

AFRIMAT MATTERS



DIVISIONAL MATTERS: CONCRETE PRODUCTS - GROWING INTO 2017
HEALTH & SAFETY MATTERS: THE ASPASA AND RSA REPORT
HR MATTERS: NEUROBIOLOGICAL HIGH PERFORMANCE



Investing in diversified growth

- Mining
- Industrial Minerals
- Contracting International
- Concrete Products
- Readymix



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

Afrimat Limited is a leading black empowered open pit mining company providing an integrated product offering ranging from aggregates, industrial minerals, concrete products (bricks, blocks 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.



'OUR GROUP HAS GROWN BY AN AVERAGE OF MORE THAN 21% PER YEAR SINCE 2009.'

A REASON TO BE THANKFUL

On 19 May this year, I had the privilege of announcing Afrimat's financial results for the financial year that ended on 29 February 2016. It was the tenth time that we presented a full financial year's results to the market. During this period, we reported a positive growth rate against the previous period for nine out of the 10 reports. Only back in February 2009 did we report negative growth rate. What a blessing!

Our group has grown by an average of more than 21% per year since 2009. Our cashflow is good and the business is generally in a healthy state financially. I wish to thank each one of our employees for their contribution to the growth of our company.

We're grateful for the blessings we receive in this company and we're excited about what the future holds.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

CONTENTS

- 01 CEO's message
- 03 Divisional Matters
- 11 HR Matters
- 27 Marketing Matters
- 31 Health & Safety Matters
- 36 Inspirational Matters



AFRIMATTERS

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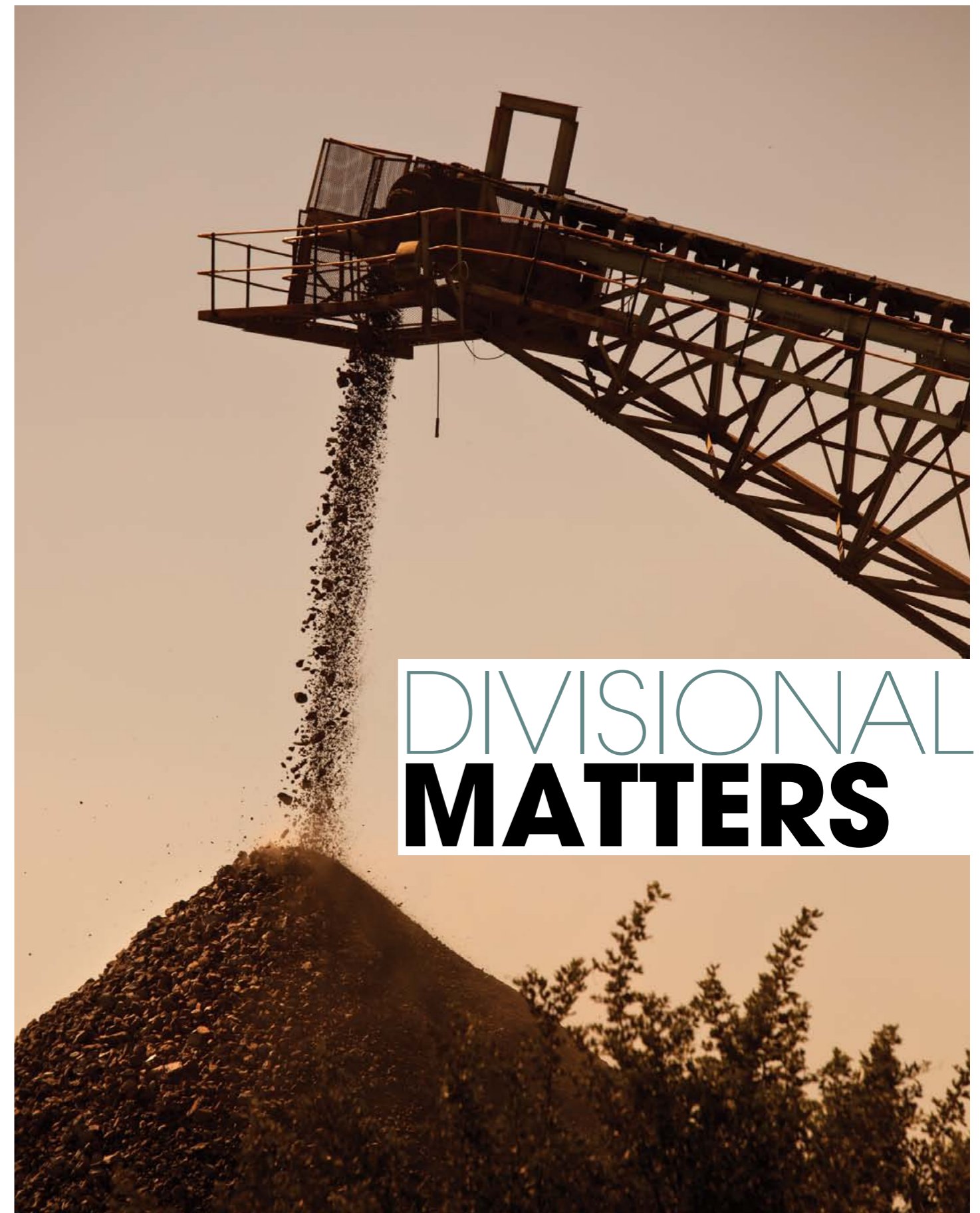
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DIVISIONAL MATTERS



ASPASA About Face RSA

Congratulations to the following quarries for their exceptional achievements in the ASPASA (Aggregate and Sand Producers Association of Southern Africa) About Face RSA awards: Harrismith and Qwa Qwa Quarries (Anton Marnewick), Umfolozi Quarry (Joe Malefane) and Hluhluwe Quarry (Marius Kruger). Congratulations to the respective managers, and to Louis de Wet, for their hard work. This recognition is a notable achievement indeed. The About Face RSA awards programme focuses on environmental issues and emphasises operational implementation as well as administrative compliance. The awards consider rehabilitation, waste management, protection of the environment, alien vegetation, erosion, water management, aesthetics and housekeeping, to name but a few. Functions were held at the various branches to acknowledge as well as celebrate these achievements.

The ASPASA awards celebration is one of our newer initiatives, which sees all employees and managers receive recognition for their efforts in achieving great ASPASA audit results for the Showplace quarries.

Once the results are received, a prizegiving is arranged and we raise a very special ASPASA award flag. All the employees receive a special T-shirt with the logo embroidered on it as well a personalised thank-you letter.

This initiative also promotes the company image as the flag poles are planted at the entrance of our quarries, so our customers can also see our achievements.

The competition is heating up internally as the managers see who can get the most flags to better show off their quarry.

– Brian Wevell, Regional Manager for Health & Safety and Compliance (KZN), and Heila Beamson, Data Analyst/Key Accounts Consultant



Ulundi team



Harrismith/Qwa Qwa team



Hluhluwe team

SA BLOCK & CLINKER

Birkenmayer VB 6 brick-manufacturing plant

Greetings from all here at SA Block and Clinker supplies. One of the major projects S&P embarked on was the complete dismantling and refurbishing of our recently accrued used-brick manufacturing plants.

After dismantling and removing from the previous site – a huge undertaking – we continued with the refurbishing of all components. This meant stripping the machines down to the core and assessing all structural damage. We are also in the process of repairing all gearboxes, hydraulic cylinders and wear components.

The biggest issue we found on most chutes, hoppers and mixers was that the previous owners didn't realise the importance of wear plates, so structural damage had to be repaired and wear plates fitted.

Special thanks must go to Jason Van Niekerk, for excellent workmanship. Here are some before and after photos of the work already done.

– Pieter Stapelberg, Workshop Manager, SA Block & Clinker supplies



VB 6 before



VB 6 after



DIVISIONAL MATTERS

► AFRIMAT CONCRETE PRODUCTS

Afrimat Concrete Products Harrismith voorsien tans beton aan Edwin Construction, Geopractica en Civilcon vir die bou van brûe in die Harrismith gebied.

Dit is huidiglik ons grootste projek in die area.

– **André Kruger, Plant Manager at Concrete Products, Harrismith**



► DELF SAND

LIVING OUR VALUES

On Saturday, 19 March, Delf Sand's diesel-powered main water pump broke down. The problem was identified: the diesel priming pump, a small pump that primes the main fuel pump, ensuring reliable starting. It being Saturday, a replacement pump couldn't be sourced. But Plant Operator Peter Malope didn't waiver in the face of this obstacle.

Peter had a Plan B. Without hesitation, he removed the fuel pump from his Mazda 323 and installed it on the water pump's diesel engine. A quick bit of rewiring and ... problem solved!

The pump is still running with its Mazda 323 fuel pump. Delf Sand bought Peter a new fuel pump for his Mazda, which is apparently also still running.

It seems the Delf Sand team is a highly dedicated and committed group. With team members like Peter, it's clear why Delf Sand is still in business!

– **Johan Bisschoff, General Manager for Engineering, Delf Sand**



► S.A. BLOCK

FROM THEN TO NOW

An ex-labour broker employee's perspective:

I've been involved with the S.A. Block and Clinker Supplies operation for 16 years. I was one of the fortunate people who was taken over by the Afrimat group from the labour broker who was handling the labour on the S.A. Block and the Clinker Supplies sites.

When I look back at the time that I started here, there were only five block machines operational at the S.A. Block site and only one at the Clinker Supplies site. The total employees tallied at about 95. In those days, most got paid by cheque; only a few employees had bank accounts. If you think of how easy it is today, with all the employees having bank accounts and EFTs are the order of the day, it's hard to even imagine writing cheques anymore!

Over the first 11 years, another eight block machines were added to S.A. Block and we acquired Clinker Supplies Vaal as well. The company grew to about 200 employees which created massive administration on a daily basis. It was good to see the client base we were delivering a service to, grow to that extent. On the down-side, while the client base was growing, the employees got left behind as they were still employed by a labour broker and there were no employee benefits, such as medical aid, or a provident or pension fund.

The S.A. Block and Clinker Supplies operation was bought over by Afrimat who decided to take over the workforce. This created great excitement among staff as they felt they were working for their own company with benefits that allowed them to foresee a better old age for themselves and their families.

Employees signed their new contracts of employment with Afrimat during January and February 2015 and their resignation forms with the labour broker. There was a sense of excitement for new beginnings in the air. Thanks to the production managers on the sites, there was no uncertainty among employees as to how the takeover would influence them. When 1 March 2015 arrived, employees came to work looking like Grade One pupils going to school for the first time, all big-eyed and full of expectation.

Now, more than a year later, I'm glad to say that we have a great team of employees working for Afrimat at the S.A. Block and Clinker Supplies sites, and they have made the Afrimat values their own. Trust, integrity, respect, accountability, customer satisfaction and especially teamwork are valued by each and every employee on the various sites. I count myself fortunate to be a part of such a great team. Let's keep up the good work.

– **Petro van Wyk, Human Resources Development – S.A. Block and Clinker Supplies**

DIVISIONAL MATTERS

THE SECRET TO SUCCESS IS NO SECRET AT ALL

BY RICUS VAN HEERDEN, MANAGER – CONCRETE PRODUCTS/READYMIX CONCRETE

According to Biology 101, any living organism that stops growing will reach the end of existence, or stated more bluntly, death. While this isn't always 100% correct, technically, for all beings and organisations, it holds true for most of those wanting to produce a lasting legacy within any given industry. While this may seem less than an optimistic start for a discussion on success, it's meant to carry some encouragement. This concept can be used to create a sense of awareness, and clues as to what's required if we want to stand out from the norm.

Only a very special kind of pessimist would argue that Mr Henry Ford doesn't deserve his legendary status for his contribution to the invention of the modern-day automobile and assembly process. In the modern-day world, it's almost inconceivable to imagine a time when the horse and cart indicated luxury and elite status in transportation. Henry Ford was a remarkable man and innovator, years (even decades) ahead of his peers. Thanks to Ford, the automobile went from being an expensive curiosity into something more practical, which profoundly impacted the twentieth century. To achieve the heights he did, Ford needed exceptional knowledge of the automobile and its working parts, as he did as a scholar of mechanics.

Now let's skip forward 100 odd years to 2016. But let's also imagine we could teleport Henry Ford here to join us. While I personally don't have a particular preference of any make of bakkie, I happen to drive one of Mr Ford's latest SUVs. Being an opportunist, and with my bakkie due for a service, I humbly request that Mr Ford helps me service my vehicle one Saturday afternoon in my garage at home. Upon opening the bonnet of my bakkie to see what's inside, I imagine that even this great inventor wouldn't have the foggiest idea of what he was looking at. He wouldn't have a clue where to start or which wire or part is responsible for any given function. The question is, did Mr Henry Ford suddenly become less intelligent? No, he didn't. The automobile has evolved a 100 times over since his first prototype Ford Model T. His abilities and knowledge are no longer relevant.

Where am I going with all of this? It's simple: External factors change and escalate at a rate quicker than we can ever imagine.

What was seen as a constant yesterday may no longer be applicable today. This is what we at Afrimat Readymix consistently consider when reviewing and developing our Marketing Plan and Sales Strategy.

Our brand and the products we sell are unfortunately not unique enough to sell themselves. Yet even in an extremely competitive market that's being forcefully oversupplied by the competition, we managed to grow our market share. The "secret" – in inverted commas for a reason – is that we start from deciding what WE want to achieve, rather than basing our total projection on what the market tells us we should have. Using our GOAL as a base, we then carefully consider both the external and internal factors currently influencing our existing state of operations.

In simple terms, we ask: what will we achieve if we don't change anything and do what we've always done? In most scenarios, the results will almost certainly be less than previous. That's because, using the Ford example, if you don't adapt, you die – or, at least, become less relevant. From this base, we then determine the shortfall required to achieve our targeted success. Innovative thinking helps in solving this, but it's more important to determine what our clients may require from us, where and when. This information helps us develop the strategic plan for marketing and successful sales.

Through implementing the above framework into our planning, we managed to grow our order book volume from 85 000m³ to 195 000m³, while still growing our average selling price to a very healthy rate. At the same time, we've seen our competitors decrease their average selling prices in order to compensate for "market trends".

Our outlook for the current year couldn't have been more in contradiction to the current economic environment. While we must be clear that we don't ignore the indicators, we simply refuse to let them dictate our success. Our current departmental success is due to our rigid disciplined structure in planning combined with our flexible approach to execution; in knowing what we want to achieve and in determining the best possible way of achieving it.

Let's stay relevant and continuously add value to all who want to do business with us.

STRUCTURE FOLLOWS STRATEGY AT SA BLOCK

BY RUAN SMIT, OPERATIONAL MANAGER - SA BLOCK

Joining an exceptional team like SA Block has been an incredible experience. The responsibility change in March 2016 was a big challenge for both operational teams, SA Block and Clinker Supplies. The brick-making operation alone can generate a lot of challenges, especially with 320 employees on one site producing a million bricks per day. The operation consists of 11 in-house manufactured block machines supplying 35% of the greater Gauteng market. We're the primary and preferred brick supplier in the construction industry, which includes cement stock brick manufacture, and maxi-brick and hollow block supplies.

To meet the stakeholder needs (internally and externally) and keep in line with the Operational Strategy focusing on both production and employees, the scope of SA Block always involves an on-going monitoring process. The biggest challenge currently is the market, which has had a major impact on our country. SA Block is a volume-driven business and we're in the process of looking at a marketing strategy to gain more customers and improve our volumes over the weighbridge.



One of the main objectives this year is to focus on training and developing employees. It's also very important to lead by example and motivate people to stay focused and engaged.

Our focus areas

- > Safety – DIFR target
- > Client satisfaction
- > Building relationships with internal and external stakeholders
- > Improved production



In line with the current market, we implemented systems to monitor and manage our operational costs. Cement is a huge driving force in the brick-making process and can make or break the business. By doing this, we also picked up on things like drinking-water usage and breakages from the brick plants to the parcelling area. The management team of SA Block always plan, organise, lead and put control systems in place and, with good management skills, get things done through the people in the organisation.

'DON'T
LIMIT YOUR
CHALLENGES,
CHALLENGE
YOUR
LIMITS'



One of the main priorities in the next 12 months is to drop our DIFR number down to zero. We stop production once a week on Thursdays to do Toolbox Talks with regards all the block machines, and the safety team meet once a month to discuss safety issues. In doing so, we build and strengthen the safety culture at SA Block. Above all, SA Block will always be a team focusing on both the employees and the progress of the company.

DIVISIONAL MATTERS

OUR VALUES JOURNEY – AN INFRASORS INITIATIVE

SUBMITTED BY CHANTAL VILJOEN, INFRASORS



Values are the foundation of our culture and as we all know by now, “culture will eat strategy for breakfast”.

This famous quote was penned by the writer, management consultant and business visionary Peter Drucker, who knew a thing or two!

With this in mind, we decided to create awareness of cultural values, specifically:

- > What values are, and how they influence our attitudes, behaviour and ultimately our relationships
- > The Afrimat values and how we can all apply them to our day-to-day lives so that they come to life and build our cultural foundation, Talk2Us, an organisation which specialises in engagement with the chosen partners. Their approach is unique and highly interactive.

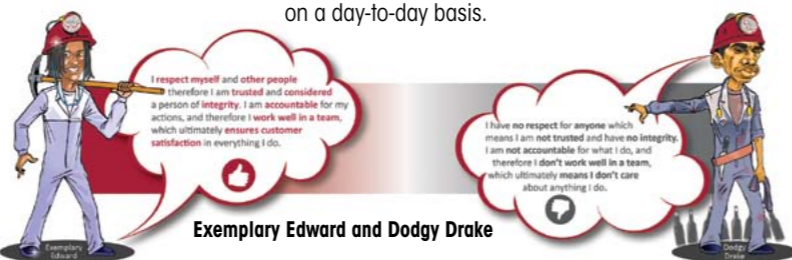
The journey

Making sure that production wasn't compromised and having sessions in which people can share their thoughts on our values and participate in building a behaviour guideline demanded a fair amount of sacrifice from everyone – coming in earlier to start their shift, leaving later, organising and communicating. Yet this journey was embraced by all and we can only thank everyone involved.

The process

We chose to tackle three values first – respect, trust and integrity – followed by accountability, team work and customer satisfaction. Everyone participated in identifying who they respected, trusted and believed had integrity. This was followed by them generating actions that demonstrate how they'll live these values. Everyone committed to doing one thing to live the first three values and to demonstrate their commitment with a sticker on their hardhat.

'EVERYONE PARTICIPATED IN IDENTIFYING WHO THEY RESPECTED, TRUSTED AND BELIEVED HAD INTEGRITY!'



The second half of the journey followed a similar format with a game on customer satisfaction being the focus of the session. This game was followed by a group discussion on key insights made during the game, like:

- Internal people are also customers
- If you don't take accountability for your part of the process, everyone runs the risk of failing
- Communicating with each other and the customer is vital to achieving customer satisfaction.

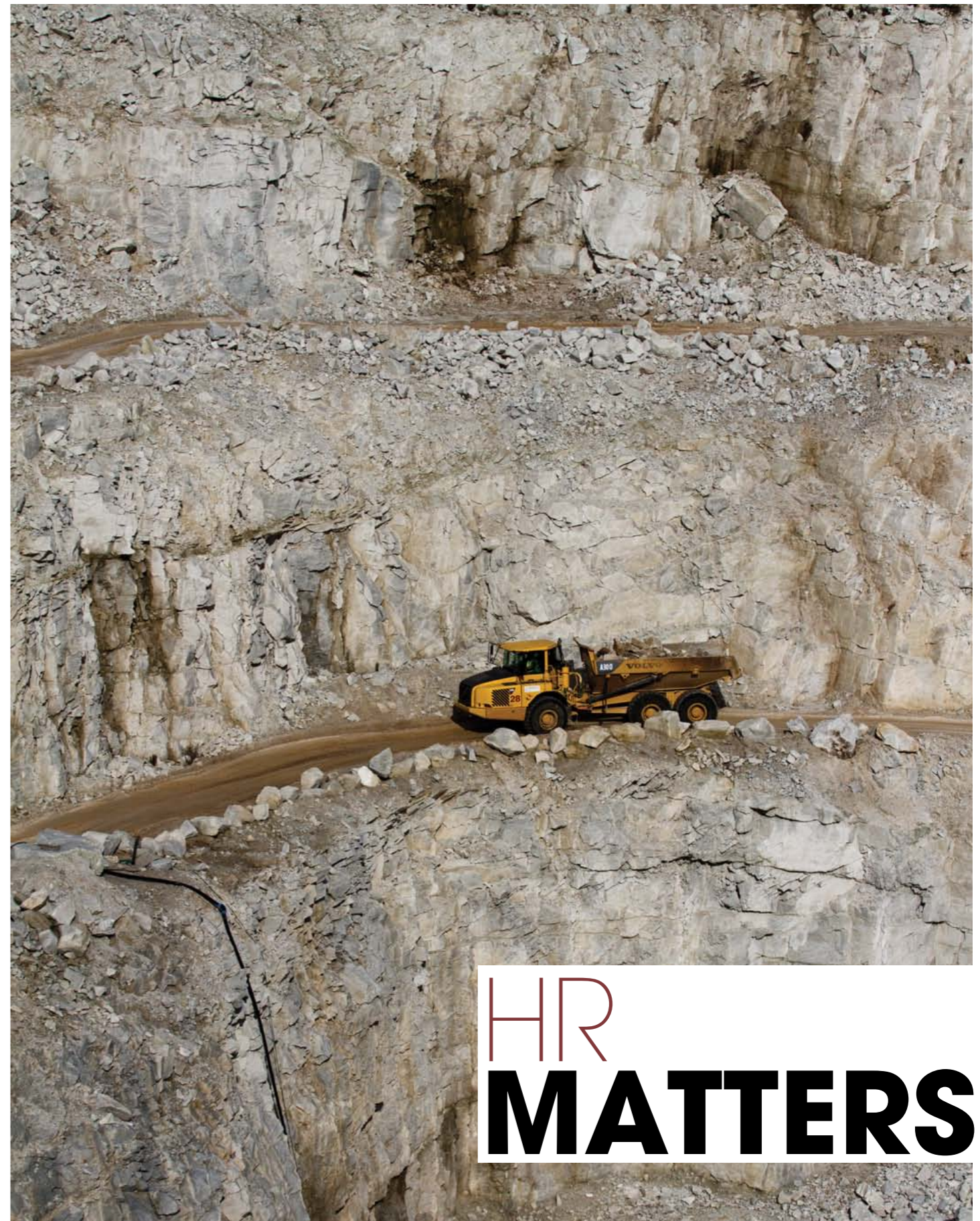
The end result

Once all the sessions were completed, the teams crafted two sentences. One sentence demonstrated how the values are intertwined and dependent on one another, and another demonstrated that if you don't live one value, it has a knock-on effect and prohibits you from living the others.

These two sentences were delivered by two fictional characters, Exemplary Edward and Dodgy Drake. These characters will live on in the lives of all those at Lyttelton, Marble Hall and Delf as a reminder that our values are what hold us together and give us the competitive edge.

The output

We have taken all the do's and don'ts extracted from the sessions, summarised them to into six points and developed a pocket hand-out for all our staff to remember our values and how to live them on a day-to-day basis.



HR MATTERS

Afrimat at the Argus

Some brave Afrimat employees participated in this year's Cape Town Cycle Tour, commonly known as The Argus, which took place on 6 March 2016. They share their thoughts on the experience...

Andries van Heerden, Chief Executive Officer

'Lag-lag op pad na die eindpunt.'



Gert Coffee, Executive Director

'Wat n voorreg vir Gert Coffee om saam met sy seun, Jannie, oor die eindstreep te ry.'

Johan Burger, Quality Manager – Worcester Lab

'Hierdie jaar was my 20ste Argus agtereenvolgend gewees. My tyd was 4:39.32 in 1996, en 4:57.43 in 2016. Ek sien uit na my 21ste volgende jaar.'



Wilhelm Nel, Regional Manager – Aggregates, Western Cape

'Dit was my eerste Argus en dit was tough, maar ek sal dit definitief weer doen!'

Malcolm Knipe, Sales Manager – Aggregates, Western Cape

'I started cycling on a "Hypermarket mountain bike" in various fun rides around the Cape Town area for about three years before attempting my first Argus in 1995. Last year, I completed my 21st Argus and rode my 22nd this year. My earlier finishing times used to be under the four-hour mark, but with age catching up, nowadays 4.5 hours seems to be the best I can attain. Although I still do road riding, I prefer off-road on my mountain bike as it's safer and we have some great mountain bike trails around the Tygerberg Hills area, which makes for pleasant weekend riding.'



Bevin Cornelius, Key Accounts Manager – Aggregates, Western Cape

'This started out as one of the items on my bucket list. Well, I've now done my fifth Argus and as long as I'm alive, I plan to do it every year, despite the sweat and sore bum. It's such an amazing race and you get goosebumps when you're cheered on by the supporters.'



Juanita Davids, Business Systems Support Manager – ITBS

'I started cycling at end of 2008 and decided to do the Argus, thinking: How difficult can it be? I completed my first one in 2009, under the worst conditions in Argus history. Now I've completed my eighth one. I plan on getting my tenth, and I'll carry on till I'm dead. Guess only then there'll be no more Argus tours for me!'

Adriaan Lategan, PAM Lead – Mobile Equipment

'Dit was 'n pragtige dag in die mooie Kaap en wat 'n voorreg was dit om in amper perfekte toestande my 14de Cape Cycle Tour te kon voltooi.'

CAUGHT IN THE ACT...

...of doing something right: A neurobiological approach to high-performance management.

BY MICHAEL MCINTOSH, 21 TRIANGLES BEHAVIOURAL MANAGEMENT AND HR CONSULTANTS

There's no shortage of theories on how to manage and lead. Every day delivers new insights from the famous, talented or deceased. But how can we enact good management on a daily, hands-on basis – and, as importantly, why? It turns out there's genuine science to this question, and if we understand and apply some basic neurobiological principles, the gap between mediocre and high performance becomes bridgeable quite quickly. Here's why and how:

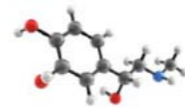
Adrenaline

A good place to start is with three naturally occurring chemicals that our bodies produce instantly and one that takes a few moments more to generate but lasts a lot longer. The first two are pretty good – epinephrine (adrenaline) and norepinephrine (noradrenaline) work together to prepare and mobilise the body for action. Increasing blood flow, attention and concentration, they help to sharpen the mind, improving task focus while blocking out, at least to some extent, distractions such as sounds, pain, fatigue and so on. In practise, they allow me to achieve a state of highly productive flow in my work while not hearing a single track on the CD that's playing in the background. They also give me the energy to finish a cycling or kayaking trip without much discomfort, whereas a short while later, when their effects subside, my body complains in the most vociferous terms about the harsh punishment it has just endured.

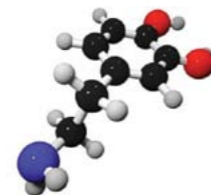
Dopamine

In a professional context, these two hormones are important for motivating us to tackle challenging tasks, providing the energy and focus to perform them to a high standard. Ideally, they are accompanied by dopamine, the chemical that makes us feel good by triggering our internal reward systems, giving us a natural high, increasing positive feelings, optimism, camaraderie and sociability while reducing fear sensitivity and (some) inhibitions. Dopamine is a key ingredient in fostering our social drives and behaviour.

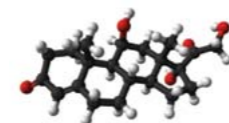
'DOPAMINE IS A KEY INGREDIENT IN FOSTERING OUR SOCIAL DRIVES AND BEHAVIOUR.'



Adrenaline



Dopamine



Cortisol

If you have ever enjoyed the feeling of having achieved something difficult, whether related to a sporting or work achievement, that's dopamine doing its thing – and it can be even better if you were a part of a close-knit team at the time. Our intrinsic desire for those addictive dopamine pleasure dumps means that, unless fear of failure or embarrassment is stronger, we continually seek new challenges and greater achievements, finding, despite the difficulties involved, them to be more stimulating than the uninspiring predictability of repeating the things we've done many times before. Together, the focus and energy provided by epinephrine and norepinephrine allow us to perform at a higher level, and if we take a positive view to those challenges, dopamine is likely to be present throughout as well. It's a naturally occurring behaviour-shaping system that lives within all of us.

Cortisol

To mess up this massively enjoyable party, the fourth guest is cortisol – commonly known as the stress hormone. Cortisol responds to danger, just as epinephrine and norepinephrine do, but its role is to protect and repair us. Taking a little longer to take effect, it helps us to be more alert to potential sources of danger, reducing our optimism, appetite for risk and sociability. Amongst other things, cortisol also prepares parts of the circulatory system for repair after the physical exertion that used to be an appropriate response to most causes of fear and danger. In a modern context, the chronic exposure to cortisol that results from sustained high levels of mental stress has been shown to be damaging to physical and mental health, increasing illness in both frequency and severity, and reducing quality and length of life. And whereas dopamine often lasts for two to four hours, cortisol can last up to 24 hours – or even longer, for instance when prolonged dwelling on negativity extends its influence.

Brain chemistry and fairness

Research shows that, possibly due to the power and longevity of the danger-sensitive cortisol in comparison to the pleasure-rewarding but short-lived effects of dopamine, employees need to feel they receive around five genuine compliments for every piece of negative feedback to create a balance where they feel fairly treated. To give you an idea of how commonly that ratio occurs, in exactly zero of the organisations I've been engaged by has this balance been achieved prior to me working with them.

Management practice

How does this inform management practice? The first thing is to understand that meaningful challenges provide motivation, energy and connection. This means that if managers want their teams to do "more" or "better", they had better feel challenged – preferably by something that connects with their own values and interests, furthers their own development and success, and that they see as worthwhile socially.

As the neuroscience showed us, raising the bar on challenges also raises the bar on motivation and intrinsic reward – on the basis that employees feel empowered, competent, supported and sincerely appreciated for taking on that challenge and achieving those new goals. This is contrary to the view of some managers who hesitate to ask for "more" for fear that team members will be displeased, or whose demands for "more" are met with active or passive resistance. But in most cases this lack of employee task engagement is an artificial construct – most people want to do great things and feel great about what they achieve in a field that is of interest to them while feeling they are making a contribution to something worthwhile – it's why most people choose their jobs, careers and hobbies. It's also why, every year, people may perform volunteer work for no financial reward. (If those intrinsic connections appear to be absent from an employee's normal habits, it may be useful to view the employee within the

workplace systemic context, rather than simplistically on his or her own.)

It also suggests that managers need to be aware of how their own natural danger-aversion instincts are holding them, and their teams back, as evolution taught them to: A million years ago those who recognised danger and reacted fastest survived, and so in an environment where we were just another item on the menu, our ancestors evolved to be sensitive to danger as their highest priority – a natural behavioural trait that remains today, often manifesting itself as fear or anxiety (fear of the future), despite the absence of such predatory threats. As a part of this sensitivity, we are very good at ignoring the normal, instead spotting the exceptional, with dangerous exceptions prioritised over pleasurable ones.

In a work context, this means that conscientious managers are alert to problems, mistakes, conflict and anything else "bad" (or their potential), and react according to their own perceptions, biases and habits around dealing with that kind of threat. This is nothing for those in supervisory roles to be ashamed of; it's simply a lifetime of learning and a few million years of evolutionary instinct in practice – nothing could be more natural.

Most managers, when not overly burdened with stressful concerns, also notice exceptionally good things, reacting with praise and sincere appreciation. But with the stronger influence of cortisol arising from the negatives, the overall impact is to create an environment where positives feel outnumbered and outweighed by negatives, commonly leaving employees feeling stressed about their work, unappreciated and, if part of a prolonged pattern, disengaged.

The fix, however, is amazingly simple. As a for-instance, let's assume that an employee has performed six tasks on a particular day. One of them was executed very well, one unacceptably poorly and the other four of them unremarkably average. On the assumption that the four average performances were to a standard of proficiency that was perfectly acceptable, then surely the employee should not only be recognised for the single exceptional performance

'AS THE NEUROSCIENCE SHOWED US, RAISING THE BAR ON CHALLENGES ALSO RAISES THE BAR ON MOTIVATION AND INTRINSIC REWARD.'

HR MATTERS

but, albeit to a lesser extent, all four of the “average” outcomes as well. If we now add in the single poor performance, as long as the manager ensures that all six pieces of feedback are honest, sincere and consistent, and that the five good achievements aren’t dismissed in time or appreciation on the way to an intense focus on only the poor outcome, an ideal feedback ratio is automatically achieved.

As an example...

Consider this fairly common type of conversation:

> “That was a really good job you did with the apples, but the bananas ended up bruised and damaged – the customer’s not happy. What happened?”

(Likely to be met with a defensive, blame-shedding “not-my-fault” or situational victim response.)

The above might easily become this more collaborative, but rarer, conversation:

> “How was your day? I heard about how you solved the apple problem – how did you manage that?”

(Allow employee to share the story of success – the manager might even learn something about the problem-solving capability of the employee and/or there may be lessons for continual process improvement.)

> “I also see you managed the oranges, tomatoes, potatoes and pineapples to plan – were there any challenges?” (Allow employee to be and feel heard and appreciated again.)

> “And I heard from the customer that there was a difficulty with the bananas – what was your take on that?”

(Allow employee to lead discussion on the problem and suggest own improvements, with manager acting as a collaborative supporter for the employee’s efforts to correct his or her own performance without avoiding the problem or lowering expectations.)

The bonus

With this “fairer” feedback practice as a normal, everyday management habit, employees are more likely to perform most tasks well, raising the bar on “average” due to the “addiction” to the dopamine rush of positive feedback. Employees are also more likely to volunteer problems rather than wait to have

them brought up, feeling that it’s safe to do so in the prevalent “fair” environment.

In fostering this behaviour, it is apparent that the good feelings (dopamine) from the trusting and positive conversation and relationship (learned reward from this management practice) are preferable to the stress (cortisol) of attempting to hide, minimise, blame or avoid (learned coping mechanism from other life experiences). Through repeated application as a result of management habit, these universal, powerful, chemically-fuelled neurobiological rewards and penalties teach either problem-avoidance or challenge-seeking as default behaviour for employees, with a good chance that, if widely practised, they will also shape the dominant organisational culture.

As an extra bonus, there’s another dimension to this study of chemical cocktails – the effect on the manager. It turns out the very same chemicals are released into the brain of the feedback giver as the receiver – meaning that managers who look for good news and sincerely compliment and support others more often are also more likely to be more motivated, more engaged, more responsible and more satisfied with their work and professional relationships. And with employees who are more proactive about fearlessly identifying and solving problems, there is every chance the actual number of problems managers have to deal with will reduce over time – turning perceptions into aspirational behaviour and a new normality.

So it seems that the manager who catches people in the act of doing something right is also doing the same for themselves, with the same powerfully positive benefits. And that’s not just my opinion – it’s our neurobiology.

© Michael McIntosh April 2016

SOURCE: Submitted by Anton Gerber, Human Resources General Manager; sourced from McIntosh, M. 2016. Caught in the act. [Online]. Available at: <https://www.21triangles.com/Blog/caught-in-the-act-of-doing-something-right-a-neurobiological-approach-to-high-performance-management/>

‘AS AN EXTRA
BONUS,
THERE’S
ANOTHER
DIMENSION
TO THIS STUDY
OF CHEMICAL
COCKTAILS –
THE EFFECT ON
THE MANAGER.’

AFRIMATTERS BRAG BOARD

Bevin Cornelius has set up the Afrimatters Brag Board to provide a space that allows us to give ourselves a pat on the back for going the extra mile.

This year the SOS Department (Sales, Orders and Service) collectively came up with an internal motto: “You’re in good hands... Great Service. Happy Customers.” It ties in with our broader Afrimat values.

Comments like the ones below prove that we work as Afrimat ambassadors and uphold our values and motto daily. Thanks must go to Liesl Diedericks and Marlene De Castro, especially, for promoting these values and the department’s motto.

We believe in teamwork between departments to ensure great customer satisfaction. We trust each other, respect each other’s areas of operations and take full accountability for our own actions. Each encounter with our internal and external customers is handled with integrity.

I challenge you to forward me any positive feedback you’ve received from customers, so we can publish it in Afrimatters under our “brag board” column.

– *Bevin Cornelius, Key Accounts Manager – Aggregates, Western Cape*

From: Emilia Tagliaferri
[mailto:rejuvenated.gardens@outlook.com]

Sent: 26 April 2016 11:34:AM

To: bevin.cornelius@afriamt.co.za

Subject: Liesl

Bevin, I would like to commend you on the calibre of staff you have employed. Dealing with Liesl has been an absolute pleasure: she is prompt, helpful and I can change my mind 29 times and she still accommodates me. Please “give that woman a Bells”.

From: Reception [mailto:reception@rokcivils.co.za]

Sent: 20 April 2016 11:57 AM

To: Marlene Decastro

Subject: RE: Quote - 00085326

Dankie baie, en dankie ook vir julle goeie diens daar by Afrimat orders & tender department.



From left: Liesl Diedericks, Bevin Cornelius, Marlene De Castro

From: Herman Roux [mailto:herman@kwandacivils.co.za]

Sent: 16 March 2016 04:02:PM

To: Wilhelm Nel

Cc: bevan.cornelius@afriamt.co.za; Grant Cupido; mike.coad@afriamt.co.za; Deon Uys; Marshall Arendse; lientjie@afriamt.co.za

Subject: RCL Foods Projek Worcester

Beste Wilhelm,

Graag wil ek met hierdie skywe jou bedank vir die hulp wat julle aan my verleen het om die RCL Projek te maak werk. Dit is min dat jy groot firmas kry waar ALMAL so lojaal is om n klein kontrakteurtjie soos ek se hand te vat en te help deur n projek.

Dit het by jou en Deon begin om die beplanning te doen vir vergruising.

Grand en Mike met produksie.

Bevan en Marshall wat ingeklim het en gehelp het met verhoging van krediet limiet en al die nagmerries rondom dit. Deon wat op n kol my terrein laat lyk het na n “Groot Haw & Ingles” site met al die trokke wat produk aflewer en op kort kennisgewing, volumes verhoog en nooit was daar genoem van “jammer ek kan nie”; hulle het dit maak werk.

Aan julle almal wil ek uit my hart BAIE DANKIE sê, julle is ware ambassadeurs vir Afrimat.



Q&A with Katarien Deysel, MBA

The Group Manager: SHEQ, received her MBA from the University of Stellenbosch in March, which she did as a three-part modular course from 2013 to 2015.

Why the MBA?

The MBA (Master of Business Administration) is an internationally recognised and geographically portable post-graduate, post-experience academic course that covers a number of subjects that together constitute the science of management.

The challenges of the 21st century place a high premium on upgrading skills and qualifications in order to meet the demands set by companies, customers and the environment that managers operate in.

What are the management areas covered?

Functional areas of management comprise: Human Resource Management, Operations Management, Marketing Management, Information Management, Financial Management, Strategic Management and Organisational Behaviour. At the end of my MBA programme, I emerged with an upper-level knowledge of functional managerial and business issues as well as new conceptual skills that make me better ready to meet the demands set by the competitive business environment.

However, in addition to developing strong technical skills, today's managers must be able to influence people, interact with a broad spectrum of colleagues, customers and suppliers; and negotiate with individuals from all walks of life. They must know how their company relates to competitors in both the micro and macro business environments.



Left: Mariette, Hanrick and little Liam Swart. Above: Marco Bekker showed his excellent baby-sitting skills when Mariette came to visit with Liam.

Hip hooray!

Congratulations to Mariette Swart, Group Accountant, and her husband Hanrick, who welcomed their firstborn, Liam, into the world on 19 February 2016. We're sure he will bring you lots of happiness.



Ntombokwazani Kalpens promoted to Plant Operator

Congratulations to Ntombokwazani, who started at Palmiet Quarry in February 2011 as a Cleaner. She was evaluated and proved competent as a Plant Operator on 29 March 2016.

Ntombokwazani says "I'm grateful for the opportunity and for the guidance and support. I will do my best to never disappoint, and am willing to keep on learning."

–Solly Potgieter, quarry manager at Palmiet Quarry

Long Service Awards

We at the S&P Engineering and Maintenance Division recently had the pleasure of handing out some Long Service Awards.

What makes these ones so remarkable is the years' service these employees have devoted to our company, which show true loyalty and commitment.

40 Years of service: Mackson Maluleke

35 Years of service: James Baloyi

20 Years of service: Peter Letwaba, Amos Mbatha

Congratulations and thank you from all of us. Your experience, commitment and loyalty is much appreciated.

–Pieter Stapelberg, Workshop Manager – SA BLOCK & CLINKER SUPPLIES



Top left: Pieter Stapelberg, Mackson Maluleke, Davin Giles
Top right: Rubin Bebe, James Baloyi, Pieter Stapelberg
Above left: Pieter Stapelberg, Peter Letwaba, Davin Giles
Above right: Pieter Stapelberg, Amos Mbatha, Davin Giles

Wise words

Rubin Bebe, Human Resource Manager – SA Block and Clinker Supplies, shares reflections to get us thinking.

In the words of American author and motivational speaker Leo Buscaglia: "The purpose of life is to help others. And if you can't help them, would you at least not hurt them?"

After reading this, I started thinking about the world we live in, about the country and the employees of Afrimat. I asked myself: what is the one thing I can do to make a difference from the place I find myself in? I found the answer in the passage below, written by Ralph Marston, writer and publisher of The Daily Motivator.

Better than you found it

Leave each place you go better than you found it. Leave each person you encounter better off for having seen you. Leave each circumstance you experience better as a result of your involvement. Make each day better because of how you've lived it.

Tread lovingly, considerably and gratefully along the path of your life, and you'll find that path leading continually upwards as a result. Give of yourself at every opportunity, and those opportunities will become increasingly meaningful.

Every self-centred pursuit will eventually grow tiresome and empty. The more you expand your thoughts, your efforts and your focus beyond yourself, the more fulfilling each moment will be.

Spend time and energy in the service of things bigger than yourself. Not only will you help to lift the world higher, you'll be lifting yourself as well, to places you never could otherwise imagine.

SOURCE: Marston, R. 2002. Better than you found it. [Online]. Available: <http://greatday.com/motivate/020531.html>

HR MATTERS



CONGRATS TO VUSI SIYAYA

Congratulations to Vusi Siyaya, the Assistant HR Officer in the KZN/Free State Region, who has successfully completed a certificate in Business Administration Services, with a specialisation in Human Resources Management.

The certificate was issued by the PC Training Business College, which is now the TVET division of the Richfield Graduate Institute of Technology. The graduation ceremony took place in Ladysmith on 7 April 2016.

–*Reginald Gwala, HR manager – KZN/Free State*

AFRIMAT AGGREGATES (KZN) PERSONNEL DECLARED COMPETENT ON THE SKILLS PROGRAMME

Congratulations to the following employees, who were declared competent after going through assessments for the Examine and Make Safe Surface Mines/Quarries Skills Programme, which took place at the Vryheid Quarry from 3 to 6 May 2016:

- William Warde** (Quarry Manager: Vryheid)
 - Derek Botha** (Plantsman: Pietermaritzburg)
 - Joseph Malefane** (Quarry Manager: Ulundi)
 - Mbuso Biyela** (Plantsman: Hluhluwe)
 - Silvester Mvinjelwa** (Quarry Manager: Dundee)
 - Hendrik Dlamini** (Safety Rep: Ulundi)
- Reginald Gwala, HR Manager – KZN/Free State*



Left to right: **Kobus Bekker** (Facilitator) and **Joseph Malefane** (Quarry Manager: Ulundi)

CONDOLENCES

Our condolences to **Mbuso Zungu** (Sales Admin Clerk at Ulundi) and his family for the sad loss of his mother, Ms Gladness Buthelezi, who passed away on Monday, 2nd of May 2016, at the age of 74 years. May GOD give them strength and fortitude to cope with their loss.



From left: **J. Koert** (HRD Officer), **S. Madliwa** (Union), **A. Sauls** (Union), **A. Marone** (HRD Administrator), **M. Kundulu** (Union) and **Willmar Jetha** (HR Officer).

Successful WSP submission

Our *Workplace Skills Plan* and *Annual Training Report* (WSP) is a compulsory company report that reports on training done and planned. It reflects the previous year and the coming year. All training done by all levels of the Afrimat workforce is captured in this report

The WSP was signed off by the Union and submitted successfully. Thanks to all involved.

– *Jacobus Koert, Officer – Human Resource Development Officer: Western Cape*



A group of employees from the ACP Branch, who were the first to complete the survey manually. They are assisted by **Reggie Gwala**, HR Manager, and **Khanyi Phakathi**, HR Intern. The session took place in the ACP Boardroom in Vryheid.

CULTURAL VALUE ASSESSMENT PROJECT, KZN/FREE STATE

The roll-out of the cultural value assessment project for employees on the wages payroll in the KZN/Free State region commenced on Wednesday 18 May 2016.

A group of employees from the ACP Branch in Vryheid was the first to complete the survey manually, as they don't have access to computers. It's envisaged that this exercise, which is driven by the HR team, will be completed by the end of July 2016.

–*Reginald Gwala, HR manager KZN/Free State*



From Left to right: **Seppie** and **Willmar Jetha**

Farewell to...

William John September (Oom Seppie), who left us after 20 years of service. It was hard to say goodbye to one of the most popular employees at Afrimat Aggregates Operations (Western Cape). Seppie started at the Tyre Store and was later promoted to the Admin Office as Driver in Worcester.

We'd like to thank Seppie for his dedicated service at Afrimat and wish him a well-deserved retirement.

– *Beanca Louw, Human Resource Administrator – Afrimat Aggregates Operations*



Delf Sand's very own Cullinan Diamond

Peter Malope was born in Leeufontein, Marble Hall, Limpopo, on 1 November 1974, and attended Ramohlakolo Senior Secondary School in Motetema.

He started working for Delf Sand in 2001 as a Washplant Operator.

Peter is passionate about his work and his dream is not only to become a qualified mechanic but also to be able to do any electrical work.

Peter's passion can be seen through his many selfless acts, which all of us at Delf Sand and Infrasors would like to thank him for. Thanks, Peter, for inspiring us to want to do more.

– *Angelique Stannard, Business Administrator – Infrasors Holdings*

Totsiens

Jenny Swanepoel het Maart 1982 by die maatskappy begin. Sy was verantwoordelik vir die totale administratiewe funksie van nege Maatskappye.

Jenny het besluit om af te tree 34 jaar later. Jenny is bekend vir haar georganiseerde werkswyse, haar lojaliteit en bekwaamheid waarmee sy haar werk nog altyd gedoen het. Sy is 'n steunpilaar en was altyd die konstante een binne baie veranderings in die Maatskappy. Haar 34 beste jare het sy gegee vir 'n maatskappy wat nou 50 jaar oud is, wat beteken dat sy "maar net nog altyd daar was". Sy vat eintlik 'n groot stuk van Aggregates se geskiedenis saam met haar wanneer sy gaan.

– *Ansa le Roux, Financial Manager – Afrimat Concrete Products*



SANI2C

Adriaan Lategan (PAM Lead – Mobile Equipment) and his wife, Charlene, completed the Sani2C three-day mountain bike race from Underberg to Scottburgh in KwaZulu-Natal, which ended on 14 May 2016.



ADMIN WORKSHOP ATTENDS A WORKSHOP

The Sales and Admin team in the KZN/Free State Region attended a hugely successful admin workshop entitled "The journey of a sale" on Saturday 14 May 2016. The workshop, which was very well attended, was held at the Ingudlane Lodge in Dundee, Northern KwaZulu-Natal.

– *Ansa le Roux, Financial Manager – Afrimat Concrete Products*

HR MATTERS

Welcomes



We would like to welcome the newest member of the Afrimat Aggregates Operations team, **Le-Zaria Arries**. She started as an Assistant Accountant on 3 May 2016 at our Worcester Office. We wish her all the best and hope she'll enjoy her journey with Afrimat.



Meet the latest person to become part of the Afrimat Concrete Products team, **Ansa le Roux**. Although she's been part of the family since 12 January 2008, as from May 2016 she now extends her knowledge from being Financial Manager in the Aggregates division to being Financial Manager in the Concrete Products division at our Vryheid Office. We wish her all the best in her new position.



We would like to welcome **Karonien Pretorius** to the Afrimat Aggregates KwaZulu-Natal team. Although she joined us back on 10 April 2012, she started as Financial Manager during May 2016 at our Vryheid Office. We wish her well and trust she will excel further in her career here in sunny KZN.

IQSA NATIONAL CONFERENCE (2016)

The Institute of Quarrying Southern Africa's Annual Conference was held at the Lord Charles Hotel in Somerset West, Cape Town, on 14 and 15 April 2016.

Members and delegates from across the country and abroad attended this auspicious gathering in order to share their experiences and achievements of the past year, as well as ideas on how to better improve quarrying in Southern Africa. Keynote speakers empowered delegates with their informative speeches.

A feature of the event was the annual awards ceremony where delegates were acknowledged for outstanding contributions to bettering and uplifting the industry. Mogamat Bailey (pictured) was awarded the Safety Manager's award for Outstanding Commitment 2015. Well done, colleague. You've made us all proud.

–Piet Swartz, Sales Consultant – Western Cape



PPC Golf Day

Die jaarlikse PPC Golf Dag het hierdie jaar plaasgevind op Westlake Golfbaan. Verskeie klieente/verskaffers was genooi om te speel en daar was ook heelwat natgate soos gewoonlik op die baan. Afrimat het ook n natgat geborg en het ook nogal oorheers met die pryse by die dinee later die aand. Behalwe vir die gure weer, was dit soos altyd n baie professionele gehanteerde golfdag.

– Malcolm Knipe, Sales Manager – Aggregates, Western Cape



Van links: Die wen-span – Steven Strauss (PPC), Malcolm Knipe (Afrimat), Hannes Strauss (Kaap Agri), Lawrence Fourie (Steff-Stocks).



Van links: Steven Strauss (PPC), Malcolm Knipe (Afrimat), Clint Wiccomb (PPC cement GM, Western Cape), Lawrence Fourie (Steff-Stocks).



Van links: Jaco van Rooyen en Piet Swartz by die Afrimat natgat.



Bossie Muller & Greg Damonze, (Afrimat RMC) Hilton du Plooy (Build-It) and George Moses (PPC)



Van links: André Hoffman (PPC), Bevin Cornelius (Afrimat), Collin Manilly (Steff-Stocks)

WHY MEASURE?

The importance of production monitoring

BY WILLIAM PENKLER, PROJECT ENGINEER

As the story goes, little Johnny came to his mommy and exclaimed with all the authority, factuality and confidence of a five-year-old,

“Mommy, I’m as TALL as Goliath!”

“Oh really?” asked his mother, looking down at him in disbelief.

“How did you manage that?”

“Look,” he said, pulling out a crumpled ribbon from his pocket. He held it to his forehead and let it hang over his nose to his toes. The ribbon barely touched the floor.

“I made my own ruler. See, I’m 10 feet tall!”

This story clearly demonstrates that without a standard, any irrefutable statement can be made. The boy’s ribbon clearly had 10 feet marked out in crayon, but the mother knew that his feet were not the true size of foot.

No person will say they do a bad job. No one will say that they are not meeting production targets. Very few of us will voluntarily place ourselves in a position where our potential to perform better (or to grow) is advertised in the public domain.

This is why we need KPIs – Key Performance Indicators. KPIs (Key Performance Targets) – if measured correctly – act like a mirror, helping to show us our reality. KPIs are objective measures that allow us to compare ourselves with others and, ultimately, help us improve and grow.

By what ribbon is Afrimat using to measure quarry performance? I once heard the following exchange at a conveyor belt:

“I’m doing 150tph!”

“How do you know that?”

“Well it looks like it!”

We often ask, how well is a plant doing? Johnny’s answer may be a confident “Fantastic!”, but to answer the question, KPIs are needed.

Tallying time

We can break up any **24-hour day** into two different time elements:

- **Closed Time** is the time that the business is closed. We don’t plan to produce anything in this time and our production crews are typically also not at work.



- **Working Time** is the time that we’re open for business, our production crews are at work and we intend to produce saleable product. It can be organised into single or multiple shifts and we generally refer to this time as **Total Shift Time**.

Total Shift Time can be further divided into the following sections:

- **Available Time** is the proportion of Total Shift Time that the plant is available to produce, meaning that it’s in a good state of repair and it can run. Available Time is calculated as Total Shift Time less all maintenance downtime – planned and unplanned.
- **Utilised Time** is the proportion of Available Time that the plant actually ran. Utilised Time is calculated as Available Time less all production stoppages, such as cleaning, blasting, pre-start meetings, inspections, etc.
- **Hit-rate** is the proportion of time that the plant actually processed material while it was running. For example, a plant running empty doesn’t clock up any Hit-Rate hours. We’re not as concerned with how many hours a plant ran, but with many of those hours it actually processed stone.

24 Hour Day					
Plant Closed	Force Majeure Stoppages	Maintenance Stoppages	Production Stoppages	Plant “ON” Running	
				Empty	Full
Total Shift time					
Available time					
Utilised Time					
Actual Production Time (Hit-rate)					

If we convert these into percentages of Total Shift Time, we get the following important KPIs:

- **Availability %** (the proportion of Total Shift Time that the plant is available for production)
- **Utilisation %** (the proportion of available time that we use to run the plant)
- **Hit-rate %** (the proportion of running time in which the plant actually produces)

Multiplying the above KPIs with one another yields another important KPI: the Overall Equipment Efficiency (or OEE) of a quarry. The OEE % indicates what percentage of Total Shift Time is converted into actual production time.

Let’s bring in the production element:

- Production is measured by a calibrated belt scale. Counting dumper loads is always a good Plan B, but can be very inaccurate. That’s why we weigh a truck of stone and don’t sell it by a guess. The belt scale gives us an accurate ton-per-hour rate and total tons produced for the day.
- By comparing the actual production with the plant targets, we get the last KPI: Overall Plant Performance (or OPP). The OPP% tells us to what extent a plant is realising its potential.

Target-setting

The target OEE is 72.7% and the target OPP is 100%. Simply stated: We want to convert 72.7% of all Shift Time into actual production time and we want to realise 100% of each plant’s potential.

The OEE target may be a strange number, but it’s powerful: The closer we get to this number, the more profitable the business. Improving efficiency means working smarter and normally doesn’t cost a cent. If we work smart and use time productively, the tons are almost “automatically” put on the ground.

An OEE of 72.7% allows 15% time per shift for maintenance, 10% time per shift for production stoppages (mealtimes, pre-shift meetings and inspections, etc.) and 5% time for the plant to idle without material. These are realistic goals and I trust that each employee will help us achieve this world-class standard.

Helicopter view

Taking a helicopter view of all our operating quarries, Afrimat is currently sitting at an OEE of 58.3% and an OPP of 80.0% (at April 2016). Imagine what the Afrimat bottom line will look like once we achieve the target levels of 72.7% OEE and 100% OPP.

A system of measuring has and always will be necessary. Ask Johnny what his mommy finally told him: “You can’t measure yourself with your own measuring tape!” Afrimat’s measuring tape for production performance is the OEE and OPP system.

Now tell me, how’s your plant performing?

Happy measuring.



‘PRODUCTION IS MEASURED BY A CALIBRATED BELT SCALE. COUNTING DUMPER LOADS IS ALWAYS A GOOD PLAN B, BUT CAN BE VERY INACCURATE.’



Training TMM learners

As part of our Social and Labour Plan, we were pleased to offer a group of dynamic unemployed youth from surrounding areas an opportunity to learn some skills and be exposed to different operating machines through extensive training, which was held from 1 February to 30 April 2016.

All the four youths who participated were found to be competent in all areas, and we’re pleased to say we’ve employed one learner on a temporary basis.

Thank you to everyone involved. We wish all the learners the very best in their future careers.

– **Florence Sithole, Glen Douglas**
Human Resources Development Officer



From left: Supervisor Siph Mangelo, Nkosinathi Ntuli, Junior Ramushu, mentor Andre Maree, supervisor Jeffrey Baloyi, Naledi Mkhuma and Zandile Sibiya

HR MATTERS

SIX REASONS WHY TRAINING PAYS OFF

Every business with a payroll in excess of R500 000 pays a skills development levy to the government for each employee and can claim back a portion of that amount in the form of training grants. Why leave that money on the table when you can use it to improve the performance of your workforce? Here are some of the ways that an investment in training pays off.

1. Improve employee performance. The most obvious reason to invest in training employees is that it will help them to become more efficient, productive, effective and informed.

Depending on the training, they'll be able to answer technical questions from customers without asking a colleague; they'll be more skilled and hence faster at doing their work; and they'll be better equipped to make good decisions, or able to add new tasks and duties to their job description.

2. Retain talent and boost company morale. Most employees want to feel valued. Giving them possibilities for self-improvement is one of the best ways you can show you appreciate their talents and hard work. Offering the right training opportunities helps you to retain your best talent and improve morale throughout your organisation.

3. Better customer service. One of the best reasons for investing in training and development is the halo effect it will have for customer service. Not only does training equip your people with skills and knowledge to enable them to do their jobs better, it also improves their job satisfaction. Happy employees usually mean happy customers.

Whether you're training your people to use your systems more effectively, educating them in ethics or law, or helping them develop softer skills such as negotiation and sales techniques, your customers will benefit.

4. Comply with rules and regulations. There are two aspects to consider here. The first of these is that staff may need to be trained in the laws and industry regulations that govern your business so that they can comply. For example, the company's consumer-facing staff might need to understand what the Consumer Protection Act says about customer service, while the payroll team will need constant training to keep ahead of a changing tax environment.

The only thing worse than training employees and losing them



is to not train them and keep them.

-Zig Ziglar

Ziglar.com

The other point to consider is how training and development can help you comply with employment equity and Black Economic Empowerment codes. A good training and development programme can help you build a representative workforce that meets the needs of these laws and regulations.

5. Create career paths and succession plans.

Your employees want to feel as though there's a roadmap for their future with your business. By mapping out a training and development programme for them spanning a couple of years, you can help them to plan their career.

Taking this medium-term view of career development for your staff will also help you to create succession plans for key roles in the organisation. Thus, you'll be in a good position to promote from inside the company when a key person leaves or moves up the ladder.

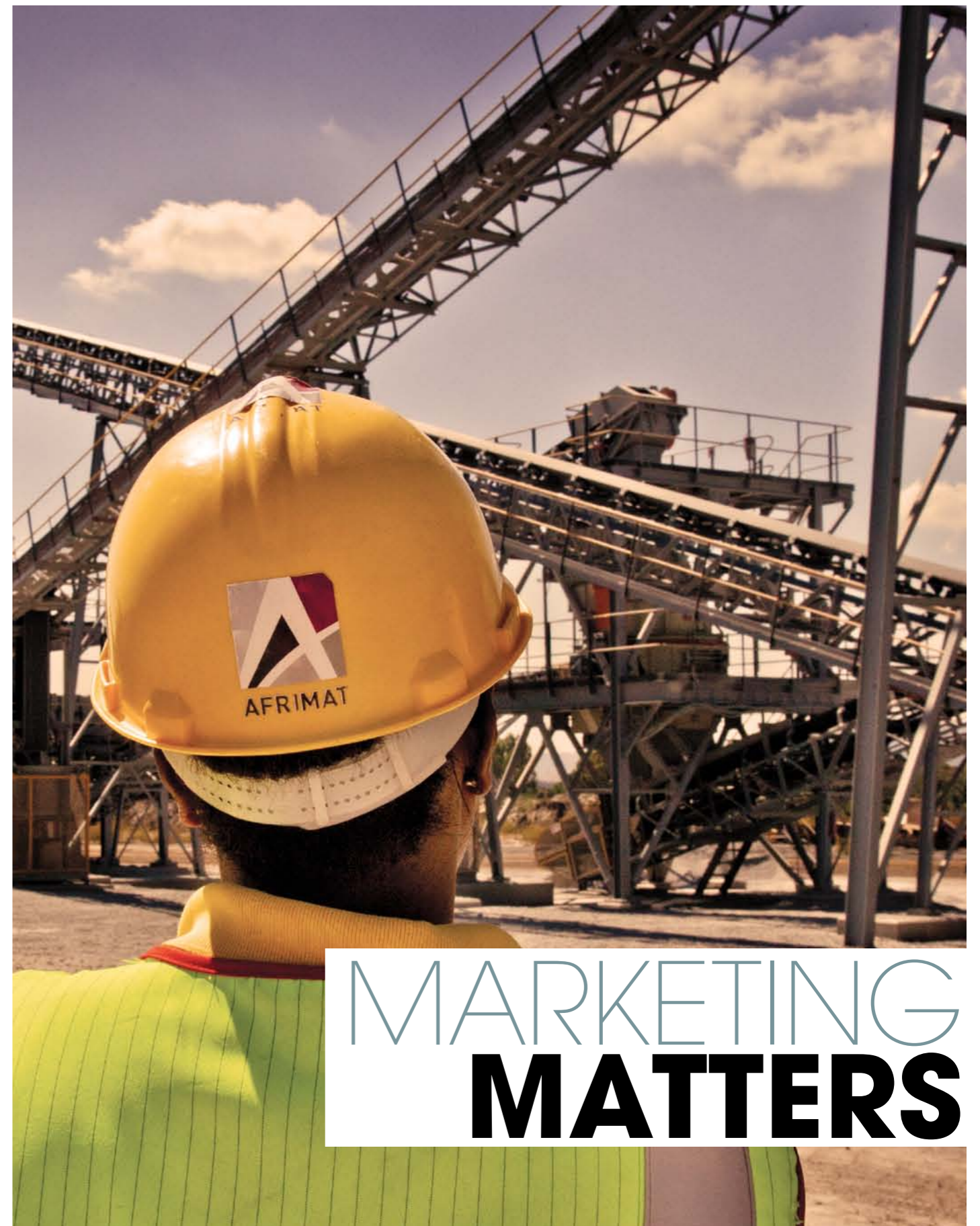
6. Ensure company-wide consistency. Most employees have some gaps in their skills base, experience and knowledge.

The more proactive ones will go out and find training and mentoring to close these gaps. Other will rely on colleagues to help them complete certain tasks. Either way, the result is inconsistent performance.

A good training strategy will help harmonise your skills base so that employees can fill in for each other when necessary or work on their own without constant supervision. A structured programme will ensure that each employee has a consistent approach and set of skills to draw from.

– *Supplied by Jacobus Koert, Human Resource Development Officer – Western Cape*

Source: Swanepoel, S. 2015. Invest in training your employees – 6 ways it will pay off for your business. [Online]. Available: <http://ventureburn.com/2015/12/invest-training-employees-6-ways-will-pay-business/>



MARKETING MATTERS

THE ROLE OF SELLING

BY HYLTON HALE, GROUP MARKETING MANAGER

During the last couple of months, our Marketing and Skills Development teams have embarked on a roadshow showcasing, and reminding us of, the professional skill of selling. Don't be confused between selling and marketing. While they are related, there's a distinct difference between the two skills. Compare the differing summaries of the two professions below.

Marketing

It involves a mix of business activities, and can include activities such as the developing, branding and designing of a product or service. This often involves doing research on the target customer base, in order to adapt the design of the product or service to meet their habits and needs.

As an overall process, marketing is a tool that helps build a business. It tracks strategies for developing the product/service benefits, ensuring proper pricing and assessing the likely performance of the service or product.

Marketing may encompass media planning and advertising strategies to market the product to the target market, as well as research into public perception on the brand, product or service.

Selling

The process of selling is somewhat more specific than marketing. Professional sales people require a large amount of experience, product knowledge, and social and persuasion skills.

Sales involve the exchange of money for goods or services from a certain company. Since more sales bring more profit to a company, companies are always looking to increase their sales. Salespeople convert leads into actual orders and purchases.

Here's more on the profession of sales, explained by lecturer Mark Berger, in his Street Smart

Selling Skills course: In general, selling is not really regarded as a profession. You can't study selling in any great depth at most universities. You cannot get a higher degree, masters, or honours in selling. You can study to become a doctor, lawyer, engineer, architect or accountant but you will need to study for anywhere between four to seven years. Most salespeople get only a few days of training – sometimes a couple of weeks, but rarely months or years.

Therefore selling is by far the most under-trained of all the professions. Most salespeople get given way too little sales training. Often only very basic training is given by a company, usually covering the technical product features, pricelist, payment terms, potential customers and sales targets. Then they are sent as soon as possible out to go and sell. And they try their best to succeed. They may be blessed with good people skills and have a healthy dose of self-confidence. Perhaps they have inherently good communication skills. But the reality is that many salespeople learn how to sell by learning through experience – by getting things wrong, banging their heads, making mistakes and losing potential deals. As a result, selling is often not taken seriously as a profession.

Selling is a noble profession

I believe that selling is up there with the top professions on earth. Professional salespeople are as important as the likes of doctors, lawyers, accountants, architects, plumbers, electricians, psychologists and engineers.

But selling seldom gets the credit it's due. It's often criticised, misunderstood and underrated. As a result, many salespeople feel undermined and unappreciated – yet they're expected to sit face to face with CEOs, business owners, senior managers, buyers and accountants, who may have years of

study and experience behind them, and not feel intimidated. They're expected to negotiate on an equal footing with their customers, some of whom have tertiary degrees, fancy job titles, years of negotiating experience and six-figure incomes.

The reality is that a salesperson may have to enter their profession armed with only the bare minimum of basic product knowledge, a pricelist and a phone book or customer database. A lucky few may be fortunate enough to receive some basic selling-skills training, an admin or customer record system, some industry expertise and perhaps some on-the-job coaching. However, in most cases the company wants them to get out there as soon as possible to bring home the BIG bucks! This is because a company is 100% dependent upon its sales force for its cash-flow revenue.

'TOP SALESPeOPLE HAVE CHANGED THE WORLD - A CASE IN POINT IS RICHARD BRANSON.'

Top salespeople have changed the world - a case in point is Richard Branson. In fact, anyone who ever made a meaningful difference to this world used selling to some degree. Even doctors, dentists and lawyers, who study for years to learn their craft, have to market and sell their services in order to secure patients and clients.

At Afrimat, we recognise the value of effective sales skills, which include good customer service, making the correct decisions during negotiations, ensuring a win-win situation and becoming a trusted advisor. Effectively, everyone at Afrimat who comes into contact with our customers has become a salesperson by proxy (especially when providing customer service); this includes our truck drivers, despatch, debtors, product quality control and operational personnel. We should all learn to improve our own selling skills, to help Afrimat, and even the world.

Sources: Definitions adapted from www.wikidifference.com

MEET ROCKY, AFRIMAT'S MASCOT

Rocky is the Afrimat family's newest friend. Like all of us, he has an important role to play: his job is to remind us of our responsibilities to ourselves and to others. These responsibilities include our safety on site, our commitment to our customers and our promise to report any form of fraud or wrongdoing.

During the next few months, we'll be rolling out posters with some of Rocky's key messages. Keep an eye out for them.

– Hylton Hale, Group Marketing Manager



MARKETING MATTERS

CREATING VISIBILITY

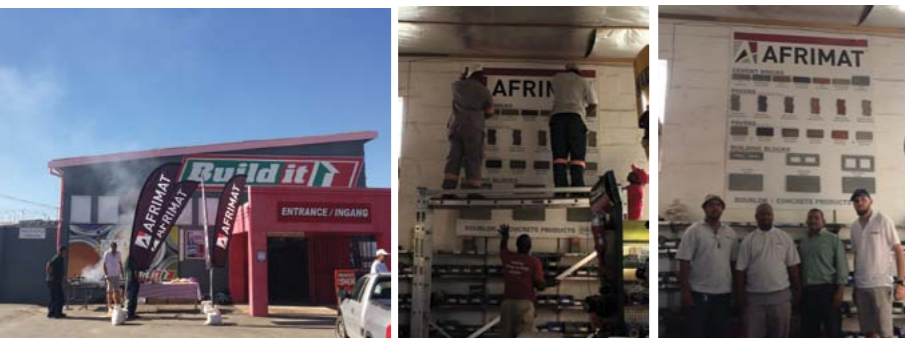
Boshoff Muller, Regional Sales and Marketing Manager for Afrimat Concrete Products, reports back on the Boland marketing campaign.

In 2016 we kicked off our marketing campaign with Boublok. As we had a limited marketing budget, we started off with our first product display board launch at Pennypinchers, accompanied by boerewors rolls. More launches followed at some of our retail customers, such as *Build it*, *Kaap Agri*, *Vilco*, and so on. We'll be continuing our product display board launch programme at our major retailers in 2017.

We are also in the process of rebranding as Afrimat, and the new, cleaner logo can be seen on all our advertising material. We even managed (with some difficulty) to secure an advertising space next to the N1 at Worcester, where we've erected a billboard near to the Altona Village development where we're currently supplying bricks and readymix. We plan to put up similar smaller advertising boards on strategic sites where our customers are working. We've already negotiated and secured these sites – at the Worcester Mall Park across from the Mountain Mill Shopping Centre, on Rawsonville Main Road and on Ceres Main Road – and boards are currently in production at *Build it* in Robertson.

Dirk Swannepoel and his team are busy rebranding the trucks with new boards at the back of each truck trailer. Look out for the photos to follow in the next addition of *Afrimatters*. For now, take a look at the photos taken on 12 May, when we erected the new billboard.

A special thanks must go to Dirk and his team: Mpho Mafantire, Pieter Apollos, Lovemore Takawira, Chris Somlota, Ricardo Fransman, Justice Malefane, Albertus Mostert (Mossie) and Yazeed Oosthuizen for all the hard work that went into putting up the board. Thanks to Yazeed Oosthuizen, Leon de Clerk, Elliot Dyancyi and Christelle Strauss for the photos.



Left to right: Yawed Oosthuizen (Afrimat), Elliot Dyancyi (Afrimat), Geoffry October (Build It), Leon de Clerk (Afrimat)

HEALTH & SAFETY MATTERS



HEALTH & SAFETY MATTERS

THE COST OF CARELESSNESS

Have you ever done anything stupid, something that you know puts you at increased risk of injury? When you realise how stupid you were, whether you got hurt or not, do you ask yourself, Why did I do that? For your own future preservation, this is a very important question for you to answer yourself.

Approximately 20% of injuries are due to unsafe conditions and 80% are caused by unsafe acts. When you realise that most unsafe conditions are brought about by human failure, then it seems all accidents are brought about by unsafe acts. Why did you do something in an unsafe manner? To answer this, you may need to put personal defences aside and accept that the blame may lie within yourself. Also know that there may be more than one reason for your actions and others may be involved.

If you knew the proper, safe way to do the job, you can't claim ignorance. What's left, whether you like it or not, is carelessness. So what can cause you to temporarily disregard your own safety?

External pressure: Usually, this pressure comes from your direct supervisor. Disregarding safe practices is not going to save enough time to make a significant difference. However, any accident or injury is guaranteed to have an effect. As a matter of fact, when the pressure is applied, it is worthwhile to pay more attention to safety because we know, such situations frequently lead to more accidents.

Bad habits: You fail to follow the established procedure and you don't get hurt (or you were not caught) this time. Psychologically, this is a reward and so you do it again and again. But it is also playing Russian Roulette. How many times can you pull the trigger before a round is in the chamber? Sooner or later, something is going to happen, so stop pulling the trigger. Do yourself a favour and follow the established procedures.

Internal pressure: There's just so much to do and not enough time, you may think. Are you self-motivated and self-directed? Most employers love this type of individual, but your single-minded determination to get the job done may cause you to lose sight of the dangers around you. Think of it this way: you won't finish the job if you get hurt. You may finish the job if you don't get hurt, so first prevent injury. Second, work to complete the job. Make sense?



Attitude: Do you have an attitude of "This safety stuff doesn't apply to me"? Well what makes you so special? A study of mine accidents involving foremen showed that the foremen were injured when they personally failed to apply the safety standards they were to enforce. Did the fact that they were foremen protect them from injury? No. Humans are humans. Rich or poor. Black or white. Men or women. Strong or weak. Nothing in your status will protect you from injury – except following safe procedures. Remember, safety is no more than doing the job the right way, every day.

– **Mogamat Bailey, S.H.E Manager – Western Cape.**

Source: toolboxtopics.com

HEALTH & SAFETY UPDATE

While there has been a general trend of improvement in our overall occupational health and safety performance over the last few years, there's still much to be done. The significant decrease in serious injury rates in mines is due to changes in the nature of work as well as sustained improvements in achieving a safer and healthier workplace. But the evolving nature of work is generating new occupational hazards that must be dealt with, including musculoskeletal problems, stress, asthmatic and other allergic reactions.

As more emphasis is put on the human factors that impact safety and health performance, a key objective is to instil a strong safety culture in all aspects of mining. This will require, above all, better information, better management and higher ethical standards in

confronting the ever-present, ever-evolving changes within the workplace.

As a team, we've come a long way. But for us to better the way forward, each individual within our company should uphold our safety culture and break through any barriers that have stalled improvements in health and safety within our operations. While there's no single solution to ensuring safe behaviour, let's create a culture of facilitating, training, informing and participating with regards to overall worker wellbeing.

Yours in health and safety,

Katarien Deyssel, Group Manager – SHEQ

HEALTH & SAFETY MATTERS

GETTING TO KNOW THE INCIDENT PYRAMID

Many of us know about the Incident Pyramid already, but some employees may not. The Incident Pyramid, also known as the Safety Triangle, Bird's Triangle, Heinrich's Triangle or the Loss Control Triangle, refers to a ratio of 1-10-30 that's come to define many safety practices and policy developments since it was identified by Frank E. Bird, Jr in 1969, who was following up on research presented in the 1931 book *Industrial Accident Prevention* by H. W. Heinrich. This pyramid is essentially a representation of statistics about incidents of injury.



Year after year, in industry after industry, injuries statistically fall into this pyramid. Let's have a look...

Near Misses/Unsafe Acts are at the bottom of the pyramid. There are thousands of these, and they relate to things like not wearing your PPE, not performing a pre-start check, walking under conveyors, performing adjustments or changing settings on moving machinery and so on.

Next up are **Recordable Injuries**, which require more than basic first aid. The injury may require a prescription antibiotic, physical therapy, a few stitches or treatments above and beyond basic first-aid. After all the thousands of near misses and unsafe acts, sooner or later there may be an injury that requires this type of treatment.

Then there are **Life-Changing Injuries**. For every 600 recordable injuries, there will be 30 life-changing ones (5%). These injuries include amputations, major surgeries, broken bones and the like, which will change your life and possibly the lives of those who depend on you.

Finally, at the top of the pyramid is **Fatal Injury**. For every 30 life-changing injuries, there'll be one fatality.

WHAT CAUSES THESE INCIDENTS?

- > **Unsafe Acts**
account for approximately 88% of all incidents.
- > **Unsafe Conditions**
account for approximately 10% of all incidents.
- > **Acts of Providence**
account for approximately 2% of all incidents.

Let's consider examples of the above.

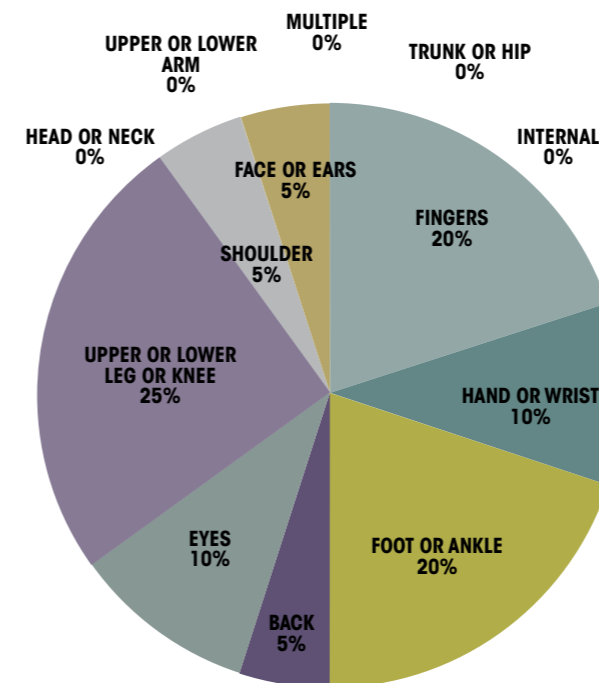
Unsafe Acts (88%) (HUMAN ERROR)	<ul style="list-style-type: none"> - Failure to use personal protective equipment. - Failure to secure machinery, tools, equipment etc. - Taking unsafe positions. - Working at an unsafe speed. - Working without authority. - Working on moving equipment. - Arranging or placing objects unsafely. - Taking chances, etc.
Unsafe Conditions (10%) (UNSAFE DEFECTIVE EQUIPMENT)	<ul style="list-style-type: none"> - Unsafe designs/construction/machinery and equipment - Inadequate/lack of machine guarding. - Defective working conditions, wet/slippery floors, high, overhanging quarry faces. - Faulty and defective electrical equipment, etc.
Act of Providence (2%) (NATURAL CAUSES)	<ul style="list-style-type: none"> - Thunderstorms - Lightning - Flooding

'INVESTIGATIONS FURTHER REVEALED THAT ALMOST ALL OF THE INJURIES TO HANDS AND FEET WERE AS A RESULT OF UNSAFE ACTS.'

WHAT DOES THIS MEAN?

We need to work on the unsafe acts and the near misses at the base of the pyramid. If we can reduce or eliminate those, we can stop the cascade effect that comes with injuries to begin with. To eliminate the recordable and life changing injuries, you need to first reduce the near misses and unsafe acts.

HOW IS AFRIMAT DOING?



22 RECORDABLE INJURY ANALYSIS: Body part affected (rolling 12 months) 22 RECORDABLE INJURY ANALYSIS: Body part affected (rolling 12 months)1

The pie chart illustrates injuries on duty reported over the last 12-month period, involving 22 employees. One can clearly see that injuries to the arms, hands, legs and feet account for more than 70% of all injuries reported.

Investigations further revealed that almost all of the injuries to hands and feet were as a result of unsafe acts (human error). Let's work together to keep injuries out of our workplaces. Since human error, rather than equipment failure, causes most of the injuries, we should all adopt an attitude of "better safe than sorry".

–Mogamat Bailey, S.H.E Manager – Western Cape

ASPASA ABOUT FACE AUDITS

The Aggregate and Sand Producers Association of Southern Africa (ASPASA), which we are affiliated with, audits our mining operations on Health, Safety and Environmental performance each year. This is divided into two separate audits: the ASPASA ISHE audit (Health and Safety) and the ASPASA About Face RSA Audit (Environmental).

The About Face RSA Audit was adapted from the States and made more appropriate to the South African context, and the ISO 14001/2004 standards were used to make sure it complies with international standards. The audit comprises 18 sections with a score of 1 500 questions. The biggest section of the audit deals with operational controls, which is how we manage the site itself. This section is followed by legal requirements and controls, which differ from site to site. These two sections cover 669 marks, almost half of the audit.

With the above in mind, we have to commend every employee on site up to senior management for the 2016 achievements, which could only have been possible as a result of teamwork. Afrimat has thus far had an exceptional audit performance. We're halfway into the year and we've already surpassed the number of Showplaces (>95% scoring) ever. During 2014, we had a tally of five. It's truly gratifying to see the changes that have taken place over time, irrespective of all the challenges that we face.

Currently, there are 21 Afrimat operations that partake in these audits, with nine completed thus far. Sites audited results for 2016 (to date):

Qwa Qwa	97.73% (Showplace Quarry)
Delf Sand	97.63% (Showplace Quarry)
Lyttelton Dolomite	96.70% (Showplace Quarry)
Harrismith	96.58% (Showplace Quarry)
Hluhluwe	96.30% (Showplace Quarry)
Ulundi	96.20% (Showplace Quarry)
Dundee	94.90% (Five Fish Eagle Quarry)
Glen Douglas	94.17% (Five Fish Eagle Quarry)
Vryheid	92.97% (Five Fish Eagle Quarry)

I'd like to thank and congratulate each and every person involved in the audits. These results attest to outstanding teamwork within the Afrimat family.

–Louis de Wet, Environmental Coordinator

INSPIRATIONAL MATTERS

IS EK, EK? DEUR DR JAN VAN HEERDEN, CORPORATE CONSULTANT (BUSINESS STRATEGY)

Definisie van EK.

Emosionele Intelligensie (EK) is die bekwaamhede en vaardighede wat nie deur kennis verkry kan word nie maar wat 'n dominante uitwerking het op die persoon se selfbeeld en vermoë om sukses te behaal in die hantering van omgewingseise en druk.

Moontlike rede vir 'n lae EK

Ons is moontlik van kleintyd geprogrammeer deur negatiewe stellings, soos "Pasop jy gaan afval," of "Toemaar, ek weet wiskunde is nie maklik nie, jy is mos nie dom nie". Ons kan voorbeelde uit ons eie kinderjare opnoem. Nog beter, dink aan hoe jyself teenoor kinders optreë. Dit mag wees dat jou onderbewuste so sterk in jou kinderdae negatief geprogrammeer is dat jy 'n swak selfbeeld het en of geneig is om net die negatiewe in die lewe te sien. 'n Tipiese voorbeeld mag jou siening van Suid Afrika of selfs van jou werkgewer of werksomgewing wees.

Herprogramering na EK.

Jy kan jouself herprogrammeer deur onder andere:

- Positiewe doelwitte vir jouself te stel ten opsigte van jou toekoms. Visualiseer daardie doelwitte.
Voorbeelde: Ek wil die beste in my werk wees; ek wil 'n goeie mentor wees, of die beste huweliksmaat wees, of die beste pa wees.
- Positief oor jouself te begin dink.
- 'n Gesonde selfbeeld te bou.
- Doelbewus die positiewe binne elke situasie te soek.

Voorbeelde van hoe 'n EKte persoon optreë

'n Emosioneel-intelligente persoon sal:

- 'n Gesonde selfbeeld hê.
- Positiewe doelwitte in die persoonlike lewe hê.
- Positiewe doelwitte in die werksomgewing hê.
- Nie emosionele uitbarstings hê nie.
- Terugbons na elke terugslag/mislukking.
- Besef dat stres net 'n persoonlike persepsie op 'n gebeurtenis is.
- Dit slegter is om geen doelwitte te hê, as om doelwitte te hê en nie na die bereiking van die doelwitte te werk nie.
- Besef dat inspirerende doelwitte as sulks nie tot sukses sal lei nie. So sal harde werk as sulks ook nie tot sukses lei nie.
Werk hard, maar ook "smart", op die doelwitte af.
- Weet dat mislukkings deel is van die lewe maar dat mislukkings kennis meebring wat altyd gebruik word om uiteindelik suksesvol te wees.

Bibliografie: Van Jaarsveld, P. 2006. Die Hart van 'n wenner (Lux Verbi).

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