

# AFRIMATTERS



**DIVISIONAL MATTERS:** AFRIMAT OFFSHORE  
**EDUCATION MATTERS:** ENGINEER IN TRAINING PROGRAMME  
**IT MATTERS:** THE IMPORTANCE OF CYBER SECURITY

**AFRIMAT.**  
Because it's about  
investing in growth and  
achieving excellence.



**Inspiring growth through the consistent delivery of solutions that empower us all.**

Afrimat Limited is a leading black empowered open pit mining company supplying a broad range of construction materials, industrial minerals, bulk commodities and contracting services to numerous industries across southern Africa. JSE-listed since 2006, Afrimat has established a strong foothold in the construction industry, providing services ranging from major infrastructure and construction projects for the public sector to smaller private sector contracts. With over 50 years' experience, Afrimat is expanding into Africa, extending its client range and diversifying its exposure to infrastructure-related spend.

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



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### AFRIMATTERS

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SOME IMAGES WERE TAKEN BEFORE COVID-19 REGULATIONS WERE IN PLACE, HENCE NOT ALL OF THEM WILL DISPLAY PROPER PPC.





**AFRIMAT.**  
Because peace of mind is  
what you are looking for.



**Inspiring growth through the consistent delivery of solutions that empower us all.**

Afrimat Limited is a leading black empowered open pit mining company that has established a strong foothold in the construction industry. With divisions including the supply of a broad range of construction materials, industrial minerals, bulk commodities such as iron ore as well as flexible and professional contracting services, Afrimat provides services for major infrastructure and construction projects for the public sector as well as smaller private sector contracts. Afrimat guarantees superior quality, durability and a consistently high level of service.

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



**CEO'S MESSAGE**



**Positive reflection**

2020 was one of the most challenging years for so many people around the world. After an unexpected lockdown and unprecedented uncertainty, Afrimat was blessed to end the first half of the financial year very well. From a financial point of view, the business performed brilliantly but, more importantly, our people showed their exceptional quality. During my recent site visits, I witnessed highly motivated teams achieving amazing results, thus ensuring our rapid recovery from the pain of lockdown. For this I am truly grateful.

**'DURING MY RECENT SITE VISITS, I WITNESSED HIGHLY MOTIVATED TEAMS ACHIEVING AMAZING RESULTS, THUS ENSURING OUR RAPID RECOVERY FROM THE PAIN OF LOCKDOWN. FOR THIS I AM TRULY GRATEFUL.'**

Lockdown gave many of us the opportunity for introspection; time to think about all the areas of our lives that mean the most to us. Many of us reflected deeply about our relationships with the people around us, our own health, our spiritual life and our work life. When I was thinking about our work life, I once again realised how important it is to continue to build our group's culture so that we can achieve excellence through integrity in an atmosphere of joy and positivity. For this we need people who remain enthusiastic about their contribution and who are constantly developing themselves. Afrimat has wonderful training and development programmes that are available to us in order to grow our skills and to grow as people. Let's all use 2021 to develop ourselves and increase our positive impact on the people around us.

May all of you have a blessed and peaceful Christmas break, and may you experience the true meaning of Christmas. Thank you for your contribution during a very difficult year and I wish you a prosperous 2021.

Andries van Heerden  
**CHIEF EXECUTIVE OFFICER**



Your opinion is important to us.  
Scan this QR code to take part in the Afrimatters Survey.  
See page 80 for our guide on how to use a QR code



**AFRIMAT.**  
Because experience  
inspires peace of mind.



**Inspiring growth through the consistent delivery of solutions that empower us all.**

Afrimat Limited is a leading black empowered open pit mining company supplying a broad range of construction materials, industrial minerals, bulk commodities and contracting services with over 50 years' experience.

Afrimat's Contracting Division supply specialised services to the mining, construction, oil and gas and quarry industry in country and across boarder into Africa. Our specialised services include:

- ▶ Contract crushing and screening – customised for clients' needs
- ▶ Drilling and blasting services – blast design, mine planning and development, blast optimisation providing our clients significant cost reduction on downstream activities
- ▶ Readymix – mobile plants for big or small projects
- ▶ Bid preparation – preparing package offers that include drilling and blasting, mobile crushing, readymix

Years of experience give us the opportunity to provide our clients a high level service, tailor made for their specific needs from major state owned projects to smaller private sector projects.

ma3x

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

CONSTRUCTION  
MATERIALS

INDUSTRIAL  
MINERALS

BULK  
COMMODITIES

CONTRACTING  
SERVICES

Mobile Crushing

Drilling and Blasting

Bid Preparation and Contractual Services



DIVISIONAL MATTERS

CLINKER SUPPLIES – GAUTENG

# Vaal Clinker rehabilitation project

TALI TSHIKHOVHOKHOVHO – ENVIRONMENTAL SPECIALIST – SUSTAINABILITY

Afrimat manages its environmental footprint through formal Environmental Management Programmes (EMPs) in line with local and international regulations and best practice. The EMPs focus on responsible mining, reducing emissions through upgrades to diesel-driven equipment, decreasing noise pollution, recycling products where viable, and maintaining all plants at optimum working and efficiency levels. Active programmes to reduce the group’s carbon footprint have also been introduced recently.

Environmental progress reports are submitted annually to the Department of Mineral Resources and Energy (DMRE) in line with mining rights requirements. In addition, mine-rehabilitation assessments are conducted by external consultants, and provisions are made to meet any future obligations.

### Vaal Clinker rehabilitation project

Clinker Supplies (Pty) Ltd, a subsidiary of Afrimat, specialises in recovering and processing ash dumps to produce bricks and blocks in the Vaal area in Gauteng.

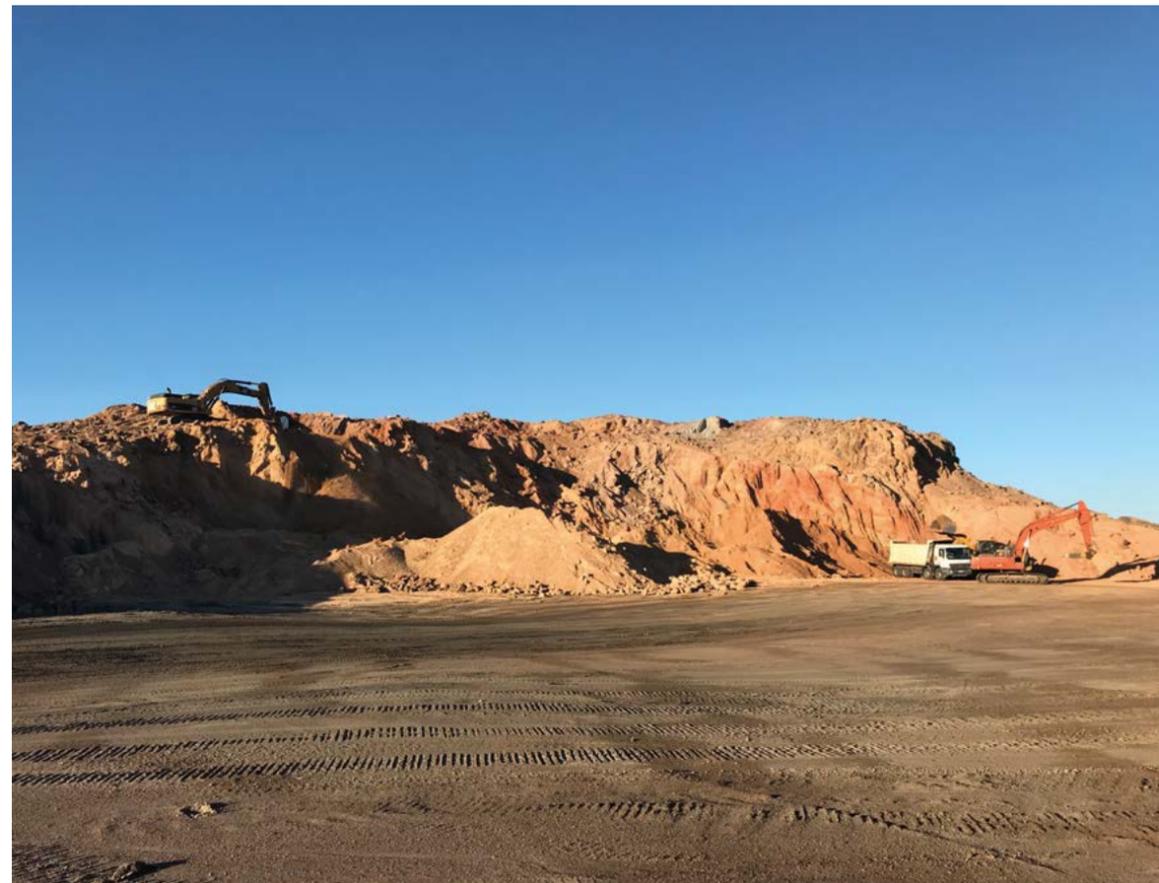
Clinker Supplies has an agreement with Eskom to recover clinker product from the Vaal ash dump at the old Eskom power station. The clinker product is then used to manufacture bricks. Not only does this project add value, but it is also in line with Government’s Polokwane Declaration on Waste Minimisation.

The rehabilitation was conducted as per the approved environmental management plan. All applicable environmental- and water-related acts and regulations have been followed and adhered to during the rehabilitation of the ash dump.

### Rehabilitation objectives

The primary objective of the rehabilitation plan was to recreate or attempt to restore the site to its original state as far as possible, i.e. moderate-potential grazing land. The objectives included but were not limited to:

- preparing the site to support vegetation
- removing any contaminated soils
- ensuring physical stabilisation of the soil (a combination of smoothing and contouring slopes, replacing overburden and topsoil, and revegetating)
- accelerating ground stability, especially on areas with steep slopes
- ensuring that final drainage of the site does not adversely affect neighbouring properties or innate environment, especially riparian areas.



View of the west dump, 2018



Stock-piled material, 2018



View of the remains of the west dump in 2018, with Vereeniging in the background



Approximately 200 000 tons of stock-piled material, 2018

**‘ENVIRONMENTAL PROGRESS REPORTS ARE SUBMITTED ANNUALLY TO THE DEPARTMENT OF MINERAL RESOURCES AND ENERGY (DMRE) IN LINE WITH MINING RIGHTS REQUIREMENTS. IN ADDITION, MINE-REHABILITATION ASSESSMENTS ARE CONDUCTED BY EXTERNAL CONSULTANTS, AND PROVISIONS ARE MADE TO MEET ANY FUTURE OBLIGATIONS.’**

## Vaal Clinker rehabilitation project continued...

There are certain limitations involved in rehabilitation, ones we can manage only to a certain degree; however, mitigation measures have been implemented to reduce negative feedback on the rehabilitation process. One of these limitations is rainfall, and our re-vegetation efforts will rely heavily on good rains in the seasons that follow. Another critical aspect to the longevity of re-vegetation is managing the danger of wildfires in the years to come.

### Rehabilitation principles and methods

The guiding principle of rehabilitation is to mimic the surrounding topographic features, characters and appearance, i.e. landscaped dumps must blend in with the surrounding area. In addition, it is important to ensure that drainage in the landscaped area is designed to prevent surface water from becoming concentrated in any one area. Energy dissipators and storm-water control measures are also implemented.

### Alien and invasive plant species control

An alien vegetation eradication programme was implemented on site. Various control measures were introduced to ensure compliance with the Conservation of Agricultural Resources Act. These measures also assisted in managing the spread of the invasive plants identified.

Thanks to Clinker Suppliers' dedicated team and other stakeholders, this rehabilitation project is 90% complete and is expected to be finalised within the next year.

**'THANKS TO CLINKER SUPPLIERS' DEDICATED TEAM AND OTHER STAKEHOLDERS, THIS REHABILITATION PROJECT IS 90% COMPLETE AND IS EXPECTED TO BE FINALISED WITHIN THE NEXT YEAR.'**

Top: View of the fixed plant and stock piles at the west dump, with Lethabo Power Station in the background

Middle: The east dump with its fixed plant on the right, September 2020

Below: The west dump, with Vanderbijlpark in the distance, 2020

Opposite page: Excavation of the east dump, 2020



AFRIMAT OFFSHORE – MAURITIUS

# Afrimat Offshore

## The benefits of a Global Business Licence

HYLTON HALE – MANAGING DIRECTOR – AFRIMAT OFFSHORE

Afrimat Offshore has been in existence for just over two years, so perhaps it's a good time to give an overview of why Afrimat ventured offshore, and why we chose Mauritius.

Aside from our Mozambican operations, Afrimat is primarily a South African company which, in the past, derived all its income from local economic activities, mainly in the construction industry. Since the acquisition of Demaneng Iron Ore mine, Afrimat became exposed to the forces of offshore markets, particularly those resulting from the South African Rand (ZAR) and United States Dollar (USD) exchange rate. So far, this has benefited us, as the rand has depreciated and performed worse than the official inflation figures in South Africa.

The USD is the largest and most widely used global currency and makes up 60% of all known central bank foreign exchange reserves. In simple terms, it is the most widely used currency in the world. Afrimat experienced the perfect storm from March to June 2020 when the rand collapsed from around R14 to more than R18 to the dollar. At around the same time, the iron ore price increased from an average of \$83 per ton to more \$100 per ton.

This highlighted how important it was for Afrimat to have a foothold in a hard currency market.

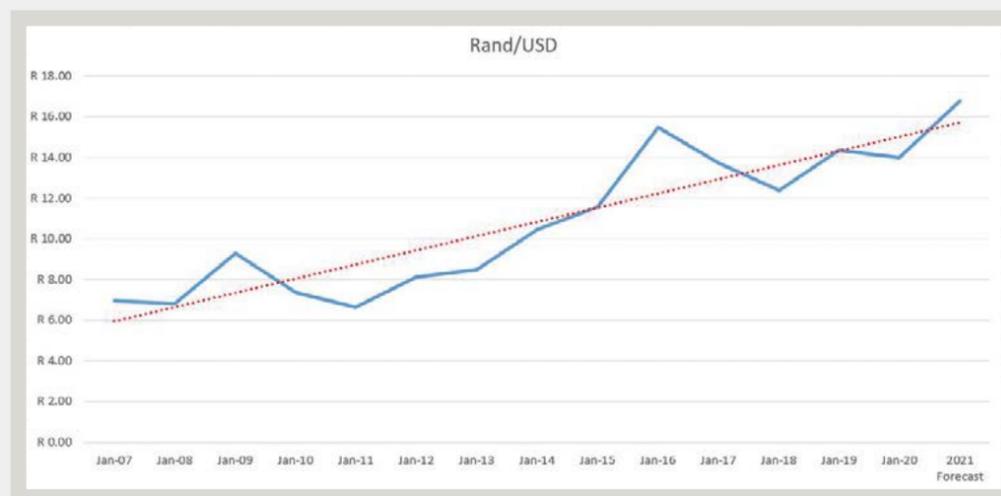
The graph below illustrates the annual average performance of the rand since January 2007.



Hylton Hale



Port Louis, capital of Mauritius



Source: RMB

**'THE USD IS THE LARGEST AND MOST WIDELY USED GLOBAL CURRENCY AND MAKES UP 60% OF ALL KNOWN CENTRAL BANK FOREIGN EXCHANGE RESERVES.'**

If, in late 2006, the time Afrimat listed on the JSE, you invested R100 000 in a local fixed-deposit bank account and left it there until late 2020, the current value of your money would be R226 090.40, assuming that your average annual interest rate over the 14 years was 6%. (Source: Trading Economics) If you took the same amount and converted it to USD at the then R6.80 exchange rate, put it into an offshore account bearing an annual average interest of only 3% and then brought that money back to South Africa in 2020, it would be worth R373 600 at R16.80 to the dollar. This is a 65% improvement over the same time period.

It is a very basic sledgehammer example and we're all wiser with hindsight, but it does show the importance of learning from history and if we, as a company, intend venturing into the global markets, we have to have the fundamentals of creating a hard currency platform in place.

**What are the fundamentals?**

Setting up an offshore structure is not simply about registering a company, opening up a bank account and, hey presto, you can start trading. It consists of a process of strict compliance with regards to transparency both locally and internationally. To achieve this locally, we need to ensure that we are compliant with exchange control legislation and that we do not trigger transfer pricing legislation. Internationally, we have to comply by the rules set out by the European Commission and their elected agents such as the Organisation for Economic Co-Operation and Development (OECD) and the Financial Action Task Force (FATF). In addition, we have to register with various revenue authorities to ensure that we not only avoid double taxation but are also able to take advantage of the various double-tax treaties between South Africa and Mauritius and a further 46 countries.

**'SETTING UP AN OFFSHORE STRUCTURE IS NOT SIMPLY ABOUT REGISTERING A COMPANY, OPENING UP A BANK ACCOUNT AND, HEY PRESTO, YOU CAN START TRADING.'**

### Afrimat Offshore – The benefits of a Global Business Licence continued...

#### So why all the effort and why Mauritius?

1. Mauritius was ranked number one for ease of doing business in Africa and 13th in the world by the World Bank. South Africa is ranked 84th.
2. Because of its close proximity to South Africa, there is only a two-hour time difference. The alternative jurisdictions for Afrimat to launch a global trading platform with similar advantages as Mauritius, are Singapore and Hong Kong; however, both territories are six hours ahead of South Africa. The time difference between South Africa and Mauritius assists with ease of communication.
3. There are three South African banks that have corporate banking services in Mauritius: Standard Bank, ABSA and Investec. Global Business License (GBL) companies in Mauritius can hold numerous bank accounts in various currencies including the USD, Euro, Pound sterling and ZAR.
4. Mauritius is a low-tax jurisdiction but, importantly, is not a tax haven. Corporate tax is 15% and PAYE is charged at a flat rate of 15% for all employees. There is also no capital gains tax, and tax credits of up to 80% are available for the import and export of goods, as well as aircraft and ship leasing.
5. Mauritius has no currency exchange control; however, this is only applicable for companies that are compliant or hold a GBL, which Afrimat Offshore does.
6. The interest rates for raising capital are the cheapest in Africa and most of the world. Currently the interest rate is around 3%. Most banks in South Africa charge the current prime lending rate of 7%, the lowest it has been in years.
7. In the '2020 Index of Economic Freedom' survey, of the 180 countries surveyed, Mauritius is ranked 21 (with Rwanda being the only other African country listed) in the category of 'Mostly Free'. Unfortunately, South Africa moved down four places to 106 in the 'Mostly Unfree' category.

#### The steps we took

Before applying for a GBL, the first phase in our process was to conduct our own internal investigation to ensure that the business would comply with the rules set out by SARS. For example, the company must trade at arm's length to avoid triggering transfer pricing legislation. In addition, the business we do has to be conducted and transacted outside of South Africa to avoid creating tax-looping structures. The goal is to create a financially independent hub in Mauritius that is independent of SA Head Office funding.

The next phase was to create a business plan for approval through a regulated management company in Mauritius. The business plan had to specify what products were earmarked for trade, which countries we would be trading with and, of course, how the company would be financed. The products listed in our business plan are not only restricted to our exportable products, but also include internal finance offerings and capital that we may raise for the leasing of purchased assets to our subsidiaries, and/or to invest in equity or investment in foreign companies.

Once the business has been accepted as reputable, then there is the process of electing your board members. Before a GBL is issued, and as part of the OECD rules, Afrimat Offshore had to prove that we have created a place of substance, which means the following minimum thresholds:

1. The company must have a functioning office.
2. It must have a minimum of two resident directors.
3. It must have a salaried senior manager.
4. It must have a minimum turnover per annum.
5. All board meetings are to be conducted in Mauritius.
6. The company must use the services of a regulated management company to ensure compliance by having a local corporate secretary, administrators, auditors, office and communication facilities and staff.
7. The company constitution needs to contain a clause whereby all disputes arising out of the constitution shall be resolved by way of arbitration in Mauritius.
8. The company must hold a bank account in Mauritius.

**'AFTER ENGAGING WITH THE VARIOUS MAURITIAN, INTERNATIONAL AND SOUTH AFRICAN BANKS, WE RECEIVED AN UNSECURED LOAN WITH AN ATTRACTIVE INTEREST RATE THAT WAS MORE COMPETITIVE TO WHAT WE WOULD HAVE RECEIVED IN SOUTH AFRICA.'**



The Caudan Waterfront, Port Louis

Once we received the GBP, we opened a bank account with Standard Bank Mauritius, and completed all statutory requirements. In order to remain at arm's length from South Africa, we had to secure the funding to start the business. After engaging with the various Mauritian, international and South African banks, we received an unsecured loan with an attractive interest rate that was more competitive to what we would have received in South Africa.

#### Our offshore operations

Our first offshore project was to purchase a screening plant for our Mozambican operation towards the end of 2018, lease the screen to Mozambique and test the double-tax treaty system, transfer pricing policies and generally use this as a test case for future possibilities. The challenges were nerve-racking and it sometimes seemed impossible that we would get it right. For example, the language barrier between English, Portuguese and French was a difficult issue to work around. Sometimes the double-tax treaty rules contradicted themselves after being translated into another language, a case in point being the calculation of the percentage of withholding tax due. All contracts had to be compiled and certified in Portuguese and English. The window of opportunity for expatriate funds is limited to a six-month period within a calendar year. Afrimat Offshore now has nine machines working in Mozambique.

Our second project was to purchase two Nordberg Metso crushers from Scotland and import them to South Africa, sell them on to Afrimat Contracting and arrange

a credit agreement between our two subsidiaries. The process was approved by the South African Reserve Bank because the deal was based on sound financial principles – Afrimat had found a better credit arrangement offshore than in South Africa. This again was a way to test the system of offering credit finance internally.

With the advances in IT and hyper-fast internet, the global market is now on our doorstep and not a distant, untouchable world. This makes it less challenging to establish an offshore office without losing the day-to-day interaction between colleagues. Unfortunately for me, the daily office banter or corridor talk is lost when sitting in an office thousands of kilometres away.

In summary, the task of Afrimat Offshore is to keep creating value in the hard currency markets, using the available currency pipelines.

For example, Afrimat Offshore is licensed to:

1. Trade in commodities such as iron ore, limestone products, manganese and rare earths.
2. Purchase mobile mining equipment and lease these to Afrimat subsidiaries operating in Africa.
3. Offer credit terms to all Afrimat subsidiaries for mining equipment.

Looking into the future, our goal is to find new business opportunities outside of South Africa to grow our balance sheet to further entrench our independence.

**'WITH THE ADVANCES IN IT AND HYPER-FAST INTERNET, THE GLOBAL MARKET IS NOW ON OUR DOORSTEP AND NOT A DISTANT, UNTOUCHABLE WORLD. THIS MAKES IT LESS CHALLENGING TO ESTABLISH AN OFFSHORE OFFICE WITHOUT LOSING THE DAY-TO-DAY INTERACTION BETWEEN COLLEAGUES.'**

SA BLOCK AND CLINKER SUPPLIES – GAUTENG

## Committing to the dream – no matter the challenges

ALBERT DA SERRA – OPERATIONS MANAGER – SA BLOCK & CLINKER SUPPLIES

At the beginning of each year, we set budgets and forecasts for the next financial year. It is an exciting and interesting time, as there are always colleagues on opposite ends of the spectrum – some conservative and some very eager!

For SA Block, the stretching target has always been to break the 20-million stock brick unit sales for a month, and in February 2020, Davin Giles, MD of North Cluster, casually enquired by which month in 2020 we would be breaking this illusive mark.

'June or July?' was Davin's question, and my response immediately jumped to, 'No, make it July!'

At that moment, I realised there was no turning back, because Davin got up and made a note on his calendar. I headed to my office and did the same.

Afterwards, I just sat in my chair, staring at the calendar for a while, thinking to myself that we do have healthy stock levels and we might actually reach this goal if we commit to it.

My optimism and that of my team was short-lived, however. Covid-19 turned our world upside down. The country went into hard lockdown and March became the worst month in SA Block's history in terms of volume.

During lockdown we spent a lot of time communicating with our customers, strategising, and doing scenario planning as none of us knew what to expect.

In May we started trading again and, lo and behold, the unexpected happened. By the middle of May we were already outselling the production due to the limitations of the lockdown regulations, and by the end of May the possibility of the 20-million stock unit sales started lingering in our minds again.

By the end of June, we had sold 18.6-million stock units for the month and it was 'game on' for July. However, we didn't only have the impact of Covid-19 to consider; it was the middle of winter and as the June sales ate a chunk out of our stock, we had to be mindful of whether we could produce enough for July.

For those who look at the glass as half-empty, July 2020 would be 'the one that go away' as we only managed to sell 18.35-million stock units. By viewing the glass as half-full, however, we realised that we'd had two magnificent months in a row just after lockdown – the big one had landed.

One of the biggest mistakes we as humans often make, is to choose not to commit to the dream, because we are afraid of perceived humiliation when we do not reach the goals we set for ourselves.

Yes, I had to stand in front of my team and ring the bell and apologise for not reaching the goal we had set for our business and as a team. Accountability is a big part of our values at Afrimat and we should never shy away from it, irrespective of how we might feel in the moment.

I don't, however, view this as a fail. We gained so much more as a team in the process; by collaborating and chasing that common goal, the numbers became irrelevant.

A dream stays a dream until you commit to it and chase it!

**"DURING LOCKDOWN WE SPENT A LOT OF TIME COMMUNICATING WITH OUR CUSTOMERS, STRATEGISING, AND DOING SCENARIO PLANNING AS NONE OF US KNEW WHAT TO EXPECT."**



Albert da Serra, Operations Manager, SA Block & Clinker Supplies

GLEN DOUGLAS

## Trading in the south of Gauteng

JOHN REES – FINANCE MANAGER – GAUTENG SOUTH REGION

The Afrimat business units trading in the South of Gauteng (Glen Douglas Dolomite, Clinker Supplies and SA Block) had a slow start in March 2020 compared with the year before.

Due to the impact of Covid-19, all businesses recorded losses for the first quarter of the 2020 financial year. It was therefore good to see that by the end of September 2020, the business units together were reflecting profits, with further improvements projected for the remainder of the financial year.

We have a dynamic finance team that works tirelessly to ensure we deliver great service to customers as well as other departments within our organisation. Earlier this year our business units underwent a Section 189, which reduced the size of our team. Despite this, our team members have absorbed the extra work and have been working together positively to achieve our goals.

Our team works to ensure that the correct documents are sent to our customers, and contacts them to confirm that all invoices due have been received and will be paid in full. This ensures that more than 95% of what is owed is collected every month with little to no bad debt. We also reconcile creditors timeously, and queries are followed up and resolved to minimise risk to our business units.

The team works with freedom, takes accountability, crafts solutions to optimise efficiency in credit management, and provides overall financial and administrative support to the business units.

Since the start of the new financial year, we have faced some difficulty, as overall credit limits for most of our customers have been reduced by the Credit Guarantee Insurance Corporation (CGIC) and it remains an ongoing concern for us. To mitigate this, we have extended credit at management's discretion to assist some of our trading partners and have continued to attract sales from them. The credit extended is made available to some blue-chip companies and long-standing customers who have had their cover withdrawn by the CGIC.

We take a calculated risk in granting credit and have strict controls in place to manage it. Up till the end of August 2020, we managed to earn sales of approximately R9 million from uninsured customers. We estimate that our business units will boost further sales of approximately R14 million from such customers for the remainder of the financial year. Taking this approach will not only see us earn additional revenue of approximately R23 million for the year, but also enable us to retain business and satisfy our customers.

During the entire credit-management process, we ensure that the necessary management approvals are obtained as per prescribed Afrimat Guidelines.

Through the continuous engagement with our management team, the finance team gets an understanding of the business units' needs and provides the necessary support to ensure the success of these operations.

**'THE FINANCE TEAM WORKS WITH FREEDOM, TAKES ACCOUNTABILITY, CRAFTS SOLUTIONS TO OPTIMISE EFFICIENCY IN CREDIT MANAGEMENT, AND PROVIDES OVERALL FINANCIAL AND ADMINISTRATIVE SUPPORT TO THE BUSINESS UNITS.'**



The finance team: (back from left) Radeema Riley, Bianca Dingelstad, Lizanne Buitendag, Yvette Bothma, (front from left) Arenda de Braal, John Rees, Karin Janse van Rensburg

**GLEN DOUGLAS**

## Glen Douglas Dolomite: 2020 a year of challenges and positive change

**PIET ACKERMAN – OPERATIONS MANAGER – GLEN DOUGLAS DOLOMITE MINE**

March 2020 arrived and with it the first changes at Glen Douglas. Willem Hattigh, the 'Lion of Glen Douglas', started a new chapter at Nkomati Anthracite. Following his departure, I took over operations and management of the excellent team at Glen Douglas.

As if this change wasn't enough, the country went into Covid-19 lockdown at the end of March and Glen Douglas was the first operation in Afrimat to report a positive case.

The pandemic brought with it some serious financial implications for Glen Douglas and the Afrimat Group as a whole. Luckily, we are a strong team and, true to the Afrimat Way, we always maintained a positive outlook, which enabled us to come out of the lockdown even stronger as a team.

It is regrettable that due to the economy in South Africa, Glen Douglas had to implement a Section 189 process. This resulted in some challenges, that, fortunately, has good results.

Three major changes were affected within management – these generated new ideas and improvements across the board and yielded positive outcomes.

John Maphalala took over the position of Mining Manager; Freddie Kinghorn took over John's previous position of Production Manager; and Andries Haasbroek took on Freddie's previous position of Plant Workshop Manager in addition to his responsibilities as Electrical Workshop Manager.

Theo Ferreira, our Resident Engineer, moved his office from the admin building to the plant area and took over production as part of his portfolio. These changes resulted in his being able to assist the team with a smooth hand-over, which gave us a running start.

Theo and his team modified our Super Sand Plant to enable us to manufacture a 19mm concrete stone. This has given us the opportunity to produce more of the sellable 19mm product, and less of the 13mm.

A new Washing Plant was also designed and built in-house to enable us to produce a washed 9.5mm stone. The plant is fully operational and our first product was delivered for testing.

We also began producing product for SCAW Metals. They requested a (-7mm +3mm) low silica material for use in their rotary kilns.

In line with our 2020 theme of change and positive challenges, our yellow fleet received a facelift and is now looking brighter after a yellow and orange coat of paint, thanks to Lucky Nkosi and his team.

We also upgraded our employee training centre and added Wi-Fi facilities.

A comprehensive pit design, complete with resource modelling, was done by Justice Tshivule and his team and was presented to Andries van Heerden and management. We are proud to say that in future we can follow a mining programme that will enable us to develop our pit in a cost-effective and orderly manner.

An overburden removal plan was also developed that will enable us to have enough exposed material at all times.

John Maphalala and his team upgraded our look-out point and built a very effective and handy podium that will add a lot of value in future and make it easier to show visitors our pit and mining operation without going into the pit area itself.

I'm proud to say that I'm part of an excellent and motivated Glen Douglas team and I am looking forward to walking the extra mile with them.

Thank you to the team for supporting me and thank you for supporting each other as colleagues.

Although we all are feeling the economic pressure, we continue to stay positive and pull the Glen Douglas wagon through the difficult times.

Success lies in growing a culture of respect and pride in our operations and company in order to achieve our daily goals – and we at Glen Douglas are well on our way.



**Piet Ackerman**



**The Super Sand Plant is now capable of producing a 19mm concrete stone**



**Our orange fleet gets a facelift**



**A new bright-orange coat of paint**



**Production Manager Freddie Kinghorn**



**Plant Workshop Manager Andries Haasbroek**



**Mining Manager John Maphalala**

**'SUCCESS LIES IN GROWING A CULTURE OF RESPECT AND PRIDE IN OUR OPERATIONS AND COMPANY IN ORDER TO ACHIEVE OUR DAILY GOALS – AND WE AT GLEN DOUGLAS ARE WELL ON OUR WAY.'**

**To the Glen Douglas team, thank you for taking change in your stride.** There is a saying that 'the only constant in life is change', and for the team at Glen Douglas Dolomite, this sentiment rang true in 2020.

As the year comes to an end, I would like to thank every employee of Glen Douglas for their determination, effort and positivity over the past year. We went through difficult times, but we're still holding our heads high.

Next year will bring its own challenges and opportunities, but we are looking forward to welcoming in 2021.

After this challenging time, we all deserve a well-earned break, and I encourage you to enjoy your leave – rest and spend quality time with loved ones and friends.

May you all have a pleasant festive season, and please be safe. Let us be back and ready for a great and challenging 2021.



**A fresh coat of paint for 'Lucky'**



**Resident Engineer Theo Ferreira**

# DIVISIONAL MATTERS

## AFRIMAT CONTRACTING INTERNATIONAL

### Life of a blaster

ANDRÉ VAN RENSBURG – AREA MANAGER – KZN AND GAUTENG REGIONS

In this constantly changing mining environment, the life of a blaster is tough to explain. The early mornings and late nights, the travelling and being away from our families are a few of the challenges we face every day. Knowing that you are standing on a few tons of explosives is not for the faint-hearted. Our spouses know this all too well – they worry about our safety while keeping things running smoothly at home.

Fortunately, we are all well trained and qualified, and have the experience in civil and opencast mining to maintain safety through safe drilling and blasting practices.

We often encounter difficult situations that we have to deal with on site, including geological issues, keeping the drill rigs running 24 hours a day, bench preparation, the Department of Mineral Resources and Energy, the safety of the communities close to the mine, and making sure there is always rock on ground. All this while keeping our clients happy and doing our best to live the Afrimat Way.



QR code for video



Mpumalanga external team



The Mpumalanga and external blasting crew



Mpumalanga external team



The blasting team from the KZN and Free State regions



The blasting team from the Western Cape



The blasting team from the Western Cape



The blasting crew from Lyttelton

We are blessed to have excellent drill and blast teams that often work extended hours, mostly six days a week, and only visit their families on pay weekends. They understand the challenges of the contracting industry and put immense effort into helping us prepare for the blast.

We continue to invest in our drilling and blasting teams by mentoring, training and creating growth opportunities. The fruits of this are evident, so a massive thank you to our teams that put in the hard work. Weeks of planning go into preparing for a blast and then, once we push the button, it's all over in under a second. However, there is no greater feeling than having put in all the effort and experiencing a successful blast at the end of the day.



The Marble Hall team

**'WE CONTINUE TO INVEST IN OUR DRILLING AND BLASTING TEAMS BY MENTORING, TRAINING AND CREATING GROWTH OPPORTUNITIES!'**



The Demaneng blasting team



The Demaneng blasting team

## KWAZULU-NATAL AND FREE STATE

### CEO and MD visit KZN & Free State regions

REGINALD GWALA – HR MANAGER – KZN & FREE STATE REGIONS

Between 13 and 16 October, CEO Andries van Heerden and North Cluster MD, Davin Giles, visited the regions to conduct multiple site visits.

They were accompanied by Operations Manager for KZN & Free State regions Jacques Stokes, South Region Area Manager Jaco Cokart, and North Region Area Manager Kobus Meyer.



Left to right: Jacques Stokes, Andries van Heerden, Karonien Pretorius (Financial Manager), Kobus Meyer, Reggie Gwala (HR Manager)

AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE

## Upgrade of trunk road between Hermanus and Stanford

BEVIN CORNELIUS – COMMERCIAL MANAGER – WESTERN CAPE

**Contractor:** Haw & Inglis Civil Engineering  
**Client:** PAWC  
**Site Agent:** PC Morris  
**Resident Engineer:** Brian Domingo (EFG Engineers)

The R43 is an important road linking the N2 to various coastal towns, including Hermanus, Stanford and Gansbaai. The boundaries of the site are 17th Avenue in Hermanus (6.24km) and Stanford (24km).

Stanford Quarry is located 19km from the project site, and for years we've been anxiously waiting for construction to start. When the project went out to tender, we had to give it our best shot so we could pin this one on our board. We were looking forward to a project of the magnitude of developing the Stanford Quarry. But it wasn't as easy as just getting the order; we had some stiff competition from other sources nearby.

The scope of project included road and structural works as follows:

- a. Upgrading the TR28/2 (upgrade of horizontal and vertical alignment) and Maanskyn Baai access road
- b. Upgrading of the cross sections along the upgrade
- c. Construction of new access roads for small holdings along the upgrade
- d. Construction of a new traffic circle at Stanford
- e. Construction of the Klein River bridge
- f. Construction of Vogelgat major culvert
- g. Construction of further major and minor culverts

The contract was awarded to Haw & Inglis. The envisaged construction period was 30 months, and work started in November 2018.

The total aggregate order was 341 000 tons of material that included subbase, base course, rock fill, overburden from Stanford and Palmiet quarries, and about 4 800 tons of roadstone that would be supplied from Brewelskloof Quarry. Hermanus Readymix was tasked with supplying about 6 500m<sup>3</sup> of concrete for the side drains and structural work.

From the start of the project to date, the Afrimat team and all relevant stakeholders have held regular meetings to ensure we always have an up-to-date programme and material schedule of what is needed on the site. We've maintained a good working relationship with the site; constantly communicating and planning to ensure Afrimat provides the service and quality expected from this contractor.

It's always a pleasure to work with an experienced contractor like Haw & Inglis and this project is one of three major undertakings where Afrimat Construction Materials South is the supplier.

Shaun Coad, Solly Potgieter and Buntu Balintulo and their crew at Stanford and Palmiet quarries are to be commended for keeping up with the supply of aggregates on this project. Not forgetting Hennie Bester and his team at Hermanus Readymix for always supplying the concrete and consistently delivering quality product.

Teamwork and understanding the customers' needs and deadlines are key in such major projects. We have a few months to go before this project is completed, but I have no doubt that Afrimat will continue to deliver quality construction materials.

Well done to all who are playing their part in making this project a success.

**'TEAMWORK AND UNDERSTANDING THE CUSTOMERS' NEEDS AND DEADLINES ARE KEY IN SUCH MAJOR PROJECTS. WE HAVE A FEW MONTHS TO GO BEFORE THIS PROJECT IS COMPLETED, BUT I HAVE NO DOUBT THAT AFRIMAT WILL CONTINUE TO DELIVER QUALITY CONSTRUCTION MATERIALS.'**



Project in progress. Photographs: PC Morris, Haw & Inglis



**SA BLOCK**

**A new day at SA Block**

REN SWANEPOEL – MANAGER – SA BLOCK

Prior to lockdown, between August 2019 and March 2020, SA Block saw some of the worst sales volumes since Afrimat purchased the business in 2013. Things were looking bleak. A Section 189 process had to take effect in February as a last resort to keep our doors open and by March, the country went into Level 5 lockdown.

However, as the saying goes: Even the darkest night will end, and the sun will rise.

By May, less than two months after hard lockdown started, our stockyard, congested with over 26-million S7 equivalent bricks, was completely sold out.

The pressure was finally back on production and when we received the go ahead in Level 3, we called back our entire team and worked at full pace, despite the stringent Covid-19 protocols that had to be adhered to. We are fortunate that not one of our employees tested positive, especially during this critical time.

The high market demand sparked our sales, but we would not have been able to turn things around if we, as a team, did not commit 100%. The staff at SA Block in Redan put their game faces on and truly worked together as one, and the support we received from our colleagues at Henley on Klip is commendable.

Every department in the business was involved with various cost-saving initiatives like the re-crushing of reject bricks, rightsizing the business, decommissioning old and inefficient plants, cutting expenses, improving quality and increasing operation production performance (OPP).

As we have seen in 2020, we cannot truly know what the future will bring, but what we do know is that we have an optimistic team, and we are well prepared.

**On the 23rd of June we celebrated our first 1-million bricks/day sales for the year. Here is our weighbridge team with North Cluster's Commercial Manager Leon Alberts. Left to right: Annah Sehlapelo, Hannes Nagel, Leon Alberts, Precious Myeni**



**'THE HIGH MARKET DEMAND SPARKED OUR SALES, BUT WE WOULD NOT HAVE BEEN ABLE TO TURN THINGS AROUND IF WE, AS A TEAM, DID NOT COMMIT 100%. THE STAFF AT SA BLOCK IN REDAN PUT THEIR GAME FACES ON AND TRULY WORKED TOGETHER AS ONE.'**



**Above: Carrying the SABS mark on our product is an enormous responsibility and the production team have refocused their attention on quality assurance**

**Below: This old semi-mobile crusher was refurbished and converted to house a Hazemag Impact Crusher. It crushes rejected bricks into a reusable clinker aggregate, at a third of the current clinker cost**



**Above: A bright new start for SA Block on Monday 4 May 2020**

**Below: Our continuous rehabilitation efforts are funded by revenue generated from scrap metal sales and internal labour only, so that it does not affect the business's bottom line**



GLEN DOUGLAS DOLOMITE MINE

## Bringing mine planning in-house

JUSTICE TSHIVULE – MINING ENGINEER

### Taking a cost-effective approach and improving data integrity

The Mine Planning Division was established in-house at Lyttelton Dolomite Mine during July 2018.

Previously, mine planning was outsourced, but bringing the service in-house allows for a more cost-effective approach and improves the integrity of our data. The Mine Planning Division offers the following services:

- Resource modelling
- Mine design/planning
- Financial analysis – Net Present Value (NPV)
- Volumetric estimation (for rehabilitation purposes)

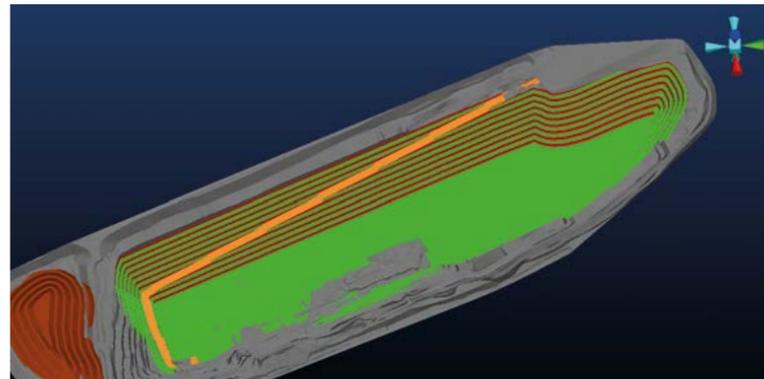
The idea was also to expand this service to other sites within Afrimat to ensure we get the maximum value from our investments.

I am currently located at Glen Douglas Dolomite and assisted by geologist Tshifhiwa Rammela. The division is being managed by Piet Ackerman.

Currently, Afrimat has licenses with software company Datamine Africa, Studio OP, Studio RM and Maxipit, all of which are being utilized for mine-planning purposes within the group.

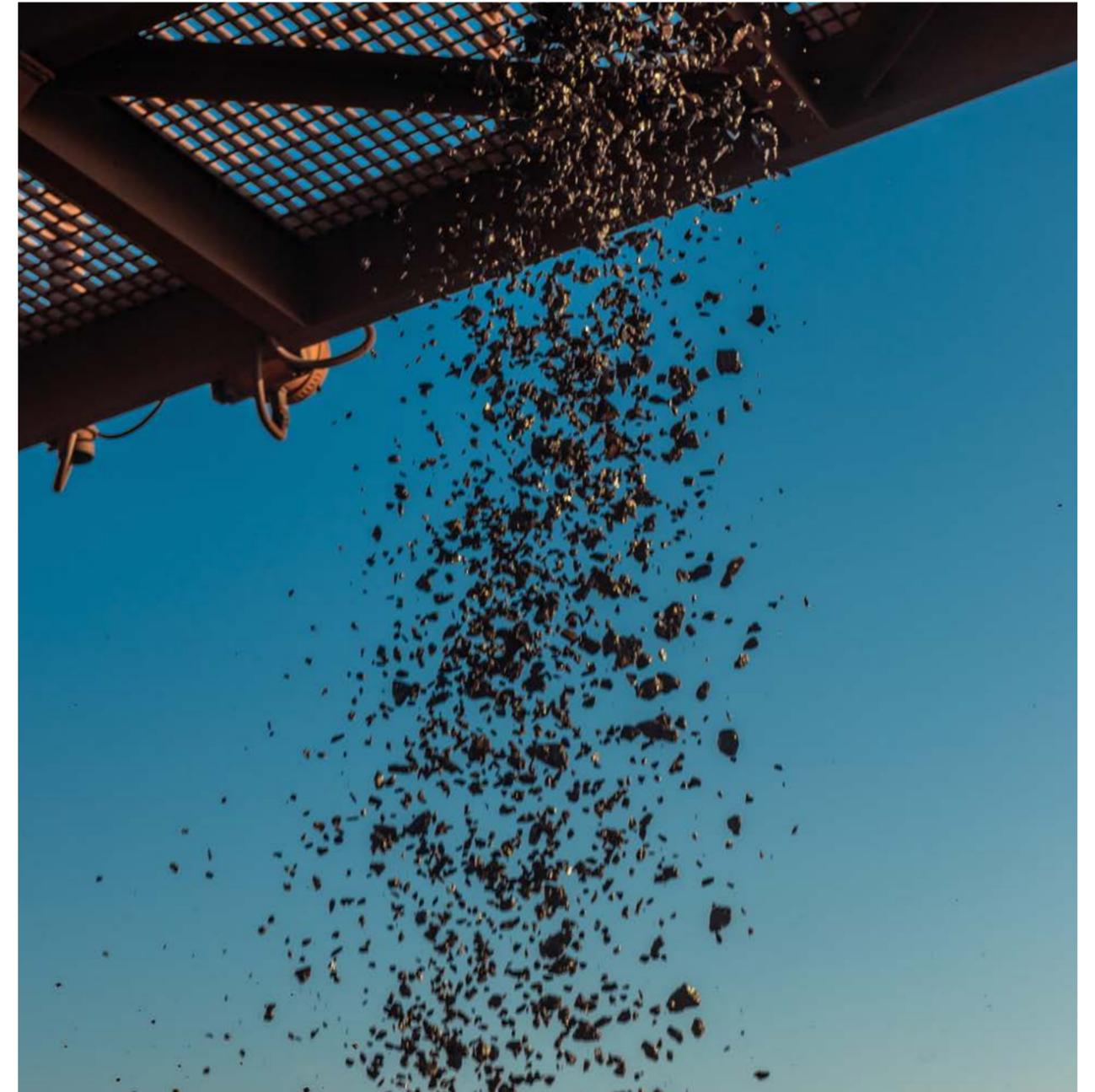
The Mine Planning Division has already left a footprint on 11 sites within the group.

**'THE IDEA WAS ALSO TO EXPAND THIS SERVICE TO OTHER SITES WITHIN AFRIMAT TO ENSURE WE GET THE MAXIMUM VALUE FROM OUR INVESTMENTS.'**



Right (top): Glen Douglas Dolomite Mine  
(middle): Glen Douglas Dolomite Mine  
(bottom) Lyttelton Mine

Right: Tshifhiwa Rammela (Geologist)  
Far right: Justice Tshivule (Mining Engineer)



HR MATTERS

GLEN DOUGLAS – GAUTENG

## Le Gourmet Challenge – Team building the Afrimat Way

TANYA PRETORIUS – DIGITAL MARKETING OFFICER

On Friday 18 September we held a team building for our staff at Glen Douglas Dolomite Mine.

Teams consisted of staff members from different departments and each team had to make a hamburger inspired by the country they picked in a random draw. True to the Afrimat Way, our staff came together in teams that supported each other and showed creativity, interdependence, and an all-round winning attitude. Congratulations to Team France for taking first prize! Well done, everyone!



Top: The Frenchtastic Four's menu  
 Top right: Team Hawaii  
 Above: Team France: The Frenchtastic Four  
 Right: Team SA

AFRIMAT AGGREGATES OPERATIONS

## Internships

ALISON THOMAS – HRD ADMINISTRATOR – WESTERN CAPE

**Aphelele Memani** joined us on 1 September as a Mechanical Engineering Intern. Before joining Afrimat he was doing in-service training in a similar environment where he developed some knowledge about the mining and construction industry before graduating in 2019. In 2020 he enrolled with CPUT for an Advanced Diploma in Mechanical Engineering.

He currently holds a National Diploma in Mechanical Engineering and is also studying towards achieving his Advanced Diploma in Mechanical Engineering.

**Sipehele Mfeya** also joined us on 1 September as a Mechanical Engineering Intern. Before Afrimat he worked at workplace furniture solutions company C.O Design. He recently completed his National Diploma at CPUT. Sipehele has a child, and is enjoying his in-service experience at Afrimat so far and learning a lot.



Aphelele Memani



Sipehele Mfeya

AFRIMAT CONTRACTING INTERNATIONAL – HARTEBEEFONTEIN QUARRY

## Hartebeesfontein Recognition Programme

LIZA JANSEN VAN RENSBURG – MINE MANAGER – HARTEBEEFONTEIN QUARRY

In Afrimat, nurturing a healthy work culture in line with the Afrimat Way and company values are extremely important to us. We at Hartebeesfontein (HTF) felt that our culture needed a bit of attention so I presented the idea of a recognition programme to the senior employees and supervisors.

All were in agreement of implementing a recognition programme, and we started the process immediately.

The process is as follows. Two documents are handed to employees every month.

**Option 1:** Employees can nominate a fellow employee within different categories for employee of the month.

**Option 2:** Employees can complement a fellow employee on good behaviour or deeds, at their own discretion.

- All tickets are placed in a sealed box and only opened month end, participants remain anonymous.
- Month end, we arrange a meeting where the compliments and employee of the month are shared with all employees.
- Nominees receive compliment letters, to keep as motivation and recognition.
- The employee of the month, receives a badge to wear on site for fellow employees to see and to motivate good behaviour.
- The employee of the month also receives a gift voucher from management as recognition for their efforts.

Since implementing this programme, respect amongst employees has improved, productivity increased and overall positive morale increased.

I thank every employee participating in improving our culture. Morale is the greatest factor in successful companies.

And we would like to congratulate our first three employees of the month – Goodwill Nkambule, Andries Mphogo, and Shadrak Nthuli

August 2020: **Goodwill Nkambule**  
 September 2020: **Andries Mphogo**  
 October 2020: **Shadrak Nthuli**



Goodwill Nkambule



Andries Mphogo



Shadrak Nthuli

## New appointments and promotions

### NEW BUSINESS DEVELOPMENT

GRANT DREYER – HEAD: BUSINESS DEVELOPMENT & GROUP STRATEGY

#### Senior Business Development Analyst

It is with great pleasure that we announce the appointment of **Chris de Vries** as Senior Business Development Analyst for the Afrimat Group. Previously, Chris led the Technical Mining Advisory team for Consulting Africa at Deloitte. Chris has extensive experience in conducting due-diligence reviews, valuations, impairment reviews, business-plan validation and corporate-advisory assignments in the minerals industry. His experience includes a wide range of mining transactions, IPO projects and corporate recovery projects covering commodities such as coal, gold, platinum, nickel, chrome, uranium, copper and industrial minerals. This includes operational, development and exploration assets as well as tailings retreatment operations and assets under care and maintenance.

He is a qualified CA (SA) and competent mineral asset valuator. Chris resides in Gauteng with his wife, Ilze, and their two children, Elsje and Riekelt.

We welcome Chris to the Afrimat family and wish him well in his new role.



Chris de Vries

### HEAD OFFICE

PIETER DE WIT – CHIEF FINANCIAL OFFICER

#### Finance Department

**Catharine Burger** has been promoted to Group Financial Manager in addition to her title as Company Secretary. She replaces Andre Smith, who was appointed Financial Director of Afrimat Bulk Commodities (Pty) Ltd on 1 June 2020.

**Samantha le Roux** has been promoted to Group Accountant. She will be responsible for all technical and taxation aspects.

**Kim Cloete** has been promoted to Reporting Accountant. She will be responsible for monthly consolidation and statutory-related matters.

**Conrad Muller** has been promoted to Senior Accountant: Head Office. He will be responsible for the accounting function of Afrimat Limited, Afrimat Management Accounts and Afrimat Shared Services.

We wish Catharine, Samantha, Kim and Conrad success with their new responsibilities.



Left to right: Catharine Burger, Kim Cloete, Conrad Muller, Samantha le Roux

### AFRIMAT CONTRACTING INTERNATIONAL

FAITH KOSA – HR OFFICER TRAINEE

ACI welcomes **Ockert Jacobs** who has been appointed as the new Earthmoving Equipment Mechanic at the ACI Workshop. He previously worked at AVENG Moolmans and Trollope Mining. Ockert has vast experience within the mining industry.

ACI is delighted that you are now part of the Afrimat family!



Ockert Jacobs

## New appointments and promotions

### AFRIMAT CONTRACTING INTERNATIONAL

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

#### HR Manager at ACI

It's with great pleasure that we announce the appointment of **Kobus Kruger** as HR Manager at Afrimat Contracting International. Kobus completed his BCom Degree (Human Resource Management) in 1988 and his BCom Honours Degree (Human Resource Management) in 1989 at the University of Pretoria. Kobus has been working in the Industry for the past 29 years and brings vast experience to Afrimat.

#### Where were you before you joined Afrimat?

I started my career at Iscor's Hlobane Colliery in KwaZulu-Natal as an HR Officer in training. After completing my two-year training programme, I worked at various Kumba Resources mines, at Grootegeluk Mine in Limpopo Province in Recruitment and Industrial Psychological Services and at Sishen Mine in the Northern Cape as an HR Generalist.

In 2006 I was privileged to be part of a greenfields project at Kumba Iron Ore (Anglo American), where I was part of the feasibility team and later joined the owners team. I've spent most of my career at Kolomela Mine.

I then had a short stint at Kumba Iron Ore's (Anglo American) corporate office in Centurion working in the new projects environment. After that I worked in the DRC at Chemaf, a cobalt and copper mine. I did HR contract work for ASSORE in Rustenburg and my last job before joining Afrimat was at Exxaro as an HR Generalist in the capital project environment working on expansion projects at Grootegeluk Mine (Limpopo) and on a greenfields project in Belfast (Mpumalanga).

#### Tell us a bit about yourself?

I've been living in Centurion for the past seven years and before that I stayed in the Northern Cape for 14 years. I am married to Desiré and we have two sons, JS (Grade 12) and Michael (Grade 9). We enjoy spending time together as a family; lockdown actually contributed to us as a family, allowing us to spend quality time together. I also enjoy MTB cycling. A new challenge I am taking on is duathlon and I'm training for my first event on 22 November. I am also a keen gardener – my passion is growing orchids.

#### What are you most looking forward to being part of the Afrimat family?

I heard and read so much about the culture at Afrimat. And I've already felt it in the two months I've been at ACI. I want to support and help grow the culture and I am looking forward to being part of the dynamic team at ACI, supporting and growing the business.

We welcome Kobus to the Afrimat family and wish him well in his new role.

Right: Kobus Kruger and his family



### CAPE LIME

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

#### Cape Lime Sales Consultant

We would like to welcome **Elgar Watts** to the Cape Lime team based in Paarl. Elgar joined them on 5 August 2020 as Sales Consultant. Elgar is married and the proud father of a three-year-old son, Alex. Before he joined Afrimat, he was a Sales Representative for Afrigas, an agent of Afrox in Paarl. We wish you all the best, Elgar.



Elgar Watts

### CAPE LIME

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

#### Cape Lime Sales Administrator

**Henriëtte Marais** joined the Cape Lime team on 27 July 2020 as Sales Administrator and is currently based at their Paarl office. Before Afrimat she worked at Bush Lapa Offroad Caravans. Henriëtte lives in Paarl and, in her free time, loves camping, reading and horseback riding.

She is looking forward to growing and developing within Afrimat in the years to come and to making the most of every opportunity given to her to be able to make a difference and impact her workplace. Welcome to the Afrimat family, Henriëtte.



Henriëtte Marais



## New appointments and promotions

### READYMIX – WESTERN CAPE

PIETER GROVÉ – REGIONAL MANAGER – READYMIX CAPE

#### Production Controller, Stellenbosch and Killarney Gardens

As part of our efforts to improve our service delivery to our clients as well as our production controls in the Cape Town hub, we decided to add another Production Controller to the team. This would allow us to improve interaction and relationship building with our clients and our staff. We're pleased to announce that **Bongisisa 'Bongi' Nkomombini** has been appointed to fill the position. Bongi's area of responsibility will be the Stellenbosch and Killarney Gardens plants. We want to congratulate Bongi and wish him well in his new role.



Bongisisa Nkomombini

### AFRIMAT CONTRACTING INTERNATIONAL

PIERRE DU TOIT – MANAGING DIRECTOR – AFRIMAT CONTRACTING INTERNATIONAL

#### Business Developer Aggregates and Construction

It is with great pleasure that we announce the appointment of **Jurgens du Toit** as Business Developer Aggregates and Construction Materials for Afrimat Contracting International. Jurgens has been working in the industry for the past 26 years and has vast experience in open-cast mining and pre-mixed concrete. During his career he has worked in Botswana, Lesotho, Tanzania and South Africa.

Jurgens currently resides in Durban with his wife, Ruth, and two sons, Jarryd and Jonathan. He enjoys going for a paddle on the ocean, reading and the occasional game of Airsoft. We welcome Jurgens to the Afrimat family and wish him well in his new role.



Jurgens du Toit

### DEMANENG – KATHU

BLANCHE COAD – ACCOUNTANT – AFRIMAT DEMANENG

We'd like to welcome **Cat Steyn** and **Shaheeda Coetzee** to the Afrimat Demaneng Team. Cat joined Afrimat on a temporary contract at our stores in March. She moved over to our financial team as a Diesel and Admin Clerk in May. She applied for the position of Creditors Clerk and was promoted to this new post in September 2020. She is a 24-year-old mother of three and is busy studying Financial Management at Collage SA.

Shaheeda joined Afrimat on a temporary contract in March and was appointed as Buyer in October 2020. She studied Public Supply Chain Management at Southern Business School and got her diploma in 2014. Before she joined us, she worked for Correctional Services in Kuruman for 10 years. Shaheeda would like to broaden her qualification in procurement.



Left to right: Cat Steyn, Shaheeda Coetzee

### ORGANISATIONAL DEVELOPMENT

MARELI MOSCA – HEAD: ORGANISATIONAL DEVELOPMENT

A warm congratulations to **Innocentia Mogotsi** who has been promoted from Organisational Development (OD) Assistant to being the OD Officer reporting to Anton Gerber (General Manager HR). Innocentia's passion for OD is contagious and her deep care for the people of Afrimat is heartwarming and inspiring. We wish you great success in this new role! Keep up the good work!



Innocentia Mogotsi

## New appointments and promotions

### HLUHLUWE ACP – KZN

REGINALD GWALA – HR MANAGER – KZN & FREE STATE REGION

At the beginning of October, we appointed **Tammy Weeks** on a permanent basis as Production Supervisor at our Hluhluwe ACP operations.

After six years in the Constructions Specialized Concrete Division of Block Contractors (based in Durban), of which two years were spent in Logistics, Tammy joined Afrimat and she has done a sterling job of bringing about stability to the site.

Tammy says the following about her decision to join our team: 'I must say that this was one of the most life-changing decisions I have ever made, and I have done so with no regrets. Covid-19 hit many companies in our industry awfully hard, and the business I worked for was no different.

'The pandemic led to me bidding farewell to a career that I thought was all I knew, but with the support of family and friends, I relocated to my hometown of Hluhluwe. Those who have met me will know I appreciate the lighter side of life and I embraced this change with the most positive attitude I could muster at the time. Little did I know the last puzzle piece for 2020 was being slotted in. I strongly believe I have a lot to learn and just as much to offer.

'The support I have received from management and my fellow colleagues has been inspirational, to say the least, and I appreciate the opportunity Afrimat has presented to me.

'I am fortunate enough to have an amazing team who are more than ready to step up to the plate and make their presence known.'

**'TEAMWORK BEGINS BY BUILDING TRUST. AND THE ONLY WAY TO DO THAT IS TO OVERCOME OUR NEED FOR INVULNERABILITY.'** PATRICK LENCIONI



Tammy Weeks

### VRYHEID, KZN

REGINALD GWALA – HR MANAGER – KZN & FREE STATE REGIONS

Congratulations to **Simon Mdanda** for being promoted to Production Supervisor at our ACP Branch in Vryheid. Simon joined Afrimat on 1 July 2014 and previously held the position of Assistant Quality Assurance Manager for the KZN & Free State Regions.

Simon assumes his new role on 1 November and wish him success in this new chapter of his professional career.



Simon Mdanda

### BULK COMMODITIES

GERHARD ODENDAAL – CLUSTER HEAD – AFRIMAT BULK COMMODITIES

With the Coza Mining transaction now a reality and the critical timeline to expedite this important project, the following changes in senior management responsibilities for the Northern Cape operations were made.

- **Hannes Cronjé** will primarily focus on the start-up of the Coza project.
- **Katarien Deyssel** will assume the responsibility as Mine Manager for Demaneng.

We wish both of them well with their important tasks and request that you support them accordingly.

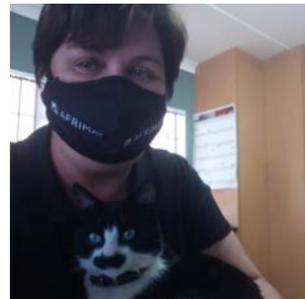


Left to right: Hannes Cronje, Katarien Deyssel

## Mask Competition winner!

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

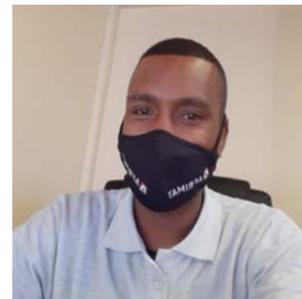
Thank you to everyone who entered the Wear your Mask Competition. We had so many great entries we decided to do a lucky draw to see who the winner is. Congratulations to **Bongisisa Nkomombini**, Regional Production Controller Western Cape. We will be in touch to discuss your prize!



Belinda van Deventer, Vryheid Admin



Sandra Fana, Glen Douglas



Darren van der Vent, Cape Town ReadyMix



Bongisisa Nkomombini, Western Cape



Matlakala Maropeng, Glen Douglas



Left to right: Blanche Coad, Shaheeda Coetzee and Cat Steyn from Demaneng



Kobus Richard Basson, Demaneng Mine



Letisha van den Berg, Afrimat Shared Services



Carlton Mowane, Lyttelton Dolomite Pty Ltd



Colbert Bam, Glen Douglas



Melony Adams from Head Office with her husband, Grant



Denleigh Spocter, Western Cape



Ignicuous Mokuwe, Marble Hall

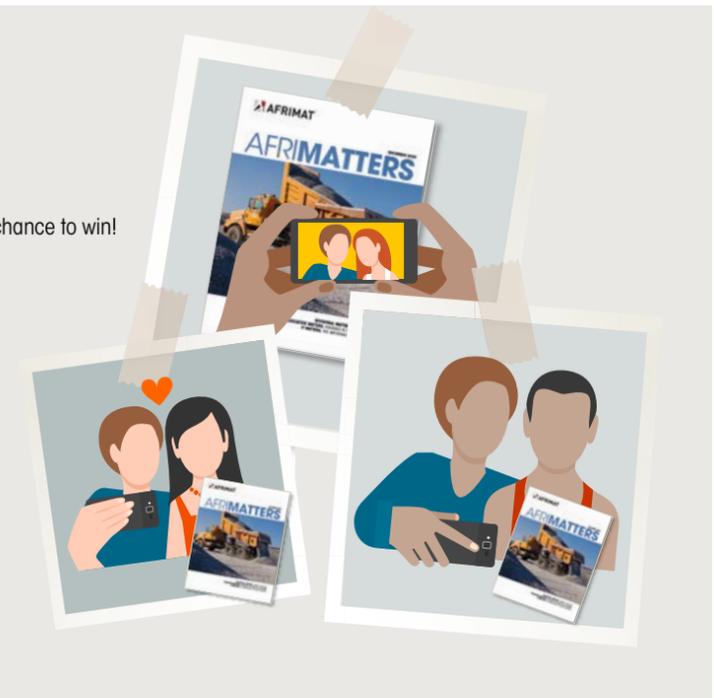
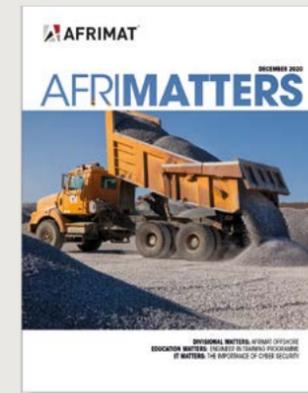


Johanna Madiba, Marble Hall

## December Competition:

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

We invite you to take **Afrimatters** with you on holiday. Snap a picture of yourself and your magazine and email it to [lizanne.olivier@afrimat.co.za](mailto:lizanne.olivier@afrimat.co.za) by 31 January 2021 and stand a chance to win!



## Newborns

### TECHNOLOGY CLUSTER

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Congratulations to Pierre Marais (Continuous Improvement Systems Manager) and Chanté on the birth of their baby boy, Rolan Marais. Rolan was born on 2 October, weighed in at 3kg and measured 53.5cm. We know this little one will bring you only joy and laughter.



Pierre, Chanté and baby Rolan

### AAO – WESTERN CAPE

BEANCA LOUW – HUMAN RESOURCES OFFICER – WESTERN CAPE

The management and staff of AAO wants to congratulate Stephan and Valerie le Roux on the birth of their twins, Mianè and Mischka on 17 August 2020. May they bring you endless joy and memorable moments! Enjoy your blessings.



Morné with Miané and Mischka

### GLEN DOUGLAS - GAUTENG

ILSE GRIMBECK – HUMAN RESOURCES MANAGER – GAUTENG SOUTH REGION

Congratulations to Hugo du Randt (Group Procurement Manager) and Vanessa on the birth of their baby daughter, McKenzie, born 19 August 2020.



Vanessa, McKenzie and Hugo

ORGANISATIONAL DEVELOPMENT

# The power of one-on-ones

MARELI MOSCA – HEAD OF ORGANISATIONAL DEVELOPMENT

In Afrimat – we do things the Afrimat Way. One of the most prominent levers of our Afrimat Way culture is the habit and practice of having frequent and effective one-on-ones.

Through one-on-ones, we ensure that our people flourish, feel cared for and are empowered by understanding their roles, contributions, and value in line with the business strategic objectives and vision.

Having 1:1s is imperative to Afrimat sustaining and staying true to Our Way.

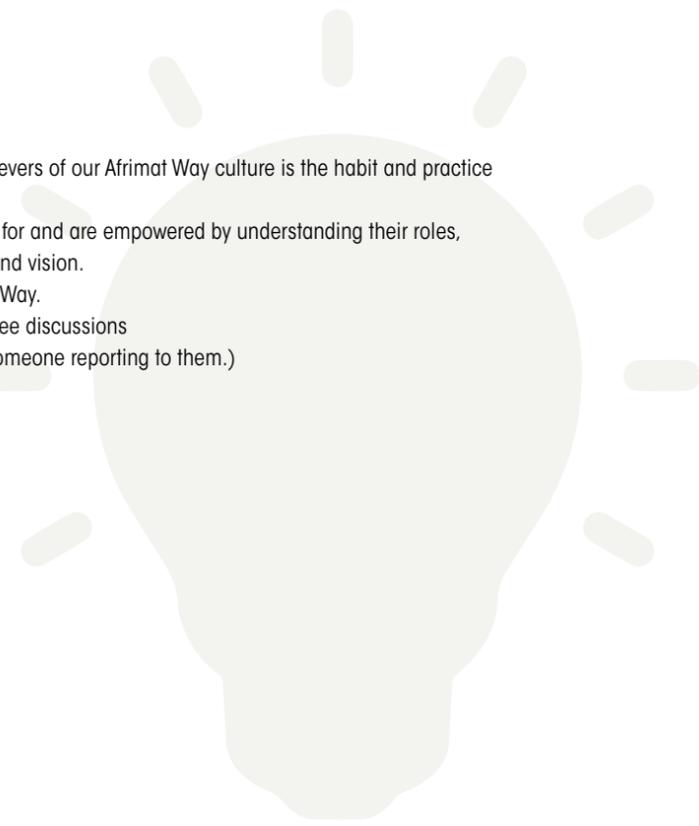
**The definition of a 1:1:** Regular, scheduled one-on-one leader-employee discussions

(A leader is a manager, supervisor, team leader, i.e. anyone who has someone reporting to them.)

**An effective 1:1 creates a safe space where...**

- Open and honest discussions can be held
- Trust can be built and relationships can grow stronger
- Expectations can be understood, aligned and managed
- Mentoring and coaching can take place
- Purpose can be explained and aligned
- Goals can be identified and aligned
- Needs and concerns can be voiced, understood and addressed
- Appreciation and recognition can be given
- Success can be celebrated
- Accountability and ownership can be reinforced
- The Afrimat Way can be reinforced
- Growth and progress can be tracked and discussed

One-on-ones assist leaders and employees to connect, align, give and get feedback and to inspire. It is a platform where leaders get the opportunity to live the leadership principals of modelling the Afrimat Way, inspiring a shared vision, challenging the process, enabling others to act and encouraging the heart.



	<b>CONNECTION</b>	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.
	<b>ALIGNMENT</b>	Great 1:1s provide employees with a sense of direction and clarification on their purpose, projects, priorities, and immediate and career goals.
	<b>FEEDBACK</b>	Consistent and timely feedback is important, and there's no better time to exchange feedback than during your 1:1s.
	<b>INSPIRATION</b>	Much like coaching, 1:1s allows for the sharing of advice, guidance, and resources, all the things employees need to be star players. Inspire by sharing stories from your career about how you navigated through hard times and what you learned along the way.



# Afrimat – nurturing a learning culture

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

An important component of the Afrimat Way is 'skills and competence'. We believe in putting the right people in the right place; we believe in ownership and responsibility; and we believe in a learning culture and fostering an in-depth knowledge of legislation and requirements. Afrimat therefore believes in investing in its employees, and encourages them to study further and take on opportunities to further develop themselves within their positions and careers.

The following articles are a great testimony to Afrimat staying true to its commitments. We have so many staff members who are truly thankful for the opportunities Afrimat has given them. Here are a few of our most recent success stories.

## GLEN DOUGLAS – GAUTENG

### From Glen Douglas to Worcester: Embracing new opportunities and sharing knowledge the Afrimat Way

KALAY NAIDOO – SALES REPRESENTATIVE MULTI-PRODUCTS

I joined the Afrimat team on 2 March 2020, after working in the asphalt industry for 12 years. These past few months have been quite the roller-coaster ride but the experience has helped me grow spiritually and mentally.

In September, I was granted the opportunity to visit AFRI-LAB Worcester to learn more about materials from the team there. I was excited, but also quite nervous, as I didn't know what to expect.

I was put at ease the moment I arrived. Technical and Quality Manager Johan Burger assured me that I was in good hands and, indeed, I was. Christopher Vermeulen and the crew were humble and patient and even though I asked what felt like a million questions, Christopher replied each time with a smile and made sure I understood. Sharing knowledge in such an unselfish way is a rare quality.

It was also lovely to meet the positive and humble Dries Burger, who showed me life through a different lens. He was very excited to tell me that I had made the right decision to join Afrimat and that I would not regret being part of the team in Gauteng under the strong leadership and guidance of Davin Giles.

I look forward to this new chapter and believe that as a team, we can continue to take Afrimat from strength to strength.

Left to right: Johan Burger, Christopher Vermeulen, Ferguson Hendricks, Lionel Doves, Desmond Hendricks, Charlton Lottering, Kalay Naidoo



Kalay Naidoo and Dries Burger

**'I LOOK FORWARD TO THIS NEW CHAPTER AND BELIEVE THAT, AS A TEAM, WE CAN CONTINUE TO TAKE AFRIMAT FROM STRENGTH TO STRENGTH.'**



## MARBLE HALL – LIMPOPO

### The path from assistant to qualified Boilermaker

NALEDI MOSAKU – SUSTAINABILITY INTERN

#### Congratulations to David Makamu, Marion Kajeko and Sibusiso Thobela

David Makamu, Marion Kajeko and Sibusiso Thobela were all appointed as Boilermaker Assistants and showed great passion for the trade and a hunger to learn and become qualified boilermakers. Attie Theron, their mentor, saw their determination and eagerness and asked management to give them an opportunity to learn and grow.

Marion and Sibusiso were offered learnerships in September 2014, and David in February 2015. There was, unfortunately, a delay with the issuing of serial numbers in order for them to go for their trade tests, but this did not stop them. They took every opportunity at work to learn more and practise and work even harder.

David received his serial number first, went for his trade test and passed it on the first try! It was such a special moment when we received the call to say that he had passed. David was then given an opportunity to work at the Marble Hall Mine for six months – all they had to do was appoint him as a Junior Boilermaker. David, our hearts are so filled with pride every time your name is mentioned. You showed us that with the right attitude and hard work, anything is possible!

Marion received his serial number and passed his trade test. He was offered an opportunity first as a Boilermaker Aide and was then promoted to Junior Boilermaker. Marion, your willingness to help and your eagerness to be successful in your job are something special.

After receiving his serial number and passing his trade test, Sibusiso too was offered an opportunity as a Boilermaker Aide, after which he was promoted to Junior Boilermaker. Sibusiso, your passion is contagious and we are just so proud of you!



David Makamu



Marion Kajeko



Sibusiso Thobela

## WESTERN CAPE

### Training workshop and courses completed

RAEESHA TROMP – HUMAN RESOURCES DEVELOPMENT OFFICER – AFRIMAT READYMIX (CAPE)

#### Congratulations to Thato Mile, Technical Controller, Readymix Western Cape

DYNA CORE A is a first-line management-skills course designed for supervisors and first-line managers from companies in the Western Cape. The course aims to develop management skills (such as time management, disciplinary processes, problem solving, conflict management, continuous improvement and role clarification) and is held at the Stellenbosch Business School and in Ndabeni.

We would like to congratulate Thato Mile, Technical Controller, Readymix Western Cape, on completing the final phase of the CORE Supervisory Skills Programme. He was voted 'The Best Leader in the Group'.



Thato Mile

## GLEN DOUGLAS

### Insights from an intern

TSHEPO TSOTETSI – OCCUPATIONAL HEALTH AND SAFETY INTERN – GLEN DOUGLAS

I started my journey at Afrimat on 1 September 2020 as an Occupational Health and Safety Intern at Glen Douglas Dolomite. I enjoy the fact that the environment is versatile and diverse and that no two days are the same. I have learnt that every day has its own challenges, and that there is more than one way to tackle a problem or complete a task.

It has been my experience that the business promotes a culture that appreciates new ideas and ways of doing things – something I find very refreshing as it makes me feel valued.

It is said that to improve or grow as a person, you should strive to be an even better person than you were yesterday. Being part of the Afrimat team has shown me that the people here not only share the same mindset, but also encourage you to dream and achieve your goals.



Tshepo Tsotetsi

GAUTENG

## Fostering a caring environment and learning culture

TANYA PRETORIUS – DIGITAL MARKETING OFFICER

**At Glen Douglas Dolomite, SA Block and Clinker Supplies, we value skills development.**

True to the Afrimat Way, we believe that by fostering a caring environment and a learning culture, we can support our staff in achieving their goals.

Through our Internal and External Development Programmes, the following colleagues are expanding their knowledge in their respective fields. Well done, team!

**Internal: Glen Douglas**

- Tshifwa Rammela Masters in Geology
- Simon Moetsela Short Programme in Production
- Fumane Naledi Post-graduate Diploma in Management
- John Rees CIMA: Management Level

**External: Glen Douglas**

We are supporting a mechanical engineering student from the University of Johannesburg with a bursary.

**SA Block and Clinker Supplies**

- Andrew Crausaz Management Development Programme
- Albert da Serra National Certificate: Rock Break
- Bianca Dinglestad Certificate in Business Accounting

**'WE BELIEVE THAT BY FOSTERING A LEARNING CULTURE, WE CAN SUPPORT OUR STAFF IN ACHIEVING THEIR GOALS.'**



Tshifwa Rammela



Fumane Naledi



Simon Moetsela



John Rees



Andrew Crausaz



Albert da Serra



Bianca Dinglestad

HLUHLUWE – KZN

## Adult Education and Training (AET) at Hluhluwe Quarry

REGINALD GWALA – HR MANAGER – KZN & FREE STATE REGION

In 2013, **Thandi Mathe** joined the Hluhluwe Quarry as an Office Cleaner and **Mbuso Zwane**, joined as a Plant Operator. They have both progressed to AET Level Four in English. **Nozibusiso Gumede**, Skill Tech Facilitator, is immensely proud of these two dedicated adult learners in her class. She extends her gratitude to Marius Kruger, Quarry Manager, for affording Thandi and Mbuso the opportunity to attend AET classes. We wish them success in their studies and are proud of them and their progress.



Left to right: Thandi Mathe, Nozibusiso Gumede (Skill Tech Facilitator), Mbuso Zwane

VRYHEID KZN

## Junior SHE Officer at Vryheid pursuing Honours Degree

REGINALD GWALA – HR MANAGER – KZN & FREE STATE REGION

**S'duduzo Mdanda**, affectionately known as S'du, is a Junior Safety, Health and Environment (SHE) Officer at the Vryheid Regional Office. In 2017, S'du joined Afrimat Aggregates (KZN) as a SHE Intern after successfully completing her Bachelor of Science Degree in Geology.

Upon completing her internship in March 2019, she was appointed on a permanent basis as the Junior SHE Officer. Through study assistance received from Afrimat, S'du is now pursuing her Honours Degree in Environmental Management on a part-time basis through UNISA.

S'du extends her thanks to the company for supporting her professional development and is especially grateful for the guidance she receives from her mentor Brian Wevell, who is Regional SHE Manager for the KZN & Free State Region.



S'duduzo Mdanda

KZN & FREE STATE REGION

## KZN & Free State Region assisting deserving employees through Recognition of Prior Learning (RPL) initiatives

REGINALD GWALA – HR MANAGER – KZN & FREE STATE REGION

Management in the KZN & Free State Region has embarked on a Recognition of Prior Learning (RPL) initiative to assist deserving employees in the region to acquire certification in their chosen disciplines.

**Willie Cana**, who is a Trainee Plantsman at the Hluhluwe Quarry, has recently successfully completed his RPL assessment in welding at Durmacol in Northern KZN.

After successfully completing his Matric, Willie joined the company as a Truck Driver at the Hluhluwe Quarry in 2007. He is grateful for the support and guidance he receives from his mentor and Quarry Manager in Hluhluwe, Marius Kruger.

We wish Willie well in his future endeavours.



Willie Cana

CAPE LIME VREDENDAL

## Adult Education programmes 2019

KOBUS BARNARD – HR & SUSTAINABILITY MANAGER

Cape Lime Vredendal operations employees participated and successfully completed their Adult Education programmes in 2019. Mathilda Krots and Andrew Cloete passed Level 2, and Jesaya Kalihonda, Fanie Mungenga and Roaney van Wyk passed Level 1.

Congratulations to these staff members on their achievements.



Left to right: Mathilda Krots (owner of Krots Verpakking, Vredendal), Jesaya Kalihonda, Andrew Cloete, Fanie Mungenga, Roaney van Wyk

AFRIMAT CONTRACTING INTERNATIONAL

## Training and development

RONWA ROKHO – HRD TRAINEE

### Gift Mazibuko – Mechanical Engineering Intern

My journey with Afrimat started at Hartebeesfontein Quarry in June 2019, under the mentorship of Patrick Stockwell, and I appreciate the skills, knowledge and exposure I received there: mining health and safety, drilling and blasting, plant process, plant maintenance, material grading and the weighbridge. As part of the Afrimat Contracting International (ACI) rotation plan, I then moved to the ACI workshop to obtain new skills under the leadership of Riaan Truscott. Working at the workshop was a new challenge and a wonderful opportunity. I was working in a diverse environment with colleagues from different backgrounds and cultures. Here, I gained practical experience in rebuilding crushers, learnt about drill rigs and various other different components. I am currently based at Demaneng, mobile crushing under the leadership of Johan van Eden, where I am provided with the opportunity to supervise the screening operation.

The journey has been a challenging one, but it has allowed me to grow and broaden my knowledge and skills within the mining industry. I personally enjoy getting my hands dirty because it allows me to learn more. I appreciate the opportunity that ACI has granted me. I am glad to be part of the Afrimat family and looking forward to a better future with Afrimat.



Gift Mazibuko

AFRIMAT CONTRACTING INTERNATIONAL

## Adult Education and Training (AET)

RONWA ROKHO – HRD TRAINEE

Congratulations to **Anthony Maphanga, Jacob Mpureng, Shedrack Ntuli** and **Jan Mashiga** for completing their AET programmes.

Afrimat Contracting International (ACI) is proud to announce that we now have 10 employees undergoing a successful AET programme at Hartebeesfontein Quarry, and the employees are looking forward to writing their Independent Examination Board (IEB)/Umalusi exams. We wish them success with their exams and a bright journey ahead. It is a bold step in personal growth, and wish them every encouragement on their paths to self-development.



Left to right: Gift Anthony Maphanga, Jacob Mpureng, Shedrack Ntuli, Jan Mashiga

AFRIMAT CONTRACTING INTERNATIONAL

## Work Experience (P1 and P2)

RONWA ROKHO – HRD TRAINEE

**Mandla Buda, Lebohng Lebeea, Mbulelo Dlodlo** and **Shaun Mathosi** were appointed on 13 January 2020 as the in-service training (P1 and P2) learners in mechanical engineering. They are currently based at the ACI Workshop. Shaun, Mandla and Mbulelo are in the process of completing their Diplomas at the Vaal University of Technology, and Lebohng is completing his Diploma at the Central University of Technology.

The learners have all completed and submitted their P1 reports to their respective universities, and they are currently proceeding with their P2 reports that are based on constructing a design project. Experiential learning has given them exposure to the fundamental and core learning required by universities to acquire their full qualifications next year. ACI is delighted to be part of their journey and upcoming graduations. We congratulate them and wish them a bright future,



Mbulelo Dlodlo



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

AFRIMAT CONTRACTING INTERNATIONAL

## Bursary candidate

RONWA ROKHO – HRD TRAINEE

### Philani Dlamini

Philani Dlamini is from Mpumalanga and a bursary candidate under Hartebeesfontein Quarry. He is currently in his second year of undergraduate studies at Wits University, doing a BSc in Mechanical Engineering. Philani is grateful for the opportunity and funding that Afrimat has offered him.

For as long as he can remember, he has aspired to become a modern-day designer, someone who turns ideas and concepts into tangible and useful products for the improvement of others. As a result, Philani always strives to work with others and figure out a way to improve things or find new and effective ways of doing something better. One of his aims is to reach a point in his life where he knows he has added value as a result of his design expertise and through the harmonious collaboration with other individuals whom he will meet throughout his journey.

As an aspiring Mechanical Design Engineer, his aim is to be in an environment that stimulates his creative mental capacities, and this will enable him to build good friendships. Much of his inspiration comes from famous people like Elon Musk and he hopes to be an inspiration to others as well. He is looking forward to adding value to ACI and meeting new people along the way.



Philani Dlamini

AFRIMAT CONTRACTING INTERNATIONAL

## Mechanical Engineering Interns appointments

RONWA ROKHO – HRD TRAINEE

### Xolani Sandleni

We are delighted to welcome our new Mechanical Engineering Intern Xolani Sandleni to Afrimat Contracting International (ACI). Xolani obtained his Mechanical Engineering Diploma at the University of Johannesburg and is currently based at Dingwell Quarry under the mentorship of Leonard Makola. He will be taking part in the MQA Internship Programme which forms part of the Afrimat Graduate Development Programme (AGDP). Xolani aspires to prosper in a stimulating and challenging environment, building the success of the company while he experiences advancement opportunities. ACI wishes you all the best with your new challenges and opportunities that lie ahead; we are looking forward to being a part of your journey, Xolani.

### Nomfundo Seroka

Nomfundo joined Afrimat in September 2019 as a Mechanical Engineering Intern at ACI. She obtained her Mechanical Engineering Diploma at the Vaal University of Technology and is currently based at Hartebeesfontein Quarry where she will be mentored and coached by Mike Baloyi. During her internship period she will be rotating between the different sites at ACI. All the best with your future career endeavours in Afrimat, Nomfundo!



Xolani Sandleni



Nomfundo Seroka

AFRIMAT CONTRACTING INTERNATIONAL

## Success story

RONWA ROKHO – HRD TRAINEE

### John Motaung

John Motaung started his Afrimat journey in July 2016 as a General Worker at the ACI Workshop. Through his dedication and determination towards a safe and clean working environment, he was selected to undergo health and safety training in February 2020. John is now the Safety, Health and Environment (SHE) Representative and Storeman at the ACI Workshop.

ACI wishes John Motaung a bright future in his new role; we are looking forward to supporting his career growth.



John Motaung

AFRIMAT CONTRACTING INTERNATIONAL

Success story

FAITH KOSA – HR OFFICER TRAINEE

Ishmael Mapea

Ishmael Mapea joined Afrimat in February 2019 working as a Casual Worker at the ACI Workshop. Ishmael has an N2 in Mechanical Engineering, and has been appointed as a permanent General Worker. Through his hard work, dedication, and his long-term career aspiration of becoming an Earthmoving Mechanic, Ishmael has been offered a learnership from Afrimat to become just that. ACI wishes you a successful career journey and growth within the company; may you continue to make a positive contribution within the Afrimat group.



Ishmael Mapea

HEAD OFFICE

One step closer to reaching the end goal

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Kim Cloete's journey

Kim Cloete, Reporting Accountant at Head Office, started with Afrimat in December 2016 as an Assistant Accountant on a three-month contract. Her contract was extended to a further three months after which she became permanently employed in July 2017. Kim joined us with a BCom Accounting Degree.

Through Afrimat, Kim was given the opportunity to complete her CTA (Certificate in the Theory of Accounting) through Unisa as well as complete the Afrilead Programme in 2019. The requirements to become a Chartered Accountant include completing your CTA before you are allowed to write the qualifying exams. The fact that Kim was able to obtain her CTA with the assistance of Afrimat, means that she is one step closer to reaching her end goal, which is becoming a CA.

In Kim's own words: 'The journey to finally getting my CTA has been long and filled with so many doubts and times when I wanted to give up, but I can honestly say, that it has been the people at Afrimat that kept me going and encouraged me to stick to it. I'm honestly so blessed to have been granted the opportunity to work at such a wonderful company, in all aspects of the word. And it all started with a little three-month contract in 2016.' Congratulations Kim! All the best with reaching your final goal.



Kim Cloete

GLEN DOUGLAS

Afrimat Bursary Scheme: Success stories

FLORENCE MOCHETA – HR DEVELOPMENT OFFICER – GLEN DOUGLAS

Simon Moetsela – Conveyer Assistant

Simon joined Glen Douglas in 2007 as a Conveyer Attendant. Following an artisan assessment at the Ergo Business Development Academy (EBDA), Simon learned that his written and verbal communication skills were low. He subsequently enrolled for Adult Education Training at Glen Douglas to improve these skills and through this process, discovered his passion for production.

With great enthusiasm, Simon decided that he wanted to do a short course in Production Management, which he passed with distinction. He started his National Certification in Production Management in 2019 under the Afrimat Bursary Scheme. Simon says that he has learned that improving productivity and removing unwanted practices is no longer the responsibility of selected groups but that it is rather the duty of everyone to constantly be on the lookout for ways to become more efficient.

Fumane Naledi – Sales Coordinator

Fumane started at Glen Douglas in 2007 as a Plant Attendant. In 2010, she was promoted to Sales Coordinator and soon after enrolled for a BCom Degree in Marketing Management under the Afrimat Bursary Scheme. Through her studies she gained the confidence to work and communicate with customers effectively and says that through education she feels empowered and confident, not just in her work, but also in herself. Well done to both Simon and Fumane!



Simon Moetsela



Fumane Naledi

AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE

Journey within Afrimat

RAEESHA TROMP – HRD OFFICER – AFRIMAT AGGREGATES OPERATIONS/AFRIMAT READYMIX (CAPE)/BOUBLOK

Aalia Ahmed – Environmental Officer – Western Cape quarries

Aalia Ahmed's journey with Afrimat began in 2016 when she was assigned as an Intern in the Safety, Health and Environmental (SHE) Department. She graduated with her Master's in Environmental Management but had minimal knowledge regarding health and safety in terms of the Mine Health and Safety Act.

During her first year, Afrimat assisted her with health and safety training courses and by 2017 she had completed quite a few of them.

She received practical SHE knowledge from the Afrimat Mentorship Programme, which included informal on-site training by the SHE Manager and Quarry Managers in the Western Cape.

In September 2018, her contract came to an end and by June 2019, she was back at Afrimat as the full-time Environmental Officer for all 13 quarries in the Western Cape.

In her own words: 'It's a great privilege to be working for a company that is considered one of the leading open-pit mining companies in South Africa, and whose vision and values I can relate to and even carry over into my personal life. It is a pleasure to work in an environment that has a culture of respect and teamwork. I am grateful for all the opportunities presented to me and for the chance to become a contributing member of the Afrimat team. I look forward to creating a long and successful journey at Afrimat.'



Aalia Ahmed

Edlin Davids – Boilermaker, Worcester Workshop

I started out as an Apprentice and Afrimat gave me the opportunity to become a qualified Boilermaker. I was permanently appointed on 1 April 2020 and would like to thank Afrimat for the opportunities I have received.



Edlin Davids

Buntu Balintulo – Quarry Manager, Palmiet Quarry

Buntu Balintulo started at Afrimat Aggregates Operations as a Mining Engineering Intern in 2010. For the next couple of years he spent time in various departments, quarries and positions to gain the necessary experience to further his career. These included the Mobile Mechanic Workshop in Worcester, Brewels- kloof Quarry, Worcester Readymix plant, the Electrical Workshop, and the Quality, Health and Safety, Finance, HR, and Sustainability Training and Development departments. In addition, Buntu was required to work with Afrimat Contracting International for a nine-month period, learning about drilling and blasting. In January 2012 he completed his internship and was afforded an opportunity to assist at the Workshop in Worcester as a Junior Planner. In April 2012 he was offered his first permanent position at Palmiet Quarry as a Plant Supervisor. In January 2013 Buntu was appointed as a Junior Quarry Foreman at Stanford Quarry. Management recognised that Buntu had great potential and when an operational need arose at Kliprug Quarry, he was appointed as Quarry Foreman. In March 2016 he was again approached with an opportunity at Palmiet. In 2018 Buntu was promoted to Quarry Manager at Palmiet. Well done, Buntu! From Intern to Quarry Manager!



Buntu Balintulo

Journey within Afrimat continued...

**AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE**

**RAEESHA TROMP – HRD OFFICER – AFRIMAT AGGREGATES OPERATIONS/AFRIMAT READYMIX (CAPE)/BOUBLOK**

**Justin-Lee Elbrink – Site Mechanic, De Kop Quarry**

Justin-Lee started his journey in 2016 as a Workshop Assistant at Worcester and was offered an apprenticeship there the following year. In February 2018 he went for a level test and then qualified in 2019 after which he was appointed as Site Mechanic in 2019. As a child, Justin-Lee enjoyed playing 'mechanic mechanic' with his toys and watching his uncle fix cars – this was part of his inspiration to become a mechanic one day. In 2020 he became Site Manager at De Kop Quarry. Justin-Lee loves playing club rugby, is very passionate about his work and is a team player. He aspires to become a Mechanical Engineering Manager which is why he lives by the motto: 'If you can dream it, you can achieve it!'

**Raeesha Tromp – Human Resource Development Officer, Worcester**

In 2016, I was awarded a bursary to study Human Resources Management by Afrimat. In 2017 I was appointed as the HR Intern as I needed workplace experience to obtain my Diploma. Two years later I was appointed as the HR Administrator and in August 2020 I was promoted to HRD Officer.

**AFRIMAT AGGREGATES OPERATIONS**

**Katlego Jones – Quarry Foreman, Palmiet Quarry**

My journey with Afrimat started in September 2012 at Denver Quarry, Eastern Cape, where I was given the opportunity to complete my Mining Engineering Graduate Programme. During those two years, I learnt about the company culture at Afrimat and was given a chance to rotate between different departments and learn how they operate.

Towards the end of the programme in 2014, I was then approached about a Supervisor position. I worked hard and learnt more about how the business operates. In 2017 I was given the opportunity to further my studies and I enrolled for a BCom Business Management with UNISA and wrote my last module in October 2020.

Towards the end of 2018, I applied for a Quarry Foreman post at Palmiet Quarry, and started working there in March 2019. I am very grateful for the opportunities that Afrimat has given me – I now have the chance to explore and unleash my potential in the field that I enjoy most.

**AFRIMAT AGGREGATES OPERATIONS**

**Beanca Louw – Human Resources Officer, Tygervalley Head Office**

The first time I heard of Afrimat was in 2013 when I was in my third year of studies at the Cape Peninsula University of Technology (CPUT). My cooperative education (experiential learning) lecturer placed me and my then roommate at Afrimat, where we had to complete three months' practical experience. (Before then, I never knew that such a big company even existed in my hometown of Worcester!) In my first week, I fell in love with the company's culture; they've treated us as if we were already part of the Afrimat family. After completing my studies in 2014, I went back to Worcester and, with a lot of faith and hope in my heart, I asked for an internship at Afrimat.

The then HR Officer (the late Willmar Jefftha) made me wait for two months before calling me back with the most rewarding news ever: I had been given a one-year HR internship. I worked at our Worcester office from May 2014 to March 2015. Then I got the opportunity to work as the HR Administrator at Afrimat Readymix, under the supervision of my now most loving HR Manager, Brenda Slattery.

I left in 2016 (life happened), returned in June 2017, and worked until June 2019, before starting at Head Office in Tygervalley on 1 July 2019. I am the HR Officer for Afrimat Aggregates Operations Western Cape, Readymix Cape and Boublok. I feel blessed to be part of such an incredible, caring, yet goal-orientated team and company.



Justin-Lee Elbrink



Raeesha Tromp



Katlego Jones



Beanca Louw

Journey within Afrimat continued...

**DEMANENG – NORTHERN CAPE**

**Gosego Cogang – Engineering Supervisor, Demaneng**

I have been with the company since June 2018. It is a great pleasure for me to be part of Afrimat. I started as an intern (Mechanical Engineering) and I went through the Afrimat Graduate Development Programme (AGDP). Through the programme my knowledge grew exponentially; I also learned about other departments within the operation.

Gaining experience was all about hard work and being able to learn from others. Being more hands-on as a technical person made it easier for me to link my theoretical studies to my practical exposure. My main objective is to gain enormous experience yet not be limited to the world of engineering.

I am currently working as the Engineering Supervisor at the Demaneng plant, and I am very happy with the mentorship and support I get from the team.

Thank you to Afrimat for investing in us. Ultimately this is what ensures the success of the company.



Gosego Cogang

Adult Education and Training (AET): Level 2

**DEMANENG – NORTHERN CAPE**

**ISABEL AVILAHAMA – HR CLERK**

Congratulations to the following people for completing their Adult Education Training courses.

**Kerneels Hantisi – Diesel Mechanic**

As a semi-skilled employee, the company requires you to be able to read and write, I joined the AET programme to improve my literacy. It was always my desire to read and write and coming from the rural areas, finance was always a challenge. Thanks to Afrimat Demaneng for the opportunity.

**Koenraad Tumaeletse – Diesel Mechanic**

As an adult and a father, going to school was not an option, but seeing my children doing their homework and not being able to help them, pushed me to join AET. I achieved AET Level 2 successfully and I'm looking forward to next year's AET Levels 3 and 4. A big thanks to Afrimat Demaneng.

**Celima Antonio – Office Cleaner**

I started at Afrimat Demaneng in 2018 not knowing how to read and write.

HR approached me with the application for AET. I was hesitant at first but realised that it is a beneficial programme. It was also a bit challenging. I'm at Level 2 now. Thanks to Demaneng for implementing the AET programme – now I can read and write.



Kerneels Hantisi



Koenraad Tumaeletse



Celima Antonio



Rooiland Polelo

**Rooiland Polelo**

As a farmer it was difficult for me to communicate with my clients, so I joined the AET programme, and it helped me with the knowledge of managing my money (profits, assets and liabilities) and today I am able to read and write as well.

You're never too old to learn. Thanks to Afrimat Demaneng.

## Study assistance

### HEAD OFFICE

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

I started at Afrimat in 2016 with a BTech Degree in Public Relations Management and since then I have been encouraged to study further in order to keep on developing my skills within the Marketing Department. In 2018 I was given the opportunity to take a Brand Management course through GetSmarter and UCT, and it's helped me every day since. In 2019 I took part in the Afrilead Leadership Development Programme, an amazing internal course, which opened my eyes in terms of what a leader should be.

In 2020 I was encouraged to take an internal finance course for non-finance managers and although I was a bit hesitant, I am glad I did it. It has helped me understand healthy finances and how to read certain reports. I love that our Afrimat culture embraces and encourages a learning environment. I saw the below as a meme on LinkedIn and it reminded me of why a company should invest in its employees: CFO asks CEO: 'What happens if we invest in developing our people and they leave?' CEO: 'What happens if we don't and they stay?'

Thank you to Afrimat for investing in us. Ultimately this is what ensures the success of the company.



Lizanne Olivier



Thabang Sechogela



Silindile Mamba

## Learnership opportunity

### DEMANENG – NORTHERN CAPE

ISABEL AVILAHAMA – HR CLERK

#### Thabang Sechogela – Machine Operator learnership

Afrimat has helped me develop from being a Sampler to a Machine Operator in mining.

The Mining Department at Demaneng is dominated by males and I'm glad to be the first female Machine Operator. I'm looking forward to growing with the company.

## In-Service training

### DEMANENG – NORTHERN CAPE

ISABEL AVILAHAMA – HR CLERK

#### Silindile Mamba – Mining Engineer in-training

I joined the Afrimat family in September 2019 as a Mining Engineer in training. I was exposed to the different departments at Demaneng Mine in order to understand the overall process and flow of mining. During the course of my exposure I obtained a Competent A certificate and Rock Breaking ticket. I was also required to run projects related to fleet optimisation, root cause analysis on blasting results, as well as the Demaneng West Pushback Project to name a few. On 1 October 2020, I was appointed as Mining Supervisor with the responsibility to work with the mining production team as part of my professional development programme.

## Interns deliver presentation like professionals

### INFRASORS GAUTENG

ANGELIQUE STANNARD – HR OFFICER – INFRASORS GROUP

Twice a year, our interns are required to deliver a presentation on the progress of their internship programme. On 2 September, our interns did just that when they presented to managers, Heads of Departments, and members of Mancom. Well done to **Mmathapelo, Mbofho, Innocentia** and **Naledi**. You handled the presentation like professionals! We are proud of you and excited to see what the future holds.

Left: Mmathapelo Malapane, Mbofho Lalumbe, Innocentia Mogotsi  
Far right: Naledi Mosaku



## Successful Learnerships at Lyttelton Dolomite

### INFRASORS GAUTENG

ANGELIQUE STANNARD – HR OFFICER – INFRASORS GROUP

Congratulations to **Mathews Modimola** and **Tumelo Maifo** for successfully completing their learnerships at Lyttelton Dolomite, Marble Hall. Mathews completed his Diesel Mechanic Learnership and assisted at Centurion Mine. Management was so impressed with his work, that he was appointed as a Junior Diesel Mechanic. Tumelo completed his Boilermaker Learnership and was appointed as a Boilermaker Aide at Marble Hall. Well done! We wish you both all of the best!

## Adult Education and Training (AET) during Covid-19

### INFRASORS GAUTENG

ANGELIQUE STANNARD – HR OFFICER – INFRASORS GROUP

We are so proud of all our employees who are attending AET classes at both of our Centurion and Marble Hall operations.

Lockdown disrupted classes and the subsequent implementation of social distancing whilst continuing with classes at both sites was a daunting task, but all our adult learners took on the challenge with positivity and completed their respective education levels.

Well done!

## Embracing a learning culture at Lyttelton Dolomite

### INFRASORS

ANGELIQUE STANNARD: HR OFFICER – INFRASORS GROUP

We are proud of the following colleagues for investing in their future through hard work and further studies.

#### Margaret Ntuli – Junior Geologist, Lyttelton Dolomite Marble Hall

Margaret started in August 2014 as a Geology Intern at Marble Hall and her work ethic and determination was evident from the start. In 2015, Margaret was awarded a bursary to complete her BTech in Geology at the Tshwane University of Technology and in 2020 she completed her BScHons in Environmental Management at Unisa.

#### Comfort Mashu – Junior HSE Officer, Afrimat Silica at Lyttelton Centurion

Comfort joined us on 2 May 2019 and his work ethic and attention to detail quickly made an impression. He is currently studying towards a BTech in Safety Management. He also received Golden Key recognition at Unisa for his Diploma in Safety Management.

#### Mfundo Silinga – Production Supervisor, Lyttelton Dolomite Centurion

Mfundo started at Lyttelton Dolomite Centurion on 2 May 2018 as a Mechanical Engineer Intern. As part of the Afrimat Graduate Programme for Interns, he gained experience at all of the relevant departments, which also included the Production Department. Although Mfundo initially thought he didn't necessarily want to work in production, he ended up impressing management so much that he was offered a permanent position as Production Supervisor.

Well done! You make us proud!



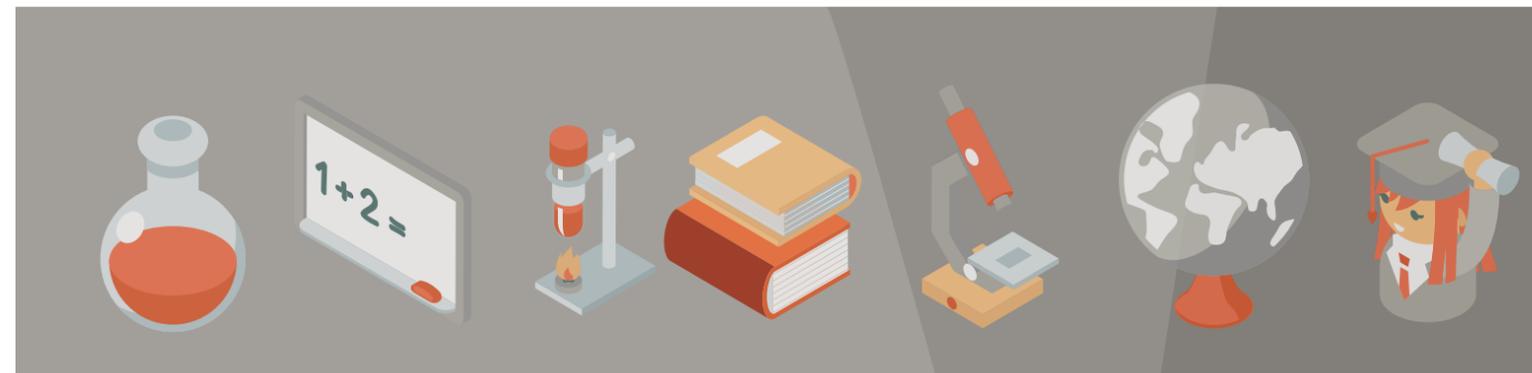
Left to right: Ruan Smit (Mine Manager, Marble Hall) and Margaret Ntuli



Comfort Mashu



Mfundo Silinga



## Engineer in Training Programme

### ENGINEERING

STEPHAN DE VILLIERS – HEAD MAINTENANCE ENGINEER

So, you've completed your studies and feel like you are on top of the world. You are now an engineer!

And then reality bites.

You feel that you might have to fake it till you make it because it feels as if everyone is looking at you with the idea that you know everything but, even though you have the knowledge, you have little practical experience.

In short, that is what the Engineer in Training Programme addresses. The aim of the training programme is to expose young engineers to the real world of Afrimat. To learn our culture and values and become proficient in our processes in such a way that they can be deployed to any of the mines and be successful in their tasks.

For engineers there are two basic formal directions they can take.

The one option is to be registered as a professional engineer. This is normally the direction to take if a person wants to stay in design and projects. This registration allows you to sign off on designs of plants and other engineering designs and allows you to do consultation work as an engineer. It comes with a responsibility and a liability because if something goes wrong on the design, you can be held responsible.

The other direction is to write the examination for the Government Certificate of Competency (GCC) for a Mechanical or Electrical Engineering. If you have this qualification, it allows you to be appointed as the responsible engineer on a mine where it is required. This comes with a big responsibility as you're accountable for the safety of the equipment and the health and safety of your fellow employees and any person that comes on the mine.

The current training programme is based on the requirements for registering as a professional engineer. This requires that a young engineer should follow a formal training programme for a period of at least two years and then they can apply for professional registration after a minimum of three years' work experience after completing their studies.

**'THE AIM OF THE TRAINING PROGRAMME IS TO EXPOSE YOUNG ENGINEERS TO THE REAL WORLD OF AFRIMAT.'**

**'AFRIMAT DOES NOT OWN ANY UNDERGROUND MINES, SO WE ARE IN THE PROCESS OF NEGOTIATING THAT OUR CANDIDATES CAN OBTAIN THIS TYPE OF EXPOSURE AT OTHER MINES.'**

#### The training programme is based on the following:

- Basic training: the candidate is exposed to the general working of the mine or plant where they are employed.
- Design: the candidate is exposed to the design and execution of a project and is responsible for the commissioning of the project.
- Management: the candidate starts to grow and learns how to work with people in a formal environment.

The training programme needs to be completed and signed off by the engineer's mentor.

The path to writing a GCC is a bit more complicated as it comprises all the basic requirements of the professional registration but a candidate also needs very specific exposure to the underground mining environment. The specific requirements call for experience with winding plants, compressor installation and reticulation of compressed air, steam generation and reticulation.

Afrimat does not own any underground mines, so we are in the process of negotiating that our candidates can obtain this type of exposure at other mines. If we can negotiate this agreement, it will mean that Afrimat can train and employ our own GCC engineers.

#### Here are a few stories from our engineers:

**Michael Mullineux, 31, from Cape Town**  
**Studies: BSc Mechanical Engineering from the University of Cape Town**

My journey with Afrimat started at the beginning of my second year at UCT. Holding true to his company's core business, Andries van Heerden supplied me with the materials I needed to build a sturdy foundation on which to start my journey through life.

After I completed my studies I spent the next two years working through the graduate programme set out by Johan Bisschoff, former General Manager, Engineering. This exposed me to many of the divisions that keep the Afrimat machine running smoothly.

After finishing the graduate programme, I joined the maintenance team of the engineering department. Here I formed part of the team that developed the Afrimat Simple Maintenance System, an RCA (Root Cause Analysis) culture, and the condition monitoring and analysis initiatives.

In August this year, I started the next part of my journey – my first leadership role within the Mechanical

Department at Nkomati Anthracite, where I'm planning to develop those skills for the future.

The exposure I value most from my time with Afrimat is the sheer number of businesses and people I have been able to interact with. I have seen first-hand what effect different management styles can have on teams and businesses. I have experienced which maintenance practices prevent downtime by reviewing and conducting RCAs on breakdowns at almost every one of Afrimat's sites. I have learned about business development and situational business decisions from my interactions with multiple levels of management – from Site Production Managers to Regional Managers to the CEO.

In my new role I find myself drawing on the lessons I have learned from Solly Potgieter and Andrew Crausaz, who are two of the most inspirational leaders I have ever had the privilege of working with. While I strive to inspire others as much as they have inspired me, I'm also very grateful for the gift of education that was given to me.

**Johannes van der Westhuizen**  
**Junior Engineer, Demaneng, Northern Cape**

I started working at Afrimat in 2013. I was studying for my National Diploma in Mechanical Engineering and believed that I needed practical experience along with the theoretical studies. I asked if I could work in my holidays and that is where my journey at Afrimat started. When the time came to do my in-service training, I asked if I can do it at Afrimat. I felt I needed to advance my studies and asked for assistance to do my BTech Mechanical. I was very fortunate to be assisted as it most likely wouldn't have happened if it wasn't for Afrimat. I completed my BTech in 2016 and after a two-year internship, was employed as Junior Engineer at Afrimat in 2019. I honestly do not know where I would have been without Afrimat's assistance – my studies have assisted me in my current role immensely.

**'AFRIMAT DOES NOT OWN ANY UNDERGROUND MINES, SO WE ARE IN THE PROCESS OF NEGOTIATING THAT OUR CANDIDATES CAN OBTAIN THIS TYPE OF EXPOSURE AT OTHER MINES.'**

**Emile Scheepers, 23, from Somerset West**  
**Studies: BEng Mechanical Engineering from Stellenbosch University**

My journey with Afrimat couldn't have started at a better time. I was accepted to study Mechanical Engineering at the University of Stellenbosch in my Matric year. I also received the great news that I had received a bursary from Afrimat. This was after an interview with Andries van Heerden and Marnus Dreyer. During my four-year degree, I spent most of my holidays working on Afrimat sites across the Western Cape. I received continuous support from Marnus Dreyer, Wreford Hudson and Ruben Bebe throughout my studies, which was great! I always knew I could contact them, and I greatly appreciated that.

After completing my degree, I relocated from Stellenbosch to our engineering office in Lyttelton, Centurion. Here I was introduced to my current supervisor, Stephan De Villiers. Stephan has been a phenomenal mentor for me during this past year. I have been exposed to so many new and interesting things. I have learned so much and I realised I also have so much more to learn.

The past 10 months were mostly spent on our Lyttelton site on the production and workshop side of the business. I was also given the amazing and interesting opportunity to explore the feasibility of introducing drone technology across the business. During this time I was truly amazed by the optimistic and innovative culture within Afrimat and especially within the Technology Cluster, led by Johan Du Plessis. I love finding and implementing innovative solutions to problems, and the culture within the Technology Cluster most definitely supports that passion.

I am currently working through the rest of my two-year Graduate Development Programme, and I am looking forward to any challenges that may lie ahead. I would like to thank Andries van Heerden for giving a Matric boy the chance to study Mechanical Engineering; I will forever be grateful for the opportunity.



Michael Mullineux



Emile Scheepers



Johannes van der Westhuizen

**AFRIMAT.** Because peace of mind is what you are looking for.



**Construction Materials that consistently deliver high quality and durable solutions.**

Afrimat Limited is a leading black empowered open pit mining company supplying a broad range of industrial minerals and construction materials to an assortment of industries across southern Africa.

Its Construction Materials Division includes the provision of aggregates, readymix concrete, bricks and blocks, building lime, roadlime and clinker supplies. Fixed and mobile plants can supply materials on demand. Aggregates cover a wide range of size and technical specifications, with Afrimat's commercial quarries providing the majority of raw materials for concrete and readymix products.

With Afrimat, superior quality and durability is guaranteed. Together with the company's extensive experience nationally and internationally, this consistently high level of service means that for any project, from major state-owned construction projects to smaller private sector contracts, you're in safe hands.

ma8x

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

CONSTRUCTION MATERIALS	INDUSTRIAL MINERALS	BULK COMMODITIES	CONTRACTING SERVICES
Aggregates	Readymix Concrete	Bricks and Blocks	
Building Lime	Road Lime	Clinker Supplies	



HEALTH & SAFETY MATTERS

KZN

## ASPASA Awards

JACQUES STOKES – OPERATIONS MANAGER – KZN AND FREE STATE

Brian Wevell was recognised for his Outstanding Commitment to Safety as Regional Manager, Health & Safety and Compliance (KZN).



Brian Wevell receives his award from Jacques Stokes

Congratulations to Marius Theron and Anton Marnewick for their ASPASA Awards. Anton received his seventh Showplace Award for the ISHE Audit and Marius for Most Improved Quarry.



Anton Marnewick



Marius Theron

KZN & FREE STATE

## Safety Intervention Days: Emphasising the importance of safety

BRIAN WEVELL – REGIONAL MANAGER – HEALTH AND SAFETY AND COMPLIANCE (KZN)

The KZN and Free State Regions held Safety Intervention Days that were approached as a ‘stand-down’ initiative to allow employees to refocus on the importance of safety, especially during Covid-19. The initiative ran until the end of August.

All our sites took part in the initiative, which proved to be a resounding success. Each site was tasked with completing its own activities and given a format to follow that included:

- A visual component (presentations and/or videos on safety, incidents and accidents)
- Quizzes
- Light-hearted games
- Treasure hunts, during which hazards and near misses were identified
- Prizes for testimonials and competitions
- Clothing to commemorate the day at some sites
- Various safety demonstrations
- Personal testimonies from accident victims and the impact the incident/accident had on their lives
- Safety pledges
- A braai to end the day



Safety is a group effort at Hluhluwe



Scottburg Quarry employees displaying their safety messages



A hands-on approach to safety

HEALTH AND SAFETY

## Knowledge saves lives

LANA VAN DER HEIDE – SAFETY OFFICER – READYMIX, BOUBLOK, TYGER VALLEY

We recently had a near miss reported where an employee choked on their food. Thankfully the incident was minor and the employee did not need to seek any medical attention. However, it did raise the concern that if any of us were faced with the same emergency situation, would we know the correct procedure to follow? By being informed, you could be the difference between life and death, not just for a colleague, friend or family member, but also yourself.

It might happen that your first aider is not available at the time of the incident, and this is why it is important to familiarise yourself with our choking procedure below.

### WHAT ARE THE UNIVERSAL CHOKING SIGNS?

- Person makes high pitched sounds when breathing
- Lips, skin and nails turning a blue or greyish colour
- Loss of consciousness

### WHAT MUST YOU DO IF YOU SEE SOMEONE DISPLAYING ANY OF THESE SIGNS?

Most importantly, if you see any of the signs that someone is choking e.g. can't speak, cough or cry, call your trained first aider and an ambulance on 10177 immediately.

- Tell the person to open their mouth. If you can see the object, remove it with your fingers. If you can't see the object, don't put your fingers in the person's mouth.
- Don't thump a person who is older than one year on the back because the object can become more stuck.

**If you know how:** Perform the Heimlich manoeuvre if the person is older than one year.

Repeat the procedure until the airways are opened – usually about 6 to 10 times.

If the person becomes unconscious perform the following:

- Lay the person on their back
- Open the mouth and remove the object if you can see it.
- If the object is not visible, tilt the head back. And get your first aider or any trained person to begin CPR until medical help arrives.
- Look for the object each time you open the airway.

### HOW TO PERFORM ABDOMINAL THRUSTS (HEIMLICH MANOEUVRE) ON YOURSELF:

First, if you're alone and choking, call 10177 or your local emergency number immediately.

Then, although you'll be unable to effectively deliver back blows to yourself, you can still perform abdominal thrusts to dislodge the item.

- Place a fist slightly above your navel.
- Grasp your fist with the other hand and bend over a hard surface. A countertop or chair will do.
- Shove your fist inward and upward.



**'YOUR FIRST AIDER MAY NOT BE AVAILABLE AT THE TIME OF THE INCIDENT, WHICH IS WHY IT'S IMPORTANT TO FAMILIARISE YOURSELF WITH OUR CHOKING PROCEDURE.'**



**VERY IMPORTANT: PLEASE MAKE SURE THAT ALL NEAR MISSES AND/OR INCIDENTS, NO MATTER HOW MINOR, ARE REPORTED TO YOUR DIRECT MANAGER AND SAFETY REPRESENTATIVE IN WRITING BEFORE THE END OF YOUR SHIFT.**

LYTTTELTON GAUTENG

## Celebrating Lyttelton

ANGELIQUE STANNARD – HR OFFICER – INFRASORS GROUP

Although the effects of Covid-19 and the national lockdown have been felt extensively, we still have reason to celebrate in these difficult times.

- Coming back from lockdown, we reflected low sales in May and June, but in July, we sold a record 127 561 tons of aggregates. Thank you to the sales team for their efforts to bring in orders; to the production team for ensuring our products were ready and collected; and to the maintenance team for ensuring plant availabilities were at an all-time high.
- We also won an ASPASA Showplace Award, which is a first for Lyttelton! Thank you to every employee who helped to make this possible; and a big thank you to the Safety Department for their continuous efforts to ensure our employees are safe.
- On 20 October, Lyttelton Centurion also celebrated 468 injury-free days!

Thank you all for your commitment to teamwork! One Lyttelton – One Team.



Lyttelton team



Lyttelton team

INFRASORS – LYTTLETON, GAUTENG

## Biggest Loser? No, Biggest Winner!

CECILE CILLIERS – FINANCIAL MANAGER – INFRASORS GROUP

In January we started a healthy lifestyle drive in the admin office at Lyttelton. This drive consisted of a competition for the biggest percentage of weight lost and forming an exercise group. Leticia van den Berg was consulted regarding all the paperwork that needed to be completed to absolve the company of any responsibility should any possible health issues or incidents arise.

The competition was only supposed to run until the end of June, but due to lockdown, we decided to continue until October. Lyttelton Dolomite provided exercise mats and resistance bands for the exercise group. The ladies exercised for 45 minutes, twice a week after work. During September and October, a personal trainer came once a week to boost the exercise sessions.

The prize money for the competition consisted of the entry fees plus Lyttelton Dolomite's contribution which matched the entry fees. In addition, the personal trainer, Paul Oberholser, sponsored a month's worth of personal training for the winner. The weight-loss competition was won by Pauline Sesing. She lost 11.01% body weight and 52cm. This is not the end of this journey for the ladies as they have decided to continue with the exercise group and healthy eating. Well done, ladies!



Pauline Sesing: before and after

HEALTH AND SAFETY

## Promoting healthy social environments: Alcohol-abuse awareness

INNOCENTIA MOGOTSI – ORGANISATIONAL DEVELOPMENT ASSISTANT

It can be difficult to notice when an alcohol addiction is developing. It is therefore important to be aware of warning signs that can help one reduce the negative impacts of alcohol. Doing so can help to either reduce alcohol intake or quit alcohol altogether.

Generally alcohol abuse occurs when one either habitually or excessively consumes alcohol. If alcohol intake has a negative impact on your life, then there might be a need to seek assistance. Signs to look out for:

**SELF:**

- The need to consistently or excessively consume alcohol
- Hangovers
- Lowered attention
- Memory loss and reduced coordination
- Fatigue

**FAMILY:**

- Neglect of important duties e.g. parenting, working, cleaning
- Financial troubles
- Conflict with family members

**WORKPLACE:**

- Job performance problems
- Poor quality of work
- A reduction in performance outputs
- Relational problems with colleagues and customers



**I am my sister's/brother's keeper**

Most of us spend a lot of time with our colleagues at work, which makes us better suited to notice an alcohol problem developing. We may be in the position to influence colleagues to get help or to resolve their alcohol problem. We are all responsible not only for our own wellbeing, but that of our colleagues, neighbours and communities.

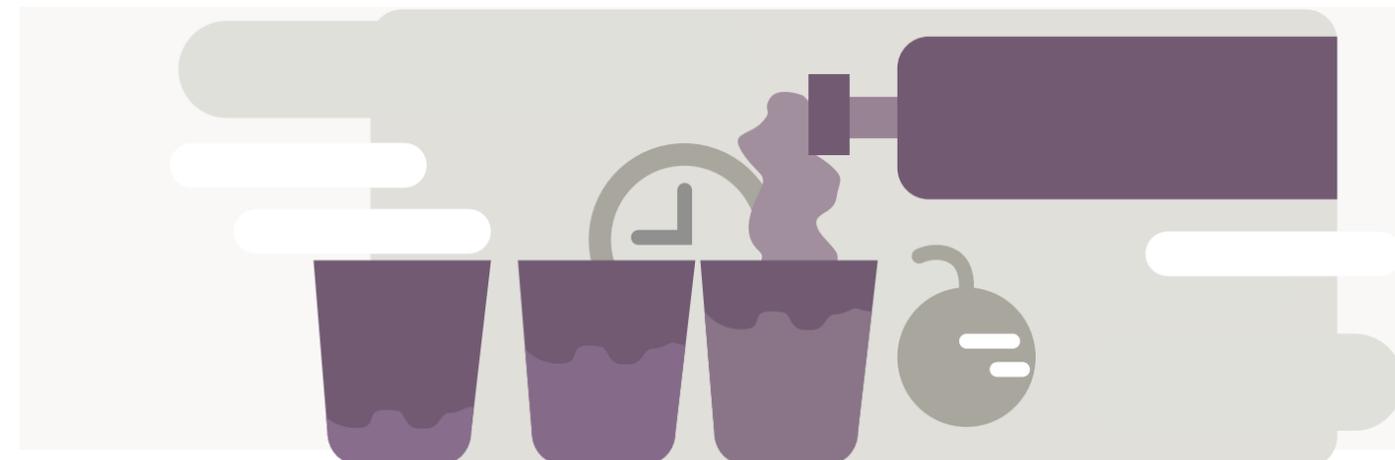
The following national platforms may be used to seek assistance for alcohol-related challenges:

Alcohol anonymous South Africa:

**National helpline: 0861 435 722**

Al-Anon offers support for the children and family members affected by alcohol-related challenges:

**Helpline: 0861 252 666 / 021 595 4508**



HEALTH AND SAFETY

# COVID19 and safety statistics

LETISHA VAN DEN BERG – GROUP MANAGER – HEALTH AND SAFETY

You are a legend. You are making history. You are surviving a pandemic.

Do you realise the significance of these few statements? No country in the world had a guideline or leading practice on how to manage a global pandemic at national level. The situation relied solely on each individual's strength to pull themselves through the process and support those around them. You have come through lockdown Levels 5 to 2 and living lockdown Level 1 while maintaining your normal day-to-day activities at home and work, balancing the process with careful planning.

Just stand still for a moment and reflect on the process you have been through and celebrate your strength and your victories. You have been part of flattening the Covid-19 curve and only you can make the difference in keeping the curve flat.

### Covid-19 stats

Another positive to reflect on during this pandemic is the reduction in the lost time injury frequency rate (LTIFR). And this during full operation and at the start of 'silly season' or, rather, 'the season of exceptional care'. At this time of the year one normally reflects back and evaluates successes and failures. This can take your focus off the work and possibly cause accidents and incidents.

Lowering the LTIFR during this time comes from teamwork, care and driving home a zero-injury message in the workplace. Now is the time to gather that last bit of energy and focus on lower statistics to ensure every staff member returns home unharmed from injury or Covid-19.

**'NOW IS THE TIME TO GATHER THAT LAST BIT OF ENERGY AND FOCUS ON LOWER STATISTICS TO ENSURE EVERY STAFF MEMBER RETURNS HOME UNHARMED FROM INJURY OR COVID-19'**

**'LOWERING THE LTIFR DURING THIS TIME COMES FROM TEAMWORK, CARE AND DRIVING HOME A ZERO-INJURY MESSAGE IN THE WORKPLACE.'**



Lost time injury frequency rate (LTIFR) stats



SOCIAL MATTERS

GLEN DOUGLAS

## Glen Douglas staff proudly supports the South African National Blood Service

TANYA PRETORIUS – DIGITAL MARKETING OFFICER

On 8 October, our team from Glen Douglas donated blood in support of the South African National Blood Service. All blood donations were made while being fully Covid-19 compliant. Due to the global Covid-19 pandemic, fewer people have been able to donate blood which has resulted in a tremendous shortage of blood and plasma. One donation can save up to three lives.

If you are healthy and willing, please visit [sanbs.org.za/](http://sanbs.org.za/) to see when and where you can donate and save a life.

**'ONE DONATION CAN SAVE UP TO THREE LIVES!'**



## Proudly celebrating Heritage Day

INFRASORS

ANGELIQUE STANNARD – HR OFFICER – INFRASORS

Lorraine Maja from Lyttelton Centurion shared with us why she values the celebration of Heritage Day.

**What do you love about celebrating Heritage Day?**

On Heritage Day I show appreciation for my Sepedi culture.

**Why is Heritage Day so important to you and your family?** It reminds me where I am from and the ways of my people.

**Is there anything specific about Heritage Day that you would like to teach your kids?** The Sepedi traditional dance which is mostly performed at weddings.



SA BLOCK AND CLINKER

ILSE GRIMBREEK – HUMAN RESOURCES MANAGER – GAUTENG SOUTH REGION

Alina Molaba, Internal Sales Clerk, celebrates her heritage.

GLEN DOUGLAS

## Supporting Breast Cancer Awareness Month

TANYA PRETORIUS – DIGITAL MARKETING OFFICER

On 13 October, the ladies at our Glen Douglas office wore pink in support of Breast Cancer Awareness Month.



**Early detection of breast cancer can lead to effective treatment and a positive prognosis.**

**Regular self-examination and regular mammograms are key to early detection.**

**Presenting yourself early for treatment may result in more effective treatment.**



Karin Janse van Rensburg, Bianca Dingelstad



Kalay Naidoo, Ronnie Strauss



Florence Mocheta, Tanya Pretorius



Arenda de Braal, Radeema Riley, Alina Molaba



Sonja Kleynhans, Geraldine Cooper

INFRASORS

Women's day: 9 August 2020

ANGELIQUE STANNARD – HR OFFICER – INFRASORS GROUP

It was with great pleasure that I wished all the ladies of Infrasors a very happy Women's Day on Sunday, 9 August. As the Manager of Infrasors and more importantly, as a woman, it gives me a great sense of pride that we currently have 36 ladies in our Infrasors team across all aspects of our business unit. We are making our mark one step at a time. Women in mining! You are a valued part of our team!

Joanne, we would just like to thank you for everything that you do! We appreciate you!



Rika Nonyane, Portia Thobakgale



Ladies at Lyttelton



Ricca Mpebe



Ladies at Marble Hall



Maria Mokholoane



Lyttelton admin ladies



Joanne Giles, Nomsa Maseko, Deogracious Maletswa, Lorraine Maja, Tinny Mphaladi



Veronica Maake



Lizbeth Maremane



AFRIMAT SHARED SERVICES

## Marketing within the mining industry

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

### THE CHALLENGES, THE OPPORTUNITIES AND THE WAY FORWARD

As with all businesses and products, sales in mining starts with marketing, long before our sales people make the call or see the client. We don't immediately associate marketing with mining companies. Our minds go to huge machinery, hard hats, stock piles and prices on the stock exchange. It is not your average consumer product and many people believe referrals are enough to go by but, unfortunately, this is not the case. Mining companies also need to advertise but, in order to do this, we might use different techniques to your average business.

Most often, it's behind the scenes, or 'below the line' in marketing terms. (Below the line referring to not-so-mainstream advertising techniques, such as direct mail campaigns, trade shows, catalogues and targeted search-engine marketing.)

Where the problem comes in is that businesses often want to see immediate results when it comes to marketing campaigns, i.e. an immediate call to action. When it comes to successful marketing within the mining industry, the results are often only seen further down the road.

It's about building a reputation as a leader within the industry, positioning the company as a well-respected, well-priced organisation that delivers on promises of quality and timeous delivery while also giving back to the community.

It's about highlighting these messages through advertising campaigns (both digitally and in print) and additional distribution via social media.

Once you have established yourself as a leader and built trust in your industry, that is when the leads will start coming in. It then becomes each and every employee's responsibility to live up to what has been promised because, ultimately, marketing can only get you the lead or the sale, but service is what will keep the client coming back.

**IT'S ABOUT BUILDING A REPUTATION AS A LEADER WITHIN THE INDUSTRY, POSITIONING THE COMPANY AS A WELL-RESPECTED, WELL-PRICED ORGANISATION THAT DELIVERS ON PROMISES OF QUALITY AND TIMEOUS DELIVERY WHILE ALSO GIVING BACK TO THE COMMUNITY!**

To ensure that we position ourselves as the best in the industry, the marketing team from Head Office, along with the sales and marketing teams in the different business units, need to work closely together to strategically put together a marketing plan. For marketing teams within mining companies, it's all about analysis of the marketplace, recognising opportunities to maximise sales and strong brand communication.

A lot of changes have taken place internally to the structure of the Marketing Department at Head Office in the last couple of years. We have moved away from the strong focus we had on investor relations and brand awareness to a support function to the sales and marketing teams within the business units, and we are developing even further to provide these teams with innovative ideas and campaigns to successfully market their product offering.

Marketing incorporates a whole number of mediums, such as advertising and public relations (PR).

Due to the impact mining has on the earth and the immediate effects on the communities and towns nearby, a huge component of successfully running a marketing campaign for a mining company is PR.

PR is paramount to communicating and maintaining relationships with the local and general public. The PR initiatives of the company are responsible for ensuring strong brand equity, and broadcasting what the company is doing to eliminate its footprint on the earth and in the communities in which it operates.

At Afrimat we create our advertising campaigns around the things that matter to us, always keeping the Afrimat Way close to the message we want to put out there so we can actually deliver on our promises.

We are looking forward to reaping the benefits of this approach. Keep an eye out – you will be seeing more of Afrimat.

AFRIMAT SHARED SERVICES

## Posting on social media for business – do's and don'ts

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Afrimat recently sent out a social media policy document and we urge all staff members to familiarise themselves with it, not only for business posts but also for personal ones.

If you are connected to Afrimat, you become a brand ambassador and therefore all your public posts can affect the company to some extent.

Should you wish to post business-related content on your personal profiles, keep the following in mind.

**SURROUNDINGS:** The area you are photographing should be neat and tidy. No rubble or waste laying around. Contractors: If you are taking images of other contractors on site, please check with the project manager if they are happy with the image and with you sharing it on social media. They most likely will want to check with their marketing department. Preferably get written permission from them to use the image(s).

**HEALTH AND SAFETY:** Ensure the people in your pictures are wearing the correct PPE. Also, never put yourself in danger by trying to get the 'perfect shot'.

**BRANDING:** If your image shows Afrimat branding, please ensure it is in a good condition. Otherwise rather do not include the branding in your picture. (And report this to the Marketing Department at Head Office, so we can arrange for the branding to be updated.)

**IMAGE QUALITY:** If your image was taken in a bad light, or is blurry, rather do not post it. By placing poor quality images, you lose the user's interest and damage your following and the influence you have on them. An image should first capture the audience by being beautiful and of good quality; once it has their attention, only then will they read the content posted along with it. When in doubt, rather run your content past the Marketing Department at Head Office before posting in on social media.



AFRIMAT SHARED SERVICES

## Exploring the role of digital communications in the mining industry

TANYA PRETORIUS – DIGITAL MARKETING OFFICER

The mining industry has notoriously shied away from public exposure on social media platforms. However, social media has become an essential networking tool for people, businesses and organisations alike. It has the power to connect brands to audiences and inform them of current topics and trends.

Not all brands feel comfortable with the use of social media, and some may not fully understand it, but the digital age is driving a world that has become more transparent and immediate, making social media a useful tool (when managed consistently, professionally and with strategic intent), even for mining companies.

News is without borders and the use of technology has put pressure on companies to ensure that communications fit in the palm of a hand. Mobile devices have therefore become an important platform for sharing content, with social and digital media playing an integral role.

Users' attention spans are getting shorter, and if we wish to tell our stories in a world that is fast-paced, we will have to consider ways in which we can leverage mobile communications and social media in an effort to foster two-way dialogues with investors, industry analysts, community organisations, the media and the public at large.

The public's perception of the mining industry is not always favourable, and therefore networking sites like Facebook and LinkedIn have given mining companies a voice to positively influence perception within the public arena.

During the peak of Covid-19, when the country went into lockdown Level 5, Afrimat's North Cluster proactively investigated ways in which we could remain top-of-mind while many of our stakeholders, like us, had to remain home.

As a result, the Afrimat North Cluster Facebook Page was launched in May as a trial initiative. The goal was to ascertain whether there was interest from our client base to receive information about our operations via this platform and, if so, could we do it at a low cost.

Within a month, we had more than 1 000 followers, and as of October, our following had reached 2 385. A solid number when considering that our page is less than six months old and is targeted at individuals residing in Gauteng, KZN and the Free State who have an interest in the mining industry, and more specifically, in Afrimat.

We have had enquiries about our products and costs from followers who email us directly by clicking on the email button on our page. We have had people visit our website, by clicking on the link on our page, and we have had numerous applications submitted to us from individuals who are eager to work for Afrimat.

Another positive outcome is that we have had no negative commentary or interaction on our page whatsoever. People are actively liking and sharing our content, and when we've investigated the commentary

**SOCIAL MEDIA POLICY**

1. Our social media policy includes all individuals working for Afrimat. These include:

- Permanently contracted employees
- Temporary employees
- Bursars
- Interns
- Contractors
- Subcontractors

2. Social Media refers (but is not limited) to:

- Twitter
- Facebook
- Instagram
- LinkedIn
- Blogs
- Google Reviews

3. Think before you post.

- Do not post on behalf of Afrimat.
- Do not share offensive, insulting, pornographic or harassing content and/or pictures.
- Do not use social media to address work issues. Discuss this with your line-manager or HR.
- Do not share company intellectual property.
- Do not share confidential company information.

**AFRIMAT**

on people's personal pages after they have shared our content, there is also no negative feedback.

That being said, our Facebook Page is aligned with the Afrimat Social Media Policy (the policy can be obtained from the Marketing Department at head office), is consistently managed by a dedicated, single professional, and set to automatically prohibit profanities.

The internet and rise of social media have increased stakeholders' expectations of a deeper and wider range of information. Traditionally, communications in the mining sector focused on improving tactical skills, such as better community consultation techniques, media engagement or crisis communications preparation.

However, as far back as (and even prior to) 2013, many mining companies had already started to invest in utilising communications – including social media – strategically across functions to further their overall business aims.

It is no secret that the mining sector is rife with examples of projects that were stalled, stopped or abandoned because stakeholders were not sufficiently engaged, and trust was weak.

In its 2012-2013 survey of mining executives, Ernst and Young found that maintaining a social licence was the second highest risk facing the sector.

When trust is lost, the implications are financial and reputational. It is a common observation that it is more difficult to rebuild trust than to create it.

The role of communications in managing this risk depends on how a company views and structures this function.

Increasingly, this is moving from a short-term tactical role to a long-term strategic one (which, naturally, includes investment in social media).



# TECHNOLOGY MATTERS

TECHNOLOGY CLUSTER

## Technology Cluster: Overview

JOHAN DU PLESSIS – GENERAL MANAGER – TECHNOLOGY SYSTEMS

In December 2019, the Technology Cluster was formed by combining the Engineering and Information Technology and Business Systems (ITBS) departments into one functional unit. The unit consists of five distinct disciplines, namely Infrastructure, Business Systems, Business Intelligence, Engineering Projects and Engineering Maintenance, managed by Izak Crafford, Malcolm Addison, Sue Fourie, Francois Louw and Stephan de Villiers respectively. The SMART (Specific, Measurable, Achievable, Realistic, Timeous) focus ('follow one course until success') goal of the team is to offer support, and to ensure the innovative application of technology that is fit for purpose in the Afrimat way of conducting business.

Afrimat will reap the benefits in its journey to excellence because of the tremendous amount of synergy that exists in this new cluster. When I consider the contributions the different teams make in terms of problem solving, I am excited and looking forward to a very promising future for this combination and for Afrimat.



TECHNOLOGY CLUSTER

## Afrimat IT Helpdesk

IZAK CRAFFORD – IT INFRASTRUCTURE MANAGER

We are excited to announce the updated Afrimat IT Helpdesk. This system will allow you to easily submit support requests and check their status online. Simply go to [helpdesk.afrimat.co.za](http://helpdesk.afrimat.co.za) (you should already have a shortcut on your desktop), enter your email address and password and log in. Explain your request and click 'Submit'. Once you submit your ticket, you will receive an email that confirms we have received your message.

This new process is a company-wide best practice and it is the only way to guarantee prompt service. If you do not submit a ticket, we will not be able to proceed with your requests.

We understand that IT issues can slow you down. This new process helps us address any issues you may have faster through:

- **Traceability:** you can follow up on your ticket without having to track down IT people.
- **Accountability:** IT Management has full access to all open tickets, and continuously checks to ensure late and overdue tickets are kept to a minimum, and to assist where needed to resolve issues.
- **Convenience:** opening a ticket is as easy as sending an email and you can quickly provide more info on the ticket via the portal.
- **Flexibility:** no more issues with your request being missed in someone's inbox as the next available person can help you out.

As always, we will still be on site and available to stop by your desk to help fix a laptop, phone or PC, or attend to any other issues when necessary.



TECHNOLOGY CLUSTER

## Zoom technology

DANIEL SNOW – IT TECHNICIAN – WESTERN/EASTERN CAPE

Over the last year, Afrimat's IT Infrastructure Department has slowly been rolling out conference solutions. The result was that we were able to ramp up and share video conference solutions for the company when we entered the national Covid-19 lockdown period.

This has, however, brought a number of challenges to the IT Department. A massive increase in bandwidth and data usage resulted in the installation of new technologies and solutions, and our search to find new applications for our existing technologies.

One of the more notable first usages and applications with video conferencing was an unprecedented virtual AGM held on 29 July. By partnering with PWC, we were able to safely and efficiently emulate the experience and knowledge-sharing of an in-person AGM in an online space.

Following this, the Afrimat Investor Open Day, which previously was held in large conference centres, was held virtually on 18 August. We were able to present financial results and cluster development as well as use this platform to announce Afrimat's acquisition of Coza.

**'ONE OF THE MORE NOTABLE FIRST USAGES AND APPLICATIONS WITH VIDEO CONFERENCING WAS AN UNPRECEDENTED VIRTUAL AGM HELD ON 29 JULY.'**

While big video meetings and presentations are the norm, the daily running of Afrimat also continued via daily Zoom meetings throughout lockdown. Weekly in-person meetings and training shifted online, reducing the necessity for travel.

During the start of lockdown we saw a massive spike in the usage of Zoom, with it quadrupling from February to March, rising from 25 000 minutes to 82 000 minutes a month, and reaching a peak 190 000 minutes spent in meetings during April this year. This amounts to 400 eight-hour workdays spent on Zoom meetings in one month. Currently we are averaging 100 000 minutes spent in Zoom meetings a month.

While we adapt to the new norms of video conference and the practice that comes with it, we see no slowing down. Instead, we see an opportunity to expand with new video conference solutions across our business units and sites with meetings, BPRs, sales, training and interviews now being conducted online.



TECHNOLOGY CLUSTER

## Afrimat engineering projects

FRANCOIS LOUW – SENIOR PROJECT ENGINEER AND MANAGER OF THE PROJECTS TEAM

The new Engineering Projects Department was established at the beginning of 2020 within the Afrimat Technology Cluster. The young team currently consists of three members who have skills and knowledge covering a wide range of disciplines. The team is looking to expand to five members over the next year to become a powerful unit that can manage multiple large and small projects for the Afrimat group.

### MEET THE TEAM

**Francois Louw** is our Senior Project Engineer and Manager of the projects team. He reports directly to Johan du Plessis. He has a mechanical engineering background and worked in the design and projects environment within the mining sector before joining Afrimat. Contact details: Email: francois.louw@afriamt.co.za Cell: +27 65 963 5862

**Samuel Bessa** is the Senior Electrical Engineer for Afrimat. He has 12 years' project experience in electrical, control and instrumentation for various sectors. He takes the lead on all things electrical within a project. Contact details: Email: samuel.bessa@afriamt.co.za Cell: +27 64 890 1773

**Robert Hurn** is our Project Manager and is highly driven towards executing a project successfully. He spent nine years in operations before finding his passion in projects. No project ever seems too big or complicated for Robert. Contact details: Email: robert.hurn@afriamt.co.za Cell: +27 83 412 7771



Left to right: Francois Louw, Samuel Bessa, Robert Hurn

### What we can offer

- Project management and engineering (from initiation to handover)
- Conducting feasibility studies (scope, budget, schedule, business case)
- Identifying bottlenecks and providing solutions
- Providing tools and offering expertise in finding a solution to suit your fit-for-purpose needs

### RECENT SUCCESSES

#### 1. Project: Demaneng R&V Primary Plant

Project Manager: Francois Louw

Electrical Engineer: Samuel Bessa

Afrimat Demaneng required a new greenfields fixed-crushing and screening plant to replace the mobiles at the Rust en Vrede plant. The new plant supplies iron ore to the existing DMS (Dense Material Separator) plant.

The Afrimat board approved the business case and CAPEX (Capital Expenditure) application at the beginning of June 2019. The plant was handed over to operations at the end of July 2020, after being put on hold during the Covid-19 lockdown period (46 active project weeks, 10.6 active project months).



Aerial views of the project in progress

The R&V Primary Plant project has a 100% safety record with no lost-time injuries. The plant is currently operating at a fraction above its design capacity and still improving.

Samuel Bessa was able to introduce new technology and methodology into Afrimat on the EC&I (Electrical Control and Instrumentation) side. As a result, the cost of multiple cables, components, MCC (Main Control Centre) layout and labour-intensive installation was reduced drastically. All motor starter drives and instrumentation are part of an intelligent network, allowing for plant control and monitoring of equipment and safety devices.

The plant is automated, and includes an operator-friendly human-machine interface (HMI) that enables equipment monitoring, trending and selective control at the plant. With the new system, we are extremely excited about the monitoring data we are gathering. With this information we have real-time monitoring of the plant from any location and the ability to easily gather predictive analytics in the future.

**From the projects team:** 'We would like to thank the whole Demaneng team, contractors and suppliers for all their help and hard work during the project. It was such a pleasure working together and making this a successful project. We are looking forward to the next one.'

#### Interesting R&V Primary Plant facts

- Total steel: 480 tons (including all equipment)
- Total concrete: 980 tons (including 2 x retaining walls)
- Total earth movement: 30 000m<sup>3</sup>
- Total conveyor length: 348m
- Highest structure: 11.1m
- Total power cable length: 6.7km
- ASI yellow control and monitoring cable length: 1 km (compared with original 6km)

#### 2. Demaneng R&V DMS screen upgrade

Project Manager: Robert Hurn

Electrical Engineer: Samuel Bessa

Afrimat Demaneng has a dense media separator (DMS) that separates the waste from the iron ore product. This is an expensive process that requires material to be cleaned before being separated in order to minimise



R&V Primary Plant operators monitoring the plant on HMI in MCC



R&V Primary Plant during construction



The final days of construction



MCC and primary structure

losses. To achieve this, the prewash screen needed to be replaced by a larger and more effective screen.

The project consisted of a pre-fabricated frame placed on top of the old structure to accommodate the larger screen, one double-deck Dabmar screen, new chute work, walkways and electrical modifications.

This commissioning and installation involved in this brownfields project only shut production down for one long weekend before



R&V DMS screen before



R&V DMS screen after the plant was back in business.

#### Projects in progress

- Lyttelton Office Expansions (Project Manager: Robert Hurn)
- Marble Hall Secondary MCC Upgrade (Project Manager: Samuel Bessa)
- Demaneng Naledi Fines Screen Upgrade (Project Manager: Robert Hurn)
- Demaneng Naledi DMS Screen Upgrade (Project Manager: Robert Hurn)

#### Exciting future prospects

- Marblehall Ball Mill
- Lyttelton Pluto Upgrade
- Lyttelton Lunar Upgrade
- Agri-Lime Plant Upgrade

TECHNOLOGY CLUSTER

## Business Intelligence: Data Transformation Project (Qlikview Data Lake)

SUE FOURIE – BUSINESS INTELLIGENCE MANAGER

How do we change a complex reporting system so that there is less down time, more productivity and everyone who uses it is on the same page? This was the question we asked when we initiated the Afrimat Data Transformation Project.

Since the start of Afrimat, Qlikview has been the company’s main reporting tool. Due to a lack of time and resources, when a request was received, the new information would be linked to the existing data in the relevant model while only making essential changes to the model itself. Diagram 1 below represents the resulting Qlikview setup. As shown, each Qlikview model is independent of the others, even though the different models use data from the same sources.

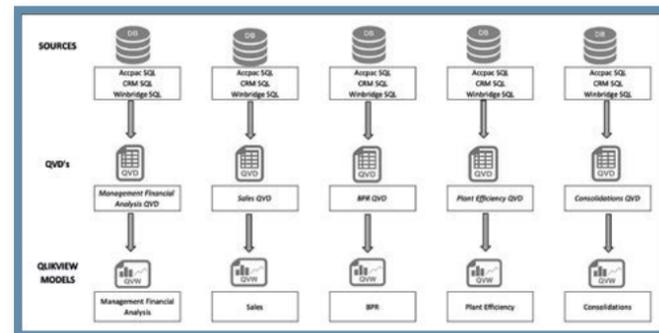


Diagram 1

In 2019 we created a consolidation model in Qlikview to assist the finance team with creating consolidated statements for financial half-year and year-end reports and submissions. We also created a Business Performance Review (BPR) model that is used in the various BPR meetings all over Afrimat. Both of these Qlikview models use data from various sources, so the greatest challenge in building them was matching the information to the correct cluster, company and operation.

This kicked off the Data Transformation Project or Qlikview Data Lake, as it is generally known. We are in the process of creating Qlikview Data (QVD) files for the different areas of operation, such as Accounts Receivable, Accounts Payable, Inventory, and so on. We will only have to create these files once, which will be used in the various Qlikview models, as shown in Diagram 2 below.

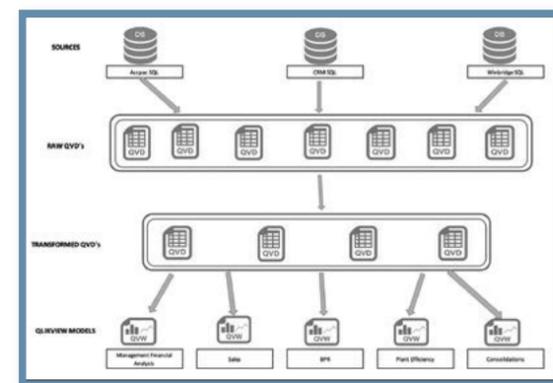


Diagram 2: The transformed Qlikview structure.

The initial download of the raw QVD data will be sizeable, starting from the date AccPac came into operation, after which it will occur in incremental loads, which will reduce the download time.

The next steps in the transformation of the QVDs include cleansing data, standardising field names, adding calculations and merging various tables. Using these transformed QVDs will speed up application development significantly, as there will be very little complex scripting, and there will be one version of the truth.

During this first phase, we also defined the layouts for the Consolidated Income Statement and Balance Sheet. We looked at the trial balance of each company of the 55 active AccPac companies in the Afrimat group and ensured the correct allocation of each General Ledger. The next phase is currently in progress – we are reviewing the Operational Income Statement and standardising reporting from the operation level down to the activity level.

TECHNOLOGY CLUSTER

## Password security

IZAK CRAFFORD – IT INFRASTRUCTURE MANAGER

### Passwords in 2020: A sobering perspective

Would you leave your client files on public transport? Or place your company’s proprietary data on the conference room table? Or even leave your office unlocked for the weekend?

Well, when you are not diligent with your passwords or their security – you are doing all the above and worse – putting Afrimat’s revenue and reputation at risk. It is time for all of us to treat the virtual online world as we do the physical world. It is up to each of us to do the basics to prevent online crime, fraud and disruption.

While having cyber-security systems in place can assist in safeguarding your private data or company data, there is one simple, free technique that goes a long way towards securing every one of your accounts: never reuse passwords!

Most people know that reusing the same passwords is risky, but they do it anyway. The 2016 ‘LastPass Psychology of Passwords’ survey of 2 000 adults from the United States, Australia, New Zealand and Europe found that 61% of respondents reused passwords between accounts.

If you use the same login details on multiple sites and apps, you are putting all those accounts at risk. If any of those sites get hacked, the hackers now have your details. This makes it a lot easier for them to access your data elsewhere, as opposed to going through more complicated routes to access them.

The most common reason for changing a password, according to the survey, is that the old password has been forgotten, with security being of secondary concern. Respondents were more likely to be protective of their financial accounts (69%), ecommerce accounts (43%) and social media profiles (31%) than other accounts.

### Has your account been hacked?

There is a good chance that you have been involved in a serious data breach even if you are not aware of it. From social media to hotel booking websites, hackers operate across all channels, and it is easier for them to get your data from smaller websites with weaker security than going straight for the banking apps.

We are quick to adopt a ‘I’m sitting at the tip of Africa, it couldn’t happen to me’ approach, when, in fact, quite the opposite is true.

According to a Comparitech study in March 2020, South Africa ranked as the 31st worst country for cyber security. Comparison wise, we are in the running with Tajikistan, Turkmenistan, Syria and Iran. (Coincidentally,

as of August 2020, South Africa carries the distinguished honour of being the most targeted country in Africa.)

This is in no small part due to lack of understanding and funding from the private sector, but also due to the complete lack of commitment by Government to fund or fight cybercrime.

(For context – multiple Government and ANC websites have been hacked in the last year, including cybersecurityhub.gov.za, with no leads or action being taken, let alone prosecutions.)

### Closer to home, here are a few hacks that may have affected you

YEAR	COMPANY	STOLEN
2012	Dropbox	Email addresses, passwords
2014	Avast	Email addresses, passwords, usernames
2016	Ster Kinekor	Dates of birth, email addresses, genders, names, passwords, phone numbers, physical addresses, spoken languages
2016	LinkedIn	Email addresses, passwords
2016	eThekweni Municipality	Dates of birth, deceased date, email addresses, genders, government issued IDs, names, passport numbers, passwords, phone numbers, physical addresses, utility bills
2017	SA Deeds Office	Dates of birth, deceased statuses, email addresses, employers, ethnicities, genders, government issued IDs, home ownership statuses, job titles, names, nationalities, phone numbers, physical addresses
2018	ViewFines	Email addresses, Government issued IDs, names, passwords, phone numbers
2020	Experian	Email addresses, employers, Government issued IDs, names, occupations, phone numbers

You can quickly check whether a website you use has been hacked using the Have I Been Pwned? site. Entering your email addresses will list the prominent data breaches on domains where that email address is listed, making it clear why you need to use different passwords for different platforms.

### The best ways to protect your password

Changing your passwords to make each one unique is the first step to improving your online security. To create a strong password, experts recommend that you:

- use at the very least 8 characters
- use a combination of lower-case and upper-case letters, numbers and symbols
- avoid common letter substitutions
- avoid common keyword paths such as ‘qwerty’ and diagonal lines

You should also change all of your passwords on a regular basis. If having to remember so many new passwords is daunting, a secure password manager app can remember them for you. These apps can also tell you if you’ve duplicated a password you’ve already used, to help you make sure each one is unique.

It’s also important to run regular security scans to check your devices for malware that could steal your passwords and to install reliable security software to protect your data.

TECHNOLOGY CLUSTER

## Tribology in Afrimat

COLIN NIEUWOUDT – GROUP TRIBOLOGIST

Tribology is the science and engineering of interacting surfaces in relative motion. It includes the study and application of the principles of friction, lubrication and wear.

In short, it is the science of reducing friction so that there is less wear, and if there is less friction, equipment needs less energy to do its work and, ultimately, lasts longer.

In this field there are a number of tools that are used by tribologists to make sure that the lubrication used in our equipment is doing its job and is 'fit for duty'. One of these is an oil test, where a sample of oil is removed from the equipment and sent away for analysis. These results are then studied by the tribologists and certain decisions are made according to the outcome.

The analysis will reveal the amount of iron, chromium, nickel, aluminium, copper, tin, lead and bismuth present in the oil. These materials will indicate if there are high levels of wear in the equipment.

Then there is the PQ index, which will indicate whether the amount of ferrous (iron) particles in the oil is larger than 10 micrometres. To put this into perspective, a human hair is about 70 micrometres in diameter. In general, one can assume that if the PQ index is high (a lot of iron particles), then the aggressive wear in the equipment is high. If one takes into account that one big particle that passes through a bearing will create multiple other particles, it just makes sense we should aim to keep oil in our equipment as clean as possible.

So, with all that information in hand, here is a story of an Afrimatter with a never-give-up attitude when it comes to his work.

Colin Nieuwoudt is the tribologist at Afrimat. He came up through the ranks in the mechanical trade and when he started to understand tribology, he realised what it can mean to the life of equipment. He became passionate about the field.

Colin is always on the lookout for new ideas on how to keep oil clean, exploring different filter systems and reading about alternative ideas. He came across an article about the use of magnet filters to remove ferrous (iron) particles from oils in heavy vehicle differentials and gearboxes. The logic is simple. If you can remove the iron wear particles, you will have less wear,

**'THE ANALYSIS WILL REVEAL THE AMOUNT OF IRON, CHROMIUM, NICKEL, ALUMINIUM, COPPER, TIN, LEAD AND BISMUTH IN THE OIL. THESE MATERIALS WILL INDICATE IF THERE ARE HIGH LEVELS OF WEAR IN THE EQUIPMENT.'**

meaning a longer life for the equipment. On further investigation, he found that these types of wear were used in other applications as well and found a supplier for the magnet filters.

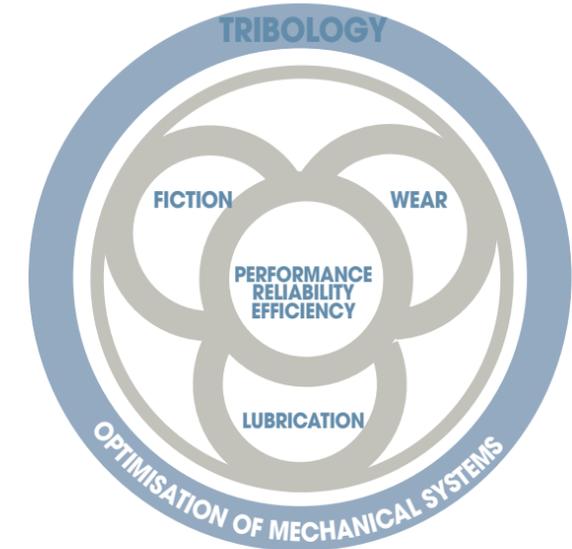
The down side of his discovery was that a single magnet bar will cost in the region of R3 500 and you would need at least six of them to make a magnetic filter. So, the quick calculation for about 60 cone-type crushers translates into more than R1 200 000.



The filters before and during use

For a cost-conscious person like Colin, this did not make any sense. Then Covid-19 lockdown struck and he started investigating different magnet suppliers and discussed different methods of stacking the magnets with his colleagues and team members. When he was allowed out of the house during lockdown, he bought some magnets, copper tube and caps, and then experimented using different configurations of magnets in the tubes. After a few pinched fingers and a lot of sweat he was successful.

The result was a functional magnetic filter at the price of less than R150 for each magnet rod, and that was before we started the Afrimat cost negotiations. The prototypes were installed at Kliprug, Lyttelton, Marble Hall and Demaneng with great success.



Sample Information				PQ. Wear Metals and Additives												
Sample Number	Bottle Number	Register Date	Sample Date	Sample	Wear Metals										Contaminants	
					PQ	Fe	Al	Cr	Pb	Cu	Sn	Ni	Ag	Si	Na	
640054	688071	2020-09-02	2020-08-31	640054	21	4	0	0	35	180	0	0	0	1	1	
632634	647731	2020-07-21	2020-07-21	632634	634	211	13	0	112	554	19	0	0	94	7	
624520	597028	2020-06-05	2020-06-04	624520	222	36	3	0	87	289	12	0	0	16	4	
616727	597047	2020-02-27	2020-02-25	616727	21	5	0	0	15	58	0	0	0	1	0	
609266	647721	2020-01-29	2020-01-28	609266	10	0	0	0	18	51	0	0	0	0	2	

The result of the installation of these magnets at Kliprug

With the samples listed first, it is evident that the wear in this crusher was on the increase from February 2020. The magnet filter was installed after the July sample was taken and the result was a reduction of 613 points on the PQ index (with the reduction of all wear-indicating materials). We will continue to monitor these results, but by all accounts, this is the way to go.



**We now also have an automatic wear indicator. If the magnet is a little dirty (far left), it might still be fine, but if the magnet appears as it does, pictured right, then it's time to take action.**

It's great to work with people like Colin in Afrimat. People who are real team players and who won't stop until they've reached their goal. They make us proud. For more information about these magnet filters, please contact Colin on 082 819 0146, or email: colin.nieuwoudt@afrimat.co.za



# END-OF-YEAR MATTERS

2020 has been like no other year in terms of challenges and change. Afrimat Executive Committee members sum up the year.

## SOUTH CLUSTER

### Anton Barnard

If we cast our minds back to the beginning of 2020, most of us would not have been able to predict that the year would be turned upside down to the extent it has with the Covid-19 pandemic. This pandemic might not nearly be on the scale of the tragic events of World War II, when an estimated 60 million people died and many cities were destroyed. Nevertheless, it has resulted in the deaths of 1.1 million people worldwide, causing huge economies to shut down and much subsequent suffering.

We can be proud of how we tackled this pandemic together and head on – our Afrimat Way. Our value system immediately kicked in as we started to prepare ourselves to deal with all the aspects of this huge challenge.

We are blessed to be employed by Afrimat and to have a leader like Andries van Heerden who called his management team together for a Zoom session on the morning of the first Sunday of lockdown, and presented us with how we could ensure that salaries would be paid in full. We can all be proud of one another that we managed, as a team, to make this happen.

The business has now recovered well from the huge impact of lockdown where very little sales were conducted. I am pleased to say that all the operations in our cluster turned out positively.

I wish to thank the entire team for their exceptional commitment and hard work, and for embracing this change. Thank you for all the extra effort and time that you have given without being asked to do so. I wish to thank each individual for the long hours, hard work and positivity you've exhibited during this year.

Please extend my gratitude to your families for the support they have given you during this time.

We remain grateful to the loyal customer base that we service; please continue to value our customers and go the extra mile for them. Remember, they see and experience our actions far more than we think they do.

You deserve the well-earned break that is about to commence – enjoy the time with your loved ones and, if you travel, be safe. We look forward to welcoming you back with your batteries fully charged. And to those who have lost loved ones this year, my thoughts and prayers go out to you. We received so many blessings this year, and I thank the Lord for his grace upon us.

I wish you and your families a blessed Christmas and best wishes for 2021!

**'I WISH TO THANK EACH INDIVIDUAL FOR THE LONG HOURS, HARD WORK AND POSITIVITY YOU'VE EXHIBITED DURING THIS YEAR.'**



## FINANCE

### Pieter de Wit

My colleagues, we've had the most difficult of times this year but I am pleased to say we persevered. Although the year had its ups and downs, we've been privileged as a company. It's clear how hard everyone has worked to get us to this point – it does not come without persistence, patience and practice. We couldn't be more thankful for your effort and the hours you've given so tirelessly to our corporate family. We know we couldn't have done it without you. Thank you for everything you've done to make this another successful year.

I would like to wish you and your loved ones the blessings of the season – peace, hope, joy and love. May the new year be one where you reach your goals and achieve the milestones you wish for, and may success embrace you in 2021.

**'WE COULDN'T BE MORE THANKFUL FOR YOUR EFFORT AND THE HOURS YOU'VE GIVEN SO TIRELESSLY TO OUR CORPORATE FAMILY.'**



**NEW BUSINESS DEVELOPMENT AND STRATEGY**

**Grant Dreyer**

2020 was an unparalleled year, one that our nation and the world will never forget, and one which future generations will document through the ages. It is vital, then, that we take stock of the year behind us and not let this development opportunity pass us by, as a business and as individuals. We should continually evaluate our surroundings, the changing environment, and adapt accordingly, to grow and ensure lasting success. As change accelerates, this philosophy becomes more integral.

As a group, we have a lot to be grateful for: the guidance and stewardship of our leadership, as well as the remarkable teamwork and individual efforts displayed during this time. The old adage 'Never give up' from a Winston Churchill speech springs to mind.

The business development team has grown, a positive sign for things to come, and we are excited by the prospects that lie ahead. The incorporation of Nkomati and Coza, and hopefully a few others by the time we go to print, will be challenging, but we firmly believe that the depth of skills, experience, and the Afrimat culture will enable us to unlock and add substantial value to the group for many years to come.

We can be proud of the Afrimat we all helped to create. Share this pride with your loved ones and let's venture into the new year with the courage to embrace all the unknowns, take the opportunity we've been given, solve all the puzzles that come our way, and achieve every goal we set ourselves, knowing our history does not define us but allows us to leave a legacy of our strength.

**'WE SHOULD CONTINUALLY EVALUATE OUR SURROUNDINGS, THE CHANGING ENVIRONMENT, AND ADAPT ACCORDINGLY, TO GROW AND ENSURE LASTING SUCCESS.'**



**TECHNOLOGY SYSTEMS**

**Johan du Plessis**

How blessed can one be? Looking back at 2020, a year with a completely new and unique calendar – January, February, March, Covid, October, November, December – I discovered how incredibly vulnerable I am, but also how adaptable one can be in difficult circumstances, especially when you are supported by the amazing group of people at Afrimat.

For the Technology Cluster it was a year of change, adaptation, focus and growth. Two teams combining their strengths and aligning their synergies. I would like to make use of this opportunity to thank the Technology Cluster team for their positive contribution in making this a success so far, and I am looking forward to some great outcomes planned for the future. Our biggest challenge, or should we say, test, this year, was to establish (within a few days) and maintain a 'work from home' platform during hard lockdown, without losing any transactional information. It was inspiring to experience the energy, dedication and focus of the infrastructure team that made this happen. And then the resilience, commitment and eagerness of everybody at Afrimat to bounce back into action with the necessary respect and patience for the new normal.

From the Technology Cluster, I wish you all the best for the festive season and leave you with this quote from St Francis of Assisi: 'Keep a clear eye toward life's end. Do not forget your purpose and destiny as God's creature. What you are in his sight is what you are and nothing more. Remember that when you leave this earth, you can take nothing that you have received... but only what you have given; a full heart enriched by honest service, love, sacrifice, and courage.' God bless.



**'IT WAS INSPIRING TO EXPERIENCE THE RESILIENCE, COMMITMENT AND EAGERNESS OF EVERYBODY IN AFRIMAT TO BOUNCE BACK INTO ACTION WITH THE NECESSARY RESPECT AND PATIENCE.'**

**AFRIMAT CONTRACTING INTERNATIONAL**

**Pierre du Toit**

In an instant this year has come and gone. A year that will be remembered by all of us for the huge changes that happened in our lives due to Covid-19. The new normal. With that said, all the other challenges remain: difficult market conditions, trying times for some employees away from home and Eskom, to name but a few.

What stands out for me is what we've accomplished in a short space of time. We managed to recover from the impact of Covid-19 by putting our business on the front foot and turning losses into profit. This is a remarkable achievement and one that would not have been possible without serious commitment and teamwork. Well done!

I thank all our employees for your commitment and hard work, for contributing towards the successes of our business. Enjoy the well-deserved rest and time with your families this festive season. Looking forward to an exciting new year with lots of opportunities.

**'WE MANAGED TO RECOVER FROM THE IMPACT OF COVID-19 BY PUTTING OUR BUSINESS ON THE FRONT FOOT AND TURNING LOSSES INTO PROFIT.'**



**NORTH CLUSTER**

**Davin Giles**

It goes without saying, this year was a whirlwind that we will never forget. In many ways it has changed the very way we live, think and behave.

Covid-19 and the national lockdown no doubt took a toll on us all, but I will forever be grateful for the way the entire North Cluster family pulled together, not only to keep the ship afloat but also to make the experience memorable.

Looking back on 2020, I am immensely proud of what we have managed to achieve during this time. Not only within the North Cluster but also within Afrimat. We have our competitors out there scratching their heads and asking 'How do they do it?' I sometimes shake my head in wonder and ask the same question.

I believe the answer is a simple one. We have a dynamic team of employees who live our values to the fullest; are allowed the freedom to seek out new challenges and opportunities; turn ideas and plans into action; have an abundance of energy and focus in being the best they can be; they don't just accept the current situation and have the ability to create their own destiny. All, within an atmosphere of joy and positivity.

Interestingly enough, we still do not know what tomorrow, next week, next month, or even next year will bring. What we do know is that we will face every challenge head-on in the true Afrimat spirit.

2020 has affected us all in some form or another. As this year ends, it is time to focus on the important things in life, our family, our relationships, and our own personal wellbeing.

Use the festive break to work on all of these, and really enjoy the well-deserved time away from the business. It will be over before you know it, and we then get a fresh new year to take this business to even greater heights.

My personal thanks to all of you for what you have endured and achieved this year. We are all extremely blessed.

Wishing you a very Merry Christmas. We know that 2021 will be a prosperous year.

**'2020 HAS AFFECTED US ALL IN SOME FORM OR ANOTHER. AS THIS YEAR ENDS, IT IS TIME TO FOCUS ON THE IMPORTANT THINGS IN LIFE, OUR FAMILY, OUR RELATIONSHIPS, AND OUR OWN PERSONAL WELLBEING.'**



### BULK COMMODITIES

#### Gerhard Odendaal

'n Jaar kon beswaarlik meer dramaties verloop het as 2020 en ek is oortuig die jaar sal prominent in die anale van ons geskiedenis weerspieël.

Indien ons eers die Covid-19 pandemie opsy skuif het die kommoditeite besigheid inderdaad n jaar van uiterstes beleef. Die onsekerheid van wêreld markte en die nagevolge op wêreld markte het ons blind laat vlieg vir sekerlik die eerste ses maande en meer so gedurende die hoogtepunt van Covid-19. Hoe aangenaam was die verrassing nie toe nuwe hoogtepunte in mark vir ons uitvoerprodukt realiseer nie. Dit was teen die verwagting en gesien teenoor ander produk reekse se prestasie. Afrimat Bulk Commodities is vir seker dankbaar vir die geleentheid om n waardevolle bydrae tot Afrimat se reserwes te kon maak toe dinge op sy donkerste was.

**'AFRIMAT BULK COMMODITIES IS VIR SEKER DANKBAAR VIR DIE GELEENTHEID OM N WAARDEVOLLE BYDRAE TOT AFRIMAT SE RESERWESTE KON MAAK TOE DINGE OP SY DONKERSTE WAS.'**

From a business development view we finally crossed the elusive Coza hurdle when Afrimat managed to move to the next level in the bulk commodities world and where we managed to obtain a sustainable resource for at least the next 15 years. The times are exciting and the commodity teams are energised and rearing to get going on the next opportunity to expand our current business. An even bolder move was for Afrimat to invest in the reductant market by bidding for and obtaining another mine that was not performing to the best of its ability near Malelane in Mpumalanga. Let it never be said that we do not choose weird and wonderful places to conduct our business.

In order for Afrimat to engage in these bold moves, a dedicated and utterly competent complement of staff and specialised services lurk and execute in the challenging environment that is presented by new mergers and acquisitions. Very few of these opportunities present themselves in a clean and stable form, and the skills that Afrimat has acquired and honed over many years ensure that we drive each and every new venture on a path to success. It is then only appropriate that we acknowledge and give recognition to these silent warriors and the sacrifices made when dealing with difficult issues or communities.

The Afrimat Way is indeed alive and well in these times and it is something to feed upon in the unknown and challenging future that 2021 holds. Afrimat continues to prove its ability to not only endure but also thrive when unique challenges present themselves.

Most of us will probably enjoy a short or medium break over the Christmas period. For those fortunate enough to spend this time with family and friends, we wish you a blessed festive season. Let us all spare more than a thought for those among us who carry burdens of loss, ill health and loneliness due to various reasons, and may they also find solitude and comfort in these times.

Dit is my opregte wens dat elkeen veilig en geïnspireerd terugkeer in die nuwe jaar met die Hoër Hand se beskerming oor ons almal.

**'THE TIMES ARE EXCITING AND THE COMMODITY TEAMS ARE ENERGISED AND REARING TO GET GOING ON THE NEXT OPPORTUNITY TO EXPAND OUR CURRENT BUSINESS.'**



### HR AND SUSTAINABILITY

#### Collin Ramukhubathi

Dear colleagues, it has been a particularly challenging, yet exciting year. We are living through a pandemic and probably one of the biggest challenges our generation will ever face. It will forever be a part of our history. Covid-19 and the National Lockdown had a crippling effect not only on our country but also on us as individuals and our families. We met the challenge with swift action and we managed to make sure our people received salaries and made provision for special leave. Though the threat of Covid-19 is still a reality, we've made every effort to ensure the health and safety of our people are maintained. The Afrimat culture shows clearly in this instance how strong we are as a team and is a shining example that hard work and dedication pay off. Through this challenging time, we can stand proud as a team. Every individual out there played their part and played it well, and I want to take this opportunity to say thank you for helping make Afrimat a success.

As this unique year draws to a close, and we prepare to celebrate with our loved ones, let us live with the enthusiasm that each new day brings new challenges and the ability to overcome them. I wish you and your families a Merry Christmas and a very healthy, happy, and prosperous 2021.

**'THE AFRIMAT CULTURE SHOWS CLEARLY IN THIS INSTANCE HOW STRONG WE ARE AS A TEAM AND IS A SHINING EXAMPLE THAT HARD WORK AND DEDICATION PAY OFF.'**



### INDUSTRIAL MINERALS

#### Andrew Wray

As it did for many, 2020 felt like an utter whirlwind to me. Pre-Covid-19, Covid-19, 100 days of lockdown, and just recently, 200 days of lock down (albeit at Level 1). At a recent sitting with my team, we reflected on what the year meant for us, and how Covid-19 had impacted our views on work, home life, the future, our country, this business... What became abundantly clear was the general positivity that dominates our culture. How blessed we are!

The team utilized the opportunity through lockdown to reset, re-energize, and refocus on the path ahead. Everyone made the absolute most out of the valuable time with family. While many of our peers in the industry got caught up in the general pessimism of the day, the various teams at Afrimat strategised the post-lockdown Covid-19 realities, and adjusted their plans to make the most of what 2020 had dealt them. The result – a focused, determined and driven team ready for any eventuality.

As to life in Industrial Minerals at the moment, all our business units are making positive contributions month-on-month, most of them having recovered the early Covid-19 losses. At least one (perhaps more) of the prospects we were actively pursuing before lockdown is nearing realisation, and the team has pulled together like a well-oiled machine. Watch this space!

Thanks to my amazing team members for the contribution each of them made through this time. This team lives the Afrimat way, and has made every conceivable effort to make a success out of this very interesting year.

To all Afrimatters, rest well, and enjoy this special time with your loved ones. Be safe, and remember our 2020 blessings!

**'THE TEAM UTILIZED THE OPPORTUNITY THROUGH LOCKDOWN TO RESET, RE-ENERGIZE, AND REFOCUS ON THE PATH AHEAD.'**



# HOW TO USE QR CODES

We introduced QR codes in the last issue of Afrimatters to make our magazine more interactive and to give us a platform to share videos, surveys and other exciting content with you.

**Here's a reminder of how to use a QR code.**

1. Open your camera app on your phone.
2. Cover the code with your camera. You might need to zoom in or focus the camera
3. You will be prompted by your phone to follow a link. Please follow the link.



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