

**AUGUST 2020**

# AFRIMATTERS



**DIVISIONAL MATTERS:** REHABILITATION OF THE MR240  
**HEALTH AND SAFETY MATTERS:** OUR RESPONSE TO COVID-19  
**HR MATTERS:** WOMEN IN MINING





# Build your investment while we build our country

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

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



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

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

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

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

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

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### AFRIMATTERS

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







## COMMITTED TO REAL TRANSFORMATION

Afrimat's programme of transformation permeates its entire operations, and forms a critical component of its sustainability and focus on ensuring a better South Africa.

From transformation in ownership, with a 32,6% black ownership level, to transformation in its workforce through internships, bursaries and programmes such as the Afrimat Management Development Programme and Afrimat Leadership Programme, Afrimat is leading the way with its genuine commitment to change.

Preferential procurement of goods and services from empowering suppliers plays an important role in the development of local communities. In addition, Afrimat's growth is aimed at impacting the wider communities within which it operates. Consultation with key stakeholders is critical to ensure that this impact meets real needs and delivers substantive transformation. Projects include building classrooms, kitchens and toilet facilities, a toy library for an early childhood development centre, maths programme in schools, training unemployed youth, adult basic education training programme for illiterate community members and a back to school uniform drive. New projects are identified regularly to ensure that Afrimat's CSI remains relevant and brings about real change and development in its communities.

Through all of these programmes, Afrimat is realising genuine transformation, of its ownership, its workforce and the wider communities within which it operates.

## CEO'S MESSAGE



**'WE ARE DOING EVERYTHING WITHIN OUR  
POWER TO MAKE OUR WORKPLACE AS  
SAFE AS POSSIBLE,  
BUT IT IS UP TO EACH ONE OF US TO TAKE  
THE PRECAUTIONS SERIOUSLY, EVEN  
WHEN WE ARE NOT AT WORK.'**

## Uncharted waters

As part of my job I receive numerous reports, detailing various aspects of our business. Most of these reports contain graphs and charts which are interpreted clinically and provide useful information on the health of our business. One report is different though. It is a new report that did not exist a few weeks ago and it is called the Covid-19 report. It updates us on the number of people who have been isolated for Covid-19 reasons, and it also updates us on the number of people we employ who have tested positive for the virus and their current status. At the time of writing, the really sad part of this report is that we have already tragically lost three of our colleagues to this terrible pandemic. I wish to convey my heartfelt condolences to the families and loved ones of these colleagues. We, the Afrimat family, pray that you will be comforted after this tragic loss.

Colleagues, please let this be a reminder to all of us that this virus can be anywhere and that we must take every precaution to protect ourselves and our loved ones. We are doing everything within our power to make our workplace as safe as possible, but it is up to each one of us to take the precautions seriously, even when we are not at work. Precautions such as regular sanitising, social distancing and the wearing of masks are becoming second nature but we must also build our immune systems through healthy living and a good diet.

The pandemic has also created chaos in economies around the world. South Africa was particularly hard hit as our economy was already vulnerable even before the lockdown. We are all familiar with the adverse impact of the lockdown on many businesses in our country, especially smaller businesses. We all know people who have suffered severe financial losses due to the lockdown's economic effects. Many people received no income during the lockdown, others had to absorb a salary reduction, and some have lost their jobs. Afrimat has however been blessed and we have been able to approve special leave for all our staff during the lockdown and we have been able to pay full salaries up until now. The company has been impacted by the lockdown, especially during the five weeks of hard lockdown, but we are seeing a good recovery since the lifting of the restrictions.

Team Afrimat is showing its mettle again and I am encouraged to see the results from your efforts to recover the ground lost during the lockdown. I wish to thank you for the wonderful team spirit in which you are all playing your part in this recovery and making Afrimat even stronger.

Andries van Heerden  
**CHIEF EXECUTIVE OFFICER**

Scan this QR code to  
access our annual report

See page 4 for instructions  
on how to use a QR code





# INTRODUCING QR CODES



SCAN ME

To inspire everyone to be more interactive we are introducing QR codes in this edition of Afrimatters. QR codes will help make the Afrimatters magazine more interactive and give us a platform to share videos, surveys and other exciting content with you. Here’s a quick guide on how to scan the QR codes, aimed at all generations.

### BABY BOOMERS

You are probably not going to do this, but for those who are adventurous – well done!

**Step 1:** Take out your phone (yes, you have to use your cell phone please).

**Step 2:** Unlock your phone.

**Step 3:** Open your camera app on your phone (yes you have a camera on your phone, if you don’t know where it is, please ask for help).

**Step 4:** Point the camera to the QR code and wait for the camera to register it. You might need to zoom in or focus the camera.

Do NOT take a photo. Just point the camera until it registers the code.

**Step 5:** Once it registers, you will be prompted by your phone to follow a link. It is safe, you may follow it.

No, you do not need to first ask IT if it is okay.

**Step 6:** Enjoy. We are so proud of you for trying something new and successfully doing it.

**Step 7:** Didn’t work? Ask a friend (preferably one younger than you).

### MILLENNIALS

You are the lucky ones. QR codes were invented when you were at your peak, technologically. So you probably know what to do.

**Step 1:** Open your camera app on your phone.

**Step 2:** Point the camera at the QR code. You might need to zoom in or focus the camera

**Step 3:** You will be prompted by your phone to follow a link. Please do so.

**Step 4:** Done!

### GENERATION Z

Sorry, we know you are so over QR codes. They seem ancient to you. You are already thinking of a world of holograms where you can watch this video coming out of your phone and wondering why we are even still printing the Afrimatters magazine.

**Step 1:** Open your camera app on your phone (Yes yes, we know you already know).

**Step 2:** Point, scan and click.

**Step 3:** Done



# DIVISIONAL MATTERS





ACI

# Rehabilitation of the MR240 – Vredenburg to Paternoster

MALCOLM KNIPE – SALES MANAGER – WESTERN CAPE

For the past few years, Afrimat’s De Kop Quarry in Vredenburg, Western Cape, has been the main supplier of aggregates for the majority of the road construction contracts on the West Coast. One such contract that was recently completed is the rehabilitation and widening of a 13km stretch of road between Vredenburg and Paternoster.

The contract was awarded to a joint venture between Umzali Civils and Amandla Construction. Schalk Liebenberg served as the Contracts Manager and Dave Dougall, from Ero Consulting Engineers, was the Resident Engineer. Work commenced at the beginning of 2019 with a 15-month contract period.

The total aggregate order of 130 000 tons of subbase and base, and approximately 3 500 tons of roadstone, was given to De Kop Quarry amidst keen competition from a new aggregate player that has emerged in the area. Our Readymix division supplied about 300m³ of concrete for the side drains and structural work.

From the outset we struck up a good working relationship with the site team and we were constantly communicating and planning to ensure that Afrimat provided the service and quality expected from us.



20mm roadstone applied to the surface



‘FROM THE OUTSET WE STRUCK UP A GOOD WORKING RELATIONSHIP WITH THE SITE TEAM AND WE WERE CONSTANTLY COMMUNICATING AND PLANNING TO ENSURE THAT AFRIMAT PROVIDED THE SERVICE AND QUALITY EXPECTED FROM US.’

The completed project with Paternoster in the distance

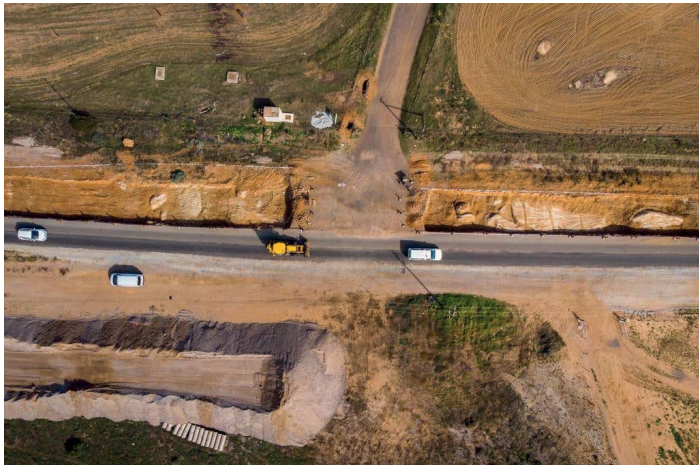


>> Rehabilitation of the MR240 continued

It was truly a pleasure to work with an experienced contractor such as Umzali and all credit must go to Schalk and his team for an extremely successful project. Alastair and his crew at De Kop Quarry should also be commended for keeping up with supply of aggregates, whilst under pressure from two other contracts running simultaneously.

Working together to supply to two other contracts and understanding each other's needs over this period has resulted in a high-quality finished product that will enhance the landscape of this tourist destination.

Congratulations to all!



Aerial view of the road



Bellmouth construction on the main road



View from the chip spreader



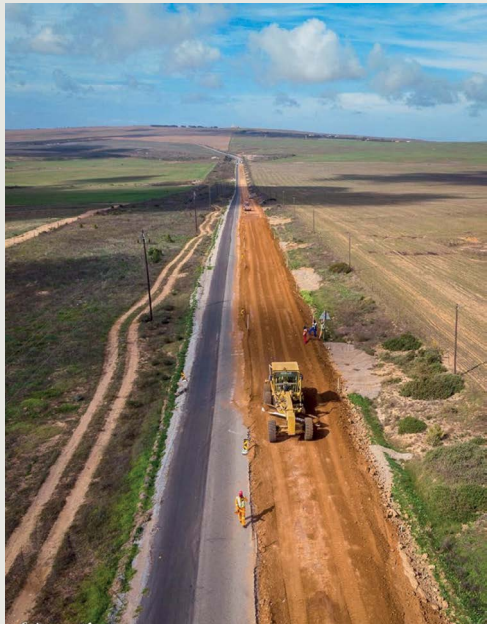
Rock encountered during construction



Half-width construction with stop/go operation



Excavating spoil material



Preparing the new road alongside the old



Grading of new section



New section of road being prepared



The surfacing operation in progress



ACI

Lyleveld siding

MICHAEL CORBIN – DIRECTOR – AFRIMAT CONTRACTING INTERNATIONAL



Afrimat Contracting International operates a load out facility in the Northern Cape opposite our Demaneng iron-ore operation. This is where we load the iron ore the mine produces onto 116 train wagons with three CAT 980 loaders. The train has to be loaded within nine hours from placement and rectified during this time period. Transnet is very strict with regards to overloaded wagons and penalties do apply. Each wagon is loaded with 100 tons, with a 2 percent up or down tolerance allowed as well as a 2 percent difference on each axle.

Phase 1 of the siding was implemented on October 4, 2017. This phase consisted of filling, levelling, installing, and calibrating the weigh-in motion (WIM) system in order to meet Transnet operational standards. The first train was loaded on November 15, 2017.

Due to time constraints with regards to only half a rake (58 wagons) being placed at a time, it was decided that an additional railway would be required in order to accommodate a full rake of wagons. Thus phase 2 was implemented. This phase consisted of upgrading the original siding by adding additional railway capacity. The project started in June 2018 and was completed in October 2018. As of June 2020 the siding has loaded 1 953 010 tons of iron ore.

Mike Matthee and his dedicated team are well trained to load between 114 and 116 wagons, with three CAT 980 loaders, within a specified time limit and within tight weight distribution restrictions. The team's working hours and weather conditions are extreme as they often have to work into the early hours of the morning in order to get the train loaded and ready for departure. Afrimat is grateful for this team's dedication.



‘AS OF JUNE 2020 THE SIDING HAS LOADED 1 953 010 TONS OF IRON ORE.’



The load-out facility in the Northern Cape, opposite our Demaneng iron-ore operation, where ACI loads the iron ore

North cluster Facebook page

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

As part of an extensive post-lockdown marketing drive in our North Cluster (consisting of KZN, FS, Glen Douglas, SA Block and Clinker) a dedicated Facebook page was created. The page is aimed at brand awareness, and informs clients and potential clients of Afrimat's offerings, branches, and specials – as well as promoting good news. In the first three months the page received one thousand likes – and likes are growing! Like the page and support the team! Follow this QR code by simply scanning it with your mobile camera.

\*Please note special permission needs to be obtained from Head Office Marketing Department before opening a branch-specific Facebook page. Please refer to the Social Media policy which can also be obtained from the department. For more information please email [lizanne.olivier@afrimat.co.za](mailto:lizanne.olivier@afrimat.co.za).





GLEN DOUGLAS

SA Block engineering and maintenance workshop at Glen Douglas dolomite mine

PIETER STAPELBERG – SA BLOCK ENGINEERING AND MAINTENANCE WORKSHOP MANAGER AND TANYA PRETORIUS – MARKETING STRATEGIST – NORTH CLUSTER

The SA Block engineering and maintenance workshop, located at Glen Douglas Dolomite Mine in Meyerton, is managed by Pieter Stapelberg, who has over 19 years’ experience in aggregate and concrete plant maintenance and engineering. The workshop’s draughtsman, Johannes Gerber, has over 30 years’ experience in mechanical and structural engineering. Exceptional quality of service is at the heart of every project the workshop management and their team take on, and the workshop’s most experienced staff are being incorporated into a Quality Control Programme on mechanical and structural engineering. All workshop staff are skilled in their craft, with years of experience and expertise. The three boilermakers, Gustave Van Buren Schele, Andries Molotan and Donovan Mitchel, have five decades of experience between them. The same is true of the three qualified Fitters and Turners – Jeffery Van De Sandt, Juan Botha and Donovan Pieterse. Additionally, the workshop’s Specialised Fitter, William Makeke, brings more than 30 years of experience to his role. Finally, the three qualified and coded Welders – Masenyani Maluleke, Donovan Mitchel and Paulus Leburu – bring 60 years of combined experience to the workshop.



Pieter Stapelberg



Johannes Gerber

The workshop utilises an extensive range of machinery for a variety of processes:

- General engineering (cutting, bending, drilling)
- Precision engineering (lathes, milling machines, slotter and surface grinder)
- Handling (3-ton and 16-ton forklift)
- Overhead cranes (5, 10 and 20 ton)
- Hydraulic test bench
- Delivery vehicles including an 8-ton truck and 20-ton crane-mounted trucks

Due to the variety of machinery being used, and the range of skills within the workshop, a multitude of services are available, such as:

- **Plant design, manufacturing, and erection:** Most recently, Clinker Supplies in Vierfontein. The project took four months and was completed in 2019 within budget.
- **All site alterations and plant modifications:** Including chute design and conveyor design manufacture
- **Mobile and fixed plant refurbishment:** For example, the VB6 Block Plant refurbishment in 2017
- **Mobile crushing unit modification:** Complete modification and refurbishment
- **Machine shop:** For the manufacturing of all precision engineered components such as shafts, pins, head and tail drum pulleys, and manufacture of all hydraulic cylinders
- **Fitting:** Repairs to all gearboxes, vibrators, electrical motors, and hydraulic cylinders
- **All welding projects:** General and specialised
- **Repairs:** For example, to all excavator and loader buckets and ground engaging tools for sandblasting, corrosion control, and spray painting

The following site-specific projects have been undertaken by the team:

- Vierfontein design, refurbishment, erection
- Modification of Delft Silica Plant as per specification
- Manufacture of components for Clinker Vaal on establishment
- Commissioning of the VB6 plant in Palma, Mozambique

In keeping with Afrimat’s entrepreneurial spirit, the workshop management team is also pursuing the following offerings:

- In the process of establishing an on-site line boring service by November 2020
- Planning to bring laser cutting services in-house by 2021

THE WORKSHOP BUSINESS PLAN OBJECTIVES

1. To grow the SA Block engineering maintenance workshop into a sustainable entity by providing cost-effective engineering project solutions
2. To provide sustainable engineering and maintenance facilities to Afrimat operations within Gauteng
3. To provide peace of mind to our customers by delivering projects on time, in spec and within budget

COMPETITIVE PRICING

1. Our hourly rates are based on the standard recovery costs
2. No mark up on materials and consumables

LOGISTICS

1. Customers may contact the workshop to share drawings or request assistance with projects, after which quotes are generated.
2. A site visit, analysis of the scope of work, and clarification of necessities is required to allow us to generate your project-specific quotes.

Any interested parties who wish to work with the team at the SA Block Engineering and Maintenance Workshop at Glen Douglas, can contact Pieter Stapelberg: 016 366 0321 | 079 222 2995 | pieter.stapelberg@afrimat.co.za

LYTTELTON DOLOMITE MINE

Lyttelton Centurion facilities upgrade

JOANNE GILES – OPERATIONS MANAGER – INFRASORS

In February 2020, as part of the Afrimat cultural journey that encompasses a caring environment, respect for employees, and leading the way, Lyttelton Centurion embarked on a project to upgrade the production changing room facilities for both our men and women employees. Under the project management and watchful eye of Robert Hurn from the Shared Services Engineering Department, we commissioned Triple Weave Construction to conduct the build. All was on schedule until the Covid-19 lockdown was enforced, resulting in the project being delayed for almost two months. Following the Covid-19 safety protocol, Triple Weave was re-established on site in the middle of May. It was great to see the renovations to the storage rooms take shape and develop into the incredible changing rooms for the men, complete with brand new showers, toilets, basins and a locker room. The women’s changing room was built from scratch, and they too were kitted out with brand new showers, basins, toilets and a locker room. Signage displaying the company values and the Afrimat Way is displayed prominently throughout each changing room symbolising the start of the journey, and the road ahead. A competition was held to determine the names for these new changing rooms. The men decided to call their change room “Isiqalo” meaning “new beginnings” (name suggested by Solly Mathekgga) and the ladies decided on “Mbokodo” meaning “strong women” (name suggested by Nomsa Maseko). They certainly are appropriate names chosen by the team. On Friday, July 3, we had a celebratory ceremony where I was honoured to cut the ribbons to officially open the changing rooms. It gave me great pleasure and a true sense of pride to cut the blue and pink ribbons leading to each changing room and to open the doors to these immaculate rooms where our employees, after a hard day’s work, can freshen up in an incredible facility, before embarking on their journey home. To see the smiles and gratitude on the employees faces as they got their chance to tour and inspect the new facilities built for them was truly a blessing. Lyttelton would like to thank Robert Hurn for his management of the project, Triple Weave Construction for the building thereof, and Hendrik Pick and his team for their assistance in arranging the opening ceremony and the signage.



Men's changing room



Men's changing room



Ladies' changing room



Opening ceremony



Ladies' changing room



KZN AND FREE STATE

Readymix plant operations in Ladysmith

LEON RICHARDS – REGIONAL MARKETING AND SALES MANAGER (MULTI) AFRIMAT KZN AND FREE STATE OPERATIONS



Fish Nkabinde, Mandisa Tembe, Mandla Nkosi

Ladysmith ACP took over Batch Plant 2 from QwaQwa in August 2019, after it was used as a secondary plant for pouring the 17 000m³ required for Maluti Mall.

Ladysmith ACP was the only KZN / Free State branch with no Readymix operation. Given the tremendous potential in the region, and the fact that Afrimat has a quarry in the area, it was a logical choice for us to move the Readymix operation to Ladysmith. Our operations extend as far as Bergville, Winterton, the Drakensberg and the surrounding areas.

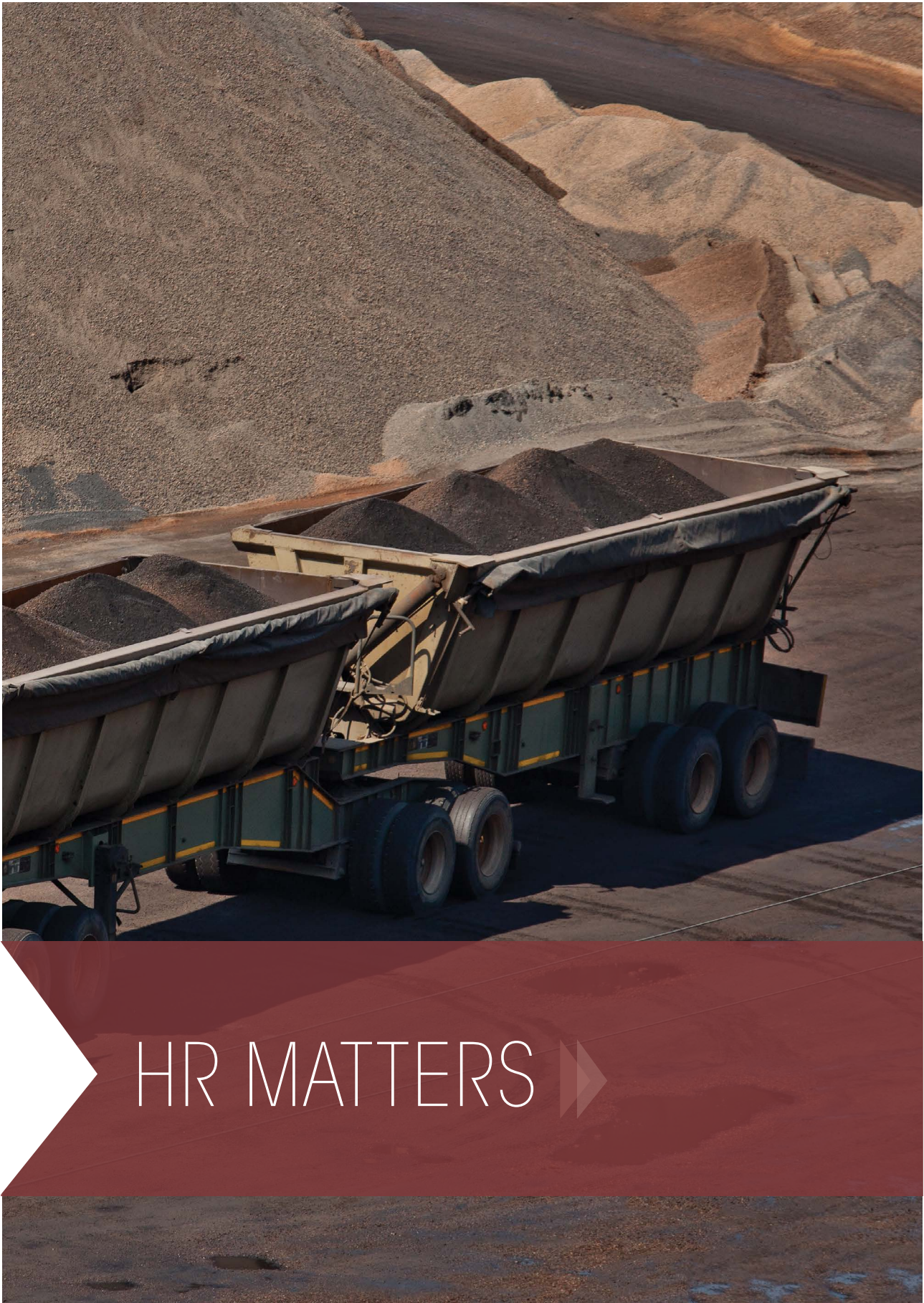
The plant became fully operational at the end of last year. We poured the first cubes in November 2019, with our newly acquired batcher, Mandisa Tembe (civil engineering intern); plant operator, Fish Nkabinde; and driver, Mandla Nkosi.

To date, a total of 760m³ have been poured and we are excited about the many more opportunities to come.

Thank you to all who have made this possible.



‘TO DATE, A TOTAL OF 760M³ HAVE BEEN POURED AND WE ARE EXCITED ABOUT THE MANY MORE OPPORTUNITIES TO COME.’



HR MATTERS



GLEN DOUGLAS

# Glen Douglas’s annual “whatever you can make in a potjie pot” competition

SONJA KLEYNHANS – HUMAN RESOURCES OFFICER – GLEN DOUGLAS

Glen Douglas hosted their first “Whatever you can make in a potjie pot” competition on Friday, February 14, 2020. This day was the talk of the town for the whole week leading up to the event, with teams strategising over their winning pots and team themes. And what would a competition be without some healthy bickering amongst rivals, as well as exciting prizes to compete for.

The prize for the best potjie was a R250 Checkers voucher to each team member and the best team spirit/ presentation winners each received a two-hour sleep-in or leave-early voucher.

## SEVEN TEAMS PARTICIPATED:

- |                        |   |
|------------------------|---|
| 1. Alpha Bravo Octopus | Calamari and chorizo pot                |
| 2. E-lemon-ators       | Mutton curry pot                        |
| 3. African Tribe       | Lamb and beef pot                       |
| 4. Victorious Secrets  | Traditional beef pot with beer bread    |
| 5. Diversity           | Spicy beef and veg pot with naan bread  |
| 6. N’Komati Anthracite | Lamb pot                                |
| 7. Willehonne          | Pork neck curry pot with tomato risotto |



Official event invitation



Team N’komati Anthracite



Team African Tribe

## OUR THREE EXPERT JUDGES FOR THE DAY WERE:

- Piet Ackerman
- John Maphalala
- Pieter Stapelberg

Most of us were glad that we weren’t the judges as they had an immense task in choosing the best pot. After a long deliberation and debate session the judges finally made their decision. Victorious Secrets emerged victorious and won best pot. Alpha Bravo Octopus won best team spirit.



Team Willehonne



Team E-lemon-ators



Best Potjie – Victorious Secrets



Team Alpha Bravo Octopus



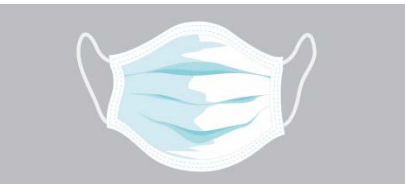
Team Alpha Bravo Octopus

## COMPETITION

# Wear your Afrimat mask and win

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Make the most of having to wear a mask everyday by sending us a picture of you sporting your Afrimat branded mask with style and stand a chance to win an Afrimat branded buff and cap and some serious street cred. Email the original picture to [lizanne.olivier@afrimat.co.za](mailto:lizanne.olivier@afrimat.co.za) with your name and surname, Afrimat branch and position by October 31. Winners will be announced in the December issue of Afrimatters.



## AFRIMATTERS SURVEY

# You spoke, we listened

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Earlier this year we undertook a survey and focus groups with a random selection of employees to see if you are still happy with the Afrimatters magazine and the content it provides. Thank you to everyone who participated and for the positive feedback received. We have taken all the comments and suggestions into consideration and will do our best to keep Afrimatters relevant and consistent and include content sourced equally from all the regions. We ask that if you have any recommendations or would like to complete the questionnaire to please follow this QR code and submit your answers. We always strive to deliver better content and your opinion helps us to do this.





HEAD OFFICE

Formation of the Technology Cluster

FROM THE DESK OF THE CEO – ANDRIES VAN HEERDEN

As part of Afrimat’s initiative to remain competitive in an environment of accelerating technological change, it was decided to form a Technology Cluster. The Technology cluster will be formed by the merger of the Engineering and IT departments. **Johan du Plessis**, General Manager: Technology systems will lead this new cluster.

I wish to congratulate Johan with this new role and wish him and the teams in this cluster well in the execution of our technology strategy.



Johan du Plessis

TECHNOLOGY SYSTEMS

Changes in the Technology Cluster

JOHAN DU PLESSIS GM – TECHNOLOGY SYSTEMS

It gives me great pleasure to announce the appointment of **Francois Louw (Jr)** as Senior Project Engineer and Stephan de Villiers as Head Maintenance Engineer respectively in the Technology Cluster. As a new combined team with ITBS, they will assist the business with project management and maintenance management by developing fit for purpose, relevant standards and systems for both disciplines, enabling the business to achieve operational excellence. Stephan will continue in his role as GCC for Lyttelton. We wish Francois and Stephan all the best with their new roles, and look forward to their contribution.



Francois Louw (Jr)



Stephan de Villiers

KZN AND FREE STATE

Bursary success – Mthobisi Mathunjwa

KARONIEN PRETORIUS – FINANCIAL MANAGER – KZN AND FREE STATE OPERATIONS

**Mthobisi Mathunjwa** graduated with a BTech in Management Accounting from the Durban University of Technology in 2018, through a three-year bursary from Afrimat. Mthobisi joined Afrimat in January 2019 as a Finance Intern, after which he was permanently appointed as a Creditors Clerk in August 2019.

He is currently studying towards his professional international qualification in Management Accounting (Chartered Institute of Management Accounting). Although the requirements are strenuous, he has completed his first exams and achieved great results.



Mthobisi Mathunjwa

ACI

Tribute

ANEL GRUNEWALD – FINANCIAL MANAGER – NEW BUSINESS AND CONTRACTING

**Juanita Mostert**

30/10/76 – 23/6/20

Dit is met groot hartseer dat ons ’n geliefde kollega en vriendin groet.

Juanita het onlangs ’n pos aanvaar as senior verkope klerk by Afrimat Contracting International. Sy was voorheen ook werksaam as “payroll administrator” en assistent rekenmeester by Afrimat.

Juanita het diep spore in Afrimat getrap en het die maatskappy se waardes elke dag uitgeleef. Ons sal haar onthou as iemand wat altyd vriendelik en behulpsaam was en ’n plesier om mee saam te werk.

Sy sal baie gemis word deur haar vriende en kollega’s in Afrimat se Worcester kantoor. Ons harte gaan uit na haar familie in hierdie moeilike tyd.

**Juanita Mostert**

30/10/76 – 23/6/20

It is with great sadness that we are saying goodbye to our dear colleague and friend.

Juanita recently accepted the position of Senior Sales Clerk at Afrimat Contracting International. She previously held positions of Payroll Administrator and Assistant Accountant at Afrimat.

Juanita contributed a lot to Afrimat over the years living the company’s values every day. She will be remembered as someone who was always friendly, helpful and a pleasure to work with.

She will be sorely missed by her friends and colleagues in Afrimat’s Worcester office. Our thoughts are with her family during this difficult time.

KZN

Afrimat Ulundi, a story of successful in-house career development

KOBUS MEYER – AREA MANAGER – KZN

**Meet Mbuso Biyela** and **Vusi Gina**, respectively the managers of our Ulundi Aggregate and Ulundi Concrete Product operations. Both are proud to be part of the Afrimat Management Development Programme.

Mbuso started his career at Afrimat during 2012 as a Mechanical Engineering Intern in the KZN/Free State region. He was later appointed as Plantsman at our Dundee operation, and later again as Plantsman at our Hluhluwe Aggregate operation. Mbuso gained valuable knowledge during these times as to the workings and operation of a crushing plant and open cast mining activities. During 2016 the position for Quarry Manager at Ulundi became vacant, and Mbuso jumped at the opportunity and applied for the position. He was elated to be offered the position, and consequently relocated to Ulundi. Mbuso believes that through hard and dedicated work, and with a positive attitude, the sky is the limit.

Vusi started his career in 2004 with Afrimat as a General Worker at the Mkuze ACP Operation. During 2005 he was promoted to the position of Production Supervisor at this operation, and at the end of 2006 was promoted to Assistant Manager. The position for Branch Manager at Mkuze became vacant during 2016, and through his positive attitude and good work ethic, Vusi was identified as the successful candidate to fill the position. During 2018, the position for Branch Manager at Ulundi became vacant, and Vusi was transferred to this bigger operation. Vusi has a good relationship with his team and is well respected as their Manager at Ulundi ACP.

Today, both our business units in Ulundi are performing well and contribute to the success of Afrimat in the KZN/Free State region. The two young managers have established a good relationship through co-operation at both business units. The end result is good customer relations and synergy through all levels of business, which benefits both operations. They are certainly proving that development opportunities at Afrimat are alive and well, if the candidate is motivated to achieve success through hard work and dedication.



Vusi Gina (left) and Mbuso Biyela

My Afrimat career journey

SIPHO MOTLHOKI – JUNIOR MANAGER – ACI DEMANENG MOBILE CRUSHING

ACI funded my final year tuition in 2016, and I finally obtained my Honours degree in Mechanical Engineering at Wits. I then started working as an engineer in training for two years through the Afrimat Graduate Development Programme (AGDP), reporting to Michael Corbin, and dotted line to Stephan de Villiers as well as Johan Birshoff. My journey started in Marble Hall with the mobile crushing train managed by Johan van Eeden. Since then I have moved around a lot to get exposure in all of the ACI business units, including workshops, drill and blasting, commercial quarries and HR department. The AGDP was an invaluable hands-on experience, I wish I had that experience before I got my degree.

After I finished the AGDP I stayed within ACI. I am now a Junior Manager in the ACI Demaneng mobiles based in Kathu. It’s a totally different game here in iron ore production, everyday there’s a new challenge.



Sipho Motlhoki



New appointments and promotions

KZN AND FREE STATE

REGINALD GWALA – HUMAN RESOURCE MANAGER – KZN AND FREE STATE

**Ntokozo Nyembe** started on March 16 on a fixed term contract and was offered a permanent position as of July 1 as a Welder at Ladysmith AA. Ntokozo enjoys reading, playing soccer, watching television and working as a volunteer in his community.

**Mary Ann Meyer** started on February 17 as the Sales Admin Coordinator at Hluhluwe AA. She is married to Karl Meyer and they are currently expecting their first child.

**Sthembile Mbatha** joined Afrimat on September 9, 2019 on a fixed term contract, and was offered a permanent position as of 1 July 1, 2020 as a General Worker at Scottburgh Quarry. She is currently studying towards her national accredited technical education diploma in Boiler Making and Fitting and wishes to become a Millwright in the future.

**Sibonelo Alex Mazubane** started on January 13 as a Mechanical Fitter at our Ladysmith ACP branch. Before working at Afrimat he was a maintenance supervisor at Rossmin Mine, Port Shepstone, for the past three years. Sibonelo enjoys playing chess and listening to gospel music. He has a National Diploma in Mechanical Engineering. He has two children, Mldoni (12) and Pamella (3).

**Jacob Mokoena** joined Afrimat on January 13 as Sales Admin Coordinator at Qwa-Qwa ACP. Before Afrimat he worked as an Inventory Controller at Nouwens Carpets, a carpet manufacturing company, based in Harrismith. Jacob matriculated in 2003 and holds a National Diploma in Office Computing. Jacob is married with three children, two sons and a daughter: Katieho (9), Neo (4) and Lethabo (8).

**Sekwanele Brightenough Kubheka** started on June 30 as Tipper Truck Driver at Ladysmith Quarry. He studied as an N3 Mechanical Fitter. Sekwanele is married with three children and he loves playing soccer and watching TV.

A very warm welcome to the Afrimat team to all of these staff members.

CAPE LIME VREDENDAL

NATASHA MOUTON – CAPE LIME VREDENDAL OPERATIONS MANAGER

We'd like to welcome **Semonia Beukes** to the Afrimat Cape Lime Vredendal team.

Semonia is originally from the Northern Cape, she is married and has a three year old son. Before she joined Afrimat, Semonia worked for Standard Bank in Vredendal. She joins the team as a Receptionist and Administrative Clerk, and is very excited about her new career.



Ntokozo Nyembe



Mary Ann Meyer



Sthembile Mbatha



Sibonelo Alex Mazubane



Tsatsi Jacob Mokoena



Sekwanele Brightenough Kubheka



Semonia Beukes

AFRIMAT MANAGEMENT SERVICES

NATASHA ABRAHAMS – HUMAN RESOURCES OFFICER – ASS & AMS

Congratulations to the following employees on their promotions. We wish you all the best in your new roles.

Early in January a decision was made to appoint a permanent Office Administrator to handle the day-to-day office requirements for the Tyger Valley building. Melony Adams was promoted from Receptionist to Office Administrator and Nicole Jarvis from Receptionist Assistant to Receptionist.

**Melony Adams** has been with the company for nearly four years and in her words she has a passion for serving her customers, which in this case includes her fellow colleagues. Being part of the office-based projects has made her realise how much she enjoys being hands-on and is therefore aspiring to study towards a project management qualification. What she loves most about working for Afrimat is that as the company grows and flourishes, so does the Afrimat staff – because they are afforded opportunities to improve their skills. She also feels that leadership sets an honourable example to follow.

**Nicole Jarvis** has been with the company for three years and studied Speech Therapy and Education. She is currently studying HR Management through Afrimat. What Nicole loves most about working for Afrimat is that it feels like a big family. She loves the people she works with. She says that Afrimat is a blessed company and she feels grateful to be part of a winning team.



Melony Adams



Nicole Jarvis

AFRIMAT SHARED SERVICES

NATASHA ABRAHAMS – HUMAN RESOURCES OFFICER – ASS & AMS

**Wreford Hudson** was promoted from HRD Officer to Senior HRD Officer in March 2020. In March 2021, Wreford will have been with Afrimat for six years. He started studying at Boland College where he completed his Certificate in Marketing Management and after that he completed his BCom (Industrial Psychology) degree at the University of Stellenbosch.

When asked why he loves working for Afrimat he said: "Why not love working for Afrimat? It is a company that cares, not just about profit but about being sustainable and definitely about its employees. I don't believe there are a lot of companies out there about whom you can make such a statement and that is why I love working for Afrimat."



Wreford Hudson

CAPE LIME

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Congratulations to **Boshoff Muller** for his promotion from Sales Manager at Cape Lime Langvlei to Marketing Manager for the entire Cape Lime Business.

Boshoff started as Sales Rep at Afrimat in March 2010 with our Aggregates division in the Western Cape. He joined Afrimat Readymix in 2013 as Operations Manager for the Boland region. In 2015 his role changed to Sales and Marketing Manager for Afrimat Readymix and Boublok. Boshoff joined the Cape Lime team in 2017 as Sales Manager for Cape Lime Langvlei. Boshoff completed his PGDip in Business Management and Administration last year at the University of Stellenbosch Business School. We wish Bossie all the best with his new role.



Boshoff Muller





New appointments and promotions

AFRIMAT BULK COMMODITIES  
FROM THE DESK OF THE CFO – PIETER DE WIT

It gives me great pleasure to announce the following appointment at Afrimat Bulk Commodities. With the growth of the Bulk Commodity Cluster established as a priority, **André Smith** has been appointed as Financial Director of Afrimat Bulk Commodities (Pty) Ltd from June 1, 2020. André will assume the responsibility of managing the financial affairs of the Bulk Commodity Cluster with Nkomati Anthracite Mine and Demaneng financial teams reporting to him. André will operate centrally from the Tyger Valley Office with discretionary travel between the business units. Further announcements will be made in due course regarding his vacated position as Group Financial Manager. We wish André success with his new responsibilities and thank him for his valuable contribution as Group Financial Manager.



André Smith

SHARED SERVICES

NATASHA ABRAHAMS – HUMAN RESOURCES OFFICER – ASS & AMS

**Innocentia Mogotsi** joined Afrimat on January 8 as an Organisational Development Assistant and is based at Lyttelton. Before Afrimat she worked as a Human Resources Officer for the Clicks Group Namibia. She studied for an Honours Degree in Organisational Psychology (specialising in change management) at the University of Cape Town and is currently completing a Masters in Industrial Psychology at University of Johannesburg (no, they did not teach her how to read minds.) In Innocentia’s words: “The exposure of my rural upbringing as well as my corporate work experience over the years has taught me to authentically engage with persons of all walks of life. But more than that, I believe that my greatest asset is my love of people and learning. I am grateful for the opportunity granted to me to be a part of the Afrimat family. I am looking forward to meeting every single one of you, be it in person or virtually



Innocentia Mogotsi

**Emile Scheepers** joined Afrimat on January 13, as a Mechanical Engineer in training and is based at Lyttelton. He is originally from Somerset West in the Western Cape and studied Mechanical Engineering at Stellenbosch University and graduated in December 2019. His hobbies include hiking and hanging out with friends.

**Ruan Knoetze** joined Afrimat as an Electrical Control and Instrumentation Engineer at Lyttelton on February 1. Before Afrimat, he was with Transnet Freight Rail. He studied Electrical Engineering and Electronic Engineering at Stellenbosch University. Ruan is originally from Johannesburg. His hobbies include electronics and he loves building things.

**Maria Pienaar** transferred from Infrasors to ASS in May 2020. She is based in Lyttelton and holds the position of a Technical Administrator. Learn more about Maria in her profile in our Women in Mining section.



Emile Scheepers



Ruan Knoetze



Maria Pienaar

LYTTELTON

ANGELIQUE STANNARD – HR OFFICER – INFRASORS GROUP

Welcome to **Keshev Naidoo** who joins the Afrimat Lyttelton team as a Key Accounts Manager. We asked Kashev a couple of questions to get to know him better. **Tell us about yourself:** I have 14 years of experience in the lime and limestone space and I am glad to have the opportunity to join the Afrimat family. I enjoy a dynamic environment in which I know I will be able to add value. My working career has afforded me the opportunity to work in an entrepreneurial environment, which was one of the attractions in joining Afrimat. I place great emphasis on offering personalised service, which is in line with the Afrimat ethos. Although my focus is on figures and targets, I always consider and prioritise the quality of the customer’s experience. My vision is to continue growing and solidifying the Afrimat brand. **What are your hobbies?:** In my spare time, I keep up with current events. I enjoy working with my hands, which includes carpentry and auto mechanics. I also enjoy spending time with my family. **Tell us more about your family:** I am married. My wife, Nisha, and I have a son, Shurver Shay. We also have a Beagle named Bailey. **Where have you worked before?:** I was at Lime Distributors, Natal for ten years and at Idwala Industrial Holdings for four years.



Keshev Naidoo

HEAD OFFICE

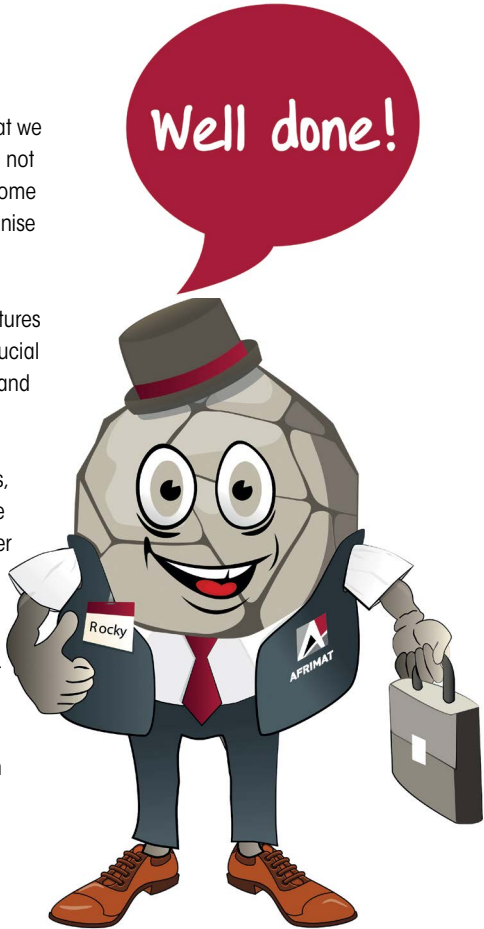
Recognition principles

INNOCENTIA MOGOTSI – ORGANISATIONAL DEVELOPMENT ASSISTANT

Recognition from our leadership and peers confirms that they value the efforts that we make. Although we should each take responsibility to consistently do our job well, recognition from our external environment motivates us to maintain or improve our good work and helps create an enjoyable work environment. It is, however, essential that the following principles are in place to ensure we have effective recognition practices.

**Acknowledge the presence of others: I see you**  
To establish an effective recognition culture, it is important that we are first able to acknowledge the presence of the people that we want to recognise. A simple authentic smile and meaningful “how are you?” comes at no cost, yet sends a powerful message of acknowledgement. It is by acknowledging people that we will be able to see people as people and not as objects. We all have several opportunities in Afrimat to make someone’s day by acknowledging them and showing them that they are not invisible. You do not need to be in a leadership position to acknowledge someone’s presence. It is a human thing to do. So let us choose to be the ones to help those around us feel “seen”.

- Well done: I recognise your efforts**  
Anyone can give recognition: It is important that we acknowledge the efforts of our colleagues and not view recognition as something that can only come from leadership. We should also be sure to recognise correct behavior.
- **Recognition gestures must be meaningful:** Recognition gestures must be appropriate gestures that can be appreciated by the receiver. It is crucial to find a balance of gestures that are feasible and those that would be valued by the receiver.
  - **Recognition must be timely:** Sometimes we wait for certain events such as year-end events, prizegiving, or ends of financial quarters before recognition is provided. Recognition has greater impact when it is provided shortly after the behavior that warranted recognition. Do not wait too long to provide recognition.
  - **Recognition has to be specific:** The receiver of recognition should be able to understand what it is that they did that warranted the recognition. Blanket approaches to recognition are ineffective. Share with the person what it is that they did to earn recognition.



‘IT IS BY ACKNOWLEDGING PEOPLE THAT WE WILL BE ABLE TO SEE PEOPLE AS PEOPLE AND NOT AS OBJECTS.’



TYGER VALLEY OFFICE, ITBS

Training

MICHELLE SMIT - OPERATIONAL SYSTEMS ADMINISTRATOR – ITBS

Congratulations to **Jean Heradien** on completing his Mechatronics National Diploma.



Jean Heradien

AFRIMAT CONTRACTING INTERNATIONAL

ACI training

RONWEA ROKHO – ACI HRD INTERN

Congratulations to **Vernon Lubisi** for successfully completing Boilermaking basic phase (level 1, 2, and 3). Vernon joined the Afrimat family on April 1, 2018, at ACI workshop (Henley on Klip) as a learnership candidate. Vernon started with his studies in Boilermaking in January 2019 at EBDA. Vernon is still based at the ACI workshop under the mentorship of Sibusiso Ndlovu and is now looking forward to writing his trade test to become a qualified boilermaker.

Vernon, we wish you success with your future studies, and the opportunities that lie ahead, and we are looking forward to being part of your journey.

Congratulations to **James Mogolane** for successfully completing basic phase (level 1 and 2) in Electrical studies. James joined Afrimat as a cleaner at Kuipersbult Quarry in Limpopo. It is through great determination and commitment that he started with his level 1 and level 2 Electrical studies in June 2019 at EBDA. James is currently based at the ACI Workshop (Henley on Klip) under the mentorship of Pierre Ehlers. He is looking forward to completing his level 3 studies.

James, we wish you success with furthering your education, your hard work and commitment continue to inspire us all and we are looking forward to being part of your remarkable journey.



Vernon Lubisi



James Mogolane

LYTTTELTON DOLOMITE MINE

Getting to know Lyttelton Centurion

ANGELIQUE STANNARD – HR OFFICER – INFRASORS GROUP

MOST RECENT EMPLOYEE:

ARNEST TSHIDUMO

Position: Rock Drill Operator

How long have you been with the company?

Since April 1, 2020

What do you like about working for Lyttelton Dolomite?

I like to work, to support Lyttelton and to support my family

Tell us about your family:

I have a son, Roots, and he is 4 years old. My girlfriend’s name is Grace

Who is your favourite sports team?

Kaizer Chiefs

What are your hobbies?

Playing soccer

What is the first thing you would do if you win the lotto?

I would love to build a home in Limpopo and then to invest the money.

EMPLOYEE WITH THE MOST YEARS OF SERVICE:

VINCENT MOKWATLO

Position: Boilermaker

How long have you been with the company?

31 years, I started on November 1, 1989

What do you like about working for Lyttelton Dolomite? For me, I appreciate the cooperation and teamwork from my colleagues and from management – without cooperation, you have nothing.

Tell us about your family: I’ve been married to Asnet Mokwatlo for 30 years and we have two children: Oupa (34) who is a Lawyer and Lerato (29) who is a Civil Engineer.

Who is your favourite sports team? Kaizer Chiefs of course

What are your hobbies? I love music (any type of music).

What is the first thing you would do if you win the lotto? I like to share, so I would probably share with the most vulnerable of people.

Anything else you would like to share? My motto in life is: Respect and humbleness makes up a man.



Arnest Tshidumo



Vincent Mokwatlo

HEAD OFFICE

Executive Director

FROM THE DESK OF THE CEO – ANDRIES VAN HEERDEN

We are delighted to announce that **Collin Ramukhubathi**, currently our Executive Head of HR and Sustainability, has been appointed as an Executive Director onto the board of Afrimat Limited. The board welcomes Collin in their midst and I wish him well for the important task at hand.



Collin Ramukhubathi

NORTH CLUSTER

Career advice from Davin Giles – MD North Cluster

DAVIN GILES – MD – AFRIMAT NORTH CLUSTER OPERATIONS

Once you become part of the construction industry it stays in your blood. It is a dynamic industry made up of interesting characters and projects that keep us all challenged. Every problem has a solution, and part of the fun is finding these solutions. Enjoy what you do, develop, and grow those around you and have as much fun as possible. Measurable milestones and tangible growth of employees and fellow colleagues, together with a positive outcome, equals success. The best advice I received is to never send an email in anger. Also, never prolong an argument over email, pick up the phone and resolve it. Even better, get in your car and go have a face-to-face meeting.



Davin Giles

KZN AND FREE STATE

Internship presentations

REGINALD GWALA – HUMAN RESOURCE MANAGER – KZN AND FREE STATE

The following interns joined the Afrimat team in KZN and Free State and completed their internship presentations.

Nokuthula Mandisa Tembe

Qualification: Diploma in Civil Engineering – Mangosuthu University of Technology  
Currently studying project management on a part-time basis

Date of presentation: June 25, 2020

Based: Ladysmith ACP

Manager: Thabani Zulu



Mandisa Tembe



Ntsebiseng Motaung

Ntsebiseng Motaung

Qualification: Diploma in Mechanical Engineering – Mangosuthu University of Technology

Date of presentation: June 17, 2020

Based: Harrismith/Qwa-Qwa Quarry

Manager: Anton Marnewick



Sindi Mkhize

Sindisiwe Mkhize

Qualification: Diploma in Mechanical Engineering – Mangosuthu University of Technology

Date of presentation: June 10, 2020

Based: Ulundi Quarry

Manager: Mbuso Biyela



Thobani Gumede

Thobani Gumede

Qualification: Diploma in Electrical Engineering – Durban University of Technology

Currently doing his BTech (Electrical Engineering) on a part- time basis

Date of presentation: June 3, 2020

Based: Scottburgh Quarry

Manager: Jabu Motha



Tshilidzi Ngobeni

Tshilidzi Ngobeni

Qualification: BTech in Mining Engineering – University of Johannesburg

Date of presentation: June 22, 2020

Based: Bethlehem Quarry

Manager: Marius Theron





KZN AND FREE STATE

Long service

REGINALD GWALA – HUMAN RESOURCE MANAGER – KZN AND FREE STATE

Rose Nene - 36 years

This 60-year-old mother to a son and daughter, was born and bred in Vryheid. From 1980 to 1982 she worked as a Waitress at the President Hotel in Vryheid. She joined Afrimat, then Lancaster, on January 7, 1984 as a moulding operator. She held the positions of gantry operator and dispatch checker before assuming her current role of General Worker. In this role she assists wherever she can. She thoroughly enjoys working with younger employees, as this affords her the opportunity to share her experiences with the younger generation and also learn from them. She is eternally grateful to our CEO, Andries van Heerden, for doing away with labour brokers when the Company acquired Lancaster. Mama Rose, as she is affectionately called by team members, applauds management for taking good care of their employees during this Covid-19 outbreak.

Ranale David Smart - 13 years

Ranale is a married 44-year-old father of two, a son and a daughter. Before joining Afrimat, he was in and out of temporary jobs. Ranale, commonly referred to as Smart, joined Afrimat on January 31, 2007 as a stacker. Now he is a Team Leader at ACP Qwa Qwa. He loves Afrimat's stability and creativity. Smart is proud of how Afrimat has developed since he started, it is now more diverse and accommodates everyone regardless of their racial backgrounds. He also adds, "When I joined Afrimat, I lived in a two-bedroom shack, but now I live in a decent house, made of bricks. This has brought stability to my loving family. I've achieved a lot since then, from a Stacker or General Worker to become a Team Leader. THANKS TO AFRIMAT".



Rose Nene



Ranale David Smart

LYTTTELTON DOLOMITE MINE

The power of joy and positivity

MARELI MOSCA – HEAD – ORGANISATIONAL DEVELOPMENT

Afrimat's culture, the Afrimat Way, has a special foundation – a unique attribute that has always made us stand out from the rest. Afrimat does everything within an atmosphere of joy and positivity.

1. NOT IN DENIAL, BUT IN SMILE

Being positive and seeking joy in unusual circumstances doesn't mean that we close our eyes and imagine that none of the uncertainty and turmoil exists. It doesn't mean that we are in denial of our reality.

What it does mean is that we have the ability to find, share and capitalise on the small sparks of light within the chaos. We place our focus, vision and energy on the positives. This is and has always been Afrimat's secret weapon against hardship. It's what makes us strong, resilient and hopeful of a bright and possible future – the edge of our winning attitude.

2. WHAT YOU SEE IS WHAT WILL BE

"It's not what you look at what matters, it's what you see." - Henry David Thoreau

We are bombarded by media on all the statistics and negatives of the current situation with Covid-19. The power of having a mindset rooted in positivity and joy is that you can use it to look deeper and further, past your circumstances and find the good things hidden in between the bad. We look for silver linings and remind ourselves that the sun will always shine again after the storm.

3. POSITIVITY IS CONTAGIOUS

We are all on a roller coaster of emotions. It's okay to feel down, it's okay to be scared, it's okay to feel uncertain. It's important to be honest with yourself about these emotions, and come to terms with them. But, it's equally important to set limits, to know when these emotions are becoming bigger than the issue, and how to shift into a positive gear. Balance is everything.

"IT'S NOT WHAT YOU LOOK AT WHAT MATTERS, IT'S WHAT YOU SEE."

- HENRY DAVID THOREAU



POSITIVITY IS CONTAGIOUS

AFRIMAT CONTRACTING INTERNATIONAL

Long service

HERCU SMIT – WESTERN CAPE AREA BLASTER

Congratulations to **George Ferreira** on his 15-year long service and to **Xolani Lusawana** for his 5 years' service to the Company.



George Ferreira



Xolani Lusawana

SUSTAINABILITY

Promotions

FROM THE DESK OF THE EXECUTIVE DIRECTOR – COLLIN RAMUKHUBATHI

In order for the Sustainability department to provide good, value-adding, relevant service to its stakeholder, we continue to assess need and structure the department. Due to constant legislation changes and more community pressures, amongst others, we have decided to make the following changes:

I am pleased to announce that in addition to the Afrimat academy, **Marlo Janse van Rensburg** will also take role of GM: Sustainability. Marlo's legal expertise and good stakeholder relations will stand him in good stead, and he is not new to sustainability as he is the one who started the department.

I am also pleased to announce the promotion of **Esther Teffo** from SLP Officer to SLP Group Manager. By being able to standardise all our SLPs and engaging with the DMRE, Municipalities and communities, Esther has played a pivotal role within Afrimat's subsidiaries and will now manage the process at Group level.

We wish both Marlo and Esther success with their new responsibilities.



Marlo Janse van Rensburg



Esther Teffo



New borns

WESTERN CAPE TYGER VALLEY OFFICE

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Congratulations to Izak Crafford and his wife on the birth of their second child, Wium Charles Crafford, born on February 25, 2020. We know the little one will bring only happiness to your family.



Wium Charles Crafford,

TYGER VALLEY OFFICE, ITBS

MICHELLE SMIT – OPERATIONAL SYSTEMS ADMINISTRATOR – ITBS

Congratulations to William and Lizelle Penkler on the birth of their baby boy, Joseph. Joseph was born on March 5. We know the little one will only bring happiness into your home.



Joseph Penkler

READYMIX CAPE – WESTERN CAPE

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Congratulations to Carmen Charles (Sales Administrator – Afrimat Readymix) and her husband Gary on the birth of their baby boy, Alex Jody Charles. Alex was born on December 9, two days after the year end function. Glad you could still join us for the festivities.



Alex Jody Charles

CAPE LIME VREDENDAL

NATASHA MOUTON – CAPE LIME VREDENDAL – OPERATIONS MANAGER

Congratulations to Johan Stemmet (Artisan at Cape Lime Vredendal) and his wife Johanita on the birth of their beautiful baby boy Johan Willem born January 28 at 09h07, weighing 3.02kg



Johan Willem Stemmet

AAO- WESTERN CAPE

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Congratulations to Carmen Damons (Quarry Admin Clerk) and her husband Geoffrey on the birth of their baby boy, Gian Geoffrey Damons. Gian was born on December 1, 2019 at 23:45 weighing 4.3kg. He is currently seven months old and he is full of life. He loves to laugh and recently developed teeth, making his smile even cuter. His big sister, Waneechia (11) already loves him to bits.



Gian Geoffrey Damons

WOMEN  
IN MINING

In celebration of Women’s Month, we are proud to feature some inspirational women who are leading the way in our industry.  
#womeninmining







Hi, I am Sandy

## Meet Sandy

With August 9th being Women's Day, we would like to take the opportunity to introduce you to Sandy. Sandy is our female mascot, developed to encourage young women to consider a career in the mining industry.

We asked some women, currently working for Afrimat, to share their journeys and challenges with us. Unfortunately we could not feature all of the impressive women working for Afrimat, but please know that we are proud of every woman who is working hard to make a success in the mining industry and setting a good example for the younger generation – showing them that it can be done.



## Thiloshnie Moodley

SALES ADMINISTRATOR – SCOTTBURGH QUARRY

My name is Thiloshnie Moodley. I live with my husband and two daughters in a small town called Umkomaas on the KZN south coast. My hobbies are cooking and baking. I am fun loving and love being with people.

My journey at Scottburgh Quarry began in May 1999. I was employed as a Weighbridge Clerk. In July 2007 the Quarry was sold to Afrimat. With new management came new work systems and more responsibilities. Afrimat has given me training and the opportunity to grow my knowledge in the mining industry, thus giving me 21 years in sales. I am happy and love my work at Afrimat. I am looking forward to the opportunities that lie ahead. I thank Afrimat for putting their trust in me.

Mining is not a glamorous occupation, especially for a woman, but it can be a fantastic career. Mines were not designed with women in mind, and most women do not feel encouraged to work in mining, because of the conditions that we work in. But it doesn't mean it is impossible for women to get ahead as conditions are improving all the time.

**'MINING IS NOT A GLAMOROUS OCCUPATION, ESPECIALLY FOR A WOMAN, BUT IT CAN BE A FANTASTIC CAREER.'**

## Sibongile Ngcobo

LABORATORY CLERK

I have grown so much since I started working for Afrimat. I have been with the company for two years. I started as a General Worker and I was trained on the weighbridge and the organisation has arranged many different training opportunities for me. As of today, I am a Laboratory Clerk, Admin Assistant, Safety Representative and First Aider.

Working hard and staying determined has resulted in me getting recognition. I have learned to handle difficult situations, as conflict can happen.

Why I like working for Afrimat:

Afrimat has a nice work culture and allows employees to work freely.

Also, there is good support from senior staff and employees are motivated and appreciated for their efforts.

There are a lot of employee-friendly policies and initiatives from the HR department. Many cultural events are organised by HR and celebrated by employees.

There are still barriers caused by my gender. This is a male dominated industry, and you have to prove yourself. You have to work hard and earn perfection, but when you achieve that, there are opportunities for women.

My hobbies include cooking, jogging, reading, volunteering and movies. Also, I love eating ice cream, and I adore sunbathing. I have two beautiful daughters, Nfando and Zesuliwe.

**'WORKING HARD AND STAYING DETERMINED HAS RESULTED IN ME GETTING RECOGNITION. I HAVE LEARNED TO HANDLE DIFFICULT SITUATIONS, AS CONFLICT CAN HAPPEN.'**





# #WOMENINMINING

## Maria Pienaar

ADMINISTRATOR – TECHNOLOGY CLUSTER

Should all go well, I am less than six months away from celebrating a career of 45 years. To summarise this career – it was challenging and diversified, I gained lots of experience in different fields but yet I am still no expert; just truly blessed.

In 1972 I matriculated in Port Elizabeth and for most of us who were privileged enough to study further, teaching was the popular choice. During January 1973 I enrolled as a student at the campus of the Rand Afrikaans University (RAU) in Braamfontein. Reading is something I love and a degree in Librarianship together with teaching seemed to be a step in the right direction with Geography as another major subject.

During November 1975, whilst still studying, RAU offered me a Technical Assistant position in their Institute of Development Studies. A project team consisting of academic heads and leaders from the University researched the development potential of at that time, the Venda and Gazankulu Homelands. My task was to compile an atlas comprising of hand drawn maps, yes, hand drawn maps together with visual presentations of statistics.

At the end of 1977 I decided to commence with my teaching career, but it did not take long to realise that this was not my dream job and therefore the next step was to follow the library route. As a Librarian of three community libraries located in the Roodepoort City Council, the work was at first very interesting but then became monotonous. When the Council advertised a position for a Town Planning Assistant in the Engineering Department, I applied.

To improve my knowledge in Town Planning, I enrolled for an Honours degree specialising in Urban Geography in 1984. I was exposed to different levels within the Town Planning field from being a Council Official ensuring that all legislative requirements are complied with, to consulting with external parties on their property and development needs and even ended up having my own consultancy firm – but only for a few months. To date I have the utmost respect for any person with their own business!

And then I decided to lose weight ... again ... and during this period I was introduced to a group of medical practitioners that were commissioned by the former SA Druggists to develop medical centres in the highly populated urban areas of South Africa. What an opportunity and a challenge as I had to conduct demographic studies, develop a locality model whereby the viability and success of new potential centres could be assessed as well as source suitable sites on which development for medical purposes could immediately commence. A lot of travelling was involved but what a blessing to explore your country while working and earning a salary.

After developing 45 Medicross Centres in less than five years, the Fedsure Healthcare Group offered me a position as Project Coordinator to assist with the relocation of their various business units into the proposed new Head Office building to be developed in Sunninghill. In London I visited the space planning experts, DEGWA, and under Francis Duffy we were advised on how to adopt to the changing nature of organisations and the need for office accommodation to reflect these changes.

**'TO ALL MY COLLEAGUES AND CO-WORKERS – YOUR SUPPORT, WILLINGNESS TO ASSIST, PATIENCE, CARE AND SHARING OF KNOWLEDGE ARE VERY MUCH APPRECIATED.'**



During 2004, Abro-Luntz, a property consulting company, offered me an opportunity to assist the Legal Aid Board of South Africa to source suitable properties for the establishment of new Justice Centres mostly in the rural areas. In three years, more than 100 justice satellite centres were opened and as an extension of services offered to the Board, we also started providing lease and maintenance management services.

On request of two developers I attended a presentation in 2007 on a potential development adjacent to the existing Mamelodi Township, east of Pretoria. This property belonged to the former owner of Delf Sand, Francois Roets and on January 1, 2008 I started as his assistant. My first task was to separate his personal assets from those of Delf Sand which he in the interim sold to the Infrasons Group.

In 2010 I offered my services to the newly appointed CEO of Infrasons, Trevor Robinson and remained in that position until Afrimat acquired majority shareholding in 2013. When Louis Loubser, the MD and Trevor's replacement, asked me if he could start utilising me in the Sustainability Section, I was both excited and very enthusiastic about the new opportunity but on the other hand, really concerned and anxious as at that stage I did not even know what the word sustainability meant or what was expected of me. I would not like to make any exceptions but if it were not for Marlo van Rensburg's continuous assistance and patience, the Infrasons Sustainability Division would not have been able to execute as successfully as we did.

My last challenge was safety – I have so much appreciation for the work done by our Safety Officers and Managers who have to face life threatening challenges on a daily basis. When Aspasa awarded me a Management Safety Commitment Award in 2017, I knew for sure that I would never have received it without the support and assistance of colleagues.

And now, I am back where I began in 1980. I will be assisting Chris Bekker and Malcolm Addison to finalise the implementation of an electronic record management system; in short "an electronic library"!

When Johan du Plessis phoned me a week before my last day at Infrasons, I was truly humbled and extremely appreciative of this opportunity offered to me by the Technology Cluster.

When I walked out of my office on Thursday, March 26 I never knew that that would be my last day at Infrasons. I would like to use of this opportunity to express my sincere gratitude:

To all my colleagues and co-workers – your support, willingness to assist, patience, care and sharing of knowledge are very much appreciated. The tea ladies who served hot beverages and sometimes snacks over the years will always be remembered as very special angels in my life.

To all my mentors, managers and bosses – the seeds that you sowed in my career are highly valued and appreciated; even if those difficult conversations which we had to go through were more painful for you than me – thank you for your boldness to lead with love.

To Afrimat's CEO and Management – what a company! Thank you for all the words of encouragement, the compliments, the willingness to invest in my career, financial and otherwise; and of course the privilege of a monthly salary which contributed toward improving the quality of my life as well as those of my family.

To my Heavenly Father – what an awesome God you are. When I was retrenched twice, You opened new doors even when I could not see any light around me; You exceeded all my expectations and provided much more than I ever could have imagined.

Last but not least, time flies – use your time and opportunities wisely and adopt a lifestyle of sincere gratitude and thankfulness even if you experience difficult times; those are actually the times that really matter. Shalom.

**'USE YOUR TIME AND OPPORTUNITIES WISELY AND ADOPT A LIFESTYLE OF SINCERE GRATITUDE AND THANKFULNESS.'**



## Thandeka Kula

EXCAVATOR OPERATOR – KLIPRUG

I have been with the company for one year and one month. Before that, I worked at SSB from 2008 to 2011 and at Optic power from 2011 to 2016. I have been involved in powerline projects and also been a fire fighter. I was also a prime electrical excavator from 2017-2018.

My journey at Afrimat has been a great opportunity. This is the first time I have worked in a quarry, and I just get more and more experience every day. It feels good to be working in the mining industry, although it is a challenging environment for women. My challenges include the long hours, as I have my family to look after.

In my spare time I like to read, watch tv, and relax while listening to music.

**'THIS IS THE FIRST TIME I HAVE WORKED IN A QUARRY, AND I JUST GET MORE AND MORE EXPERIENCE EVERY DAY.'**



## Sthembele Mbatha

GENERAL WORKER

Over the ten months I have been with Afrimat, I've had a great experience thus far and I am looking forward to more. There are a number of opportunities I can still open myself to in the near future since I am currently studying to become one of the few women who are millwrights, since this is a male dominated industry. My journey is yet to begin and it is going to be a great one. One thing I like about Afrimat is that it has opened its doors for us women and keeps empowering us throughout our stay in the company. It is up to us how we use the opportunities we are given.

I love cooking, exercising, keeping fit, dancing, doing adventurous outdoor activities and reading.

This quote is one I believe in: "You have to start somewhere to be somewhere." This is just the beginning for me.

**'IT IS UP TO US HOW WE USE THE OPPORTUNITIES WE ARE GIVEN.'**







Surprise Kelebogile Mathosi, Luciah Mashiloane, Margaret Ntuli, Abigail Sebothoma, Mapule Tladi, Selinah Masehla, Maria Matje, Nolikie Makgwale, Olga Zodwa Mdaba, Johanna Ramadimietja Madiba, Kabelo Masoga, Johannah Mogola

## Margaret Ntuli

JUNIOR GEOLOGIST  
– LYTTTELTON DOLOMITE MINE

I started at Afrimat as an intern trainee in 2014 and I was offered a bursary to complete my B Tech in Geology studies. Then in 2017 I started with my BSC Honours degree in environmental management. My experience in the industry includes environmental management, mine planning, health and safety, production, and prospecting geology.

What I like most about working for Afrimat is that I can learn anything with every department that I work in. It's very interesting working in this industry, especially as most people believed that the mining industry is not suitable for women. But I feel that is a great opportunity for women in the mining industry and it proves that we are not limited.

**'WHAT I LIKE MOST ABOUT WORKING FOR AFRIMAT IS THAT I CAN LEARN ANYTHING WITH EVERY DEPARTMENT THAT I WORK IN.'**

## Patience Hlongwane

ASSISTANT ACCOUNTANT – LYTTTELTON

I started working for Afrimat in April 2014 as a Financial Controller at Delf Silica Coastal, then in March 2015 I was transferred to Lyttelton Dolomite doing creditors for Infrasons Group while being trained to do other departments as well. In September 2019 I was promoted to Assistant Accountant for Infrasons Group. I was also awarded the opportunity of continuing my studies and I obtained my qualification in Bachelor of Accounting Science in Financial Accounting through UNISA.

I enjoy working for Afrimat because of the opportunity the company offers its employees, particularly to grow in our careers. I also appreciate the values that we adhere to. The mining industry is adapting to women's empowerment and there is great exposure and growth for women working in the sector.

**'I ENJOY WORKING FOR AFRIMAT BECAUSE OF THE OPPORTUNITY THE COMPANY OFFERS ITS EMPLOYEES, PARTICULARLY TO GROW IN OUR CAREERS.'**

## Selinah Masehla

ADMIN ASSISTANT  
– LYTTTELTON DOLOMITE MINE

I've been with Afrimat for three years and am currently an Admin Assistant. My qualifications are a National Diploma in Business Management and a BCom in HRM. I chose to work for Afrimat because I was looking for growth opportunities, and I was awarded a bursary to complete my studies. It feels great to be a woman in this industry, and I love being on the team. The mining industry is very diverse, it gives me opportunities to work in different environments. In terms of challenges, there are many health and safety hazards and we all need to take precautions on a daily basis, but I overcome them.

**'IN TERMS OF CHALLENGES, THERE ARE MANY HEALTH AND SAFETY HAZARDS AND WE ALL NEED TO TAKE PRECAUTIONS ON A DAILY BASIS, BUT I OVERCOME THEM.'**

**'WORKING IN THE MINING INDUSTRY AS A WOMAN IS AWESOME, IT FEELS LIKE WE CAN DO ALMOST EVERYTHING MEN CAN DO.'**

## Nolikie Makgwale

WEIGHBRIDGE CLERK – LYTTTELTON DOLOMITE MINE

I've been at Afrimat for three years and in that time I've moved around to a lot of different departments for learning opportunities. Working in the mining industry as a woman is awesome, it feels like we can do almost everything men can do. No, it's not a man's world! I think this career chose me and I love working with big machines. It certainly comes with its challenges as we deal with different people everyday. Humanity is key.

## Johannah Mogola

WEIGHBRIDGE CLERK  
– LYTTTELTON DOLOMITE MINE

I've worked at Afrimat for five years and have experience as a Weighbridge Clerk and Plant Operator. I have a National Diploma in Supply Chain Management. My journey with Afrimat has been a great one and I've learned many things in this company, particularly as Afrimat gives us the opportunity to learn and grow.

**'MY JOURNEY WITH AFRIMAT HAS BEEN A GREAT ONE AND I'VE LEARNED MANY THINGS IN THIS COMPANY.'**

## Johanna Ramadimietja Madiba

TANK LOADER AND MILL OPERATOR  
– LYTTTELTON DOLOMITE MINE

I chose this industry because it offers many opportunities for growth. My Afrimat journey started eight years ago and in that time I have completed my ABET level 4.

**'I CHOSE THIS INDUSTRY BECAUSE IT OFFERS MANY OPPORTUNITIES FOR GROWTH.'**

## Abigail Sebothoma

QUALIFIED ELECTRICAL APPRENTICE  
– LYTTTELTON DOLOMITE MINE

I've been with the company for two years, as an apprentice. My qualifications include an Electrical Artisan certificate. I enjoy gaining experience and it feels good to work in the industry as a woman. I chose this career as I love mining and I love working with electricity. It has its challenges, but I overcome them.

**'I CHOSE THIS CAREER AS I LOVE MINING AND I LOVE WORKING WITH ELECTRICITY.'**

## Kabelo Masoga

MECHANICAL ENGINEERING INTERN – LYTTTELTON DOLOMITE MINE

I've been with the company for one year and what I enjoy most is my colleagues, and the working environment. The tasks I'm given are amazing. I would proudly define this internship period as a technical growth and self-development period. I've been given a chance to explore my academic knowledge in a practical environment. My qualifications include a B Tech Mechanical Engineering.

It is challenging to work in a male-dominant industry, but it gives a platform to learn and plenty of opportunities to work in different fields. There are still challenges regarding gender inequalities, but I think it's best to treat other gender well, avoid confrontation to earn the same treatment back.

**'IT IS CHALLENGING TO WORK IN A MALE-DOMINANT INDUSTRY, BUT IT GIVES A PLATFORM TO LEARN AND PLENTY OF OPPORTUNITIES TO WORK IN DIFFERENT FIELDS.'**

**'BEING A WOMAN IN THIS INDUSTRY CAN BE DIFFICULT AND CHALLENGING AT TIMES, ESPECIALLY AS I NOW WORK NIGHT SHIFTS WHICH CAN BE SCARY.'**

## Luciah Mashiloane

LAB TECHNICIAN – LYTTTELTON DOLOMITE MINE

I have been with Afrimat for five years. It has been a very good experience with many opportunities. I think it was fate that landed me in the mining industry as I studied agriculture and then wanted to do research about mined soils. My qualifications include a BSC in Agriculture and Soil Sciences and a PGCE. I have also undergone Afrilead training and quality assurance training. What I enjoy most about working for Afrimat is the teamwork and the responsibility. Being a woman in this industry can be difficult and challenging at times, especially as I now work night shifts which can be scary.

## Mapule Tladi

WEIGHBRIDGE CLERK  
– LYTTTELTON DOLOMITE MINE

My journey at Afrimat began five years ago. I started as a cleaner and worked my way up to a Weighbridge Clerk. My qualifications include safety and project management. I chose a career in the mining industry because I was looking for growth. The thing I like most about working for the company is teamwork.

**'I CHOSE A CAREER IN THE MINING INDUSTRY BECAUSE I WAS LOOKING FOR GROWTH.'**

## Olga Zodwa Mdaba

CLEANER – LYTTTELTON DOLOMITE MINE

I love my job and I love working in the mining industry. I've been with Afrimat for two years. My favourite part of working here is that Afrimat gives us opportunities to learn.

**'MY FAVOURITE PART OF WORKING HERE IS THAT AFRIMAT GIVES US OPPORTUNITIES TO LEARN.'**



# #WOMENINMINING

## Surprise Kelebogile Mathosi

MILL OPERATOR  
– LYTTTELTON DOLOMITE MINE

I have been with Afrimat for ten years. My experience in the industry includes working as a Mill Operator, and I also have experience with the weighbridge. Initially I started my Afrimat journey as a plant cleaner, after which I was promoted to the position of a tank loader, and now I'm proud to be a Mill Operator. The best thing about working for Afrimat is the teamwork. Although being a woman in the industry comes with its challenges, such as working at night, there are many opportunities available to us.

**'ALTHOUGH BEING A WOMAN IN THE INDUSTRY COMES WITH ITS CHALLENGES, SUCH AS WORKING AT NIGHT, THERE ARE MANY OPPORTUNITIES AVAILABLE TO US.'**

## Maria Matje

WEIGHBRIDGE CLERK  
– LYTTTELTON DOLOMITE MINE

The best part of my Afrimat journey has been learning to work with a team and getting experience in different positions and environments. I have been with the company for four years. My qualifications include Electrical Engineering and Computex. I enjoy working in this industry and am always prepared to work hard.

**'I ENJOY WORKING IN THIS INDUSTRY AND AM ALWAYS PREPARED TO WORK HARD.'**



## Esther Teffo

GROUP MANAGER – SOCIAL AND LABOUR PLAN – SUSTAINABILITY

I started my career as an intern for a year at the Department of Mineral Resources and Energy in Limpopo. As a sponge, I made sure I absorbed as much as possible, not only from my SLP mentor but from other departments as well. I still get the chance to catch up every now and then with my former regional manager. He was one of the first people in the industry to push me and speak life into my career. My qualifications include a Bachelor of Social Sciences and an MDP from USB.

I joined Afrimat nearly six years ago as an SLP intern. I was absorbed a couple of months into my internship. I was responsible for the Gauteng, Limpopo and Mpumalanga SLPs. As I fall into the WOO category of our Strengthfinder traits, I love the challenge of meeting new people and making connections. So it was not a struggle for me to build relationships with relevant stakeholders and implement the SLP. As the group diversified into other minerals and areas, I got the chance to get more exposure and learn. After years in the company, I was promoted to Group Manager, Social and Labour Plan.

Working for an entrepreneurial and agile company gives me space to think out of the box and use my own initiative to find lasting solutions, and to lead and add value. This allows me to sharpen both my technical and leadership skills.

A quote about how it feels to be a woman working in the industry: "Be faithful with the little, be inquisitive and learn as much as you can, take ownership of your work and take responsibility of your career progression"

**'AS THE GROUP DIVERSIFIED INTO OTHER MINERALS AND AREAS, I GOT THE CHANCE TO GET MORE EXPOSURE AND LEARN.'**

**"A woman is like a tea bag – you never know how strong she is until she gets in hot water."** – Eleanor Roosevelt



## Ann von Brandis

BUYER – GLEN DOUGLAS

I didn't choose a career in the mining industry, it chose me. I had left the academic industry and was at home looking after my very ill father and on the day he died, I got a telephone call asking me to come in for an interview. I believe that my father had a discussion with the Big Man above when he arrived in Heaven and as I believe the Lord paves our paths, I think that the Lord chose this path for me.

I have been with Afrimat for just over four years and it has been a really great journey. I started off as a Workshop Administrator at Afrimat Engineering Services. When the company closed, I joined Glen Douglas Dolomite Mine as a Planner from January 2018 until I was promoted to Buyer in March 2020.

I love the people I work with and that is very important to me. The work has come with certain challenges but at the same time has given me the diversity that I so enjoy. Management have an open-door policy which makes it comfortable to discuss any problems which may be experienced within the workplace. In addition, I have been given the opportunity to improve on my skills and knowledge that were previously lacking in the industry which has allowed me to complete my daily tasks with peace of mind and ease.

Working in the mining industry is very different to working in a corporate environment. I wear overalls and safety boots each and every day. I don't have to stand in front of my cupboard each morning wondering what I am going to wear, I just grab the next overall and my safety boots and I'm ready for work. Love it!

**'THE WORK HAS COME WITH CERTAIN CHALLENGES BUT AT THE SAME TIME HAS GIVEN ME THE DIVERSITY THAT I SO ENJOY.'**



## Sonja Kleynhans

SENIOR HR OFFICER – GLEN DOUGLAS

I started as a very "green" HR Officer at Glen Douglas in May 2013. I was responsible for HR in three Business Units – Glen Douglas, Afrimat Contracting and Afrimat Aggregates. I had an excellent mentor, Jacques de Braal, who pushed me and made me swim in the deep end. Currently I am responsible for HR at Glen Douglas, and SA Block and Clinker Supplies, and I still have an excellent mentor – Ilse Grimbeek.

Afrimat is a people's company, always carrying the best interests of people at heart. As a person that is not driven by monetary value, I appreciate a company that can realise and see the potential in people and provide that recognition.

I think sometimes as a young woman, I've been underestimated quite a lot. But I must admit that I love working in the mining industry and wouldn't change if I had the option. It has its challenges, not only the industry but also being in HR. If I have to reflect and think back on what I've learned and taken out of working in the mining industry I would say I've learned to work with a diverse group of people, communicate on all levels, and develop patience. One last thing I'd like to share: You spend nine hours of your day at work, so choose a job that makes you happy. I've been at Afrimat for nearly eight years, I think that is testament enough to the great company that Afrimat is.

**'AFRIMAT IS A PEOPLE'S COMPANY, ALWAYS CARRYING THE BEST INTERESTS OF PEOPLE AT HEART.'**



Proud women in mining – Glen Douglas team





## Mariëtte Swart

CORPORATE FINANCIAL MANAGER

My love for the industry started at birth when my mom returned back to work with me as a baby of four days old. She supplied sand and stone and building materials across the East Rand of Johannesburg. Before I could even count, I was sitting on Caterpillars moving, loading and driving in my imaginary “real” world.

I started my journey at Afrimat seven years ago as a Group Accountant and was soon tasked with taking over the Company Secretary role. Subsequently I was promoted to Corporate Financial Manager with further responsibilities in the new Business Development team to evaluate potential acquisition opportunities by means of financial modelling as well as ensuring full regulatory compliance and identifying key risks for Afrimat. With the extended need for the evaluation of potential acquisitions I have resigned as Company Secretary from February 2020.

My experience has been that Afrimat never allows you to get comfortable, you are permanently tested to the maximum and have the opportunity to grow in your career as well as in your personal capacity. The Afrimat culture is an intangible asset that no one can ever replicate or duplicate. As a woman in a male-driven environment, I am in awe as to the respect and appreciation I am being shown by my fellow colleagues.

I did not choose the mining industry, it chose me. But I have always been very fond of the geological study of mineral resources and now I have the opportunity to live the best of both worlds. All industries comes with their challenges, but it’s the way that you ethically and responsibly deal with them that makes the real difference.

**‘ALL INDUSTRIES COMES WITH THEIR CHALLENGES, BUT IT’S THE WAY THAT YOU ETHICALLY AND RESPONSIBLY DEAL WITH THEM THAT MAKES THE REAL DIFFERENCE.’**

## Mathabo Pheme

SAFETY, HEALTH AND ENVIRONMENTAL OFFICER

It’s a blessing to be part of Afrimat, and definitely a journey worth travelling. There are so many opportunities for growth and development, the people are amazing, full of knowledge and always willing to share their knowledge. I’ve been with the company for three years and my qualifications include a BSc Honours degree in Environmental Management.

The best part of working for Afrimat is the teamwork and the manner in which the company takes care of the health and safety of its people as well as its efforts to protect the environment. I chose this career as while working on an Honours project “the effects of coal mining on the environment” I became curious about the mining industry and as a result, I started seeking for environmental work opportunities within the industry.

As a black woman the first question that comes to mind before trying out a new hairstyle is: “Is my helmet going fit properly?”. However, it feels exciting to be part of an industry that plays a significant role in our economy. Working in a male environment has its challenges – I feel you have to prove yourself more. Men can easily ignore or overrule us if we don’t stand our ground. Assertiveness is very important and we should never allow ourselves to be discouraged.

Overall, the industry is filled with exciting opportunities to benefit both males and females, either black or white.



**‘IT FEELS EXCITING TO BE PART OF AN INDUSTRY THAT PLAYS A SIGNIFICANT ROLE IN OUR ECONOMY.’**



## Francisna Swartz

MECHANICAL ENGINEERING INTERN

Before I worked at Afrimat I studied engineering. I have a National Diploma in Mechanical Engineering and I’m starting an Advanced Diploma this semester at Unisa. My journey at Afrimat started April 2019. My father worked at Cape Lime for more than 20 years so I am the second generation at the company. Since I started here, I’ve felt a “warm caring home” feeling and I just love it.

Afrimat gives us opportunities to develop and grow, in yourself as well as in your career. That is why I love reading the success stories, especially of women growing in the mining industry, in the Afrimatters magazine. It motivates me, especially as I am still new to the industry.

I believe that perseverance and patience is the key to success for women in the mining industry. At times it can be challenging but taking everything personally and being defensive will not help us to get ahead. Women have an important role to play in the mining industry and are making a positive contribution to sustainable development. Women also have high emotional intelligence. We have the ability to recognise and relate to our own and others’ emotions. We should use this ability to move ahead.

**‘I BELIEVE THAT PERSEVERANCE AND PATIENCE IS THE KEY TO SUCCESS FOR WOMEN IN THE MINING INDUSTRY.’**

## Pumela Dalasile

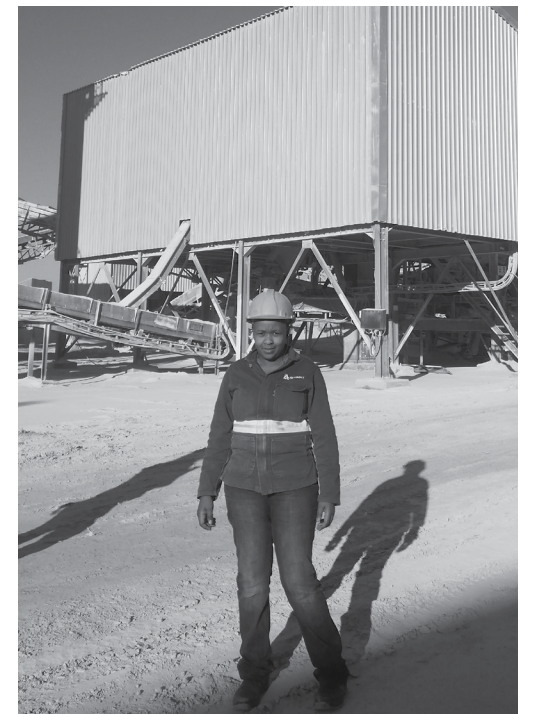
FITTER APPRENTICE

I have been with Afrimat for three years now. As a woman, this industry can be challenging, however I am grateful to see progress and see women who have been in the industry for years thriving in their careers. Most companies are embracing diversity and trying to make the mining industry more attractive to women.

When I started working for Afrimat I knew nothing about fitting, but with the help of the Artisans and the whole maintenance team I am still learning and improving. It was not easy at first but I am strong and determined.

For a woman, life is a constant balancing game. We juggle careers, children and households and we find solutions to everyday challenges. That is why we are so good at multi-tasking.

**‘FOR A WOMAN, LIFE IS A CONSTANT BALANCING GAME. WE JUGGLE CAREERS, CHILDREN AND HOUSEHOLDS AND WE FIND SOLUTIONS TO EVERYDAY CHALLENGES. THAT IS WHY WE ARE SO GOOD AT MULTI-TASKING.’**





# #WOMENINMINING



## Silindile Nothando Mamba

MINING ENGINEER IN TRAINING – DEMANENG

I've been at Afrimat for ten months. I have a BSC Honours degree in Mining Engineering and my experience includes six months in underground mining and ten months in surface mining. So far, my experience has been great, there's always something new to learn. What stands out is that Afrimat offers career growth, and I appreciate the kindness and friendliness of fellow employees. As a woman, this environment is challenging, but certainly worth it!

**'AS A WOMAN, THIS ENVIRONMENT IS CHALLENGING, BUT CERTAINLY WORTH IT!'**



## Mietjie Seele

PLANT ASSISTANT – DEMANENG

I've been with Afrimat for just over one year and my experience includes operating the DMS and working at the crusher plant. It feels good to be the first woman working in the plant! I enjoy my work and every day I learn something new. I'm grateful for the opportunity that Afrimat has given me, and that the company offers career development for its employees.

**'I'M GRATEFUL FOR THE OPPORTUNITY THAT AFRIMAT HAS GIVEN ME, AND THAT THE COMPANY OFFERS CAREER DEVELOPMENT FOR ITS EMPLOYEES.'**



## Isabel Avilahama

HR CLERK – DEMANENG

I've been at Afrimat for three years and my experience has been great – we all work as a team. I chose a career in this industry because my curiosity about mineral resources got the best of me. The work is sometimes challenging, but I enjoy it and would like to gain more exposure to the rest of the mining industry.

**'THE WORK IS SOMETIMES CHALLENGING, BUT I ENJOY IT AND WOULD LIKE TO GAIN MORE EXPOSURE TO THE REST OF THE MINING INDUSTRY.'**



## Thabang Sechogela

MACHINE OPERATOR, LEARNERSHIP – DEMANENG

I started as a Sample Processor when Afrimat took over from the previous employers. I thought that this is where my career journey would end, but that just shows that what you manifest in life will come true if you believe. The quote that I love to tell myself most of the time is "If opportunity doesn't knock, build a door." – Milton Berle. Afrimat gives everyone a fair opportunity to grow. And as women we are proving that we are just as competent and skilled as men.

**'AFRIMAT GIVES EVERYONE A FAIR OPPORTUNITY TO GROW.'**



## Ipotseng Thelma Tanke

SAMPLE PROCESSOR – DEMANENG

My Afrimat journey has been great so far and hopefully I'll get a chance to become an ADT Operator one day. I've worked here for three years and what I like most is that Afrimat empowers its employees to be better, and you can do anything you set your mind to. I am interested in the industry and what resources we have in South Africa.

**'I AM INTERESTED IN THE INDUSTRY AND WHAT RESOURCES WE HAVE IN SOUTH AFRICA.'**

## Katarien Deyssel

OPERATIONS MANAGER – DEMANENG MINE

I was afforded the opportunity to obtain a Geology Bursary from Goldfields and started my career as a Graduate Geologist working at Driefontein Gold Mine. I joined Richards Bay Minerals (Rio Tinto) in 2008 working in various positions gaining extensive experience in the heavy minerals industry specifically relating to metallurgical processes. I was head hunted by AngloGold Ashanti and joined them in August 2008 as Geosciences Manager of TauTona Mine also fulfilling different positions.

I joined Afrimat in May 2014 as Group Manager, SHEQ (Safety, Health, Environmental and Quality) and occupied this position until October 2016, when I was afforded the opportunity of Operations Manager at Demaneng.

The Afrimat culture is very unique and part of its success is that people work together. The work ethic within Afrimat is one of getting the work done in a spirit of joy and positivity. This is what I like about Afrimat.

I chose a career in this industry as my uncle was a Geologist and I was always intrigued by the mining industry. In those days, women were not really seen as working in the industry and I wanted to be part of the change going forward.

Regarding being a woman in this industry, this is one quote that is relevant: "Because I am a woman, I must make unusual efforts to succeed. If I fail, no one will say, 'She doesn't have what it takes.' They will say, 'Women don't have what it takes.'" Clare Boothe Luce



**'THE WORK ETHIC WITHIN AFRIMAT IS ONE OF GETTING THE WORK DONE IN A SPIRIT OF JOY AND POSITIVITY. THIS IS WHAT I LIKE ABOUT AFRIMAT.'**



## Marcia Fysch

ADMIN CLERK – DEMANENG

I am an Admin Clerk at the Demaneng mine's Naledi plant. My role includes the following: Purchase orders and requests, daily production reports, timesheets, diesel recons, and daily administrative tasks. I'm originally from Springbok in Namaqualand, and I've been living in Kathu for the last seven years.

I've been with Afrimat for two years, and I really enjoy my work. Afrimat has a positive approach to doing business and to its employees. I find my work interesting and I have amazing support from management. What I especially appreciate is the focus on safety of all of our workers. I also see, daily, how consistent the plant workers are in achieving a good day's production and in reaching goals. Everyone works to the best of their ability to really contribute to the success of the company. I am grateful and proud to be part of this winning culture.

**'WHAT I ESPECIALLY APPRECIATE IS THE FOCUS ON SAFETY OF ALL OF OUR WORKERS.'**



# #WOMENINMINING

## Natasha Mouton

OPERATIONS MANAGER – CAPE LIME VREDENDAL

I have a Masters degree in Chemical Engineering and my experience in the industry includes four years in steelmaking; 13 years in mineral sands; and one year in industrial minerals. I have been with Afrimat for one year and three months, and so far this has been a wonderful journey and learning curve for me. I have loved every minute and am sure I will love every minute going forward. My journey involved getting to know my team and what makes them tick, handling and solving numerous and diverse situations, gap analysis and continuous improvement in all departments. The most rewarding part has been the openness and honesty of all employees as well as their ability to embrace change such as improvements and new ideas.

I love what the Afrimat Way stands for, and that it's important to the company to create a sustainable and profitable business.

Also, as a woman, I can still be an effective leader in my own unique way. You know you are in the right industry when you are outside in the quarry or walking through the production processes and you feel invigorated, positive and empowered. My love for Maths and Science led me to study Chemical Engineering. The great thing about being a chemical engineer, is the many industries that one can become involved in, including mining. Of course, it comes with its challenges – what job doesn't? Without challenges, imagine how boring our jobs would be. I love a challenge and love it more when we solve them, together, as a team.



**'I LOVE A CHALLENGE AND LOVE IT MORE WHEN WE SOLVE THEM, TOGETHER, AS A TEAM.'**



## Joanne Giles

OPERATIONS MANAGER – INFRASORS HOLDINGS

I started working in the industry in 1995 for Hippo Quarries (now AfriSam) in KwaZulu-Natal. I spent some time at Coedmore Quarry, learning the industry. I was later transferred to Cape Town as a Financial Accountant and then took a position as an Internal Sales Manager, where I stayed until 2002 when I resigned to get married and move to Bahrain in the Middle East.

I returned to Cape Town in 2004 and joined Billy Paton at Prima Readymix Concrete (now Afrimat) on a temporary one-month assignment. That one month turned into 10 years as the Financial Manager for Afrimat Readymix. In 2014, Davin and I were transferred to Gauteng and I joined Louis Loubser and his team at Infrasons Holdings as the Financial Manager in the Industrial Minerals division. I held this position till 2018 when I was afforded an opportunity to move out of the finance department and into operations as Infrasons' Operations Manager. This position has been a true highlight in my career, as it has given me a huge amount of variety in the day-to-day role I fulfil, and I have a great team with which I work.

I enjoy working for Afrimat due to the opportunities it has afforded me. I enjoy the fact that as a manager of a business unit, I am trusted to do the job in my way, and that there is a wealth of resources within the Afrimat family. Everyone is willing to assist and offer guidance across the various business units should you need it. There is an incredible sense of teamwork within Afrimat, with each member of the team wanting to do what is in the best interest of Afrimat and not only for their entity.

Mining is a dynamic and forever-changing industry, which for me, makes all the other industries seem somewhat boring in comparison. Having said that, it is not always easy working in a pre-dominantly man's world, however women are starting to be more impactful in this industry, and slowly making their mark, one step at a time.

A quote that sums up how I feel about working in a male-dominated industry: "A strong woman understands that the gifts such as logic, decisiveness, and strength are just as feminine as intuition and emotional connection. She values and uses all of her gifts." Nancy Rathburn.

Also, simply, "Just do you! Don't try and be someone else."

**'MINING IS A DYNAMIC AND FOREVER-CHANGING INDUSTRY, WHICH FOR ME, MAKES ALL THE OTHER INDUSTRIES SEEM SOMEWHAT BORING IN COMPARISON.'**

## Irolene Arendse

LABORATORY ANALYST – CAPE LIME VREDENDAL

My Afrimat journey started almost four years ago. At first my experience in the mining industry was difficult as previously I had worked in the retail industry. I didn't have a clue what I was getting myself into, but it was a challenge that I set for myself. Moving from retail into sieving stone and lime was quite a change – but I took the opportunity with both hands. I have no regrets because I have a passion for my work and it is very important for me to do my job correctly.

I like working for Afrimat because the company gives us opportunities to grow. Every day we learn something new and I love to write everything down in my notepad. As a woman in the mining industry I feel like women can do anything they set their minds to. I believe that women are reliable, accurate and precise in their jobs. At Afrimat, accuracy is our main aim for customer satisfaction.

Something I believe in is that if you don't know, then ask. Although it may sound stupid, sounding stupid is better than being wrong.

**'AFRIMAT GIVES EVERYONE A FAIR OPPORTUNITY TO GROW.'**



## Amanda Strauss

ACCOUNTANT –TRANSPORT KZN & FREE STATE

I started at Afrimat in January 2012 as accountant for AAKZN and in 2017 I became the accountant for transport AAKZN & ACP. I am also currently using my internal audit knowledge and gaining a lot of experience in that department. I have 16 years of experience in the industry and am a professional accountant (SAIPA) and have an Advanced Diploma Internal Auditing.

Afrimat is a company where you feel like a part of the family. Most of us in KZN and Free State have been working together for a long period of time and we know each other, not just as colleagues but also as friends.

I think that we have really come far as women in a predominantly male industry – we have shown that we can also do a great job as quarry managers and production managers.

We bring other qualities to the table and ultimately it makes the company better for exploring all the possibilities.

**'WE BRING OTHER QUALITIES TO THE TABLE AND ULTIMATELY IT MAKES THE COMPANY BETTER FOR EXPLORING ALL THE POSSIBILITIES.'**

## Belinda van Deventer

ADMIN CLERK – KZN AND FS

I've been with Afrimat for five years. I started in 2015 as an Admin/Sales Clerk for the KZN Vryheid Quarry. I am proud to work for Afrimat. It's a good company that cares about its employees and the surrounding communities. I feel that I am part of a big family.

We have a small group of five women that hold a "women in mining" meeting once a month. We decided that once a year we need to do something special for ourselves as women. Last year we visited the Natal Spa Resort, about 35 kilometres outside Vryheid for an outing.

In terms of my experience of being a woman in this industry, I feel that my male colleagues have made a concerted effort to make me part of the team. They are always polite, respectful, helpful, kind and caring.



**'IT'S A GOOD COMPANY THAT CARES ABOUT ITS EMPLOYEES AND THE SURROUNDING COMMUNITIES. I FEEL THAT I AM PART OF A BIG FAMILY.'**



# #WOMENINMINING



## Modiehi Elizabeth Motuang

WEIGHBRIDGE CLERK – CLINKER SUPPLIES

I am a Weighbridge Clerk for Clinker Supplies in the Vaal area, and am proud to have been part of our team for over 11 years.

Afrimat has Ubuntu and cares for its employees. I enjoy interacting with our customers and building strong relationships with them. Even though I am the only woman on this site, I can happily say that all our people work well together and that our work environment is one of support and productivity.

**'I ENJOY INTERACTING WITH OUR CUSTOMERS AND BUILDING STRONG RELATIONSHIPS WITH THEM.'**

## Phumaphi Ntombela

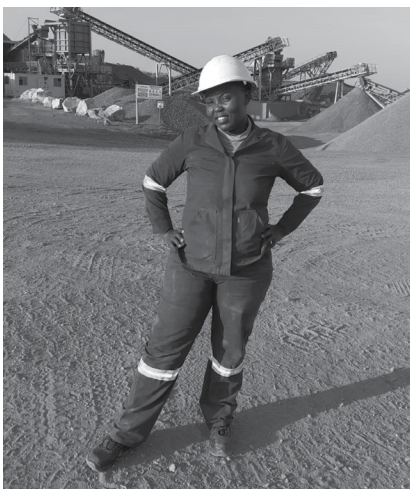
WATER CART DRIVER – ULUNDI QUARRY

I joined the company in 2003 as a tea lady. In 2013, I was promoted to become a Dumper Truck Operator, and in 2016 I was appointed as a Water Cart Driver.

My 17 years of experience in this company have been very pleasant. I am grateful for working with male colleagues, who have been very supportive of my career. I would also like to thank management and colleagues for equipping me with skills to operate "yellow machines". By offering me a job, Afrimat has empowered me to support my family. The company has also taken a keen interest in my development.

At first, I was taken aback when I was offered this position, considering that this is a male-dominated industry. I am the only woman at the quarry who can operate both the water cart and the dumper.

**'BY OFFERING ME A JOB, AFRIMAT HAS EMPOWERED ME TO SUPPORT MY FAMILY'**



## Thembelihle Kim Mzimela

PLANTS LADY

I have six years of experience in the industry and hold a National Diploma in Mechanical Engineering, and a B.Tech in Mechanical Engineering. I started working for Afrimat in 2017 as a Mechanical Engineering Intern for Afrimat Aggregates KZN at the Hluhluwe Quarry. In January 2019 I was appointed as the Quarry Plants lady, which is the position that I still hold.

I believe Afrimat is a good company that recognises the need to uplift women in mining, especially in the engineering and mining sectors. The company must be applauded for bringing such changes in a male-dominated industry.

Also, teamwork is what we are and what we believe in at Afrimat.

A quote I believe in: "Strike a woman, you strike a rock"

**'I BELIEVE AFRIMAT IS A GOOD COMPANY THAT RECOGNISES THE NEED TO UPLIFT WOMEN IN MINING, ESPECIALLY IN THE ENGINEERING AND MINING SECTORS.'**

## Catharine Burger

COMPANY SECRETARY AND GROUP ACCOUNTANT – TYGER VALLEY – HEAD OFFICE

I have been with Afrimat for six years. I am a Chartered Accountant with ten years' post-articles experience. My journey with Afrimat began in 2014 when I was appointed as a Financial Accountant assisting with the head office function for the Group. Subsequently I was promoted to the Group Accountant and was recently appointed as Company Secretary for Afrimat Limited.

I enjoy working for Afrimat because of the family culture and the people. The Afrimat Way sets a high value structure that is lived by example. Afrimat believes in developing and educating its employees as it believes that the workforce is its key to success. At Afrimat everyone matters.

I've been married for nine years and we have two children. I like spending time with family. I also enjoy running, hiking and reading, if my two toddlers allow me spare time.

Being a working mom/parent has its challenges. I think getting the balance right is the secret recipe, but also realising that sometimes even those fool-proof recipes can be a disaster!

I think every working mom/parent feels the same way: "Some days, she'll have no idea how she'll do it, but every single day it still gets done".

Being a woman in a so-called male dominant industry can come with numerous challenges although I am fortunate to be in an environment where gender equality is promoted.

I am also a firm believer in this quote from Winston Churchill: "Difficulties mastered are opportunities won."

**'BEING A WOMAN IN A SO-CALLED MALE DOMINANT INDUSTRY CAN COME WITH NUMEROUS CHALLENGES ALTHOUGH I AM FORTUNATE TO BE IN AN ENVIRONMENT WHERE GENDER EQUALITY IS PROMOTED.'**



## Letisha van den Berg

GROUP SHEQ MANAGER

I've been with Afrimat for three years, and I have 21 years' experience in the mining and construction materials industries. My journey at Afrimat includes setting up a SHEQ system, developing electronic reporting platforms for SHE statistics, creating a health reporting platform to trace progress on Occupational Health and Occupational Hygiene in the group, and developing a solid relationship with MINCOSA, MHSC, DMRE and ASPASA. I've also been involved with using industry platforms and structures such as the Regional Tripartite Forum, Women in Mining and SAIOSH to stay ahead and give small-scale mining a voice.

What I like most about working for Afrimat is our mentality that it can be done. Also, the open-door policy for access to senior managers, and the development of youngsters, are encouraging. Afrimat is flexible in every sense of the word – allowing your own strengths to thrive and through that it creates a self-motivation wheel of growth and positivity.

In terms of being a woman in the mining industry, I would say that success demands six things: Hard work; sacrifice; struggle; faith; patience; and passion. That counts equally for men and women.

I have grown so much in the last 21 years, that is why I love the mining and construction industry so much, you constantly learn and grow. The day you stop learning and growing is the day you need to move on.

My advice for young ladies: Do not change who you are to fit into a male environment, be yourself and always reach out to learn from the men who walked before us in this industry. Respect their knowledge. To men: Be willing to teach the youngsters, male and female, as their generation is very different compared to 20 years ago. Remember we were all beginners, trust that they can do what you teach them. And if you climb the corporate ladder, never leave anyone behind – mentor, coach and assist them to even exceed your own successes.

**'AFRIMAT IS FLEXIBLE IN EVERY SENSE OF THE WORD – ALLOWING YOUR OWN STRENGTHS TO THRIVE AND THROUGH THAT IT CREATES A SELF-MOTIVATION WHEEL OF GROWTH AND POSITIVITY.'**



# #WOMENINMINING



**Zelna Brits**

HR ADMINISTRATOR – KZN AND FS

I started at Afrimat in 2013 as an Admin Clerk for the KZN Workshop. In 2015 I was promoted to the position of Creditors Clerk for Afrimat Aggregates KZN. I was offered the HR Administrator position in 2018 and am currently occupying this position. I have 15 years of experience in the industry, and hold a certificate in Bookkeeping.

Afrimat is a caring company. This was demonstrated during the lockdown period in April this year, when the company ensured that its employees received their salaries, regardless of the fact that they were not at work.

In terms of my experience as a woman in the mining industry, I would say that we work as a team and our male colleagues are very supportive of us.

**'IN TERMS OF MY EXPERIENCE AS A WOMAN IN THE MINING INDUSTRY, I WOULD SAY THAT WE WORK AS A TEAM AND OUR MALE COLLEAGUES ARE VERY SUPPORTIVE OF US.'**

**Ilse Grimbeek**

HR MANAGER

I've been with Afrimat for a year and a half and my journey has been amazing. I feel extremely privileged to be part of a company with strong values and such a unique culture. I joined Afrimat in 2019, coming from a completely different industry and I have not looked back for a second. I am very excited about my future with Afrimat.

I believe that each person, male or female, brings their own strengths to the table and that by drawing from those unique strengths we can build an even stronger team and business. The mining industry was previously a male-dominant industry and is transforming slowly, so there are some challenges. I believe the challenges are experienced by the women working in the actual mining environment. These can be overcome through creating awareness.

**'THE MINING INDUSTRY WAS PREVIOUSLY A MALE-DOMINANT INDUSTRY AND IS TRANSFORMING SLOWLY, SO THERE ARE SOME CHALLENGES.'**



**Lientjie Kuyk**

PERSONAL ASSISTANT TO AFRIMAT CEO

I've been with Afrimat for 12 years. I started as PA and I am still in the same position. Although, when I started here, I had to do everything: Switch board, reception, travel arrangements, office maintenance, and other duties. Luckily, we are now a great A-team (A for Afrimat). We all work together and I can now only concentrate on working for Andries.

The things I like most about Afrimat are our culture and our caring environment. In terms of how it feels to be a woman working in a male-dominated industry – I have no problem with that. I didn't specifically choose a career in the mining industry, I applied for the position as a PA. Yes, the job comes with its challenges, but I love every moment of it.

Also, one last thing I'd like to share: I have the best boss in the whole world!

**'ALSO, ONE LAST THING I'D LIKE TO SHARE: I HAVE THE BEST BOSS IN THE WHOLE WORLD!'**





Tyger Valley office preparing for Covid-19

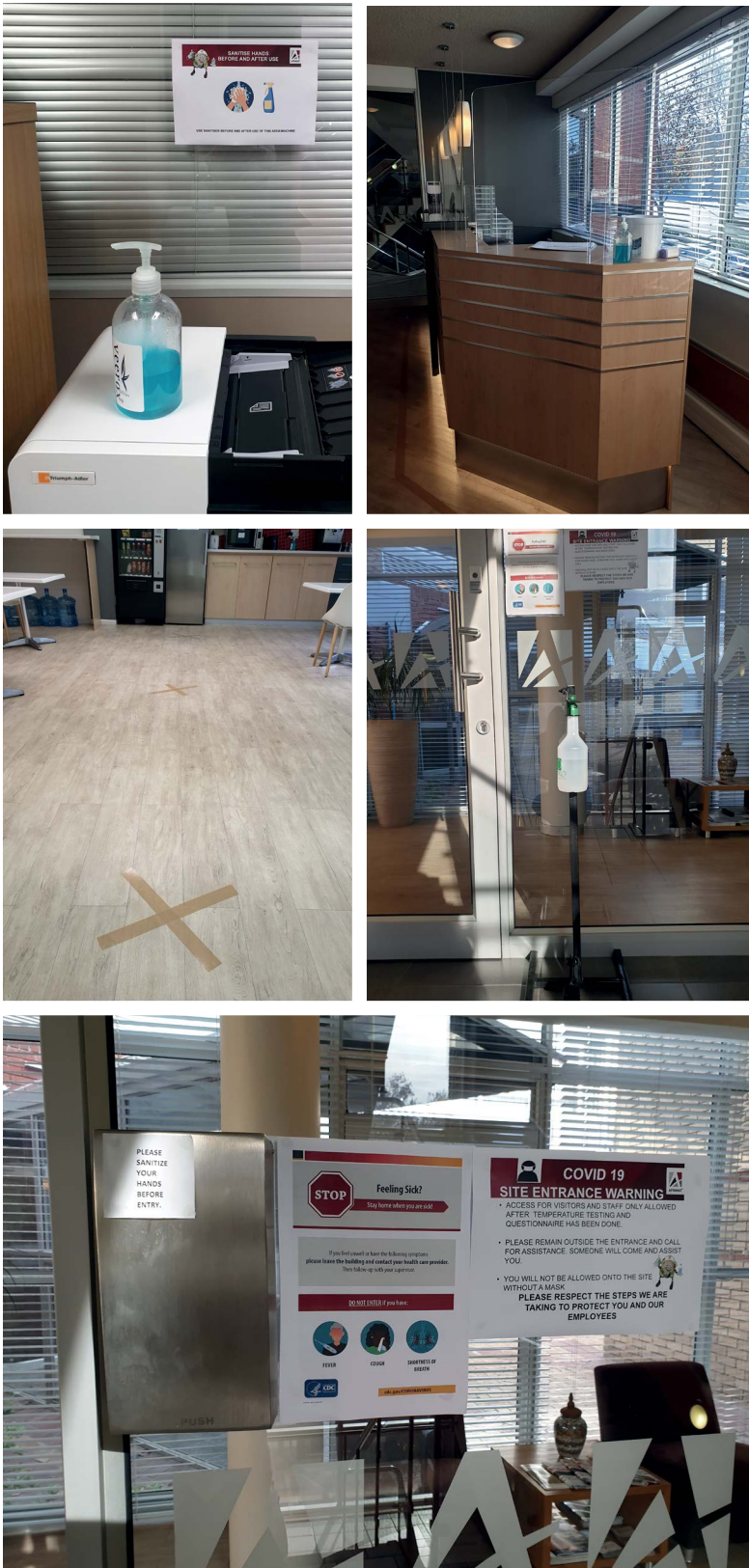
LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

On Monday March 23, 2020 our president, Cyril Ramaphosa, announced that South Africa would go into lockdown starting on March 26. No one had any idea how this would impact the country and more specifically, how it would affect Afrimat and our everyday norm. In a very short time, we had to adapt, do research, and consult with each other to find the best way forward to keep our employees, and their families safe and adhere to the restrictions and rules put in place by our Government. But Afrimat was up for the challenge. We have a culture of perseverance and making the most of the hand we are dealt. We used all of the Afrimat Way characteristics to get us ready for when employees would come back to work.

**‘WE HAVE A CULTURE OF PERSEVERANCE AND MAKING THE MOST OF THE HAND WE ARE DEALT.’**

Once we got the go ahead to come back to the office, the first priority was to get everything ready in time for when staff would start to return. Social distancing measurements were put in place, sanitising stations were placed at high risk areas (kitchens, printing machines, entrances), important notices were displayed, visitors and meetings were limited, and partitions and protective screens were put up. Our receptionists are armed and ready with masks, thermometers and questionnaires every morning. With South Africa only reaching its peak now we are still phasing in our full return and foresee these safety measurements being continued well into the future.

We would like to thank all our Tyger Valley staff and visitors for abiding by the rules, and coming to work with a positive attitude. Thank you for adapting and accepting the new terms. In the words of Martin Luther King, Jr. “the ultimate measure of a man is not where he stands in the moments of comfort, but where he stands at times of challenge and controversy.” I think our Afrimat culture has prepared us well for this challenge and I am happy to see all our Afrimatters keeping a positive attitude.



Tyger valley office preparing for Covid-19

KwaZulu-Natal and Free State Covid-19 response

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

True to the Afrimat Way and our entrepreneurial spirit, the KwaZulu-Natal and Free State team came together as one to proactively embrace the challenges we face in light of Covid-19. Our team ensured that all regulations are adhered to and that the general public are provided with the necessary information. The screening of staff, the implementation of social distancing, and the supply of hand sanitiser were implemented on short notice. Along the way, some of our staff also rediscovered their spirit of innovation and constructed a hands-free sanitiser dispenser. Everyone who was involved with getting their sites ready, and embracing the challenges of a new normal, must be commended for their commitment to work with limited resources and for their quick response.

**‘OUR TEAM ENSURED THAT ALL REGULATIONS ARE ADHERED TO AND THAT THE GENERAL PUBLIC ARE PROVIDED WITH THE NECESSARY INFORMATION.’**



Covid-19 regulations and precautions put in place at the sites



South Cluster Covid stand down

BRENDA SLATTERY – HUMAN RESOURCE MANAGER – WESTERN CAPE

All South Cluster staff (AAO, Denver Quarry, Readymix, Boubluk and those based at Tygervally) participated in a Covid-19 stand down on June 22. The following important message was read out to all those present and time was allowed for further discussion and questions.

Southern Cluster Covid-19 safety stand down – 22 June 2020

South Africa, and especially the Western Cape, is now entering a period where the spread of the coronavirus (Covid-19) will be very quick and more cases will be reported than ever before. This period is called the “peak” and unfortunately many people will get very sick and could even die from the infection. It is very, very important that Afrimat and its employees continue to do everything possible to prevent the spread of the infection, now more than ever before.

If you or anyone in your household (wife, husband, children or extended family who live with you) has any of the Covid symptoms (fever, dry cough, sore throat, tiredness, loss of taste or smell) please immediately advise your supervisor/manager telephonically and follow their instructions. Do not come in to work to report it as you could be spreading the infection. Anyone who has Covid, or has come into contact with someone who is positive, needs to go into quarantine / isolation to prevent the spread of the infection.

The reason you may be asked to stay at home (quarantine) is to separate asymptomatic people who have potentially been exposed to Covid from non-exposed people in order to prevent the possible spread of infection. This period will likely be seven days.

Going into isolation is the process of separating a

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



person with a contagious disease from healthy people who do not have a contagious disease. This is done to prevent the spread of the infection. This period will likely be 14 days or as confirmed by a doctor or clinic.

RESPONSIBILITY FOR HEALTH AND SAFETY IN THE WORKPLACE

Who is responsible?

By law, Afrimat is responsible for health and safety management. It is an employer’s duty to protect the health, safety and welfare of their employees and other people who might be affected by their business. Employers must do whatever is reasonably practical to achieve this.

As an employee, you have a ‘duty of care’ and a responsibility to:

- report any hazards, injuries or ill health to your supervisor or employer
- cooperate with your employer when they require something to be done for safety and health at the workplace.

Keep yourself and our workplace safe

Please also be reminded that Covid-19 is spread in the air and that it also lives on surfaces. The following are ways you can stay safe and help stop the infection spreading:

- Clean your hands often. Use soap and water, or an alcohol-based hand rub
- Maintain a safe distance of 2 meters from anyone who is coughing or sneezing
- Don’t touch your eyes, nose or mouth
- Cover your nose and mouth with your bent elbow or a tissue when you cough or sneeze
- Stay home if you feel unwell
- If you have a fever, cough and difficulty breathing, seek medical attention. Call in advance.
- Follow the directions of your local health authority.
- Show your concern for others by wearing a mask.
- Wearing a mask helps to prevent you from spreading or getting the infection from others.
- Once you are wearing your mask, try not to touch it as you could be spreading germs to your eyes, nose or mouth.
- Use sanitiser to keep surfaces clean to stop the spread of germs. Clean all high-traffic surfaces like door knobs, taps, tables, desks and kitchen counters continuously.

If we all stand together and follow the golden rules to prevent the spread of Covid-19, we will all stay safe and work safely, and uplift the livelihood of our loved ones and our communities. Your immediate action and contributions are required to keep yourself, your loved ones and the Afrimat family safe, now more than ever before.

Glen Douglas working safely during Covid-19



Lyttelton staff put together mask packs for staff



South Cluster keeping informed about Covid-19





Lockdown generosity

JUANITA CAROLESEN – BUSINESS SYSTEMS ADMINISTRATOR – ITBS

We take things for granted. We may think that what we have today, we will always have – and maybe more. We all had great plans for 2020 and who would have thought that we would find our lives nowhere near what we planned for this year...

The reality for some people is that they found themselves to be homeless. There are many who had everything, then something happened and they lost it all. Now they struggle to fulfill the basic daily need of finding food. Some people manage to get one meal a day and others are going for days without food.

Ladles of Love, a non-profit organisation, has been feeding homeless people on a daily basis since 2014. A donation of R10 provides a meal for one person.

During this challenging time their services are truly needed. This virus has the ability to not only take lives, but has managed to change everybody's circumstances. We at Afrimat can be thankful for many things. We are blessed to be employed by a company that values people. In light of this we have Afrimatters who have been generous to donate in their personal capacity to help feed those who do not have the means to feed themselves. Thank you all for responding to the email for donations.

Donations collected via the Social Committee were made directly to Ladles of Love to the value of over R2 000. From this over 200 meals were supplied to the homeless.

Thank you, Debbie Derby-Lewis, Sue Fourie, Kalay Naidoo, Annalie Greyling, Carol Sedan, Pieter Grove, Gail Hatting and Anton Combrink, amongst others who made donations. You are truly extraordinary people, your contribution made it possible for Ladles of Love to provide meals and also to provide partner NPOs with ingredients to make food for their communities. Your generosity and kindness has changed people's lives. WHO YOU ARE MAKES A DIFFERENCE.



**'YOUR GENEROSITY AND KINDNESS HAVE CHANGED PEOPLE'S LIVES!'**



**'DONATIONS COLLECTED VIA THE SOCIAL COMMITTEE WERE MADE DIRECTLY TO LADLES OF LOVE TO THE VALUE OF OVER R2 000. FROM THIS OVER 200 MEALS WERE SUPPLIED TO THE HOMELESS.'**

National disaster or national blessing?

LETISHA VAN DEN BERG – HEALTH AND SAFETY

Fear is "an unpleasant emotion caused by the threat of danger, pain or harm" In any fear situation there are usually two options: fight or flight. The National State of Disaster was announced on March 15, 2020 and lockdown level 5 started on March 26, 2020 at midnight. Afrimat did not run away from this unknown disease and unknown circumstances, every Afrimatter jumped in and started to fight through it.

The Covid-19 War Room was created and senior managers met three times a week to find solutions for every employee's wellbeing – financially and physically. The sms line was developed to ensure our employees receive relevant, true information regarding the lockdown processes and about the Covid-19 virus.

The Covid-19 Standard Operating Procedure (SOP) was developed and adjusted 23 times from March 8 until recently. Multiple changes took place over the lockdown period. We have trained 95 employees, through virtual training, on the Covid-19 SOP. Every manager and supervisor used their own creativity to implement the control measures at their operation. All workplaces were ready well in advance of employees returning to work.

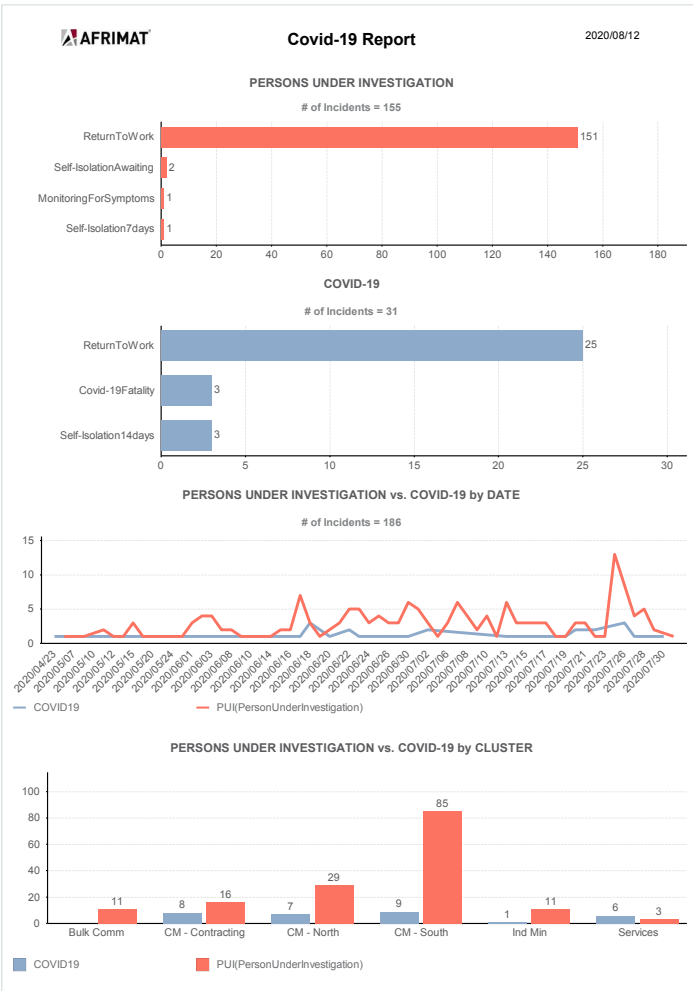
The fight is now moving into the critical stage. We acknowledge that many of us may be feeling exhausted with all the changes, and the constant management of fear – the fear for our families' health our own. The virus is hitting home and causing severe sadness amongst the Afrimat family. The values of our company have been tested, and have been our saving grace.

**'THE VIRUS IS HITTING HOME AND CAUSING SEVERE SADNESS AMONGST THE AFRIMAT FAMILY.'**

The blessings in all of the above are as follows:

1. Support from all over Afrimat in gathering ideas and sharing of information
2. Teamwork in getting all people and operations ready and prepared for return to work
3. Innovative and creative ideas from all areas regarding sanitising stations and social distancing
4. Caring throughout the lockdown, checking in regularly with our fellow Afrimatters
5. Performance management through excellent statistical information, initially developed by Mogamat Baily and rolled out into the CRM system
6. Extended family time
7. Technology implementation to adapt to the virtual world

There has been no manual to follow in this National Disaster, we are still learning every day. The biggest lesson learned in this instance is the positive attitude of every Afrimatter in fighting the Covid-19 battle. It is not over yet, and will be with us for a while, but I am convinced we have all grown during this process. There will be more fears to tackle head on, more sadness to endure, but with this Afrimat Team we will walk out of it stronger.



**'THE COVID-19 WAR ROOM WAS CREATED AND SENIOR MANAGERS MET THREE TIMES A WEEK TO FIND SOLUTIONS FOR EVERY EMPLOYEE'S WELLBEING – FINANCIALLY AND PHYSICALLY.'**



ACI’s employee compliance with Covid-19 safety protocols

FAITH KOSA – ACI HR INTERN

We are living in times of great agony and distress. Covid-19 has affected the world at large, and many people are losing their lives due to this pandemic. It is the responsibility of each individual to ensure that they adhere to the Covid-19 safety measures to curb the spread of the virus.

At ACI all our employees strive continuously to follow the safety rules which include wearing masks, washing hands with soap and water or using sanitiser, social distancing, covering the mouth and nose while sneezing or coughing, avoiding touching the face, and immediately seeking medical care if a person has a fever, cough, a sore throat or experiences difficulty in breathing.

Creativity has been implemented at ACI in such a way that employees wear masks of a different kind. Some of the office staff wear masks which match their clothing style, the workshop employees use dust masks required when performing work duties, and all the employees have the Afrimat mask.

The famous quote from Aristotle is relevant today. “The whole is greater than the sum of its parts.” As a nation we can withstand the coronavirus if we work collaboratively and protect ourselves. It all begins with you as an individual because tomorrow is never promised. To all the Afrimat employees – stay safe and take care.

‘AS A NATION WE CAN WITHSTAND THE CORONAVIRUS IF WE WORK COLLABORATIVELY AND PROTECT OURSELVES.’



ACI workshop staff



Bruce Moolman



Molly Leotiele



Mirriam Malau



Ronewa Rokho

Thank you to the Afrimat family

PATRIC MAKADE – MECHANICAL FITTER – AFRIMAT AGGREGATES OPERATION

Dear Afrimatters,

We want to thank all the people who supported us after our family tested positive for Covid-19. We wish to thank the Worcester Mechanical Workshop; Oom Jorrie and Piet Van Zyl and Brewelskloof Management, Mike Coad and Floris Fisher. We also thank the HR department, Brenda Slattery and Beanca Louw, and our co-workers Mkhulule Macogwane and Thembelani Gaga. We hope all Afrimat workers continue to support each other during this tough time. Please wear your mask, social distance and wash and sanitise your hands!

Lucky’s story: Glen Douglas’s Covid-19 survivor

Lucky Nkosi is a Covid-19 survivor and we are tremendously happy that he is healthy and safely back at work. In this video, he shares his experience, words of encouragement, and insight into how Afrimat supported him and acted swiftly to ensure all employees are kept safe. Follow the QR code to watch the video.



Lucky Nkosi



What we are thankful for...

The Lockdown gave us all time to reflect on what we are thankful for. And our Afrimatters had lots to say on this subject during this time.

When I received notification that my salary was paid in April, I had never felt more grateful than in that moment. There are so many people that have not been afforded that “luxury” during lockdown and we should be very grateful for every penny we receive, and we should pay it forward by helping our immediate communities. I am also grateful to be working for a company that believes in safety first, and has done so since long before the lockdown. Afrimat has continued this trend during the pandemic – being an example to the rest of the country – **Juan Olivier**

I am thankful for the special time I got to spend with my family. I am also thankful that I am able to have a job and work in these uncertain times – **Dries Burger**

I am grateful to work for the best company. I realise, once again, during Covid-19 how privileged I am to be able to work for Afrimat and for that I am grateful – **Christopher Vermeulen**



I am grateful for the additional family time. As I work from home we can have breakfast, lunch and dinner together. I do not have to leave early to miss traffic or catch a flight. I am thankful for e-learning, it is not something I would have attempted if it was not for the lockdown. Expanding on your knowledge is always productive time spent. Udemy have huge discounts on short courses that one can tap into during this time – **Letisha van den Berg**

I am thankful for the lockdown as it gives me time to pay attention to elements that have eternal worth – **Lientjie Kuyk**

I am thankful for life – **Muneebah Tromp**

I am thankful for quiet mornings and having the opportunity to enjoy my morning coffee while watching the sunrise, as opposed to sitting in traffic. I am thankful for the rush of everyday life coming to a standstill and to enjoy spending time to rest and reflect – **Lizanne Olivier**

I’m forever grateful for the gift of life. And for the loving caring people out there, it really makes this difficult time much more bearable – **Gerald Minnies**

I am thankful that we had the opportunity to celebrate our daughter’s third birthday, despite the uncertain times. It’s challenging to keep her busy, but the smile on her face makes everything worth the effort – **Melanie Joubert**

Although extremely difficult and tiring at times, I appreciate the time with my children. Lots of cuddles and kisses, and they are in fact teaching me patience in this time. Also, I’m very grateful for technology which allows us to keep in touch with our loved ones as well as having the opportunity to work from home in these uncertain times – **Sonja Kleynhans**

I am really happy that our jobs are safe and we will still be able to provide for our families. Thank you Afrimat – **Junior Ramushu**



The best is the three hours a day that I can attend to varnish and paint work to prepare for the rainy winter and drinking coffee relaxed on my stoep and not missing the traffic. Petrol money savings are a bliss. I’m fortunate that my ITBS responsibilities can be done anywhere. I’m really exited about the new way of doing one’s duties and saving expenses such as office space and travelling – **Arnel Hanekom**

I’m grateful for the opportunity to reflect and re-align my priorities. This gift of time has allowed me to get into a space where I can focus and pay attention to my spiritual, mental and physical health/growth which we sometimes neglect or take for granted – **Natasha Abrahams**

The good news is I’ve taken up gardening as a hobby and it brings me joy and hope for the future. With every plant, I think of its growth and our growth during this difficult time. To me it symbolises the difficult stages of transformation and the beautiful outcomes. I am very thankful to our company and have full faith in our leadership team. They are truly doing an amazing job. The seeds have been planted and we shall reap its benefits – **Natasha Hartley**







# SOCIAL MATTERS

## SOCIAL MATTERS

KZN

### Hluhluwe market stalls

THEMBA DUZE – GENERAL MANAGER – SUSTAINABILITY KZN/FREESTATE



Afrimat is proud to have sponsored the market stalls in Hluhluwe in partnership with the Big 5 Hlabisa Local Municipality. This initiative forms part of Afrimat's Social and Labour Plan for Hluhluwe Quarry.

The Big 5 Hlabisa economy largely depends on tourism-related business. As a result, there is a need for creating synergies between tourism and small, medium and micro enterprises (SMMEs). The municipality initiated this project to improve the market stalls to be able to attract tourists to buy from SMMEs. The first phase of the project started in the previous SLP cycle (2014-2019). The quarry built ten market stalls. The stalls are in Hluhluwe city center along the R22 route. As part of the second phase of the project, Afrimat built an additional ten stalls and handed them over to the municipality after completion on March 19, 2020.

Above: The market stalls renovated. Right: Ward Councillor Nkwayana addressing the crowd. Far right: Marius Kruger (Hluhluwe Quarry Manager) and right, Kobus Meyer (Area Manager KZN North Cluster KZN Region). Below right: Municipal Mayor, Councillor Khumalo and the project beneficiaries.

**'AS PART OF THE SECOND PHASE OF THE PROJECT, AFRIMAT BUILT AN ADDITIONAL TEN MARKET STALLS AND HANDED THEM OVER TO THE MUNICIPALITY AFTER COMPLETION ON MARCH 19, 2020.'**



Market stall holders



Market stall holders



HEAD OFFICE

Afrimat head office is committed to sustainability

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Sustainability forms a big part of Afrimat. Afrimat is committed to delivering sustainable growth and wealth creation for shareholders – and at the same time protecting the environment and enhancing the quality of life of its employees and empowering communities affected by its operation. But sustainability is not only the responsibility of the Sustainability Department. All of us can play our part, and one of the easiest points to start with is recycling.

The Tyger Valley office started recycling in 2019. Recycling reduces the need for extracting, refining and processing raw materials, all of which create air and water pollution. As recycling saves energy it also reduces greenhouse gas emissions, which helps to tackle climate change.

Currently the Tyger Valley office recycles paper, plastic, polystyrene, cans and glass. But we will look into even more possibilities. We have already reduced the amount of plastic we use by limiting the use plastic water bottles by rather serving guests with jugs and glasses.

Here are six benefits of recycling from friends of the earth. (friendsoftheearth.uk)

1. CONSERVING NATURAL RESOURCES

The world’s natural resources are finite, and some are in very short supply.

Recycling paper and wood saves trees and forests. Yes, you can plant new trees, but you can’t replace virgin rainforest or ancient woodlands once they’re lost.

Recycling plastic means creating less new plastic, which is definitely a good thing, especially as it’s usually made from fossil fuel hydrocarbons.

Recycling metals means there’s less need for risky, expensive and damaging mining and extraction of new metal ores.

Recycling glass reduces the need to use new raw materials like sand – it sounds hard to believe, but supplies of some types of sand are starting to get low around the world.

2. PROTECTING ECOSYSTEMS AND WILDLIFE

Recycling reduces the need to grow, harvest or extract new raw materials from the earth.

That in turn lessens the harmful disruption and damage being done to the natural world: fewer forests cut down, rivers diverted, wild animals harmed or displaced, and less pollution of water, soil and air.

And of course, if our plastic waste isn’t safely put in the recycling, it can be blown or washed into rivers and seas and end up hundreds or thousands of miles away, polluting coastlines and waterways and becoming a problem for everyone.

‘RECYCLING REDUCES THE NEED TO GROW, HARVEST OR EXTRACT NEW RAW MATERIALS FROM THE EARTH.’

‘THE WORLD’S NATURAL RESOURCES ARE FINITE, AND SOME ARE IN VERY SHORT SUPPLY.’

3. SAVING ENERGY

Making products from recycled materials requires less energy than making them from new raw materials. Sometimes this can result in a huge difference in energy. For example:

Producing new aluminium from old products (including recycled cans and foil) uses 95 percent less energy than making it from scratch. For steel, it’s about a 70 percent energy saving.

Making paper from pulped recycled paper uses 40 percent less energy than making it from virgin wood fibres.

The amount of energy saved from recycling one glass bottle could power an old 100-watt light bulb for four hours and a new low-energy LED equivalent for a lot longer.

‘MAKING PRODUCTS FROM RECYCLED MATERIALS REQUIRES LESS ENERGY THAN MAKING THEM FROM NEW RAW MATERIALS.’

4. CUTTING CLIMATE-CHANGING CARBON EMISSIONS

Because recycling means you need to use less energy on sourcing and processing new raw materials, it produces lower carbon emissions. It also keeps potentially methane-releasing waste out of landfill sites. Reducing carbon dioxide and other greenhouse gases being emitted into the atmosphere is vital for stopping disastrous climate change.

5. SAVING MONEY – RECYCLING IS CHEAPER THAN WASTE COLLECTION AND DISPOSAL

Lambeth council in London pointed out in 2017 that “it is six times cheaper to dispose of recycled waste than general refuse.” So, the more you recycle, and the less you put in the bin, the more money is saved, which should be good for households, businesses and local public services.

Recycling food waste and green waste is a great idea too, often generating lots of valuable compost that can be used to grow more food and other crops.

6. CREATING JOBS

Recycling creates jobs opportunities as people need to collect, process and prepare these materials.

‘RECYCLING CREATES JOBS OPPORTUNITIES AS PEOPLE NEED TO COLLECT, PROCESS AND PREPARE THESE MATERIALS.’



LYTTTELTON

Lyttelton robotics competition

ESTHER TEFFO – GROUP MANAGER – SOCIAL AND LABOUR PLANS



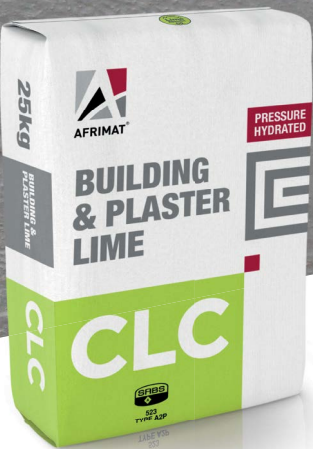
Lyttelton Dolomite Mine initiated a robotics competition at a local high school in Centurion as part of a drive to encourage learners to tap into the fourth industrial revolution. Several schools in and around Centurion were approached to be part of the initiative and Hoërskool Centurion raised their hand. The mine sponsored four LEGO Robotics Kits for the school.

Before the competition, sixteen learners were divided into four teams. With the assistance of a first-league LEGO team from Hoërskool Waterkloof, the teams were given six weeks to build a robot and learn how to program it.

On the day, four challenges had to be completed and each team was rated on whether their robot could complete the different stages. The teams all performed well, and the learners have made great progress.

On the back of this initiative, the school took part in a robotics competition at the Sci-Bono Discovery Centre and made it to the nationals. In an effort to introduce robotics to more learners, the school now offers robotics as an elective subject.

A big thank you to Hoerskool Centurion and all the learners who took up the challenge. We look forward to bringing other schools on board and making it an annual initiative.



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Glen Douglas mine

## Responsible practices, sustainable futures



Recycling  
of water



Reducing  
energy  
consumption



Reducing  
emissions



Decreasing  
noise  
pollution



Good relations  
with the  
communities



Recycling  
products



Mine  
rehabilitation

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

Afrimat has established a strong foothold in contracting services comprising mobile crushing, screening, drilling and blasting. Backed by more than 45 years' experience, Afrimat listed on the JSE Limited in 2006. As part of its continued diversification strategy, the group is expanding its footprint into Africa. The group's capabilities enable Afrimat to service projects of any scale from major infrastructure and construction projects for state-owned enterprises and parastatals through to small private sector contracts.