

AFRIMATTERS



DIVISIONAL MATTERS: LIME - A VERSATILE PRODUCT
GENERAL MATTERS: THE AFRIMAT CULTURAL SURVEY
HR MATTERS: STRENGTHS-BASED INTERVIEWS



Building strength beyond borders into Mozambique

The strength of Afrimat has now extended its reach to support Mozambique's growing economy, establishing quarries in Pemba and Cuamba, with another quarry planned for Palma. Supporting the rapidly developing Mozambique region with high quality aggregate products for civil and mining projects, as well as drilling and blasting services. Serving projects of any scale from major infrastructure projects such as the Tete-Nacala Railway project and Palma LNG project, to smaller private sector contracts.

Afrimat is a JSE-listed company and a 45-year leader in open-pit mining, specialising in aggregates, industrial minerals and concrete products, coupled with contracted services. Now, we are laying the foundations for new success by bringing world-class African products to more countries in Africa.

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



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maxx



**'IF YOU, LIKE
ME AND THE
EXECUTIVE TEAM,
CHOOSE TO BUILD
A BETTER FUTURE,
ENSURE THAT YOU
ARE USING YOUR
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INTO AN EVEN
BETTER COMPANY.'**

BE THE PERSON

At the time of writing, Finance Minister Pravin Gordhan has just presented his budget speech in Parliament. Reports of unrest at various universities dominate the news, and the political climate in South Africa is heating up in anticipation of local government elections later this year.

We are further confronted by a severe drought throughout our country. To top it all, resource prices have plummeted and the rand has weakened to record lows against all major currencies.

All this "bad" news creates a mood of negativity and desperation. Interpersonal relationships are tested to the limit and people tend to have less tolerance of the differences between them.

Against this backdrop, Afrimat needs to navigate its course. As a business, we need to focus on those things that ensure the long-term sustainability of our group. This is first and foremost about ensuring long-term profitability, but it is also about our people, our other stakeholders and our environment. We have been blessed with exceptional growth in our business over the last few years. What I believe contributed most to this, and over which we have control, is the teamwork amongst our people.

The question on many people's minds is: "Where are we heading?" It's a fair question, given the above-mentioned challenges we face. A wise man once said that the best way to predict the future is to create it. Now we all know that as humans, we are limited in our abilities, but the Creator bestowed us with the ability to think, plan and act. How we use these abilities is up to us: We can use it to build, or we can use it to destroy.

If you, like me and the executive team, choose to build a better future, ensure that you are using your talents, your skills and your influence to build Afrimat into an even better company. Be the team member that you would like to work with and maintain a positive attitude. If ever you have differences with your colleagues, begin by asking yourself: "How am I the problem in this situation? What can I do to make things better? What can I do to help?"

Times of crisis are also opportunities for growth. Let's all join hands to make Afrimat a successful company where we all love to work. From there we can extend our influence to make a positive impact in our country.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

CONTENTS

- 01 CEO's message
- 03 General Matters
- 09 Divisional Matters
- 19 HR Matters
- 30 Health & Safety Matters
- 33 Social Matters
- 36 Inspirational Matters



AFRIMATTERS

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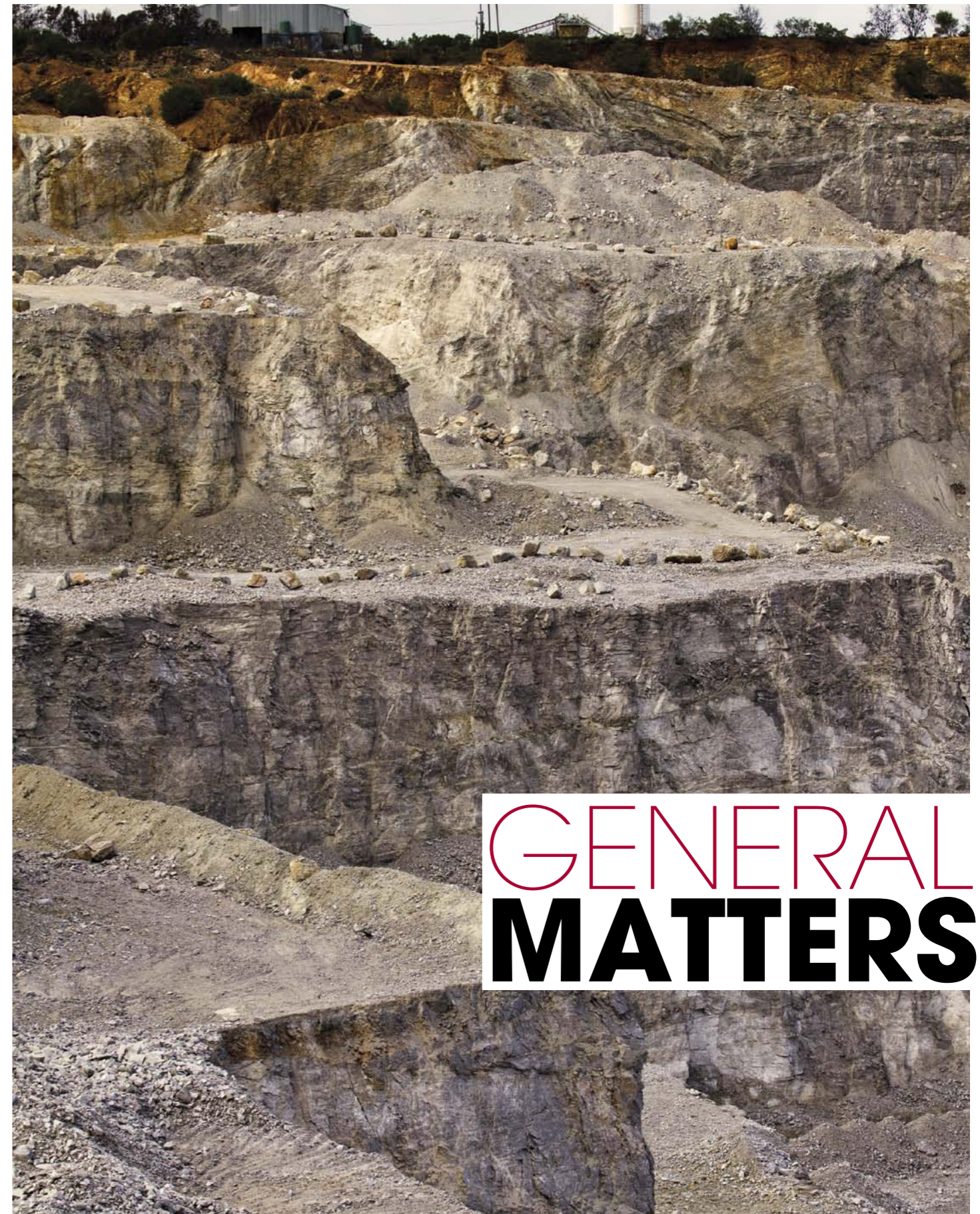
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WHY YOU SHOULD LEARN TO LISTEN LIKE A PRO

The best work environment is one in which there is effective interpersonal communication. You can promote this with one simple skill – listening. Effective listening is also key to effective leadership that encourages staff to think for themselves – and feel heard.

How many people really know how to listen? So often, we are simply thinking about what we will say next and waiting for a break in the conversation so we can add our input.

It's time for you to build an environment in which people feel inspired to share what is on their mind, rather than only hear what's on yours. Increase your effectiveness by truly hearing the worthwhile things others have to share. Here are seven tips for listening like a pro:

1. Consider purpose. Why is this person communicating with you? Are they perhaps working through a challenge? Be open to where the conversation may go, as a conversation may go much deeper than what it initially seemed to be about.

2. Trust others can solve their own problems. Everyone is capable of solving their own problems, but they may just lack confidence in themselves. Believe in them, to help them believe in themselves.

3. Pay attention. Be present, rather than multi-tasking. Active listening requires your full attention. Set a time limit if needed and communicate that to them. Then really listen to what they have to say.

4. Don't make assumptions. When you make assumptions about what the other person is going to say it stops the flow of talk. Plus, your assumptions may be wrong. Everyone has a unique perspective based on their own experiences in life. Let them share what their perspective is.

5. Show interest. Ask questions that explore their fears or hesitations; that push them beyond their comfort zone. Ignite the other person to go beyond their perceived limitations with thought-provoking questions. In the process, you may both learn something new.

6. Resist the urge to interrupt. As the one talking, you know if someone is listening or not. If the other person is just waiting for their chance to chime in, it may make you nervous and even closed off. People may not have time (or the space) to fully articulate a thought, so it may take time to get to the heart of a revelation.

7. Don't judge. Are you thinking critical thoughts as the other person is talking? Let go of all judgments and just listen. This lets the other person really speak openly and authentically.

Practise these tips for active listening in the workplace, and at home. In turn, you may benefit by hearing inspiring ideas from independent thinkers; seeing everyone around you as being more authentic, and, ultimately, more fulfilled. You'll also feel more connected.

At the end of the day, isn't that why we're all here - to hear, be heard, be seen and understood

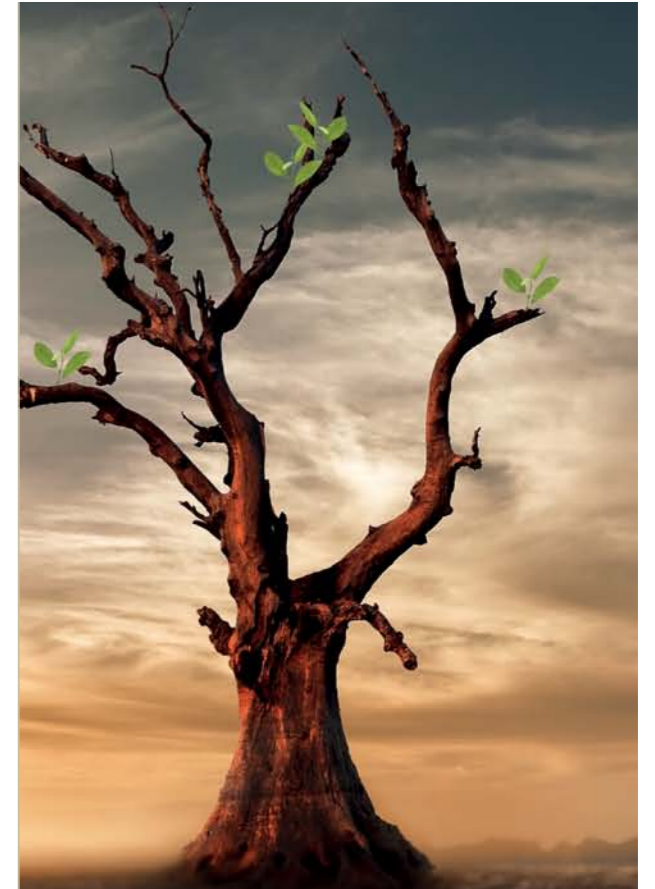
Compiled by Anton Gerber (General Manager – Human Resources); adapted from an article by Jessica Zemple – the founder of Life Shucker

'IT'S TIME FOR YOU TO BUILD AN ENVIRONMENT IN WHICH PEOPLE FEEL INSPIRED TO SHARE WHAT IS ON THEIR MIND, RATHER THAN ONLY HEAR WHAT'S ON YOURS.'

SOURCE: [HTTP://WWW.INC.COM/JESSICA-ZEMPLE/7-WAYS-TO-LISTEN-LIKE-A-PRO-AND-WHY-IT-MATTERS.HTML](http://www.inc.com/jessica-zemple/7-ways-to-listen-like-a-pro-and-why-it-matters.html)

HOW TO SURVIVE A TOUGH ENVIRONMENT & LEARNING TO THRIVE IN CHALLENGING TIMES:

- Adaptability – do not cling to the past. Adapt to the new normal
- Creativity – live outside the box
- Lead with moral and emotional intelligence
- Be robust and resilient. You need courageous perseverance
- Do not wait for the storm to pass, learn to dance in the rain
- Master the skill of self-management. Do not confuse activity vs productivity. Don't be busy, be productive
- Skill of execution – get the job done
- Keep HOPE alive
- Embrace change – change is the price of survival
- Need to be at the forefront of change
- IF YOU DON'T MAKE DUST, YOU EAT DUST
- Embrace empowerment and transformation
- Stick to your VALUE system
- Stick to world class vision, we will make it
- Only one way to do business – THE RIGHT WAY
- Must be socially responsible
- Need to be the best in: strategic planning, envisioning the future
- Positioning of business correctly requires effective strategy
- Innovate continuously, focus on continuous improvement
- Equip people with the right knowledge and skills
- There is so much MAGIC IN OUR PEOPLE; unlock and embrace it
- Best approach to marketing
 - > Creating sustainable demand and lasting relationships
 - > Differentiate from competitors
 - > Build brand
 - > Utilise technology
- Be best value for customers
- We EXIST for our customers, without customers we do not have a business
- Be the best in terms of leadership
- EVERYTHING RISES AND FALLS WITH LEADERSHIP
- Strongest businesses has strongest leadership
- Biggest advantage business can have is leadership
- Leadership is like electricity
 - > With good leadership lights are on
 - > With bad leadership darkness follows
- **Outcome of effective leadership is that everyone strives to achieve the same:**
 - > Vision, objectives and lives by same values
 - > People volunteer knowledge, loyalty, intelligence, energy, etc.



- Watch out for over managing and under leading
- LEAD FROM FRONT, INSPIRE AND MOTIVATE
- Develop own authentic leadership. Do not emulate others, learn from them
- If you cannot lead yourself, you cannot lead others
- Before you ask for a hand, you have to touch a heart
- Focus on relationships
- People respond better to love than to fear
- Focus on relationships
- Care about your people; serve them if you care enough
- Focus on relationships

Compiled by Louis Loubser

GENERAL MATTERS

THE AFRIMAT CULTURAL SURVEY

BY MARNUS DREYER, GROUP MANAGER, HUMAN RESOURCE DEVELOPMENT

As we're on the brink of rolling out an Afrimat Cultural Survey, I believe it's important to communicate the process and share some valuable research on a winning company's culture with you. The purpose of the survey is to determine the health and vibrancy of the business. This survey is an anonymous, opinion-driven survey facilitated by the Human Resource Development department.

Afrimat's Cultural Survey roll-out strategy is a three-phase process:

Phase 1: Leadership Values Assessment by the CEO

Phase 2: Individual Values Assessment by the ManCom members

Phase 3: Cultural Values Assessment by the Group (all employees)

Phase 1 and 2 will be completed within two weeks after commencement of the survey (1 March 2016), while Phase 3 will be completed over a period of three to six months.

Input will be gathered by means of a web-based questionnaire for employees with access to the Afrimat network. For those employees without access to the Afrimat network, focus groups will be conducted in the various regions and business units. The regional HR management teams will facilitate this.

The results and feedback of the survey will be communicated to all employees upon completion of the survey, and appropriate interventions (if needed) will be determined.

In my research of winning company cultures, I came across this article by Martin Zwilling, the Founder and CEO of Startup Professionals, which is relevant to Afrimat's envisaged culture-transformation strategy. This strategy includes the establishment of a strengths-based organisation that will contribute towards an ultra high-performance culture.

6 Critical steps to a winning company culture

Creating the right company culture must be a top priority of every business leader. Culture-driven businesses put their people first – people make the business, rather than the other way around. In today's business, the saying is: "Take care of your people and they will take care of your customers." Unfortunately, it's easier said than done.

Once a product-first, customer-second, and employee-last culture is set, it is extremely hard to change. Transforming an existing culture is even harder than setting it correctly at the start. Yet it can be accomplished, with the six specific steps paraphrased here, which come from the book, *Cultural Transformations*, by John Mattone and Nick Vaidya:

1. Culture starts by thinking different and thinking big at the top. In the midst of daily crises and information overload, it takes a strong leader to develop and communicate the "big picture" of where the company is going and why it's a good thing from an employee perspective, as well as for customers and for society.

2. Accept the vulnerability of confronting leadership mistakes. The best, most able entrepreneurs look first at themselves and acknowledge that they make mistakes. They practice one of the most important leadership tenets from an employee perspective – humility. This is necessary to solidify the trust between leaders and team members.

3. Communicate what greatness looks like in the roles you need. Team members will never create your desired culture if they don't know what you expect of them. They need to understand and be

rewarded for the desired attributes, competencies and results. You need to paint a compelling future for your company that they can all connect with.

4. Transform team members' mind-sets, behaviour and results. The more successes you can help them create, the more chances they will have to interpret these wins as permanent, pervasive and personal. As they rack up yet more and more positive reference points, they internalise the causes and consequences.

5. Find, nurture, and reward talent in support of a compelling future. A key step is to push every talent lever in support of your compelling future. Make sure you are hiring, training and promoting the future leaders who possess what it takes to create the organisation you want. Be sure to differentiate compensation and rewards correctly.

6. Measure and measure again, and be quick to course correct. You must have a passionate and diligent focus on key results and required pivots. Most importantly, you must measure the strength and vibrancy of your current culture. You also need to focus externally on getting feedback from customers, suppliers, and competitors.

In medicine, prescription before diagnosis is malpractice. In the world of cultural transformation, the same is true. Culture determines engagement levels, not the other way around. Don't confuse engagement or satisfaction surveys with culture surveys. According to the authors, a good culture survey will show you the relative strength of the four desired cultures in the organisation: the "can do" culture; the "will do" culture; the "must do" culture; and the "team performance" culture. All of these combine to determine the health and vibrancy of your overall business.

'CULTURE-DRIVEN BUSINESSES PUT THEIR PEOPLE FIRST – PEOPLE MAKE THE BUSINESS, RATHER THAN THE OTHER WAY AROUND.'

Below: Afrimat Palmiet.



GENERAL MATTERS

WHY A LEARNING CULTURE IS IMPORTANT IN AN ORGANISATION

BY JACOBUS KOERT, HUMAN RESOURCE DEVELOPMENT OFFICER, WESTERN CAPE

Since my involvement in skills development from October 2015, I have repeatedly heard the following: "We need to create a learning culture and create a pipeline for future managers". I asked myself why a learning culture is so important. I discovered some crucial benefits, which I want to share with you...

But first, what is a learning organisation? This is the term given to a company that facilitates the learning of its members and continuously transforms itself in doing so. Learning organisations have developed because of the pressure facing modern organisations. A culture of learning enables them to remain competitive in the business environment.

Through learning, individuals can re-interpret their world and their relationship to it. A true learning culture continuously challenges its own methods and ways of doing things. This ensures continuous improvement and the capacity to change.

Research into learning cultures conducted by leading management thinkers like Peter Senge identified five disciplines of a learning culture that contribute to building a robust learning organisation.

These elements are:

- 1. System thinking:** Develop the ability to "see the big picture" within an organisation and understand how changes in one area affect the whole system.
- 2. Personal mastery:** Create an environment that encourages personal and organisational goals to be developed and realised in partnership.
- 3. Mental models:** Know that a person's internal picture of their environment will shape their decisions and behaviour.
- 4. Shared vision:** Build a sense of group commitment by developing shared images of the future.
- 5. Team learning:** Develop interpersonal conversational skills, so that thinking is shared. This allows a group to develop intelligence and an ability to solve problems as a whole, rather than rely on only certain team members.

A learning culture requires co-operation between individuals and groups, free and reliable communication, and a culture of trust. These needs can be met through embracing the tenets of the learning organisation. A learning organisation does not rely on passive processes in the hope that organisational learning will take place by chance or as a by-product of normal work. A learning organisation actively promotes, facilitates, and rewards collective learning.

THE BENEFITS OF A TRAINING AND LEARNING CULTURE

The goal of creating a training and learning culture in an organisation is to create an environment in which everyone teaches, everyone learns, and everyone enhances their exceptional abilities.

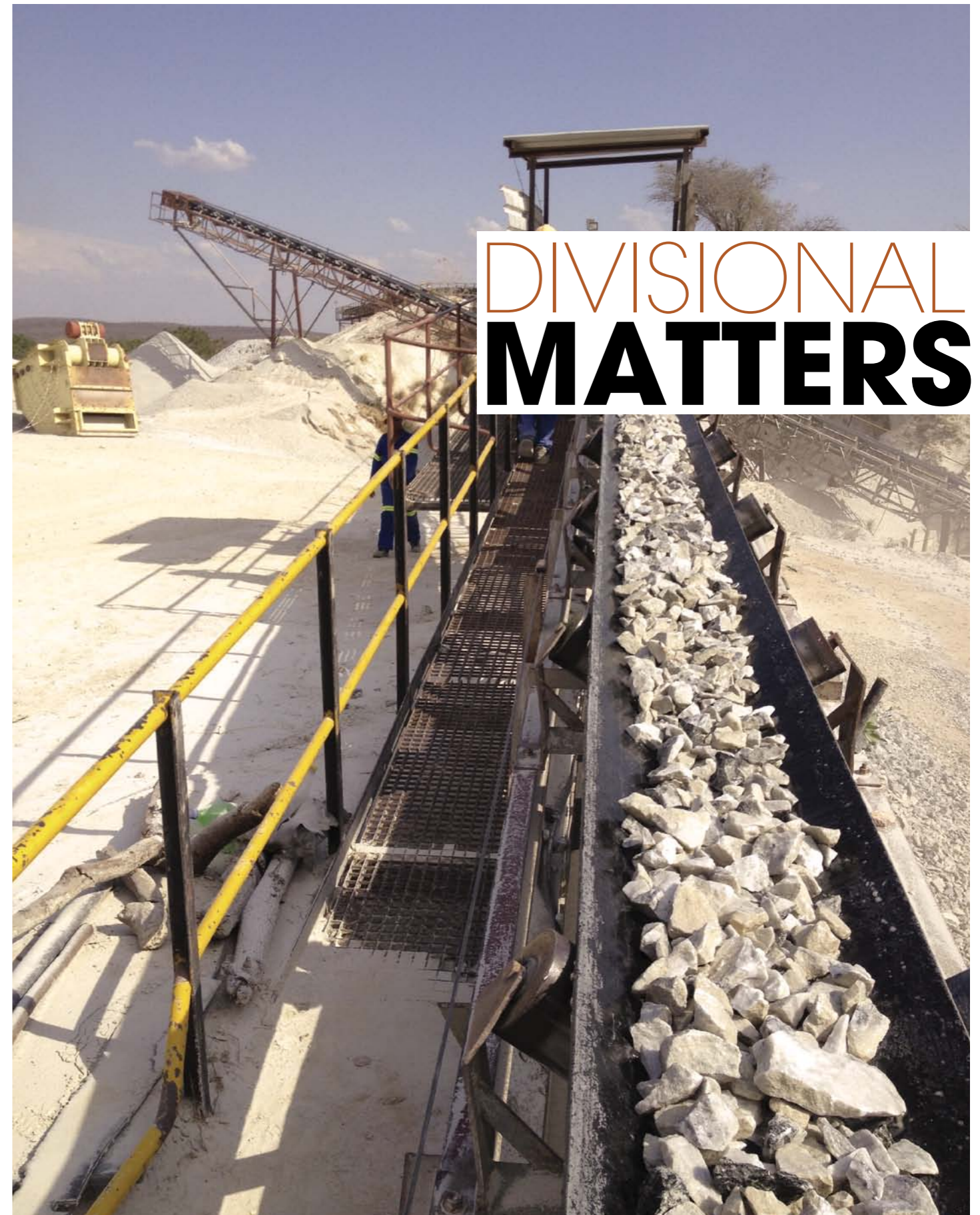
A training and learning culture devoted to the development of knowledge gives several key benefits:

BENEFIT	DESCRIPTION
Develops leaders at every level of the organisation	With capable people at every level of the organisation, someone is always ready to step in and lead a team should a replacement be necessary
Attracts and retains the best and brightest	Intelligent people are always on a quest for knowledge. A culture dedicated to this quest serves as a magnet to these individuals
Increase productivity	Skilled workers are always more efficient, and efficiency has a direct impact on your organisation's performance
Enables succession planning through a leader-teacher pipeline	When adding or replacing managers, you don't have to go outside the organisation to look for candidates. You have a pool of qualified successors within the organisation

Source: Advanced Skills Development Facilitation, Global Business Solutions.

So, how is Afrimat embracing a culture of learning?

Through one of our skills-development programmes, the Adult Education Training (AET) programme, about 81 employees are currently improving their numeracy and literacy levels. Through the Study Assistance and Bursary Programme, 16 employees and six community members are broadening their knowledge by studying various disciplines. Through our Learnership and Internship programmes, 22 candidates are benefiting. As a company, we are pro-active in our approach to nurturing a learning culture, and in creating a pipeline of employees who are equipped with knowledge and skills to succeed – and help us to do as a company.



DIVISIONAL MATTERS

Worcester JOHAN BURGER, GROUP QUALITY MANAGER

AFRI-Lab all set for the new SANS 3001 testing methods

The Afri-lab team – consisting of Christopher Vermeulen, the newly appointed Lab Supervisor, Charlton Lottering, Denton Hendricks and Lionel Dowes – is geared for the new SANS 3001 testing methods, which will replace the previous TMH1 testing methods.

The laboratory has already trained the staff, and replaced all the existing equipment and reporting systems. Afri-Lab has trained over 50 staff in Afrimat and clients use our test results to compare contract specifications. The central laboratory, in Worcester, is at the forefront of all testing methods and technology. We are ready, and looking forward to the challenges and contracts 2016 brings.



Chrisoper Vermeulen, Lionel Dowes, Denton Hendricks, Charlton Lottering.

AFRIMAT AGGREGATES EASTERN CAPE

ESTHER TEFFO, SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY, REPORTS FROM AFRIMAT AGGREGATES EASTERN CAPE

Denver quarry procurement day

As part of the continuous effort and commitment by Afrimat to comply with the Mining Charter, procurement days are hosted across the country at the different subsidiaries.

Denver quarry had its procurement day on 23 October 2015. The day was intended to share information on how suppliers that don't comply can comply, and how those that do comply can improve. The day was a great success – thank you to everyone who contributed to making it so. The day was proof that it is through sustainable relationships that Afrimat participates meaningfully to broad-based socio-economic growth.



AFRIMAT READYMIX RYCUS VAN HEERDEN, MANAGER – CONCRETE PRODUCTS/ READYMIX CONCRETE, REPORTS ON THE N7 ABBOTSDALE/MALMESBURY ROADS UPGRADE

The joys of the STOP/GO roadworks

Travelling on the N7 through Malmesbury might not have been the best of commutes during the past year, and probably won't be the best route for the next two years. But for a select few of us, especially at Afrimat Readymix, we travel through the STOP/GO's with massive smiles on our faces, even during weekends en-route to a getaway.

The reason for this is that every time we have to idle in a queue or make way for a truck, it's because our very own sales are being boosted. All the Readymix Concrete supplied on this project (18 000m³ at an approximate value of R25million to five separate contractors) is done so by Afrimat Readymix.

The project started very slowly, and took most of last year to build momentum, but currently we are supplying a consistent volume of Readymix Concrete to the site on a daily basis, as well as the odd bulk pour for bridge structures.

I could detail the project-specific concrete mix designs that were created by our technical team, and the in-depth Research and Development work behind this process, but what is most important is that the structure will outlast most of us – and probably even our children. This is a result worthy of complimenting our Technical Department, as the minimum requirements requested by the design team couldn't justifiably be labelled as "minimum requirements". They comply to some of the highest standards yet requested.

Our logistics team has also been delivering beyond the expectations of our main contractor, Stefanutti Stocks, who oversees and is responsible for all concrete structures on this project. And it was great to share the feedback and acknowledgement received from the Site Agent after the last bulk pour of 384m³, which was delivered as a continuous cast. To quote Philip Piek:

"I want to compliment you on your excellent service yesterday. Slumps were good and supply was great. Yesterday's concrete pour was definitely a milestone for this site. Thank you for your assistance, and thanks to everyone who contributed."

All the hard, behind-the-scenes work that goes into securing a project of this magnitude – and meeting the needs of all role-players, including the Design Engineer, Consulting Engineer and all Contractors on site – deserves to be acknowledged. And receiving acknowledgement from our clients – confirming we're adding value to their projects by providing excellent service – is one of the best feelings one can have. It makes you lean back in your chair, put your hands behind your head, and grin as if you've just discovered something for the first time. And this feeling never gets old.



DIVISIONAL MATTERS

AFRIMAT NELSPRUIT

BY GARETH TOWNSEND, REGIONAL SALES CONSULTANT, UNDER
MANAGEMENT OF GERHARD ODENDAAL, MANAGING DIRECTOR –
AFRIMAT CONTRACTING INTERNATIONAL

News from Afrimat Nelspruit

The opening off the Dingwell Quarry seemed the opportune time to explore vertical integration by adding the Readymix product line to the Afrimat presence in the Nelspruit Region. Here is a timeline of notable goals reached:

- > Site ground-breaking started on 21 November 2015.
- > Civil's work was completed by 10 December 2015, which gave ample time for the concrete to cure during the December period.
- > On 12 January 2016, the plant arrived at the Nelspruit site and erection commenced on 13 January. The first concrete was produced on Wednesday, 20 January.
- > Full automation configuration was finalised in the fourth week of 2016.
- > Our first commercial deliveries commenced on 1 February 2016.

Afrimat Readymix Inland's aims

ARI, as a division of ACI, aims to compete in the construction and civil's segment. This will be possible, as ARI will only be the second national player to be established in Nelspruit. ARI is in line with Afrimat's national footprint and organic-growth strategy.

The ARI team

Our team is led by Anton Combrink, who has had 30-plus years in the industry. Sales is led by Gareth Townsend, while production is being taken care of by Nare Mashitisho and Imaam Milanzi.



From left: Gareth Townsend (Sales Manager),
Imaam Milanzi (General Worker), Anton Combrink
(Director/GM) and Nare Mashitisho (Plant Batcher).

FULL AUTOMISATION CONFIGURATION WAS FINALISED IN THE FOURTH WEEK OF 2016.
OUR FIRST COMMERCIAL DELIVERIES COMMENCED ON 1 FEBRUARY 2016.

DIVISIONAL MATTERS

DIE EFFEKTIVITEIT VAN BEKALKING

DEUR MARIUS CORNELIUS (B.SC AGRIC)

VKB as landbou-onderneming se samewerkingsooreenkoms met die landboukalkmaatskappy LimeCor, onderstreep VKB se fokus op die verskaffing van produk-insette aan landbouprodusente.

Hierdie samewerking gee die landbouprodusent direkte toegang tot die bron. LimeCor is die kalkafdeling van die gelyste maatskappy Afrimat Beperk, wat 'n hele aantal bronne besit. Bronne is strategies geleë om landwyd te voorsien, met die fokus op sentraal en die noorde van Suid-Afrika. Vir meer inligting besoek www.limecor.co.za.

Inleiding

Grondsuurheid is wêreldwyd een van die grootste struikelblokke vir suksesvolle gewasproduksie omdat dit grondvrugbaarheid so dramaties benadeel.

Wanneer ek met boere gesels tydens besoeke op die plaas, vergaderings en byeenkomste is dit opvallend hoeveel onsekerheid daar nog is oor bekalking en die koste daarvan. Baie vrae ontstaan, soos: "Hoekom moet ek bekalk? My pH is reg, of tenminste oukei! Hoeveel kalk moet ek gooi? Watter bron moet ek gebruik? Wat gaan dit my kos? Sal dit regtig 'n rendement op my belegging gee?" Hierdie is almal baie belangrike vrae wat beantwoord moet word.

Oesverliese as gevolg van oormatige grondsuurheid kan graanproduksie se winsgewendheid ernstig belemmer. Ons weet hoe duur het bekalking geword, maar dit bly steeds die beste manier om die saaiery se winsgewendheid te verseker.

Hoekom sal gronde versuur?

- Nitrifikasie van ammonium
- Oesverwydering van basiskatione
- Loging van basiskatione deur reënval
- Moedermateriaal wat natuurlik suur van aard is
- Karboksielsuur afkomstig van mikrobe- en plantrespirasie
- Organiese sure wat uitgeskei word deur plante se wortels
- Oksidasie van sulfiede

Die versurende uitwerking van verskillende N-bronne

N-bron	Hoeveelheid kalk benodig om 100kg N se versurende uitwerking uit te skakel
Ammoniak, ammoniumsulfaat, DAP	893
MAP	466
Ureum	466
KAN	371

Tabel 1: MVSA bemestinghandleiding, 2007.

Tabel 1 wys die hoeveelhede kalk wat nodig is om die totale potensiële suurheid wat deur hierdie misstowwe geproduseer word, te neutraliseer. Daarvolgens sal die toediening van 150 kg tot 250 kg stikstof per hektaar 'n boer dwing om 500 kg tot 1 800 kg kalk per hektaar toe te dien.

Volgens Prof. Sumner is versurende bemestingstowwe soos nitraatstikstof die grootste oorsaak van versuring in gewasverbouing, veral as die boer meer ammoniumbemesting toedien as wat die oes kan gebruik. Om versuring deur N-bemestingstowwe die hok te slaan, moet gewasse volgens hul behoefte bemes word.

Daarby moet gepoog word om die grond deurgaans met gewasse daarop te laat sodat plantwortels oormatige N kan gebruik. Verder moet die grond se pH op 'n vlak gehou word waar dit nitrifisering (die omsetting van ammonium na nitraat) aan bande lê sonder om die gewas se groei te belemmer. Die pH behoort 5,5 tot 6,0 te wees.

Dit is ook voordelig om oesreste in te werk. Wisselbou met peulgewasse soos sojabone sal ook veroorsaak dat die grond se pH nie so vinnig agteruitgaan nie. Die byvoeging van organiese materiaal soos beesmis en hoendermis het ook 'n positiewe bydrae aangesien dit nie net basiskatione byvoeg nie, maar ook loging vertraag.



Die goed onderhoude aanleg by Glen Douglas produseer Mikro fyn Dolomiet en Dolomitiese kalksteen vir die gebruik in die landbou bedryf.

DIVISIONAL MATTERS

Effek van bekalking op die effektiwiteit van bemesting

Daarbenewens het grond-pH ook 'n geweldige uitwerking op die relatiewe effektiwiteit van bemesting soos gesien kan word in Tabel 2. By 'n pH van 4,5 is daar bykans 'n 30% verlies op die effektiwiteit van N en K en 50% op die fosfaat. Dit beteken dat 'n boer wat 100 N, 20 P en 10 K bemes, slegs effektief 77 N, 11 P en 5 K bemes het. Dit bring hom by 'n oesverlies van ten minste 1,5 ton mielies per hektaar as gevolg van grondsuurheid se nadelige uitwerking op die opneembaarheid van die kunsmis toegedien. As ons anders na die sommetjie kyk, verloor die produsent R3 000 per ha waarmee hy gemaklik sy bemestingskoste sou kon dek. Dit is dus duidelik dat ons moet verseker dat die grond se pH tussen 5,5 en 6,0 gehou word om effektiwiteit en winsgewendheid te verseker.

Tabel 2: Relatiewe kunsmiseffektiwiteit by verskillende grond-pH's.

GROND pH _(KCl)	% EFFEKTIEF		
	N	P	K
3.5	30	23	33
4.0	53	34	52
4.5	77	52	77
5.0	89	81	100
6.0	100	100	100
Algemeen:	40%–50 %	25%–35%	45%–65%

Hoe gaan ons te werk om te besluit of ons moet bekalk en hoeveel?

Dit is baie belangrik om te beseef dat daar verskillende metodes gevolg word om te bepaal hoeveel kalk, dolomities of kalsities benodig word.

Die KUK (kation-uitruil-kapasiteit) van die grond is 'n baie belangrike vertrekpunt aangesien gronde geweldig verskil in hul vermoë om basiskatione vas te hou omdat die negatiewe elektriese lading (cmolc/kg) op die kleikolloïedes baie verskil. So sal 'n sanderige grond (lae KUK) baie minder basiskatione kan vashou as 'n kleigrond (hoë KUK). Derhalwe sal 'n kleigrond baie meer suurheid (H+) vashou, wat beteken dat laasgenoemde baie meer kalk benodig om suurheid te neutraliseer.

'n Goeie grondontleding is van groot waarde. Die beste metode om hierdie monsterneming te doen, is deur van presisie-ontledings



gebruik te maak op 'n een, twee of vier-hektaar ruit. Die besparing wat varieerbare toediening van kalk teweegbring omdat die regte hoeveelheid van die korrekte produk op die regte plekke toegedien word, verbeter nie net die effektiwiteit van bekalking nie, maar spaar ook op die totale volume kalk benodig vir 'n gegewe land.

Tipe kalk benodig

Kalsitiese of dolomitiese kalk word gebruik na gelang van die grond se behoefte vir kalsium en magnesium. Dit word bepaal deur 'n grondontleding. Die onderlinge verhouding van kalsium en magnesium asook kalium is net so belangrik, veral op hoër KUK-gronde. As 'n breë riglyn moet daar minimum 400 mg/kg kalsium, 100 mg/kg magnesium en 80 mg/kg kalium in verhoudings van (Ca + Mg)/K wees. Dit is veral belangrik in die hoë kalium-bevattende gronde van die Oos-Vrystaat. Dit behoort 10 tot 20 te wees.

Die gehalte van die landboukalk is ook geweldig belangrik aangesien dit die effektiwiteit daarvan direk beïnvloed. Let veral daarop dat kalk so fyn as moontlik moet wees en 'n suurneutraliseringswaarde van hoër as 80% behoort te hê. Kalk kan ook bo-op die grond gegooi word soos in 'n geenbewerkingstelsel,

hoewel dit langer gaan vat om te werk as wanneer dit in die grond geïnkorporeer word. Die volume kalk wat op een slag gegooi kan word, word bepaal deur die grond-KUK en ook die bewerkingspraktiek. Indien kalk bo-op die grond gegooi word, moet 2 tot 3 ton/ha kalk as 'n algemene riglyn nooit oorskry word nie.

Oor die algemeen word die kwaliteit van landboukalk in Suid-Afrika goed gereguleer en is die standaard baie hoog.

Samevatting

Hierdie was slegs 'n vinnige oorsig van bekalking en die fasette daarvan. Die impak van pH op veral mikrobies in die grond, is geweldig groot. Geen grond met 'n pH onder veral 4,5 KCl kan effektief bestuur word ten opsigte van onkruidbeheer, bewerking (veral geenbewerking) en bemesting nie. Dit maak net nie sin dat 'n boer geld investeer in bemesting en meganisasie alvorens sy pH-vlakke nie in plek is nie. Soos ek altyd sê, "as jou pH reg is kan jy doen wat jy wil". Optimale boerdery begin met bekalking. Dit is die basiese grondbeginsel van grondgesondheid en ekonomiese welvaart. Bekalk vandag nog! U sal nooit spyt wees nie.

Praat gerus met u landboukundige oor u bekalkingsbehoefes. Hulle is kundig en kan vir u 'n effektiewe program uitwerk.



DIVISIONAL MATTERS

LIMECOR
 DICKY CARSTENS, COMMERCIAL MANAGER, LIMECOR

A versatile product

LimeCor is becoming a well-known brand in the agricultural community, thanks to the value of natural agricultural lime.

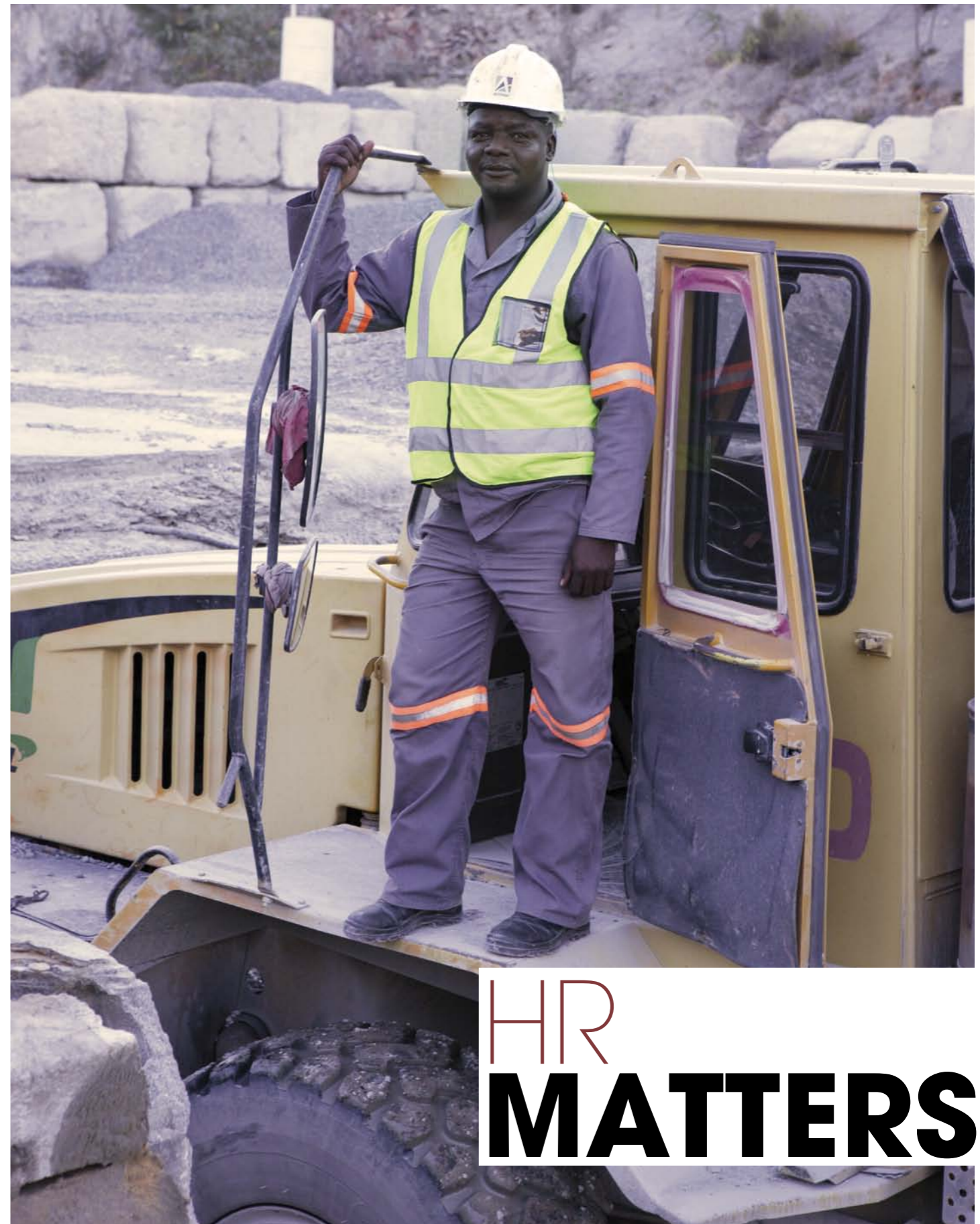
LimeCor is the one-call service for all industrial mineral and lime needs. Our operations are strategically located to supply nationwide with strategic focus in the northern regions of South Africa. Mining straight from the source contributes to higher yields and profitability. LimeCor's strategy is to deliver exceptional customer experience through a combination of high-quality products, outstanding service, timely deliveries and consistent value. With our premium-quality agricultural lime, LimeCor creates both new customer expectations and customer awareness for agri-businesses.



Market proposition:

Products	Markets
• Glen Douglas Micro fine Dolomite	Agricultural
• Marble Lime (Dolomite)	Agricultural
• Marble Lime Filler (2-4mm)	Agricultural
• Marble Calcite	Agricultural
• Marble Lime Ultra Fine Powder	Agricultural, Fertilisers, Chemicals, Paints and Fillers
• Lyttelton Micro Fine Dolomite	Agricultural
• Lyttelton Ultra Fine Dolomite Powder	Agricultural, Fertiliser production
• Atoll -2mm Filler	Agricultural
• Glen Douglas 6.7 Dolomitic limestone	Agricultural
• HCN Lime	Water Treatment (AMD)
• Marvelo Feed lime	Agricultural

Our focus markets are agricultural, acid-mine water treatment, flue-gas desulfurisation. Like us on Facebook or look us up on LinkedIn. We have also just uploaded a video of our agricultural lime from Marble Hall on YouTube.
<https://www.facebook.com/Limecor/>
https://youtube/G1v0oy_nhpA
 Sources: Lyttelton Dolomite, Glen Douglas Dolomite, Marble Hall, Atoll (Springs).



HR
MATTERS

USING STRENGTHS-BASED INTERVIEWS TO SELECT THE RIGHT EMPLOYEES:

COMPILED BY DR PIETER BARNARD, A GALLUP-CERTIFIED STRENGTHS COACH

I am part of a team that has been asked by Andries van Heerden to create a culture of ultra high-performance teams and employees. We are studying companies that live and breathe this. One of the fundamental pillars of these companies is that they are strengths-based organisations. They attract, select, coach, develop and retain employees based on their strengths. By strengths-based, we mean helping people to discover their natural talents (recurring patterns of thoughts, feelings and behaviour) and then enhance those with knowledge and skills that will lead to sustainable, consistent, near-perfect performances.

Part of a strengths-based organization is to select the right people. Strengths-based organisations use strengths-based interviews in the recruitment and selection process as they help to find the most suitable person for a job based on what that person enjoys doing and is therefore good at. This type of interview is designed to consider what candidates have a natural aptitude for, rather than what they can do, which is usually assessed during a competency-based interview.

Strengths-based Interviews (SBIs) should result in the recruitment of those who enjoy doing the type of work necessary within their field, meaning that productivity for the company should be higher with this candidate. As the saying goes, "A happy workforce is a productive workforce".

SBIs are increasingly taking over from competency-based interviews, which would look at previous experience in certain situations, and measure your competency in a job rather than the enjoyment you have for that role. It's believed that if you enjoy what you do, you will be better



at it. An individual who enjoys carrying out a task will often get into a place called "flow". This is where they will be lost in the activity they are undertaking and so perform better as they lose a sense of passing time and seem to have a knack for the job at hand. During this flow, work will be completed to a higher level, quickly, and new information should be picked up by the individual while completing the task.

Therefore, it is clear that when recruiting for a job role, companies should look out for those who have a natural strength in certain areas through enjoyment of that subject or task, rather than someone who will simply do the task because it is part of their role.

SBIs typically include questions such as:

- > **What subjects did you enjoy most while at university/school?**
- > **What do you enjoy doing in your spare time?**
- > **What do you feel you are good at?**
- > **Tell me about an achievement you were particularly proud of...**
- > **What kinds of tasks boost your energy?**
- > **What would your closest friend say are your greatest strengths?**
- > **What do you find is always left until last/undone on your to-do list?**
- > **What would you say is your biggest weakness?**
- > **When would your friends and family say you are at your happiest?**
- > **Tell me about an activity or task that comes easily to you...**
- > **What unique qualities could you bring to the company?**
- > **Describe a situation in which you feel most like 'yourself'...**
- > **How do you define a successful day?**

Notice that in addition to questions that assess what most enjoy doing in life and work, you could also be asked what is always left until last or incomplete on your work-day checklist. This is a clever way to find out what you don't enjoy doing, and can be used to find what role you would perhaps be least suited to.

The benefits of a strengths-based interview

With other methods of interviewing, such as using competency-based questions, the responses from candidates can all be compared and don't allow for much personality to show through. Strengths-based interviews, however, give real insight into the candidate, which adds depth to the interview. Other methods can be well-rehearsed beforehand and can therefore come across as fake to prospective employers, but a strengths-based interview is a more honest account of how a person feels they work best.

There are various other benefits to holding a strengths-based interview, including a shorter amount of time needed for interviews, greater rapport between interviewer and candidate, a larger degree of honesty from the candidate, a higher likelihood of finding the best candidate for the job, a more fair selection and, finally, a happier interviewee.

This method is also highly beneficial for graduates fresh from a degree, who may have very little or no work experience in their chosen field. Previous experience has been found to be a low predictor of an individual's latest work performance, so having an interview that doesn't take this into consideration will be better for both the prospective employer and candidate. Also, due to the method used during this SBI, candidates usually feel more relaxed, which will lead to better responses as their stress and anxiety levels will be lower.

There are some opinions that suggest using this method will lead to more time and money being wasted by companies having to train people to pick up on others' strengths and body language. However, from the shorter interviews needed, and the higher chance of the right person being picked for the job, these negative views are outweighed.

By asking strengths-based questions, an interviewer can really get a feel for who the interviewee is, and what motivates them. In this way, the interview will feel more personal, and candidates will be happier to talk about themselves and show a more natural side to their personality. As the questions are less likely to be rehearsed, it's also a more accurate indicator of later job performance, so it's beneficial for both the company recruiting as well as the candidate.

HR MATTERS

NURTURING NEW TALENT

This group of students are in the process of qualifying as Mechanical Engineers through Cape Town University of Technology (CPUT). In order to complete their qualification, they need to complete a period of on-the-job training.

As part of the company's skills-development strategy, and our Social & Labour Plan commitments, we're pleased to be in a position to offer them this opportunity. In so doing, we hope to help develop these young, dynamic learners and also create a pipeline for future quarry foremen and managers.

During their training period, they'll rotate between different sites, where they'll be coached and mentored by our experienced quarry, mechanical workshop and welding-shop managers.

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



Above: Operations Manager Grant Cupido discussing the programme, and encouraging the group to share and apply their knowledge.

Top right: Left to right (back): Grant Cupido (Operations Manager), Muneeb Hendricks, Tumelo Pilanyane, George Coetzee, Luvu Kumati and Jacobus Koert (HRD Officer).
Left to right (front): Camela Roelf and Siddeeq Karlie.

Right: Executive Manager Anton Barnard officially welcoming the group to Afrimat Aggregates Operations.

TEAM BUILDING

Bold sprint

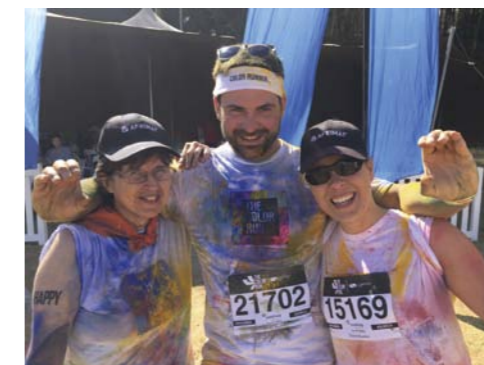
On 13 February 2016, Afrimat staff members Marlene Botha, Adéle Grünewald, Evelyn Gates and Karel Steyn took part in the Stellenbosch arm of the Colour Run, which has events around the country. True to what the organisers say, it was "the happiest 5k in the world"!



Top left: Colour run participants.



Top right: Evelyn Gates, Marlene Botha, Adéle Grünewald.



Right: Evelyn Gates, Herman Botha (Nashua who invited Adéle and Marlene), Adéle Grünewald.



Far right: Adéle Grünewald and Evelyn Gates.

IN MEMORIAM

It was with great sadness that we bid farewell to our colleague, Sonwabo Bethuel Mahlasela, who passed away last year September.

Bethuel received his 35 years' service award with Glen Douglas in December 2014. Needless to say, he was well known and loved by all. He will truly be missed by the Glen Douglas team.

– **Sonja Kleynhans, Human Resource Officer – North Region**



Bethuel Mahlasela.

HR MATTERS

MEET AND GREET

Senior Environmental Specialist Ntsanko Ndlovu

Collin Ramukhubathi (Group Manager, Mineral Resources and Compliance – Sustainability) introduces this important new Afrimat team member



Ntsanko Ndlovu's biography goes like this...

She was born in Tiyani Village, in the Hlanganani District of Limpopo Province. She was the first-born child in a family of three girls and one boy. Ntsanko was raised in a family that loves and believes in God, so she is a born-again Christian.

When Ntsanko attended the University of the Witwatersrand, she met Makumu Ndlovu, and the pair have been married for almost four years. In that time, they've been blessed with a beautiful daughter, Humelelani Ndlovu. Apart from spending time with her family, Ntsanko enjoys travelling and watching movies, especially animated and action films, as well as romantic comedies.

Ntsanko has had a successful career path. After graduating in 2008, she started her first job at NRM Consulting, based in Midrand, in 2009 as an Assistant Environmental Practitioner. Since then, she has worked at various environmental consulting companies, including: Bembani Group, as a Junior Environmental Scientist; Newtown Landscape Architects, as an Environmental Practitioner; and Envirolution Consulting, where she was working as an Environmental Scientist/Project Manager.

Ntsanko is an Environmental Scientist with six years of professional experience in the consulting field. She has a wealth of experience in managing Environmental Impact Assessments (EIAs), carrying out environmental audits, conducting environmental awareness programmes, and environmental report writing.

Recently, Ntsanko graduated with a Master's Degree in Environmental Management from North-West University, Potchefstroom. Her other qualifications include a BA (Hons) in Geography and an undergraduate BA Degree, both from the University of the Witwatersrand.

Once again, join me in welcoming Ntsanko into the Afrimat family.

WELCOME

New appointments at Afrimat

Lizanne Olivier took over from Andrea Etsebeth on 20 January as Brand and Marketing Coordinator at the Tyger Valley office. Lizanne has a B-Tech degree in Public Relations Management and previously worked as Marketing Coordinator for ADT Security.

Thobekile Goodness Shabalala was appointed as Despatch Clerk for Afrimat Concrete Products, Vryheid, 2 February 2016. Thobekile is currently engaged and is the mother of two daughters, Mandy (21) and Sphumelele (5). "I am very much looking forward to working at Afrimat and learning new things," says Thobekile. – **Desmondo Goedeman**

Tracey July has started working at Afrimat Aggregates KZN as an Admin Clerk in the Vryheid Workshop. Previously, Tracey worked at NTT Toyota Vryheid for six years. Tracey, whose favourite sport is Karate, and is the first Dan Black Belt in JKA, says: "I am a highly motivated team member and I'm looking forward to working at Afrimat Aggregates." – **Desmondo Goedeman**



Lizanne Olivier.



Tracey July.



Thobekile Goodness Shabalala.

And ACI welcomes...

Esther Teffo, a new Director who joined the board of ACI directors at the start of the new financial year. In the last year or so, Esther actively managed ACI mine right affairs and SLP matters with success, and her new position will assist her even further in executing this important part of the business. Esther has also been identified as a mentor to interns and the new HRD Officer, ensuring a seamless adaptation to "the Afrimat way".

Thabo Fadana, an Artisan/Boilermaker, is in the final stages of completing his learnership and will be doing his trade test soon. We'd like to wish Thabo all the best with his upcoming test and look forward to his long-term contribution in the ACI repair workshops. ACI is proud to have assisted Thabo in achieving this important career milestone.

Shadi Mnisi, a new HRD Officer in training at ACI, completed her National Diploma in Mechanical Engineering and is currently doing her B-Tech degree at the Vaal University of Technology. We trust that her acquired technical knowledge will add value to the core and compliance training at ACI in future. The HR Manager for ACI, Jacques de Braal, will manage and support Shadi in her new role.

Patricia Mokoena has been appointed on a MQA Mechanical Engineering Internship and will be on the Afrimat Graduate Development Program (AGDP) for two years. Patricia completed her National Diploma in Mechanical Engineering and is currently completing her B-Tech degree. Ignatius Ferreira and Piet van Zyl will oversee her internship

Zanele Ndlovu has been permanently placed as Admin Assistant. She will also be doing an ICB Office Administration Learnership at CTU Training Solutions during the year. Zanele will work under the mentorship of Blanche Scriven, who will also help her with her studies.

– **Wreford Hudson**



Prominent position

Liza Roets appointed as Pension Fund Trustee: Roets, Accountant for Afrimat Aggregates KZN, was recently elected as a Trustee Member of the Afrimat Pension Fund for the KZN/Free State Region. Well done, Liza.



Esther Teffo.



Stephanus Hattingh with Thabo Fadana.



Shadi Mnisi, with ACI HR Manager Jacques de Braal.



Patricia Mokoena with Ignatius Ferreira, who will oversee her Mechanical Engineering internship.



Zanele Ndlovu with Blanche Scriven, the office manager for ACI in the north.

HR MATTERS

COURSES & QUALIFICATIONS

Well done to the Afrimat staff who received awards and accolades and completed training.

AFRI-LAB: Afrimat employees complete material tester's course

With the focus turned on high quality and no non-conformance, it's imperative that Afrimat manufacturing plants be at the forefront of all testing methods and quality-related issues. Focus must be given to our core business of manufacturing as much material as cheaply as possible and according to specification. A very intense theoretical as well as practical course is compiled to give new laboratory staff members a good background of material testing. Both TMH1 testing methods as well as SANS 3001 are introduced.

If you would like to be part of this very important Afrimat chain, ask your line manager to contact us.

The following students attended the two-week material tester's courses at the AfriLab Central laboratory in Worcester during 2015 and completed it successfully.

- > David Makhubo from SA BLOK
 - > Simon Mdanda from Vryheid Lab
 - > Michael Kruger from Brewelskloof
 - > Ntombekhaya Siwendu from H&S Dept
 - > Chrisantia Vermeulen from Brewelskloof
 - > Sundile Mtwazi from Afri-Lab
 - > Nelson Ngcawe from Kliprug
 - > Camela Roelf, an intern from Afri-Lab
- **Johan Burger, Group Quality Manager**



Chrisantia Vermeulen.



David Makhubo, Christopher Vermeulen.



Johan Burger, Ntombekhaya Siwendu.



Simon Mdanda.



Michael Kruger, Mike Coad.



Nelson Ngcawe, Camela Roelf.

Learner qualifies as earth-moving equipment mechanic

Congratulations to Christopher Dean Lloyd who successfully completed his trade test through EQASTRA on 12 November 2015. We would like to thank the workshop management for their guidance and support in developing young learners to become proud and productive professionals.

– **Jacobus Koert, Human Resource Development officer – Western Cape**



Christopher Lloyd and Jorrie Jordaan.

MDP Graduation

Sello Joseph Malefane, Quarry Manager at Ulundi Quarry, enrolled for his Management Development Programme at USB-ED in August 2015. He completed the MDP and graduated in Durban on 10 December 2015.

– **Desmondo Goedeman, Human Resource Development Officer (KZN & FS) – Aggregates and Concrete products**



Sello Joseph Malefane.

Tyre-fitting training

In any company, it's imperative to have a well-trained tyre fitter looking after the day-to-day workings of the tyres.

Employees received thorough training in handling the stripping and fitting of the TMM's tyres from a TrenTyre Academy Facilitator on site.

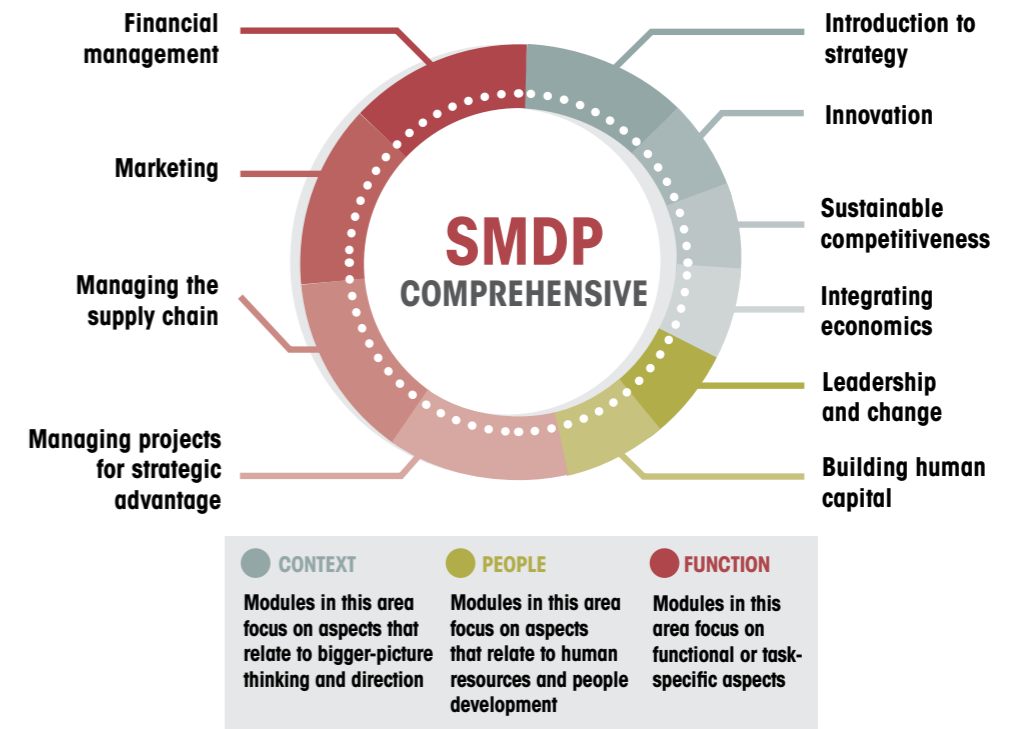
– **Desmondo Goedeman, Human Resource Development Officer (KZN & FS) – Aggregates and Concrete products**

SMDP makes smart management

The Senior Management Development Programme (SMDP) aims to equip senior managers with the necessary knowledge, leadership and change-management skills needed to function effectively within a corporate environment. SMDP training offers managers with the opportunity to develop the competencies required to tackle management challenges with confidence and to start building a career as a future executive. This programme forms part of USB-ED's comprehensive programme offering. Congratulations to Johan Burger, Quality Manager (Worcester Lab), on completing his SMDP at USB. – **Marna Strydom, Worcester office**



Johan Burger.



VRYHEID WORKSHOP
(left to right):
Piet de Wet,
Absalom Mathenjwa,
Frank Ndlela and
Themba Duze.



ULUNDI QUARRY
(left to right):
Trevor Garden,
Nkanyiso Ngema,
Elvis Ntuli and
Joseph Malefane.



HR MATTERS

CELEBRATING ACHIEVEMENTS

Well done to the Afrimat staff who received awards and accolades and completed training.

Years of Service Awards

KwaZulu-Natal and Free State

> 5 YEARS OF SERVICE:

Harrismith ACP:

MP Mantejane, and NE Mlangeni

> 5 YEARS OF SERVICE:

QwaQwa ACP:

W Masangane, M Mofokeng; T Nlapo; and S Letsoaro

> 10 YEARS OF SERVICE:

Harrismith ACP:

L Crous

> 10 YEARS OF SERVICE:

QwaQwa ACP: LJ Mokhena

> 25 YEARS OF SERVICE:

Harrismith ACP:

A Kruger (Branch Manager – Harrismith) and AT Mokoena

- *Desmondo Goedeman, Human Resource Development Officer (KZN & FS)*

- *Aggregates & concrete products.*



(left to right) M.P. Mantejane, A. Kruger and N.E. Mlangeni.



W Masangane, M. Mofokeng; T. Nlapo; and S. Letsoaro (front row).



(left to right) A Kruger and L Crous.



LJ Mokhena.



A Kruger and AT Mokoena.

Years of service awards

ACI, Western Cape

Hercu Smit het sy tien jaar langdiens toekenning onlangs ontvang. Hercu het die grootste gedeelte van sy diens by ACI spandeer en is 'n boor en skietwerker vir die Wes-Kaap streek.

- *Gerhard Odendaal, Managing Director Afrimat Contracting International*



Hercu Smit.

Years of service awards

Glen Douglas

We honoured staff with Long Service Awards of 10 years and more on 5 December 2015 in the recreation hall. Congratulations to the following employees who received an award.

> **10 YEARS OF SERVICE:** MA Chawane, MJ Damba, MD Mohori, MS Sefoka, MJ Baloyi, PJ Motebele, MP Nche, CS Mangelo, BS Mothobi, EM Moloi, AC Haasbroek.

> **15 YEARS OF SERVICE:** TK Maleke, MJ Shasha

> **20 YEARS OF SERVICE:** J Maphalala

> **25 YEARS OF SERVICE:** TS Radebe, DA Msimango, HP Malinga, TS Motsamai

> **35 YEARS OF SERVICE:** NS Sixakaza, S Nyangiwe, MP Mangelo

- *Sonja Kleynhans, Human Resource Officer North region*



Left: Lee Anne Dimmick, PMB Quarry with Manager Ernest von Burick. Right: Heather Meyer with Manager Anton Marnewick, Harrismith Quarry.

X-Mile nominees

Being willing to go the extra mile for an employer is a key indicator of how engaged an employee is. If they feel valued and develop a sense of loyalty towards their employer, they're more likely to step up to the plate and deliver more than expected when necessary.

In recognition of appreciation, we would like to thank the following employees for all their efforts in going the "X-tra mile":

X-Mile Nominee, December 2015 –

Heather Meyer, Harrismith Quarry

X-Mile Nominee, January 2016 –

Lee Anne Dimmick, PMB Quarry

The company has received many compliments and words of praise from our clients and we are delighted to have valuable staff, like you, with us. With continued determination to serve our clients better, you're successfully promoting our image and company brand. Thank you for your positivity and enthusiasm.

- *Heila Beamson, Data Analyst/Key Accounts KZN/Free State*

GOOD NEWS STORIES

Congrats to...

Boitumelo (Sam) Mothobi, laboratory analyst at Glen Douglas, whose son, Katlego, was invited to attend the Transnet SAFA School of Excellence. At this special high school, gifted young soccer players get the chance to complete their schooling while receiving focussed soccer coaching. Some of the most well-known soccer players in South Africa attended the school, so being invited is such a great honour. We look forward to seeing Katlego on the pitch one day. – *Anton Penkler, Manager Business Development*



Henrietta Kinnear, receptionist at Tygervalley Head Office, married her sweetheart, Angelo Kinnear, on 3 October 2015. We wish them a lifetime of happiness.



Mr and Mrs Jeftha also got married, on 12 December 2015. Willmar is the human resource officer for the Western Cape. All the best!



HEALTH & SAFETY MATTERS

HEALTH & SAFETY MATTERS

I AM A SAFETY OFFICER – WHY CAN'T YOU UNDERSTAND ME?

ALFRED STADLER, SAFETY/QUALITY ASSURANCE, GIVES A LESSON IN "SAFETY SPEAK".

Members of the safety profession use a lot of acronyms (abbreviations, sometimes pronounced as words). And, believe me, they think everybody understands them.

When I first started dealing with safety officers, I'd just nod my head knowingly and pretend I was taking notes, but what I was actually doing was writing down the dozens of acronyms that were being spat out so that I could look them up later.

A typical conversation with a safety officer goes something like this:

Safety Officer: I will be doing an audit at your plant tomorrow. Make sure that your SHE files are compliant with the OHSA. I want to see all SOPs, COPs, WMSs and HIRAs. All staff must be wearing PPE and make sure that the FEL operator is wearing PHP, otherwise he could suffer NIHL. Last week, there was an IOD that was taken to a GP. I hope you filled in the COIDA forms. This is definitely going to affect your DIFR, and your HR will not be happy.

Me: I agree fully. We had a NMI and FAI while one of our staff was performing WAH. Luckily, it does not affect our DIFR. Is it true that an inspector from the DoL will be visiting us soon?

Safety Officer: What about LOTO?

Me: I never waste money on Lotto.

Safety Officer: I am talking about Lock Out-Tag Out.

Me: I knew that. I was just hoping to get you to LOL.



FOR THE UNINITIATED, HERE FOLLOWS THE MEANING OF THE ACRONYMS USED:

SHE	Safety Health & Environment
OHSA	Occupational Health and Safety Act
SOP	Standard Operating Procedure
COP	Code of Practice
HIRA	Hazard Identification Risk Assessment
WMS	Work Method Statement
PPE	Personal Protective Equipment
FEL	Front End Loader
PHP	Personal Hearing Protection
NIHL	Noise Induced Hearing Loss
IOD	Injured On Duty
GP	General Practitioner (Doctor)
COIDA	Compensation for Occupational Injuries Act
DIFR	Disabling Injury Frequency Rate
HR	Human Resources
NMI	Near Miss Incident
FAI	First Aid Incident
WAH	Work at Heights
DoL	Department of Labour
LOTO	Lock Out-Tag Out
LoI	Laugh Out Loud



HEALTH & SAFETY MATTERS

WHAT IS HYPERTENSION?

**KATARIEN DEYSEL, GROUP MANAGER: SHEQ, EXPLAINS HIGH BLOOD PRESSURE,
THE CONDITION ALSO KNOWN AS HYPERTENSION**

Blood pressure is the force exerted by the blood against the walls of the blood vessels. The magnitude of this force depends on cardiac output (the volume of blood pumped by the heart per minute) and the resistance of the blood vessels.

Hypertension is having a blood pressure higher than 140 over 90 mmHg. This means the systolic reading (the pressure as the heart pumps blood around the body) is over 140 mmHg (millimeters of mercury) or the diastolic reading (as the heart relaxes and refills with blood) is over 90 mmHg.

The classification of blood pressure is as follows:

- > Normal blood pressure is below 120 systolic and below 80 diastolic
- > Prehypertension is 120-139 systolic or 80-89 diastolic
- > Stage 1 high blood pressure (hypertension) is 140-159 systolic or 90-99 diastolic
- > Stage 2 high blood pressure (hypertension) is 160 or higher systolic or 100 or higher diastolic
- > Hypertensive crisis (a medical emergency) is when blood pressure is above 180 systolic or above 110 diastolic.

Causes of hypertension

High blood pressure leading to a diagnosis of hypertension will occur only when readings stay above normal all of the time. Having high blood pressure for a short amount of time is normal.

Blood pressure has a natural variation – it lowers during sleep and rises on waking. It also rises in response to anxiety, excitement, and physical activity.

The disease burden of high blood pressure is a growing problem worldwide. The increases are blamed on lifestyle factors, including:

- > Physical inactivity
- > A salt-rich diet of processed and fatty foods
- > Alcohol and tobacco use

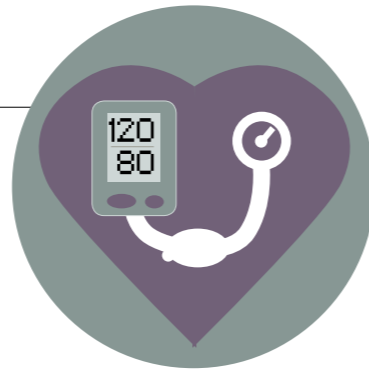
Certain diseases and medications are specific causes of high blood pressure. There are also general risk factors that can be responsible for raising anyone's risk of hypertension. These include:

- > **Age** – everyone is at greater risk of high blood pressure as they get older. Prevalence of hypertension is higher in people over 60 years old.
- > **Race** – hypertension is one of the biggest killers in our country across all race groups.
- > **Size** – being overweight or obese is a key risk factor.
- > **Sex** – men and women have different risk profiles. While they have the same lifetime risks, men are more prone at younger ages while women are more prone at older ages.
- > **Lifestyle** – from greater uptakes of dietary salt, excessive alcohol, low dietary potassium, and physical inactivity, lifestyle factors are a major contributor.

Other risk factors are a family history of the disease and chronic stress.

Hypertension can be managed with medication. Doctors will prescribe medication alongside lifestyle measures to lower blood pressure in people with a level above 140 over 90, although lifestyle measures are usually pursued first. Lifestyle changes are important for both treatment and prevention of high blood pressure. These include exercise, a healthy diet, salt restriction and moderation of alcohol consumption.

Prevention is always better than cure, so be sure to adopt healthy lifestyle practices and keep an eye on your blood pressure reading.



SOURCE: [HTTP://WWW.MEDICALNEWSTODAY.COM/ARTICLES/150109.PHP](http://www.MEDICALNEWSTODAY.COM/ARTICLES/150109.PHP)

SOCIAL MATTERS

DENVER QUARRY LYNN MALGAS, HUMAN RESOURCE DEVELOPMENT OFFICER (EASTERN CAPE), AGGREGATES, REPORTS ON A WORTHY NEW PROJECT STARTED AT A CLINIC IN KUYGA, PE

Denver Quarry opens a soup kitchen

The quarry was approached by the Kuyga community in 2015 to set up a soup kitchen. After visiting the community hall and the clinic, it was decided that the soup kitchen should be at the clinic. The soup kitchen runs twice a week, on Wednesdays and Fridays, to feed patients who take medication as well as the community at large.



Top left: Xoliswa Mtimkulu dishes nutritious soup into cups. Bottom left: Volunteers Mackson Dloto and Vusumzi Nkoli help hand out soup.

WORCESTER JACOBUS KOERT, HUMAN RESOURCE DEVELOPMENT OFFICER – WESTERN CAPE, REPORTS ON BREWELSKLOOF'S DEDICATION TO SUPPORTING FUTURE MATHS TALENT

Top maths student awards 2015

During a gala event held on 16 October 2015 at Olivenbosch in Worcester, the top maths students from Grade 10 to 12 at Vusisizwe Secondary School received awards for their hard work. Since the start of the project in 2007, this project has seen many successful candidates enter various study fields, such as Bsc. Statistical & Mathematics, Bsc. Environmental Science, Master's in Molecular Virology (Medical Bioscience), Bsc. Accounting and Bsc. Computer Science.

We congratulated top achiever Vusumzi Malgas, from Grade 12, who has gone on to study Bsc. Statistical and Mathematics at the University of Western Cape (UWC). Vusumzi received the Peter Corbin Floating trophy, and the company paid for his registration at UWC as part of our Social and Labour Plan (Brewelskloof) bursary commitments.

The broader Worcester community also benefits from our Brewelskloof operation as four students will be receiving bursaries to study in various fields, such as: Civil Engineering, Computer Science, Medical, Statistical and Maths.

Our investment in these students gives us much joy and we share the excitement with the parents or caregivers of these students.



From left: Grade 10 to 12 learners with Jacobus Koert, Joe Kalo (Director- Corporate Affairs), Thunzi Kalo, Hendry Mohobo (Afrimat-sponsored teacher).



From left: Jacobus Koert and Grant Cupido with Vusumzi Malgas, the top achiever in maths, Grade 12, for 2015.



Bursary beneficiaries with their parents.

AFRIMAT CONTRACTING INTERNATIONAL ESTHER TEFFO, SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY, REPORTS ON HOW ACI IS LIGHTING UP LIVES

Kuipersbult Quarry lights up Maropong Township

In the last issue of *Afrimatters*, we reported on how Hartebeesfontein Quarry installed two mast lights in Botleng Township, in partnership with the Victor Khanye Local Municipality, Mpumalanga.

Similarly, as part of its Local Economic Development Project in the Social and Labour Plan, Kuipersbult Quarry assisted Lephalale Local Municipality with the electrification of two high mast lights in Maropong Township. The Municipality erected the two mast lights early in 2015, but couldn't finish the project due to budget constraints.

But on 28 January, Afrimat was finally able to attend the lights switching-on ceremony, at the invitation of Lephalale Mayor, Councillor Jack Moloko Maeko. As the lights were lit, the community danced and sang to show their appreciation. Seeing their gratitude made the project, and even its delays, worth it. To the incredible team at ACI that made this project happen, thank you.



GLEN DOUGLAS ESTHER TEFFO, SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY

Glen Douglas' Community Youth Skills Programme creates jobs

As part of its Local Economic Development initiative in the Social and Labour Plan, in 2014 Glen Douglas introduced the Community Youth Skills Programme to train unemployed youth from local communities in skills certified by the Mining Qualifications Authority (MQA).

For three months, the learners are trained in operating mobile equipment and production. Since the inception of the programme, Glen Douglas has employed nine of the youth trained. The continuous commitment and effort by the team on site shows the quarry's commitment to creating value for people in the communities in which the company operates.



Front from right to left: Sandra Fana, Lerato Mashiloane, Thoko Mafokeng and Maropeng Matlakala. Back from right to left: Stephen Habayo, Thomas Chawane, Kenneth Kutsaane and Sipho Mangelo (Foreman).

INSPIRATIONAL MATTERS

WORDS TO WORK BY

Dr Pieter Barnard, a Gallup-Certified Strengths Coach, shares some inspiring quotes from Tom Rath, an American speaker, leadership expert and bestselling author, who is an adviser to Gallup, Inc.

On personal success...

"You cannot be anything you want to be – but you can be a whole lot more of who you already are."

"If you spend your life trying to be good at everything, you will never be great at anything."

On teamwork...

"Although individuals need NOT be well-rounded, teams should be."

"Perhaps the ultimate test of a leader is not what you are able to do in the here and now – but instead what continues to grow long after you're gone"

On wellness...

"Every hour you spend on your rear end ... saps your energy and ruins your health."

"The single biggest threat to our own wellbeing tends to be ourselves."

On finding your strengths...

"The most successful people start with dominant talent – and then add skills, knowledge, and practice to the mix. When they do this, the raw talent actually serves as a multiplier."

"Talent (a natural way of thinking, feeling or behaving) × Investment (time spent practising, developing your skills, and building your knowledge base) = Strength (the ability to consistently provide near-perfect performance)."

"What great leaders have in common is that each truly knows his or her strengths – and can call on the right strength at the right time."



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Bekalking

beteken jy beskerm jou oes en verseker groter winste



Voldoende bekalking = verhoogde opbrengste & gesonde gronde



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