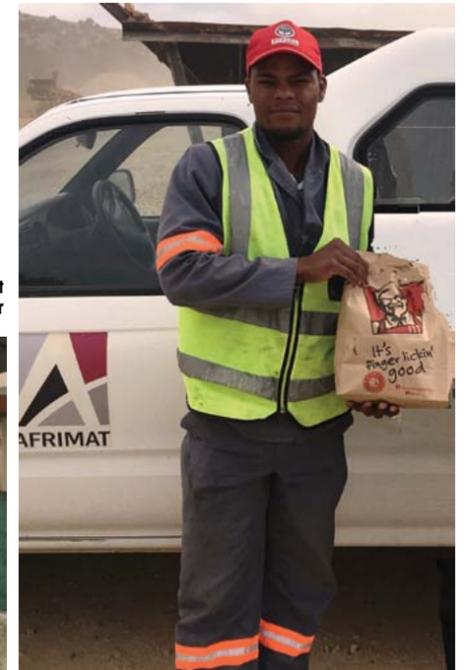
For our third whiteboard challenge we have decided to incorporate the idea of safety awareness by involving all the employees at the sites. We asked them to tell us what they see as hazards and risks at their own site.

Overall we have had good feedback and we could pick up that all staff gave their input - it was not only initiated by the supervisors.

Botriver plant stood out for this challenge for their "thinking out of the box" and were rewarded accordingly. Well done you guys.

**'WORK SAFELY BECAUSE YOUR FAMILY IS WAITING AT HOME.'**

Right: Gordon Davids – Plant assistant  
Below: Andre Wentzel – Supervisor



## > INNOVATION AND INITIATIVE ALIVE AND WELL AT BETHLEHEM QUARRY

**PIET KOBIE – BOILERMAKER QWA QWA**

Mr Piet Kobie, a self-taught welder/boilermaker was responsible for the innovative design and fabrication of this device. It is located within the oil store at Bethlehem Quarry. Its simple design allows for any spillages in the oil store to be swept or squeegeed through the grating on the sides of the container. The container sits within a sump and works with a float level. The float shows the level of the liquid in the container and by means of a hand pump the container is emptied and the liquid is pumped through a pipe to the oil separator. The pump itself was salvaged and cleaned and the rest of the material used was sourced from off cuts.



# HEALTH & SAFETY MATTERS

## > OCCUPATIONAL HYGIENE VERSUS OCCUPATIONAL HEALTH

LETISHA VAN DEN BERG – HEALTH AND SAFETY

### What is Occupational Hygiene?

Occupational hygiene is the anticipation, recognition, evaluation, control and prevention of hazards from work that may result in injury, illness, or affect the wellbeing of workers.

### What is Occupational Health?

This is the branch of medicine dealing with the prevention and treatment of job-related injuries and illnesses.

In a nut shell, Occupational Hygienists identify and quantify exactly what exposures employees are exposed to in the work place, and the Occupational Medical Practitioners identify if there has been any exposure that caused illness.

The one cannot operate without the other, they are equally important in a Safety, Health and Environmental Management system.

Occupational Hygiene	Occupational Health
<b>Quantifying:</b>	<b>Identifying:</b>
> Noise levels of the person and work area	> Noise induced hearing loss
> Dust levels inhaled by employees, dust emitted by specific machines and boundary dust levels	> Decreased lung function
> Vibration levels of equipment	> Whole body vibration, white finger
> Illumination levels	> Eye strain
> Fumes emitted from diesel vehicles, cutting and welding processes and gouging	> Lung cancer
> Work place ergonomics	> Awkward or sustained postures, forceful exertion or strain
> Temperatures	> Heat and Cold stress

Controlling the exposures are now made easy for management. Control measures include, but are not limited to, dust suppression systems, gladding to reduce noise levels, control rooms to remove persons from dust/noise/vibration, illumination maintenance plans, well ventilated workshops, ergonomic friendly workstations and thermal stress management plans.

All these are implemented to prevent or reduce exposure to you, the employee. These systems must be adhered to and used otherwise you are in danger of harm.

Occupational Medical Practitioners, Occupational Hygienist and Managers must meet on a regular basis to discuss the exposures and find solutions for over exposures. PPE must be the last resort. The Occupational Hygiene results must be shared with all employees to ensure they know their exposures and the importance of systems and procedures to protect themselves. Not utilising a dust suppression system is a serious offence, as serious as a lockout that is not followed. And currently in the dry Cape Town weather alternative solutions must be found with the assistance of the Occupational Hygienist.

Know your numbers: know what you are exposed to and what your medical surveillance outcome is to stay healthy.

**'ALL THESE ARE IMPLEMENTED TO PREVENT OR REDUCE EXPOSURE TO YOU, THE EMPLOYEE. THESE SYSTEMS MUST BE ADHERED TO AND USED OTHERWISE YOU ARE IN DANGER OF HARM.'**

## > ASPASA AUDIT ACHIEVEMENTS

LETISHA VAN DEN BERG – HEALTH AND SAFETY

Congratulations to Harrismith (1st place) and Qwa-Qwa (2nd place) within the Afrimat Aggregate Division. The Freestate is certainly a region to watch. We cannot ignore the fact that 16 of our operations achieved show place - that is a brilliant achievement.

A few names were singled out by the ASPASA Auditor: Brian Wevel, Anton Marnevick, Jabu Motha, Jeff Hoffman, Marius Kruger, Willem Hattingh, Solly Potgieter, Ruben Phetla and Stephen Becker.

Our active involvement in sustainability is a positive contribution to future generations.



## Afrimat About Face 2017

Operation	2012	2014	2016	2017	Average
Harrismith	95.27	96.43	96.58	99.70	97.00
Qwa-Qwa	94.02	95.45	96.45	99.24	96.29
Palmiet	91.71	95.59	97.50	99.11	95.98
Scottburgh	82.99	86.60	94.97	98.53	90.77
Glen Douglas	82.81	89.92	94.17	98.43	91.33
Lytelton	DNP	95.06	96.70	98.23	96.66
Brewelskloof	91.27	93.72	96.63	97.91	94.88
Kliprug	DNP	DNP	97.77	97.31	97.54
Marble Hall	DNP	95.21	97.93	97.26	96.80
Maritzburg	86.17	90.42	97.63	96.60	92.71
Kuipersbult	91.15	92.93	93.40	96.37	93.46
Hluhluwe	89.57	90.94	96.30	96.36	93.29
Vryheid	84.99	91.01	92.97	96.19	91.29
Umfolozi	88.10	88.61	96.80	95.96	92.37
de Kop	77.78	93.63	97.17	95.40	91.00
Denver	91.69	92.05	95.07	95.01	93.46
Dundee	84.36	87.23	94.90	94.72	90.30
Rietfontein	DNP	DNP	DNP	94.62	94.62
Bethlehem	83.15	71.27	DNP	92.60	82.34
Dingwell	DNP	DNP	DNP	88.08	88.08
Haribesfontein	76.81	89.19	93.53	DNP	86.51
Friarsdale	DNP	DNP	DNP	DNP	DNP
Delf Sand	DNP	93.34	97.63	DNP	95.49
<b>Average per Year</b>	<b>87.67</b>	<b>90.95</b>	<b>96.06</b>	<b>96.38</b>	<b>93.01</b>

**Notes:** DNP = Did Not Participate  
Scores in Red represent achievements prior to Afrimat ownership  
Scores in Green represent highest score achieved in the industry

**Scores:**  
0 - 50% Certificate of Participation  
50.01 - 60% One Fish Eagle  
60.01 - 70% Two Fish Eagles  
70.01 - 80% Three Fish Eagles  
80.01 - 90% Four Fish Eagles  
90.01 - 95% Five Fish Eagles  
>95% Showplace

### ISHE Audits

There is a definite battle for the top position between Qwa-Qwa and Harrismith operations. Well done to Qwa-Qwa in taking 1st place in the ISHE Audits and Harrismith the 2nd place. These were also the only two operations achieving show place for the entire Afrimat Aggregate Division.

We just have to focus on reducing the lost time injuries even further to see an immediate increase in the scores. Paperwork is very important in a Safety Health and Environmental Management

System but people must make the system work. The people who are producing our product every day. That is where we must focus for 2018, making the people aware of the procedures and Code of Practices.



Status	OPERATION	Awards '17
5	Afrimat Qwa Qwa	95.79
11	Afrimat Harrismith	95.33
24	Afrimat Die Kop	92.82
25	Afrimat Brewelskloof	92.62
30	Afrimat Glen Douglas Mine	91.59
36	Afrimat Maritzburg	90.70
41	Afrimat Scottburgh Quarries	90.06
44	Afrimat Dundee	89.62
48	Afrimat/Infrasors Marble Hall	89.01
57	Afrimat Hluhluwe	87.77
58	Afrimat Kliprug	87.70
60	Afrimat Kuipersbult	87.52
61	Afrimat Umfolozi	87.23
65	Afrimat Palmiet	85.93
66	Afrimat/Infrasors Lytelton Dolomite Mine	85.52
71	Afrimat Vryheid	84.49
72	Afrimat Bethlehem	84.21
78	Afrimat Rietfontein	81.70
84	Afrimat Dingwell Nelspruit	79.61
88	Afrimat Aggregates Denver Quarry	76.80
95	Afrimat Friarsdale	67.30



# SPORT MATTERS

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## > FEDHEALTH XTERRA 2018

### WESTERN CAPE BOSHOF MULLER – SALES MANAGER – CAPE LIME

The Fedhealth Xterra 2018 triathlon in Grabouw was held from the 23rd to 25th of February this year. The Full Xterra was held on Saturday the 24th, starting off with a 1.5km open water swim, a 25.6km mountain bike and ending with a 12.6km trail run. For a first-time triathlete and non-swimmer this was a day of character building and deep digging.

Tough day at the office but a lot of fun!  
Finish time 04h30s.  
Hope to see a few more Afrimatters there in 2019!!



Boshoff Muller



From Left: Boshoff Muller, Eduard van Eeden, Jean Roussow



Race start



Eduard van Eeden, right Boshoff Muller

## > 2018 CAPE EPIC

### WESTERN CAPE ADRIAAN LATEGAN – PAM LEAD – MOBILE EQUIPMENT

In September last year I was offered the opportunity to enter the 2018 Cape Epic. Being exposed to the Epic previously by means of the Day Trippers, (a company which take a small number of riders to do two consecutive stages of the Epic) my heart was in, but my mind told me that I'm crazy!

I was given a week to decide as it is not an easy ride and a huge expense. Being a mountain biker for many years and enjoying riding my bike, I was in. The Cape Epic is not just called the Ultimate Mountain Bike stage race or seen as the World Cup of stage racing for nothing - the 2018 route over eight days totalled 635km with a total climbing of 13 530m.

On March 18th 2018 my riding partner, Marcel de Klerk, and myself were in the starting shuts at the foot of Table Mountain for the prologue after we followed the same six-month training programme. My preparation included just over 300 hours on the bike during which I covered 5 600km and 93 000m of climbing. For cross training I ran approximately 10km per week with some core and upper body exercises.

The prologue was short and steep, just to get the nerves a bit settled, but it still makes you realise how easily you are out of breath. The rest of the week went like clockwork, we managed our pace and negotiated the technical routes at a cautious pace to prevent unnecessary technical or physical injuries. After the second long stage we were a bit cautious as our stage times were more than an hour quicker than we expected, but as we rolled over the final finish line after 45 hours 24 minutes at Val de Vie on Sunday, 25 March, it was clear that our training paid off.

An exciting bucket list event ticked, and I'm happy to report that I had a great team mate. We supported and motivated each other during the entire experience and we completed the race with no major injuries or mechanicals.

We will be doing a full interview with Adriaan for the next Afrimatters, so be sure to look out for this article.



Adriaan Lategan with team member Marcel de Klerk

# INSPIRATIONAL MATTERS

## LIKE OR DO, WHICH ONE ARE YOU?

MARELI MOSCA – HUMAN RESOURCES ORGANISATIONAL DEVELOPMENT

### Food for thought

We are caught up in a culture where it has become so easy to “like” or “share” something on social media- without taking real action to contribute or be part of the drive/project.

Facebook, Instagram, LinkedIn etc. have created a world where we can be bold and brave behind screens with no obligation to get involved.

We so easily share or like something feeling "Now I have done my part".

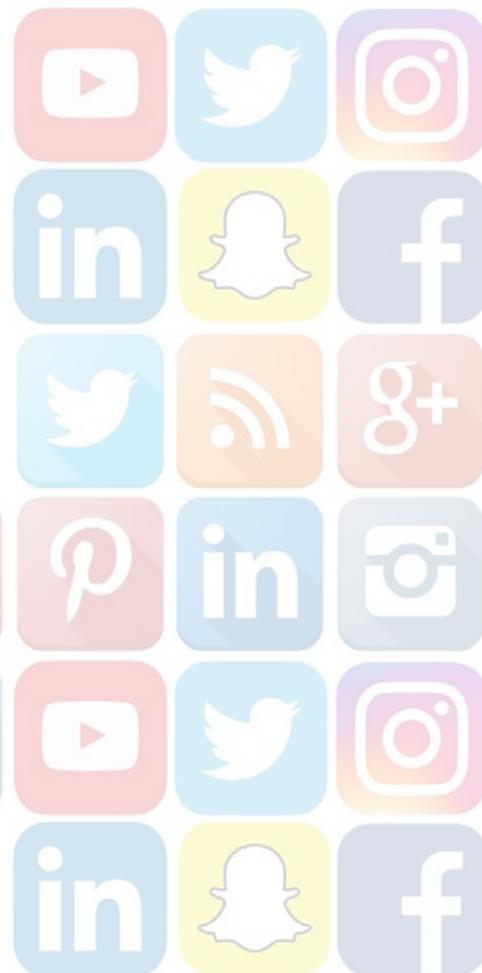
Look at this example, a non-profit company recently shared a drive where people can sponsor R200 once-off for a food project which will feed a family of 6 for 3 months. The campaign received over 600 likes on Facebook but only raised R400 in total.

Only 2 people out of 600 who "liked" the concept were willing to actually be part of it.

We tend to enjoy the feeling we get when we "like " something that can have an impact, but why are we not taking time to be the impact or to actively get involved?

This is a culture growing within the 21st century tech-world where our “talk” and “walk” is not alligned. This is an issue to be aware of and to keep in the back of our minds. So ask yourself - which one are you? Like or do?

### Food for thought



When it comes to quality, durability and workability, lime outperforms all other standard cementing materials.

# CLC

## BUILDING & PLASTER LIME

### QUALITY THAT LASTS

#### COST SAVINGS

- ▶ Fewer repairs, less maintenance and faster application.

#### SUPERIOR QUALITY

- ▶ Adapts to all climates, is weather resistant and limits damage caused by moisture and cracking.

#### LASTING DURABILITY

- ▶ Less susceptibility to hairline cracks and fractures and strengthens over time.

#### GREAT WORKABILITY

- ▶ Enhanced durability ensures easy application and fills the voids & cracks.



**AFRIMAT®**



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

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Commodities



## 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.