

AFRIMATTERS



DOLOMITE: A VERSATILE AND VALUABLE PRODUCT
KNOW YOUR PRODUCT: CONCRETE CUBE TESTING
7 STEPS: TO BUILDING A LEARNING CULTURE



Investing in diversified growth

- Mining & Aggregates
- 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.

readix



AFRIMAT: A GOOD COMPANY TO WORK FOR?

What does working for Afrimat mean to you? Are you proud of the company and its people? Do you feel that this is your company and that you should contribute to the growth and wellbeing of it?

Recently I was contacted by an ex-employee, enquiring about the possibility of returning to Afrimat. In his case, I had no objection to him being re-employed but unfortunately his previous position had been filled and no suitable vacancy existed.

This incident reminded me of how often we re-employ staff who previously worked for us. An occurrence that usually implies that the person was an asset to the company and that we would choose to employ him or her again. It also implies that the person, who has the choice to work anywhere, chooses to work for Afrimat.

In many of the cases, returning employees have told me that they missed the Afrimat culture and that they were happy to be back. The company's culture is the way we do things, the way we interact with each other and the way we live our values. I am a great believer in the power of teamwork, of highly competent people who share a value system.

It is the responsibility of each and every employee of Afrimat to protect and build a healthy culture. A culture of high performance in which people are being cared for.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

'I AM A GREAT BELIEVER IN THE POWER OF TEAMWORK, OF HIGHLY COMPETENT PEOPLE WHO SHARE A VALUE SYSTEM.'

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AFRIMATTERS

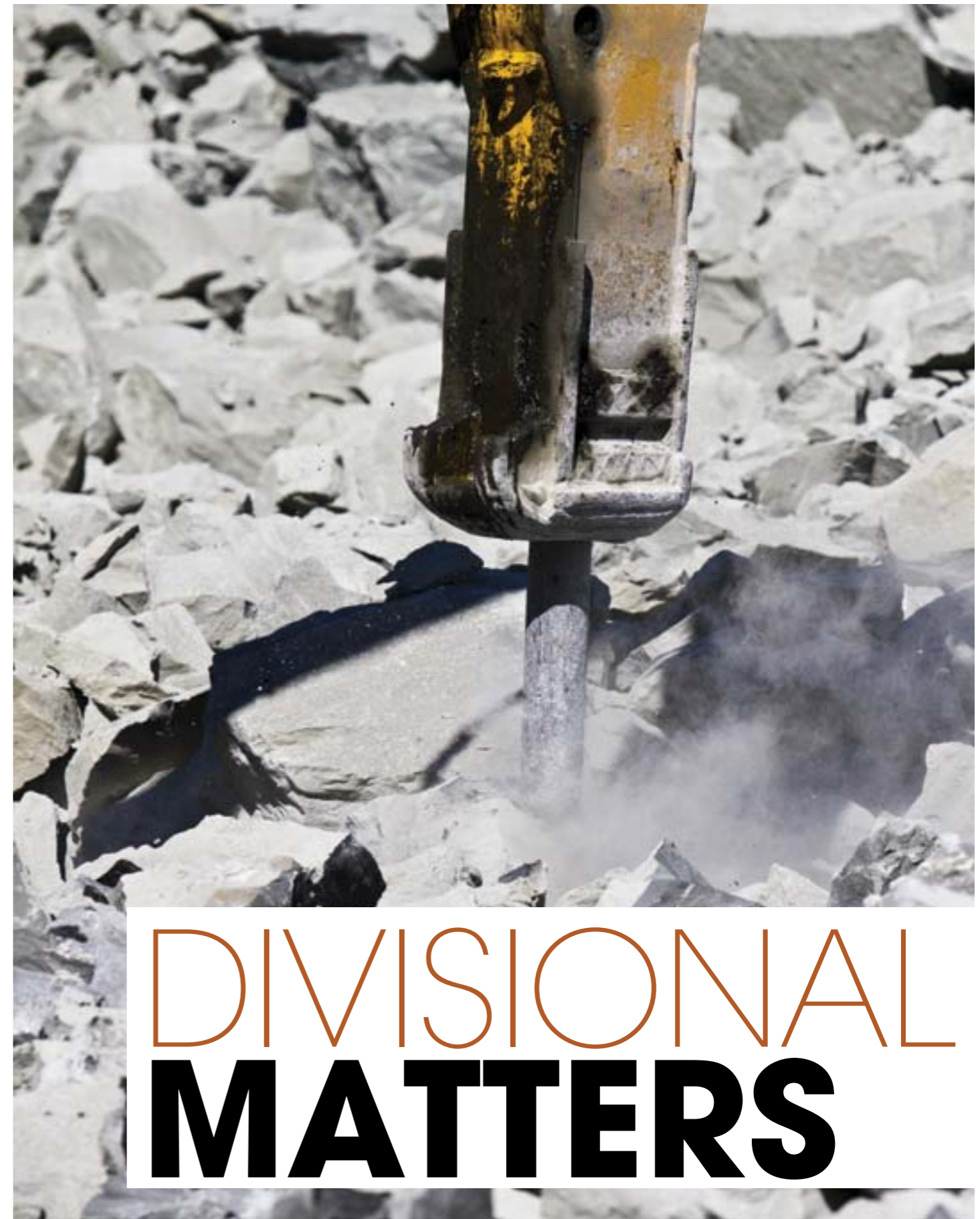
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DIVISIONAL MATTERS



A LONG HISTORY OF QUALITY PRODUCTS

Infrasors Holdings Limited

The Company was initially listed on the alt-X of the Johannesburg Stock Exchange on the 31st of July 2007 after the Company had been formed on the 19th of April 2007. With effect from the 1st of March 2007, Infrasors acquired Lyttelton Dolomite (Pty) Ltd, Delf Sand (Pty) Ltd and K & F Bricks.

On the 1st of February 2010, Infrasors moved onto the main board of the Johannesburg Stock Exchange housed under the "General Mining" sector.

Lyttelton Centurion Mine

The Mine was established in 1938 by Amcor for the purpose of supplying metallurgical grade dolomite to the iron and steel industry. The metallurgical grade dolomite has specific properties that allow it to be used as a flux agent in the making of iron and steel.

Ownership was passed onto Samancor Limited who ran the mine for most of its early days. During this time the manufacturer of powder was introduced. In the late 1980s the mine was approached to manufacture aggregate for the local construction industry. One of the first projects that it supplied was the new Defence Head Quarters on Pretorius Street in Pretoria. Being a highly sort after product for use in concrete due to its characteristics, it has been used in a number of high profile buildings in Pretoria and surrounding area.

In 1998 it became a private Company through a management buy-out. The mine in 2007 was integrated into Infrasors. The mine has continued to be an important supplier of metallurgical grade aggregate and during the latter half of the 2000s has invested in a plant which has increased the supply of construction aggregate and powders. The mine is currently capable of producing 1.6 million tons per annum.

The mine, situated in a built-up area, has always had a working relationship with the surrounding community.



Currently communication and understanding of its business is conducted through the Environmental Committee Forum which meets regularly to discuss the mine's progress. The Forum is represented by a number of interested bodies.

Marble Hall Mine

The mine was first established in 1919 for the purpose of extracting and cutting marble. In the early 1940s, being state owned land, Marble Lime Associated Industries, who were undertaking mining activities, was requested to produce chrome based tanning salts for the manufacturing of military footwear. The plant continued to produce until 1946.

In 1976 Northern Lime Limited was able to obtain a Mining Lease Agreement and related Mining Rights with the right to mine limestone. Sometime there afterwards, the Company's name was changed to PPC Lime Limited. In September 1988 the lease and mining rights were sold to Samancor Limited.

In 1999 the lease and mining right formed part of a management buy-out and was incorporated into Lyttelton Dolomite (Pty) Ltd together with the Lyttelton Centurion mine. This in turn was sold to Infrasors in 2007. The mine has matured into producing metallurgical grade aggregate, construction aggregate and powders.

Delfsand History

Portion 10 of the farm Pienaarspoort 339 JR originally belonged to the Sammy Marks Family Trust, in extent approximately 2 000 ha. Sammy Marks was a South African pioneer industrialist who was inter alia, a founder member of ISCOR.

The farm was purchased after the discovery of diamonds in the Cullinan district – he hoped that this fortune would also extend onto his farm.

The first sand supplied to Consol Glass, probably after the Second World War, came from this farm. Sand came from the western section of the farm, the land located more towards the current Pienaarspoort station.

Before the elections in 1994, the farm was offered to Lourie van Heerden, an attorney who purchased the property as the remaining members of the Trust had all emigrated.

DIVISIONAL MATTERS

> INFRASORS - DELF CONTINUED...

Lourie van Heerden's son in law, Francois Roets, together with other family members started a business, Delfsand in 1995 – this business supplied building and plaster sand mainly to Pretoria and surrounding developing areas.

In 1999, Delf recognised the importance of strong demand for high-quality silica sand products, particularly within the foundry industry. A processing plant was therefore constructed to produce graded silica products that would conform to international standards, enabling Delf to become a leading supplier of silica sand in South Africa.



CONTRACTING INTERNATIONAL

BY WILLIE PRINS, AREA MANAGER NORTHERN CAPE, ACI

GAMOHAAN IN KURUMAN

Ons het uiteindelik na twee jaar se wag ons permit by Gamohaan in Kuruman gekry. Ons het tydelik vir B&E gekry wat vir ons 100,000 ton gemaal het. Ons is gelukkig om twee groot vaste kontrakte te kon kry vir 19mm betonklip en -8mm crusherdust wat elk onderskeidelik tussen 6.000 tn en 10,000 ton materiaal per maand gaan neem. Ons vertrou dat die verkope sal toeneem in ag geneem dat dit nou maar eers in die begin van die jaar is.



'ONS HET TYDELIK VIR B&E GEKRY WAT VIR ONS 100,000 TON GEMAAL HET.'

READYMIX

BY ALF STADLER, QUALITY ASSURANCE ADMINISTRATOR, READY MIX CAPE TOWN

CONCRETE TRIVIA

In my dealings with safety officers and safety managers I have noticed that they have a liking for acronyms. So instead of using a title like Compensation for Occupational Injuries and Diseases Act, they will use the word "Coida". The often used acronym "Hira" stands for Hazard Identification Risk Assessment. When SARMA (South African Ready Mix Association) talk about SHREQ, they are not talking about a green man with funny ears, they are referring to Safety, Health, Road transport, Environment and Quality.

But the mother of all acronyms, according to the Guinness Book of Records is:

NIOMTPLABOPARMBETZHELBTREBSBOMONIMONKONOT-DTEKHSTROMONT (56 letters).

Found in the Concise Dictionary of Soviet Terminology, it means: The laboratory for shuttering, reinforcement, concrete and ferroconcrete operations for composite-monolithic and monolithic constructions of the Department of the Technology of Building-assembly operations of the Scientific Research Institute of the Organisation for building mechanisation and technical aid of the Academy of Building and Architecture of the USSR.

I bet that people who work there have it all written down on their business cards, or just say, 'I work for Niomt-Plabopar.'

COIDA = COMPENSATION FOR OCCUPATIONAL INJURIES AND DISEASES ACT
HIRA = HAZARD IDENTIFICATION RISK ASSESSMENT
SHREQ = SAFETY, HEALTH, ROAD TRANSPORT, ENVIRONMENT AND QUALITY

READYMIX HEAD OFFICE GIVES BACK

In the true spirit of Christmas, the Afrimat Readymix head office staff gave generously to the underprivileged children at the Durbanville Children's Home.

Christmas was made extra special for the 142 children in the home who all received a bright and cheerful backpack filled to the brim with special holiday treats and back to school goodies. The Home is a safe haven for children who are placed here by Court Order under the protection of the Child Care Act and they come from across the Western Cape.

We are sure this donation brought many big smiles. Thanks to Cecile Cilliers for coordinating this project and for all who helped put the parcels together.



Above, Left to Right: Cecile Cilliers (Finance Manager, Readymix), Tania Van Greunen (Technical Administrator, Technical dept, Killarney Gardens), Catherine Klein (Raw Materials Clerk Tyger Valley Admin office), Melanie Joubert (Creditors Clerk, Tyger Valley admin office) and Ungere Wassung (Cost Accountant, Tyger Valley Admin office)



Above: Johan Van Niekerk Transport Controller, Logistics Dept, Tyger Valley

DIVISIONAL MATTERS

READMIX BY GIDEON HENDRICKS SALES REPRESENTATIVE READY MIX CAPE TOWN

AFRIMAT'S SALES GURUS

The Afrimat Concrete Products Western Cape sales team attended the Sales Guru Live event on Friday 15th February, which took place at the Barnyard Theatre in Willowbridge, Tygervalley. The event was hosted by Mark Keating (Sales Guru CEO and a highly accomplished sales person) and was deemed to be valuable, motivating and entertaining. The headline topics were 'How to sell better' and 'Selling across generations.'

'Continuous improvement in everything we do' is a message communicated throughout Afrimat and as a sales team these types of training sessions provide us with more tools to be effective in a challenging market.

The intended outcomes are to:

- > build value
- > increase revenues
- > improve contact with customers
- > achieve a higher closing percentage

Some of the useful topics presented were:

- > face to face selling that really works
- > how to uncover buying motives
- > how to get in front of more qualified prospects
- > closing techniques

During the seminar the speaker emphasised the need for sales people to listen to their customers. The objective of selling is 'helping others to be better off with their wants, needs and objectives (whether known or unknown), than where they are currently'.

The only way to achieve this objective is to listen to our customers through constant contact and communication.

Another concept that resonated with our entire team was 'Building Value'. Customers are willing to pay for higher value products or services and if we execute value building effectively, we will have greater success in attracting higher value customers. In a market where margins are under pressure this is an area the team will be looking to maximize and make full use of what has been learnt.

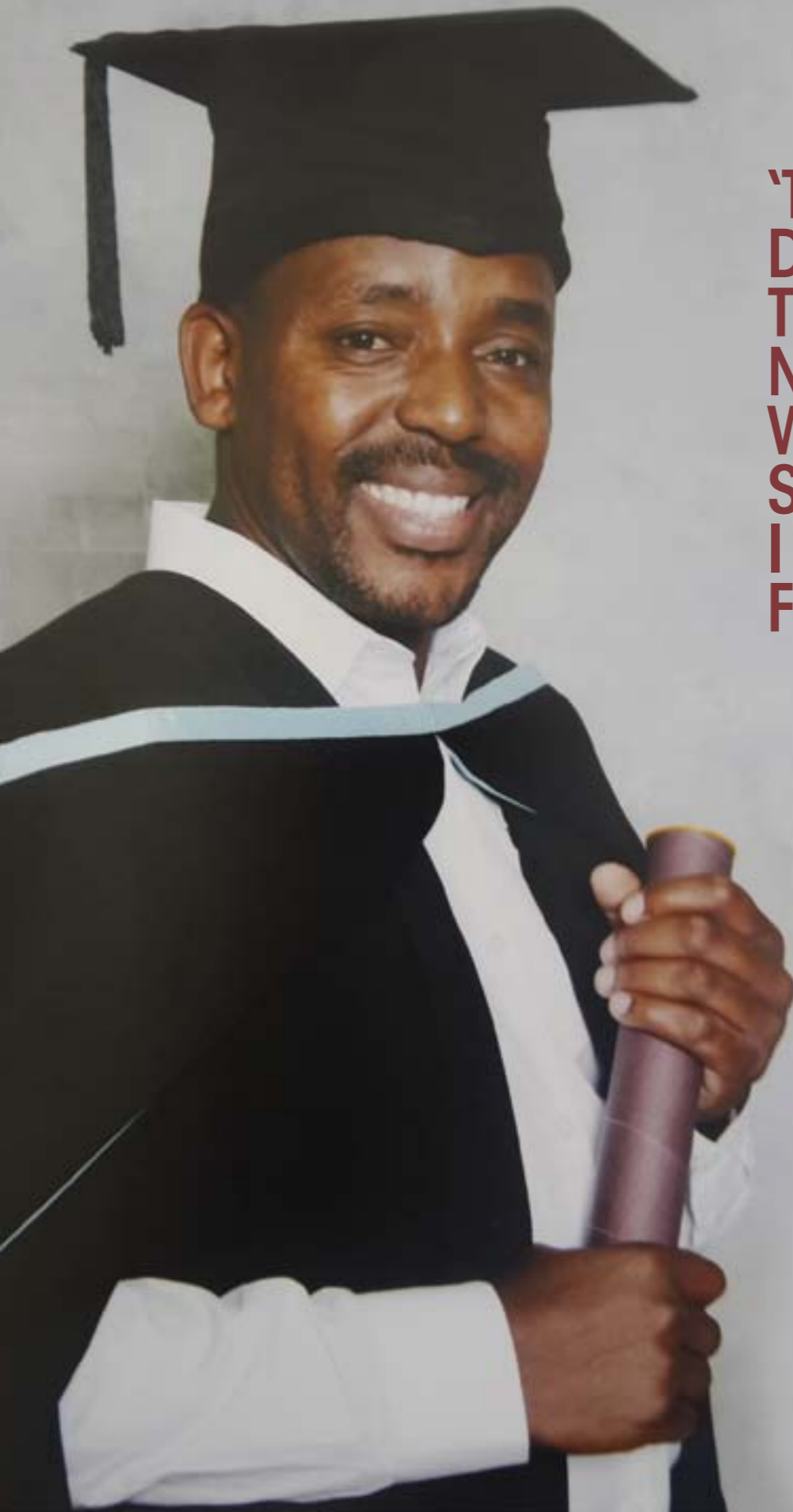
In our continued efforts to become a high value proposition without price cutting, excellence in customer service and quality, the sales team looks forward to implementing the new approaches, ideas and concepts learnt at Sales Guru Live. We are looking forward to the next event!

'IF WE EXECUTE VALUE BUILDING EFFECTIVELY, WE WILL HAVE GREATER SUCCESS IN ATTRACTING HIGHER VALUE CUSTOMERS'



HR MATTERS





'THERE IS A DRIVE IN ME THAT I AM NOT A QUITTER, WHEN I START SOMETHING, I WANT TO FINISH IT'

HR MATTERS

A BRIGHT STAR ADDING VALUE TO AFRIMAT

Collin Ramukhubathi recently achieved what few can attest to, earning his MBA (Masters in Business Administration)

This programme is one of many offered by Afrimat to employees as part of the ongoing culture of learning initiative. He tells Marlo Janse van Rensburg, General Manager – Corporate Sustainability what the course taught him and what he had to sacrifice to earn this impressive qualification.

1) MBA IS A FOUR YEAR EXERCISE. DID YOU EVER FEEL THAT YOU WANTED TO QUIT?

Yes, there were times when work, family, and ministry pressures mounted. When you are stretched in every direction.

2) WHAT KEPT YOU GOING?

There were a couple of things. I had amazing support from my wife and kids, encouragement from my managers and the church leaders. There is a drive in me that I am not a quitter, when I start something I want to finish it.

3) IS IT REALLY SO DIFFICULT AND TIME CONSUMING?

Time consuming, definitely! You need to put at least 15 hours a week of studying to be on par. This is beyond your work and family time. There are sacrifices you have to make, for example, I had to kiss my social life good bye.

Difficult? Not much, but rather a big volume and complexity.

Yes. I believe the aim of the MBA is to put you under pressure and also to see if you can manage to make good decisions under pressure with more vague and scattered information.

4) WHAT SUBJECTS DID YOU REALLY ENJOY? WHY?

Operations research – it deals with optimisation and simulation in finding the most efficient way of doing things. I did enjoy analysing systems in both process and business, to find the best way of maximizing the effectiveness.

Management strategy – this subject helps you to understand your environment, what your competitors are doing, how to put a strategy in place that will make your business succeed.

Business in society – it's about the ethics of business, what is our obligation as a company towards our employees, the community we operate, country and the world.

Leadership – has helped to identify my identity as a leader, I am more confident that I don't have to be like someone else to succeed, I have to be authentic as a leader.

'I AM MORE CONFIDENT THAT I DON'T HAVE TO BE LIKE SOMEONE ELSE TO SUCCEED, I HAVE TO BE AUTHENTIC AS A LEADER...'

5) HOW DID YOU MAKE TIME FOR YOUR FAMILY AND WORK?

A decision to do an MBA was a family decision. I knew how demanding a MBA would be. I had to ensure that we were all ready for it. Firstly, I had to allocate time for my studies to ensure a good balance with my family. I had to say good bye to my social life for 3 yrs.

6) DID YOU BUILD A NETWORK OF CONNECTIONS IN THE BUSINESS WORLD DURING YOUR MBA?

Yes, my current job requires me to interact a lot with external stakeholders. So I'm using those networks to improve and build other relationships.

7) WHAT WAS YOUR BIGGEST LEARNING EXPERIENCE DURING THE COURSE OF THE MBA?

> Networking.

> To understand the impact of my decisions towards the company, shareholders, employees and communities, and further more our country and the world as a whole.

> How our decisions and action we make impact our lives and the world in large. Just to elaborate, I now understand how other countries' disasters impact and influence our country. How the Ukraine fights influences firstly Afrimat and our country. In short, MBA equips you to be a better leader, how you can make decision that will benefit the current and future of our economy. How to ensure your company survives in this world full of complex economies and politics.

8) WHERE DID YOU TRAVEL TO FOR YOUR STUDY TOUR AND WHAT WAS YOUR EXPERIENCE OF THAT COUNTRY?

I went to Moscow, Russia. What was interesting there is that we had a lot in common. Russia's democratic rule also started the same time as South Africa's, in the early 90's. Although we have racial division, they had a generational division.

Their democracy is not even close to perfection, they acknowledge and believe it will take a few generations (40 yrs or more, just like the Israelites being led by Moses) to be sorted.

This gave me so much hope for our country. Despite all their issues, they believe in the greater future of their country.

It's amazing when you visit other countries, and experience their problems and challenges, you start accepting that, like any family, we all have problems that can be fixed.

It's really sad that I have to go somewhere before I could see that. I have learned to look at things in half full glass instead of half empty glass.



Colin had the support of his wife, Sharrol Ramukhubathi, Human Resource Administrator Afrimat Aggregates Operations, Western Cape, and son, Rendani, 16, and daughter, Rudzani, 12 years old

'I AM DETERMINED TO BE PART OF THE TEAM THAT BRINGS SOLUTIONS TO THE ISSUES WE ENCOUNTER CURRENTLY AND IN MAKING AFRIMAT A SUCCESS.'

I am optimistic about my country, the world and determine to be part of the solution instead of sitting on the side-line. After all that is why God has brought us here.

9) IS THERE LIFE AFTER MBA?

No doubt about it, now it's time to implement this knowledge I've acquired to Afrimat, my community, in my personal life too and also where I am required to add value.

10) DID THE MBA ASSIST YOU TO PLAN AND DEVELOP YOUR CAREER GOING FORWARD?

Yes for sure. It has prepared me for my current role and above. I have learnt so much, I feel equipped and ready to utilise my skills and make Afrimat a better company for our employees, shareholders and the stakeholders. I am determined to be part of the team that brings solutions to the issues we encounter currently and in making Afrimat a success.

THE BUSINESS OF HR

By Marnus Dreyer
Group Manager Human Resource Development

The Human Resources team held a conference in January 2015. The aim of the conference was to highlight the importance of creating a learning culture at Afrimat.

The two day conference was attended by representatives from the Human Resources, skills development and learning sectors of Afrimat. CEO, Andries van Heerden was the guest speaker. Andries reaffirmed the importance of creating and developing a sustainable learning culture in Afrimat. Andries also indicated that the formal application of performance management in the Group is a very high priority. HR must ensure that management complies with this task as it assists employees in performing effectively and productively.

ANDRIES REAFFIRMED THE IMPORTANCE OF CREATING AND DEVELOPING A SUSTAINABLE LEARNING CULTURE IN AFRIMAT

Phuti Tsukudu, Non-Executive Afrimat Director presented a strategy for the roll out of an Afrimat cultural survey. Wiets Stols has been appointed as the 'champion' to facilitate this roll out process.

There was a strong focus on Human Resource Development and the following topics were covered: skills development, talent management, leadership development, performance management, VIP as a management tool to record all forms of training and development in the Group, communication and culture

All involved indicated that the conference was of high value and that there is a common synergy that Human Resources must continue playing a fundamental role in supporting, training and developing all our employees in Afrimat.



Above: Phuti Tsukudu, Non-Executive Afrimat Director



Above: Afrimat HR Group 2015

The conference was attended by: Anton Gerber (General Manager HR), Marnus Dreyer (Group Manager Human Resource Development), Andrea Etsebeth (PA to HR and Marketing), Jacques de Braal HR Manager (Glen Douglas, AFT & ACI), Theresa Snyman Skills Development Facilitator (Glen Douglas, AFT & ACI), Reginald Gwala HR Manager (KZN and OFS), Desmond Goedeman Skills Development Facilitator (KZN and OFS), Maureen Maropeli HR Manager (Infrasors), Chantel Viljoen Skills Development Facilitator (Infrasors), Angelique Botha Skills Development Facilitator (Infrasors), Brenda Slattery HR Manager (AAO, Readymix & Boublok), Willmar Jefftha HR Officer (AAO), Alison Marone Skills Development Facilitator (Western Cape), Anthea Adams Training & Development Coordinator HRD, Rubin Bebe HR Manager (SA Block & Clinker Supplies), Vanessa Danger HR Information Systems Coordinator, Wiets Stols Manager Leadership Development, Lynn Malgas HR Officer/Skills Development Facilitator (Eastern Cape)

One-on-one with

Marnus Dreyer, Group Manager Human Resource Development based in Worcester

Q: Where are you originally from?

A: Pretoria the heartland of of the Blue Bulls.

Q: Could you describe one of your typical workdays?

A: Planning, organising, communicating, executing and the assessment of all training and development activities for the Afrimat Group

Q: What is your life motto?

A: Make a difference

Q: What is your definition of teamwork?

A: It is a combined effort of skills, knowledge and attitude to reach a common goal

Q: What do you love most about Afrimat and its people?

A: Their commitment to work hard and to succeed

Q: If you could be a driver of mobile equipment on a quarry what would you like to drive and why?

A: I would like to drive a dumper because that moves the money!

Q: How long have you been working for Afrimat

A: 1 year

Q: Where did you work before Afrimat?

A: Teaching in Worcester

Q: What skills are required in your position on a day-to-day basis?

A: Effective planning, and the ability to implement the plans and regular assessment of progress in collaboration with all the role players who are involved in the training and development of our people. This is only possible through continuous building of relationships and by being strategically visible.

Q: How would you describe the corporate culture?

A: It forms the backbone of the way we do things in Afrimat. All our employees must have a full understanding of our values, live them and take ownership of them in his/or her role in the business.



Q: What parts of your job do you find most challenging?

A: The complexity of Homosapiens!

Q: What do you find most enjoyable?

A: Changing attitudes and perceptions and influencing people

Q: Which Afrimat product do you find the most fascinating and why?

A: Our industrial mineral products that we supply to the steel manufacturing industry as this also plays a significant role in the SA economy.

Q: What is the biggest lesson you have learned in life?

A: If you believe in something you never, ever give up. Perseverance will always bring results!

Q: What is the biggest mentoring tip you will give a young and aspiring employee in your department?

A: Knowledge is power! Never stop being a student of your business, and of life because knowledge and wisdom is invaluable.

Q: Describe yourself in 3 words

A: trustworthy, level – headed, a people's person.

HR MATTERS

CONCRETE PRODUCTS AND READYMIX WORCESTER

Congratulations

Afrimat Readymix wedding bells have been ringing... Congratulations to **Bossie** (Regional Sales & Marketing Manager – Concrete Products, Boland) and **Sarah Muller** who got married on 6th December. We love that their adorable pets (Charlie and Tessa) were very much part of the celebrations! May they always remember the love shared on this special day.



Welcome

Welcome to **Leon de Clerk** who has joined Readymix as Sales Consultant. Leon will be responsible for selling and promoting both Readymix and Concrete products in the Boland area and will be based in Worcester.



AFRIMAT CONTRACTING INTERNATIONAL - ACI

Congratulations

N5 certificate qualification
Congratulations to **Michael Esterhuizen**, Administrative Assistant to previously Kuipersbult Site and currently Gamohaam Quarry, recently obtained his N5 certificate qualification as a Management Assistant after 3 years of part time study.



Lang-diens

ACI het senior bestuurders onlangs vereer met lang-diens toekennings:
George Ferreira - 10 jaar diens
Pierre du Toit - 15 jaar diens
Wilhelm Nel - 10 jaar diens



George Ferreira - 10 jaar diens



Pierre du Toit - 15 jaar diens



Wilhelm Nel - 10 jaar diens



INTERLOCK PAVER FROM BOUBLOK

HR MATTERS

MINING & AGGREGATES

Long Service Awards

Long Service - Dennegeur Quarry

BY RAYMOND JAMES

The Employee Service Awards ceremony Recognises 45 years of service to staff members who have reached milestone years of employment at Dennegeur Quarry. They were recognised during the annual Employee Service Awards reception held on the 11 December 2014 at Dennegeur. The invited guests of honour were those employees who achieved 5, 10 and 15 years of service.

Considering that an average worker may change jobs seven or eight times during their career, we are truly fortunate to have so many dedicated long-term workers who contribute to Afrimat's success on a daily basis. After opening remarks, Quarry manager, Raymond James, presented each recognized employee in attendance with a certificate of service and a gift.



MARTIN WILLIAMS – 15 YEARS



MOSES LETELE – 15 YEARS



ZONWABELE NGALO – 10 YEARS



LWANDO FUDUKILE – 5 YEARS

Long Service Awards

BY JANELLE PIETERSEN

Palmiet Quarry held its annual Long Service Awards Recognition Ceremony on Friday, 12 December 2014. Employees with 5 and 10 years of service were honoured. The reception included a braai.



Dan Maruping - 5 Years
Lucas Mbangeni - 10 Years
Bulele Nobantla - 10 Years



Janelle Pietersen and Godwine Galandt at work in their distribution office at Palmiet

MINING & AGGREGATES

Sport

BY BEVIN CORNELIUS KEY ACCOUNTS MANAGER AFRIMAT AGGREGATES WESTERN CAPE

Team Afrimat rides on and on

After riding for 24 hours in Oak Valley Estate, Elgin Valley, Grabouw, Team Afrimat is ready to do it all again and faster next time.

The format was to ride as many 12km laps as you can over 24 hours, the trail kept participants busy with singletrack and jeeptrack sections.

Teams of 4 or fun teams of 5 to 8 riders or you could do it solo! A loop of about 12km with 250m of climbing, 2/3 singletrack with over 1/2 of that being forested – yeehah! It's a relay race, only one member at a time on the course, the member returning must hand over a baton to the next member going out.

In total Team AFRIMAT completed 31 laps over 24 Hrs and received 3 medals. We are looking forward to next year to enter two teams. It was a tough one, but we managed to stick to our strategy. The Saturday was extremely hot and keeping hydrated was very important. The track became very tricky in the forest, but the scenery made up for it. Stunning waterfalls and beautiful fauna and flora. The night ride was chilly and very difficult and we expected to lose some time, during the day the average was 37 – 42 minutes and surprisingly at night time we took 42-48 minutes per lap. The track had some dreadful uphill rides and some dangerous 45 degree angles downhill. Luckily not one of our team members got hurt or fell during the race. Some people think that we are crazy to do an event like this, but we experienced very good camaraderie, the team work was amazing and we always motivated one another to keep on going and last but not least, to be out there alone on your bike, just you and your bike taking on that race! Totally AWESOME.



Team AFRIMAT Consisted of:
Malcolm Knipe
- AAO Sales Manager Wcape, Bevin Cornelius - AAO KAM Wcape, Wayne Evans - Eskom/Roshcon Engineer, Elroy Koopman - Old Mutual Property Investments



MINING & AGGREGATES

At work

Palmiet Quarry

Palmiet Quarry ensures good quality material to clients through joint sampling.

Hard at work are Willem Lombaard (Quarry Foreman), Walker Godola (Quarry Jnr Foreman), Johan Burger and Marshall St Jerry (Grading Lab Assistant)



Overberg team

They produce at Stanford Quarry, Keurkloof Quarry and Driefontein Quarry. Ensuring that there is always stock at all three quarries.

Back, from left: Floris Fisher (Junior Foreman), Simon Johnson, Elmon Mgqilana, Jaccob Adendorff, Randall Jacobs, Simon Standaar.
Middle: Andries Muller, Gerrit Scheepers, Nico Van Ginkel (Mine Manager), Peter Theunis, Booi Plaatjie.
Front: Mario Lekay



Achievements

Smalblaar for 2014

Our dedicated team, right. We are a small group of 15 personnel on site. Our objective is to supply the customer with consistent, quality products and good service.

Our production team shares a common goal and each member is committed. The team on site respects and cares for one another. They are concerned about how their actions and attitudes affect one another.

From left to right: Brian Prins, Gerritt Martin, Donovan Dees, Koos Dees, Piet Pieterse, Sydney Xati, Felix Antonie, Julius Arendse, Mbulelo Siduko, Mbulelo Mnyamana, Patrick Dyantyi



INDUSTRIAL MINERALS - INFRASORS

Bursary

A determined young lady gets a just reward

Melebo Maja is a 9 year old girl and the daughter of Lorraine Maja, an employee of Infradors. Lorraine's husband and Malebo's father passed away on the 2nd of October 2014 from a long struggle with colon cancer. During the course of Malebo's father's illness, she received the opportunity to enter a competition at school for a bursary from Liberty Life by telling them what she would like to become one day and why.

Malebo wrote a heartfelt letter stating that she would like to become a medical doctor because if she was one now, she could have saved her father's life.

On the 11th of November 2014 Malebo's father would have been 40 years old. She asked her mother, Lorraine, to please buy some cake and 40 candles so that they can still celebrate his birthday. That morning when Malebo got to school she was called onto the stage at assembly and awarded the investment bursary from Liberty Life worth R10 000.

Malebo is working hard towards one day becoming a doctor and now has several other reasons for becoming one. My mother always tells me, 'Where God closes one door, He always opens another one!' Malebo tells us with a smile.



Malebo Maja and her mother, Lorraine Maja. The photo was taken at Infradors head office by Maria Pienaar.

Congratulations

Stephan Becker, Mynbestuurder van Infradors Marble Hall myn en sy vrou, **Santie**, se derde dogtertjie, Danika Mari Becker, is op die 6de Januarie 2015 gebore.

Danika het 3.1kg gewoog by geboorte. Haar twee opgewonde sussies het op haar naam besluit en hulle is omtrent gaande oor haar. Ons wens Stephan en Santie alle voorspoed toe met die nuwe toevoeging tot die gesin.



Stephan Becker, sy vrou Santie en hul drie dogtertjies, Nicole, Christelle en klein Danika Mari. Die foto is geneem in Marble Hall

GENERAL

Studies

Managerial development programmes benefit all

Pierre du Toit, Ruben Bebe and Jacques de Braal successfully completed the Senior Managerial Development Programme from the University of Stellenbosch Business School in 2014.

The SMDP course was time consuming and between work and studies much effort had to be put in to gain the most benefit from the course. This course not only benefited Pierre, Ruben and myself, but also the company too, as the principles learned can be applied within the company. As part of the group project we had to select a Non-Profit Organisation and assist them to improve their systems.

We had to select and analyse their systems and see where we could improve on them. For our group project presentation we had to present the suggestions for improvement. In some cases implementation happened which benefited the community.

Ruan Smit, Albert Da Serra and Lorraine Menezes successfully completed the Managerial Development Programme from the University of Stellenbosch Business School in 2014. Ruan received the Director's award for

the top student for his module. Lorraine's study group was awarded best group assignment for her module.

The groups had to develop a business plan, which in some cases was implemented at the end of their project.

Ruan said that the group projects have been implemented in various companies, which did benefit the companies. His 'learned' principles have also been implemented within his division for marketing and people management, which both the staff and company have benefited from.

The following people received their SMDP: Pierre Du Toit (Afrimat Contracting International), Jacques de Braal (HR Manager Glen Douglas/AFT/ACI North) and Rubin Bebe (HR Manager SA Block & Clinker).

The following people received their MDP: Ruan Smit, Albert De Serra and Lorraine Menezes (SA Block & Clinker).



Frik Landman CEO University of Stellenbosch Business School, **Pierre Du Toit** Director, Afrimat Contracting International.



Albert Da Serra, **Lorraine Menezes**, **Ruan Smit**, SA Block & Clinker



Jacques de Braal HR Manager Glen Douglas, **Rubin Bebe** HR Manager SA Block & Clinker



In Memorium

It is with great sadness that we bid farewell to our fellow colleague, Modupi Hendrick (Michael) Mokoena. Michael received his 35 years' service award with Glen Douglas in December 2014. He was well known and loved by all. His friendly smile will truly be missed by the Glen Douglas Team.



Wedding

Congratulations to Sonja (HR Officer – North Region) who married Duard Kleynhans on 13th December 2014.

INDUSTRIAL MINERALS - GLEN DOUGLAS

Long service

Glen Douglas celebrated their Long Service Awards on 4th December 2014 in the recreation hall. This year we also had a couple of awards for service longer than 10 years. Congratulations to all employees who received an award.



5 YEARS SERVICE Magda Herbst, Cathy Botha, Nare Mashamaite, Siphso Dlangamandla



10 YEARS SERVICE Thabo Mofokeng, Colin Felstead



15 YEARS SERVICE Johan Holtzhausen



20 YEARS SERVICE Lucas Dhladla



30 YEARS SERVICE Desmond Tshayisa, Mbochwa Tshabalala, Joseph Malinga, David Mokoena, Piet Letsoalo



25 YEARS SERVICE Petros Khoete, Lazerus Dilebo, James Kubayi, Jeremiah Mnguni, Hosea Mabitsela, Freddie Kinghorn



30 YEARS SERVICE ACI Hennie Nieuwenhuys is the production manager at the Hartebeesfontein Groef near Bronkhorstspuit and he was honoured with a 30 year long service award



35 YEARS SERVICE Michael Mokoena, Josphe Mamaro, Stoney Smit, Bedwell Mahlasela

KZN - AGGREGATES AND CONCRETE

Afrimat Bowl Challenge Report 2015

The Afrimat KZN & Free-State Bowl soccer festival provided good, healthy competition in true Afrimat spirit. One can sometimes read a quote that has many meanings, but some truly defines what you want to achieve. "Unity is strength, when there is teamwork and collaboration, wonderful things can be achieved".

This is precisely what was achieved when Afrimat KZN held their first ever soccer tournament in Vryheid last year on the 22nd of November. It was a day full of excitement and there was a fusion of energy between the teams, the Afrimat KZN team and the Free State Bowl team.

Each area of operations was represented by a team, which included players from Aggregates and Concrete Products. Combining the two operations, some of whom have never met each other before was the first step in achieving the main goal: teamwork.

The teams were as follows:

Hlukeze - Mkuze & Hluhluwe

Pietermaritzburg - Ulundi, Vryheid, Dundee, Ladysmith, Qwa Qwa, Harrismith, Pietermaritzburg, and Scottburgh.

Games were played on two fields simultaneously and each team had to provide a member of their respective team to be a referee and linesman for games. The games were tough and exciting, filled with passion and urgency as they locked horns for the trophy. Each team played three games, scoring on a point system and goal difference criteria, with a semi-final and final being played. Before the final, it was time for a bit of an exhibition match between the Aggregate office staff and Concrete products staff, to show off our own hidden talents. The two teams played an interesting game of soccer and sometimes combined a bit of rough touch rugby in between. Score 2 all. A win for the Afrimat team!

Then it was time for the big one, the final between Vryheid and Ulundi. What a match it turned out to be. Tough, fast and very exciting with Vryheid just edging out victorious as the 2014 Afrimat KZN & Free-State bowl champions.

The day could not have turned out any better with the weather holding out right until the end of the final and presentation.

Special thanks has to go to the following staff, Piet Lourens, Ralph Summerfield and Tom Johnson, Liza Small, Angela Crous, Reggie Gwala, Craig Hughes and Robert Boucher for all the assistance before and on the day and all the staff from KZN and the Free-State.

It was truly a team effort from all to turn the day into such a success.



Man of the tournament, Ulundi goalkeeper, Sabelo Buthelezi



Team Hlukeze - Hluhluwe & Mkuze



Team Ulundi



Team Vryheid



Team Vryheid



Team Dundee



Team Vryheid



Team Qwa Qwa



Team Ladysmith



Team Harrismith

KZN - AGGREGATES AND CONCRETE

KZN & FS Learnerships

We would like to congratulate the following Afrimat Aggregates KZN learners for completing their various levels at EBDA College in 2014.

From left to right, **Skhumbuzo Shoba (Diesel Mechanic: Level 3)** and **Waldo Meyer (Automotive Workshop Foreman)**

From left to right, **Marco Vosloo (Auto Electrician: Level 4)** and **Frank Lee (Auto Electrician)**

From left to right, **Bhekinkosi Made (Diesel Mechanic: Level 3)** and **Waldo Meyer (Automotive Workshop Foreman)**

From left to right, **Nico Vosloo (Workshop Manager)** and **Gerhard Venter (Diesel Mechanic: Level 2)**



Long Service Awards

Afrimat Concrete Products: KZN - Vryheid



BETHWELL DLAMINI 30 YEARS BLOCKPLANT MAINTENANCE ASSISTANT

Bethwell has been responsible for the daily lubrication, maintenance and repairs of Vryheid blockplants for many years.



WILSON MTSHALI 10 YEARS LAB ASSISTANT

Wilson has worked conscientiously ever since he commenced work at ACP KZN Vryheid, as a general laborer, quickly progressing to a boom scraper operator and then moving to quality control as a Lab assistant.



SAMUEL MAXASEI 10 YEARS GANTRY OPERATOR

Samuel has worked as a general laborer at ACP KZN Vryheid for many years and latterly when a position as a gantry operator became available he stepped into that post with a minimum of training. He is willing to learn new things all the time.



Get to know

Desmondo Goedeman

Born in Rawsonville, Western Cape on 04 June 1993. Desmondo studied Human Resources Management and joined Afrimat on 12 August 2012 as a Human Resources Intern. He obtained his Skills Development Facilitator qualification and was then promoted on 01 October 2014 as Skills Development Facilitator for the KZN & FS region.

KZN - AGGREGATES AND CONCRETE

New Appointments

> **Heila Beamson**

Data Analyst/ Key Accounts Consultant

AFRIMAT AGGREGATES – FREESTATE & KZN

I am the Data Analyst/Key Accounts Consultant and looking forward to this exciting new challenge. I am based in Newcastle KZN.

I come from a teaching background and view teaching and learning as a dynamic and interactive process. As an independent and self-motivated professional with excellent research and writing skills; I am able to grow positive relationships with clients and colleagues at all organizational levels. Highly motivated, goal-orientated team member, skilled in developing and maintaining broad visions, cultivating excellent relationships, and communicating effectively across the organization.



> **Helga Donnelly**

Sales coordinator

AFRIMAT CONCRETE PRODUCTS IN VRYHEID

My name is Helga Donnelly and I was born on the 15th March 1976 in Pietermaritzburg. I grew up in Vryheid & matriculated in 1993 at Little Flower Secondary School in Ixopo. I like challenges. I worked for Cashbuild Vryheid for the last 17 years, working myself up from a cashier to assistant store manager. I am blessed to have a fiancé who brings me so much happiness. I joined Afrimat Concrete Products in Vryheid on the 1st November 2014. My motto in life is to always remember that with God as the centre of your life all things are possible.



> **Michael Mullineux**

Graduate Trainee

VRYHEID BRANCH IN KZN

The first thing you need to know about me is that if you are EVER heading to the coast for a surf, I would love to join you. I was born on the 3rd of April 1989 and have lived my entire life at the coast (Hermanus and Cape Town). I studied BSc Mechanical Engineering at the University of Cape Town with the help of a bursary from Afrimat.



> **Lulu Mthuntutho**

Electrical Engineering intern

INTERN AT AFRIMAT AGGREGATES KZN

I'm Lulu Mthuntutho and I was born on the 3rd of May 1989 in Richards Bay. I joined Afrimat at the beginning of February 2015 as an Electrical Engineering intern. I look forward to getting a lot of exposure not only on the Electrical side but also on production and other aspects of the business.



HR MATTERS

► READYMIX CAPE TOWN



One-on-one

- > **NAME** Lefa Khaloli
- > **JOB TITLE** Laboratory Assistant,
Division: Afrimat Readymix Technical Department
- > **FAMILY DETAILS** Married to Ntahleng, two children.
Daughter Pontsho, 14. And son Moitshepi, almost 9 years.
- > **WHERE ARE YOU FROM ORIGINALLY?** Mount Fletcher, Eastern Cape
- > **IF YOU COULD LIVE ANYWHERE ELSE, WHERE WOULD IT BE?**
IF NOT, WHY? Mount Fletcher, of course. I grew up there.

- > **WHAT ARE YOUR HOBBIES/PASTIMES?** I love braai-ing and socialising with friends.
- > **WHO IS YOUR FAVOURITE CELEBRITY?** Dr. Victor (I like to move it-move it)
- > **WHAT TYPE OF MUSIC DO YOU LISTEN TO OR PLAY IN YOUR CAR?** Kwaito, rap, in fact any music.
- > **WHAT IS YOUR LIFE MOTTO?** Live life and be happy
- > **WHAT WOULD YOU LIKE TO DRIVE, AND WHY?** VW GTI
- > **HOW LONG HAVE YOU WORKED FOR AFRIMAT AND WHERE DID YOU WORK BEFORE?**
For four years. I used to be a building student.
- > **WHAT IS THE BIGGEST LESSON YOU HAVE EVER LEARNED IN LIFE?** Forgive and forget
- > **WHAT WOULD YOU DO IF YOU WON THE LOTTO?** I would build a home, then an orphanage and a shelter for the needy.
- > **WHAT IS YOUR FAVOURITE FOOD/RESTAURANT?** I cook for myself and enjoy 'pap and meat'
more than any meal I could buy.
- > **FAVOURITE TV PROGRAM?** Scandal & Muvhango
- > **LIKES?** Being with good friends and good company
- > **DISLIKE?** Fighting and bad behaviour

Congratulations

Wedding bells have been ringing...

Hugh Papier (Plant Supervisor, Bredasdorp) and Mariam were married on the 27th December. Incredibly, Hugh and Mariam have been friends since childhood and we wish them a lifetime of love & happiness!



PRODUCT MATTERS

INDUSTRIAL MINERALS

DOLOMITE

A VERSATILE AND VALUABLE PRODUCT

BY ANTON PENKLER, MANAGER BUSINESS DEVELOPMENT

Anton Penkler explains the unique qualities of Dolomite, a core product of Afrimat Industrial Minerals

Just looking at the two products called metallurgical lump (20-40mm) and sinter (-5mm) with an aggregate eye you would say that is 37.5mm aggregate and super sand. Physically these products would make the same quality concrete products. What then is the difference?

The answer is chemistry! The customers are buying the product for its calcium and magnesium content for iron and steel making as well as chrome smelting. In the furnace the temperatures are above 1400 °C. At these temperatures the calcium and magnesium are in a molten state (in the form of oxides) and float on the molten metal. The molten salts are called slag which is poured off separately from the steel. The calcium reacts with impurities in the iron such as sulphur, silica and phosphorous, and the magnesium helps to improve the pouring properties of the slag. This dolomite is therefore a purifying chemical in steel making. It must therefore not only comply with the grading requirements, but also chemical purity.

These products are crushed from sections of the quarry that contain high quality dolomite with low levels of impurities. This is where the mining challenge comes in. At Glen Douglas the metallurgical quality is not conveniently located in a specific area on the quarry and in some places there are inclusions in the formation and mud pockets which have high

'THE CUSTOMERS ARE BUYING THE PRODUCT FOR ITS CALCIUM AND MAGNESIUM CONTENT FOR IRON AND STEEL MAKING AS WELL AS CHROME SMELTING'



levels of impurities. The mining engineer Andre Maree faces the challenge of managing multiple faces of varying quality material for delivery to the primary crusher. The same plant produces both the metallurgical products and aggregate products at different times depending on the demand for the products.

How is the metallurgical rock identified and mined?

The process is called "selective mining". The Glen Douglas ore body has been simulated as a geological block model which statistically identifies the areas of metallurgical and aggregate quality dolomite in 3D. The model cannot be 100% accurate because of the spacing of the drill holes upon which the model is based. We therefore need to sample and analyse each hole drilled for blasting. Boitumelo Mothobi and his team prepare the samples and analyse them using a specialised X-ray Fluorescence (XRF) instrument which quantifies the calcium, magnesium content as well as the major impurities iron, silica and alumina. The analytical data is processed to define the quality of the material over the length of the blast for selective mining as metallurgical and aggregate grades.

'WE NEED TO SAMPLE AND ANALYSE EACH HOLE DRILLED FOR BLASTING'

Piet Ackerman the mine manager at Lyttelton Dolomite does not have this challenge. The geological formations are clearly identified. The Lyttelton formation which contains the metallurgical quality lies on top of the Monte Christo formation which comprises the aggregate quality. Selective mining at Lyttelton is therefore simplified to mining specific areas in the quarry.

The production of metallurgical quality products goes beyond selective mining, crushing, washing and screening. It comes with a number of quality measurement steps along the production process as well as checking the product loaded for the customer. Both Lyttelton and Glen Douglas have rail loading facilities to cater for the high volume deliveries and to ensure that there is always a supply of product for the customers.

AFRI-LAB:

KNOW YOUR PRODUCT: CONCRETE CUBE TESTING A PERFECT SCIENCE?

JOHAN BURGER GROUP QUALITY MANAGER

The making, curing and compressive strength determination of concrete test cubes:

Testing Method:

D1. Page 205, TMH1 and SANS 5863

No test can be valid unless the sample is representative of the concrete to be tested. If there is any deviation from the sampling method, doubt is cast upon the subsequent test results. In other words if the sampling is suspect, don't even waste time making and testing the specimens.

Specified sampling frequency varies but is commonly one sample per 50m³ of concrete, or part thereof, per day for each grade of concrete being produced.

Scope:

Compressive strength is the most commonly specified property of hardened concrete and is generally measured with cube testing. This test measures the uniaxial compressive strength of concrete cubes which are made, cured and tested to very specific requirements. It does not measure or predict in any unique way the strength of the concrete in the structure. The test is simply a quality control test which measures the consistency of the concrete in terms of one particular property (compressive strength) using an arbitrary test method.



Assessor -
Christiaan Vermeulen



Assessor -
Charlton Lottering

Testing the same concrete under different conditions, for example specimen size, specimen shape, curing temperature, loading rate, etc. will give different results.

From a quality control point of view, the importance of the cube test result is not just the value of any individual result, but the variability in a series of valid test results.

Apparatus needed to carry out the test:

- > 100x100x100mm cube moulds
- > 150x150x150mm cube moulds or
- > 300x300x300mm cube moulds
- > These moulds normally are made from steel or cast iron.
- > A new hardened plastic mould is also used.
- > A steel tamping bar is used to compact the wet concrete in the moulds.
- > A compression testing machine. Loading of 15MPa/min.
- > A balance 10kg-10g.
- > Carpenter's square

Method:

- > The mixed concrete is layered into the mould 50mm thick, which is lightly oiled so that the concrete does not stick to the sides, using the tamping rod.
- > The cubes must be clearly marked for identification. Store the cubes in clean water with a temperature of 22°C - 25°C. Soak the cubes for 7 days and 28 days.
- > Place the specimen between the clean bearing plates and apply the compression load at a uniform rate of 15MPa/min until it fails.
- > Calculate the average of the samples tested.

Note:

- > Moulds must always be square and clean.
- > When stripping the moulds, care must be taken not to damage the cubes.
- > Labelling the cubes correctly is very important.
- > Transporting the cubes must be done with great care. Place the cubes on a foam plastic sheet and cover with a wet hessian bag. Never let the cubes dry out during the process.



Cube Mould



Plastic Mould



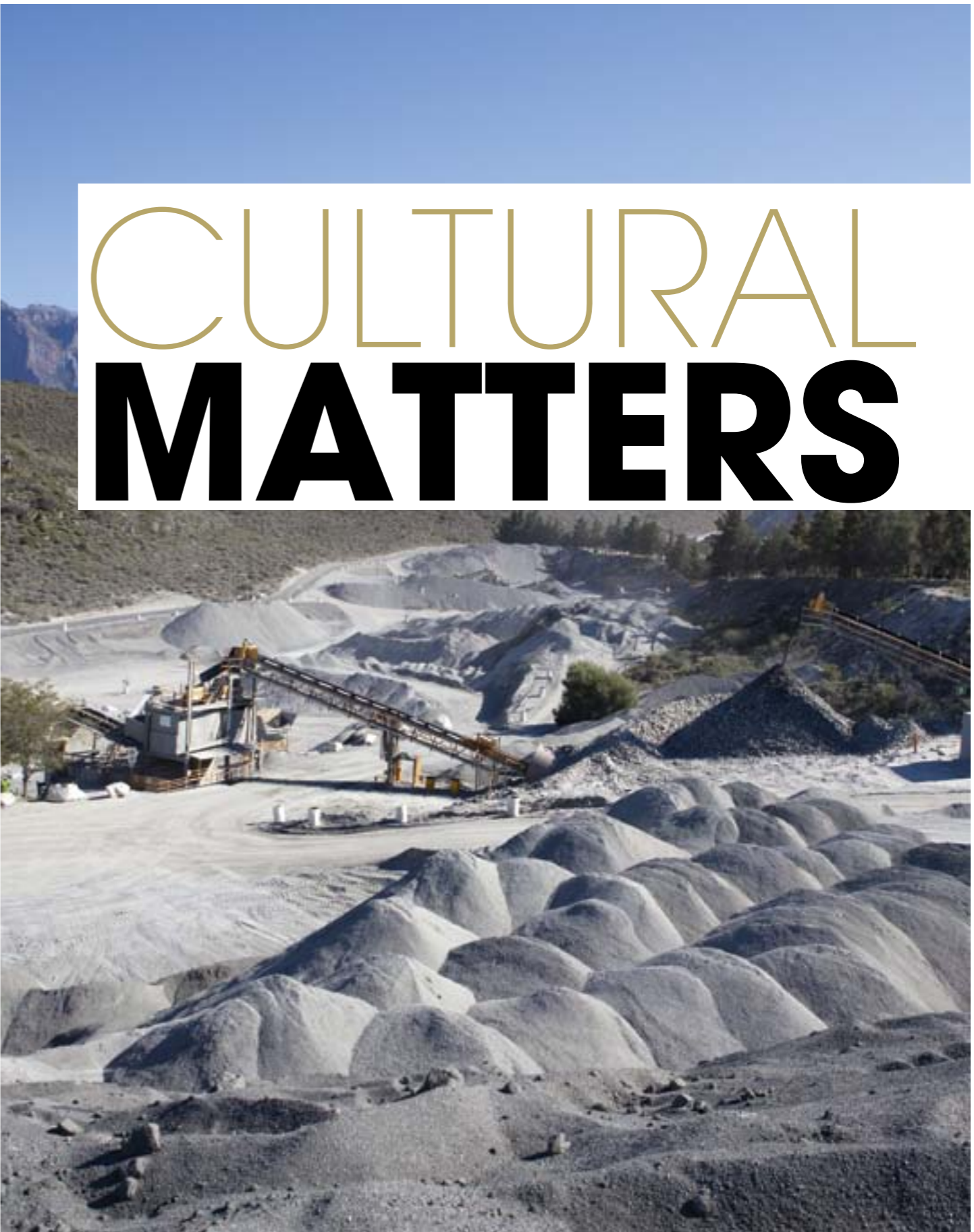
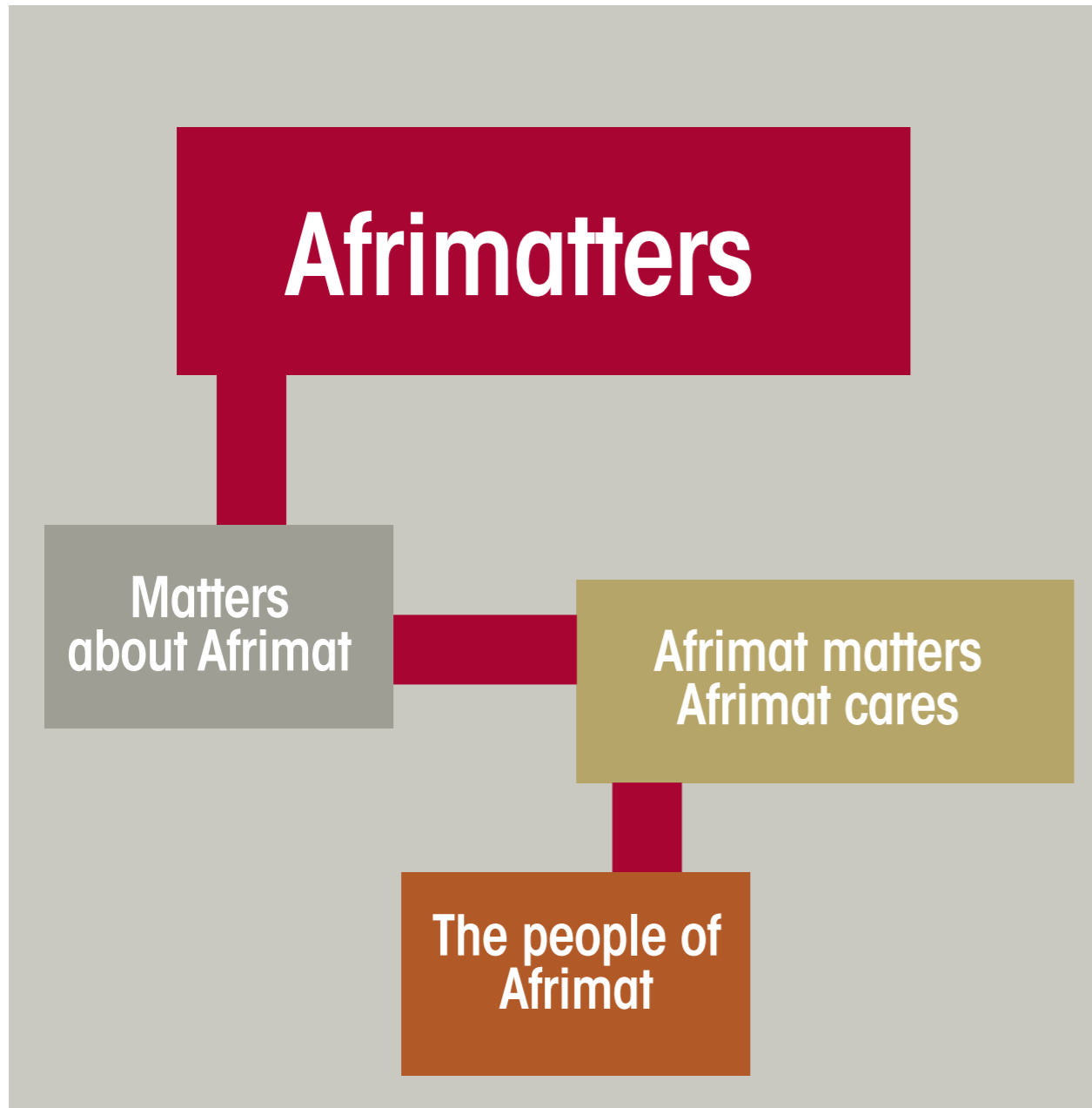
Filling the concrete moulds



Cube Press



Cube Tested



Know your Afrimat Values? Name the missing value



- > Trust
- > Accountability
- > Integrity
- > Respect
- > Customer Satisfaction
- > ?

Answer: choose from the following:

- Punctuality
- Efficiency
- Quality (of Products and Services)
- Teamwork
- Develop People

{Answer: Teamwork}

7 STEPS TO BUILDING A HIGH-IMPACT LEARNING CULTURE

COMPILED BY MARNUS DREYER, GROUP MANAGER, HUMAN RESOURCE DEVELOPMENT

Employees increasingly value a workplace that nurtures learning. But what exactly is a learning culture and why does it matter? The new generation of employees entering the workforce has grown up in a world of constant change and innovation. Employees want to learn continuously and they expect that their employers value and nurture their potential.

The global, mobile, transient nature of this new workforce makes it easy for employees to jump ship to organisations that offer more growth and development opportunities. To become the kind of employer that attracts and retains talent, organisations need to create a high-impact learning culture.

What is a high-impact learning culture?

Most HR professionals know that a culture of learning is important to the health of the organisation. But few can say why or even define what it means to have an effective learning culture.

A learning culture is a set of organisational values, conventions, processes and practices that encourage individuals—and the organisation as a whole—to increase knowledge, competence, and performance. 'High impact' simply describes the idea that the learning culture positively impacts business results. In other words, it makes a difference.

'A LEARNING CULTURE IS A SET OF ORGANISATIONAL VALUES, CONVENTIONS, PROCESSES AND PRACTICES THAT ENCOURAGE INDIVIDUALS'

HOW DO YOU GET STARTED?

Culture is easy to talk about but hard to implement. The High-Impact Learning Culture Model from research firm Bersin & Associates describes seven steps to start building a high-impact learning culture.

- 1** Make learning part of the organisation's strategic success. Integrate learning with talent management in support of capability development.
- 2** Make a belief in learning a part of the organisation's culture of leadership. Use leadership development programs to encourage leaders and management to take ownership of the learning culture.
- 3** Make full use of captive audiences. Use required training activities to prove the value of learning by making it worthwhile and interesting for learners.
- 4** Make a great first impression. Use on boarding programs to encourage employees to take personal responsibility for learning and to demonstrate the organisation's commitment to development. Some HILOs have on boarding programs that start as early as the talent acquisition phase and continue through all talent management processes. Such an approach can demonstrate an organisation's commitment to learning, helps recruits hit the ground running, and personally benefits the individuals.
- 5** Make work educational. Use embedded learning approaches to maximize experiential and reflective learning. Embedded learning allows people to reflect on how they learn by putting them to work on real business problems.
- 6** Make knowledge sharing an organisational habit. Institutionalise knowledge sharing by incorporating incentives and opportunities into every learning and performance management process.
- 7** Make performance management a driver of development. Redesign performance management processes to give at least equal weight to coaching and development. Coaching can be a low-cost but highly effective way to improve performance. You know coaching is working if an annual performance review takes just 15–20 minutes because you're just confirming the documentation of something you've talked about all year.

Summary:

Fit your learning culture to the Business Strategy:

Different organisations will have a different focus depending on business strategy. For example, organisations that want to excel in product innovation should place more emphasis on empowering employees. Companies that place a priority on high employee productivity should focus on building trust.



SAFETY, HEALTH & ENVIRONMENTAL MATTERS

SAFETY, HEALTH & ENVIRONMENTAL MATTERS

▶ DIFR STATUS OF ZERO AFRIMAT CONTRACTING INTERNATIONAL CELEBRATES A DIFR STATUS OF ZERO

BY STEVEN JANSEN VAN VUUREN, REGIONAL SAFETY MANAGER, ACI

Steven Jansen van Vuuren, Regional Safety Manager - Afrimat Gauteng, explains how important this rating is for the company and the history behind it.

In 2007 Afrimat started to calculate the DIFR stats for contracting. Since then ACI has come a long way with regards to Health and Safety. From 2007 until 2011 ACI's DIFR score dropped from 13.20 to 2.20 and a total of 40 loss time Injuries were reported.

In 2012 the Contracting Division employed a dedicated Safety Manager, Steven Jansen Van Vuuren, to attend to the Health and Safety of the company. ACI then implemented steps to advance safety to the next level and a new program was implemented.

With the input and help of all, managers and employees alike, a safety culture was adopted and promoted in ACI.

The results soon proved the new system as a success and from 2012 to 2014 the DIFR dropped a further 1.56 points to 0.39 with only 7 loss time injuries on duty reported. After all the hard work and commitment during the years our goal was finally reached.

In 2015 for the first time in 8 years, Afrimat Contracting International obtained a DIFR score of 0.00!

We thank all ACI's employees for this success and look forward to maintaining this status.

▶ SAFETY WORKSHOP NOVEMBER 2014

KATARIEN DEYSEL GROUP MANAGER: SAFETY, HEALTH & ENVIRONMENT

A Safety, Health and Environmental workshop was held on 19 and 20 November 2014 at the Herford Country House.

All the SHE personnel from the different regions attended this very important and first ever Afrimat SHE Workshop. Marlo Janse van Rensburg and Katarien Deyssel opened the proceedings followed by a presentation by motivational speaker, Dr Brett Solomon, who gave us information on the Approach to Safety.

Feedback on the safety, health and environmental status per region was given by the regional Managers, Louis de Wet and Fanie Strauss from EEC.

Afrimat CEO, Andries van Heerden, then followed with a very strong message on the importance of a good safety, health and environmental management system.

A discussion to improve and formulate a new strategy was documented for final approval.

It must be said that even though our operations are facing tough and difficult challenges from DMR and other inspection authorities, our SHE Department has stood up strong.

Well done.

SAFETY, HEALTH & ENVIRONMENTAL MATTERS

WESTERN CAPE ACHIEVES IN HEALTH & SAFETY

MOGAMAT BAILEY S.H.E. MANAGER WESTERN CAPE

ZERO X is an incentive initiative to encourage and promote healthier and safer workplaces. Health and Safety has always had the full backing and support of management. Outstanding achievements in health and safety always receive the recognition they deserve. In 2010 Davin Giles, our Regional Manager at the time, decided to take the challenge to the next level. His challenge to the guys was, to incentivise every employee per site for each day worked without a lost time injury on site. (T's and C's apply) Recognition is for every 500 injury free days only.

The ZERO X incentive initiative is managed by the Mine Manager and personnel on site and is verified by the SHE Dept. To date almost every operation the Western Cape has achieved the first target of 500 days, some had experienced an on-site injury and had gone back to ZERO.

The following operations have achieved their targets of ZERO X days in 2014:

OPERATION	NO OF DAYS WITHOUT AN INJURY
Palmiet Quarry	1500
Olympic sand mine	1500
Cape Lime sand mine	1500
Melkstal sand mine	1500
Kersfontein sand mine	1500
Redhill gravel	1500
De Anker sand mine	500
De Kop Quarry	500

Palmiet Quarry in Grabouw was the first operation to achieve 500, 1000 and 1500 injury free days.

The quarry was also first to achieve a Showplace Award for the ASPASA Environmental audit. This is the best ever rating in the ASPASA ISHE audit in 2014. Great stuff Palmiet!

All quarry operations iaudited by ASPASA in 2014 achieved 93% and more. DMR Presidential and Ministerial audits average 90% for all operations. Well done to everyone involved. This is an outstanding achievement. Keep up the good work.



SOCIAL MATTERS



SOCIAL MATTERS

WELLNESS MATTERS AT GLEN DOUGLAS

KATARIEN DEYSEL GROUP MANAGER: SAFETY, HEALTH & ENVIRONMENT

The aim of the campaign was to motivate the employees to take control of their own wellbeing and get them involved in a healthier life style. 205 employees, managers and contractors on site attended the workshop and went through various sessions aimed at a healthier lifestyle.

There were groups of 25 employees per session. They started off with a workout by the Biokineticist of Care Works. Each employee received a Theroband to measure their heart rate and a plan of exercises that they can start doing at home.

During the previous wellness campaign we saw that employees didn't know what a healthy diet is and training sessions concentrated on this as half of the employees on site are overweight or obese.

Each participant had to evaluate themselves on stress and fatigue and go through screening and work on their wellbeing based on this evaluation. This provided valuable information regarding a lack of support systems and knowledge among employees. We used this information to plan our posters and monthly topics for 2015.

The screening was done by Care Works and included the following: high blood pressure, Cholesterol, HIV, TB and sugar diabetes. Midvaal local authority provided the test material for the HIV and TB tests. CANSA did PSA tests (prostate gland) for males above forty, Pap smears for the females and CA mould detector tests for employees with moulds.

Noise Banns serviced the employee's hearing protection and made new moulds for new employees.

SANBS (South Africa National Blood Service) was also invited and they used this event to encourage new people to start donating blood.

The WPE's (Workplace Peer Educators) helped Sr. Ronel Rossouw with a small presentation in the form of dramas and plays throughout the campaign. They also helped with the coordination and fluency of the program.

Everyone received a bottle of water and a health bar at the end of their session. The Workplace Peer educators started to take this initiative forward in February 2015. They started with a workout session with the Therobands in the Friday morning caucus meetings. The whole campaign was a lot of fun, and very informative.

Afrimat Workplace Peer Educators: Ms Linky Malatji, Mr Benedict Nthonyane, Ms Anna Sekoai, Mr Siphon Dlangamandla and Sr. Ronel Rossouw and Ms. Fumane Naledi, Ms Lizzy Khutsoane and Ms Thoko Mofokeng.



A BUSINESS AFFAIR GLEN DOUGLAS

KATARIEN DEYSEL GROUP MANAGER: SAFETY, HEALTH & ENVIRONMENT

Glen Douglas hosted a very successful procurement day for local businesses. Ester Teffo shares the experience.

Held on 21st November, the day was specifically aimed as an introduction to potential new suppliers of Glen Douglas and to share information on how to qualify as a supplier. The turnout by local businesses was incredible. Thank you to everyone that made this day a success. Glen Douglas looks forward to creating new working relationships with local business.



INSPIRATIONAL MATTERS

SAADJIES WAT MAG ONTKIEM

DEUR: JAN HP VAN HEERDEN

1. Die wat vinnig is om die regte besluit te neem, is 'n beter bestuurder as die wat vinnig is om geen besluit te neem nie.
2. Beplan sonder om te doen, is net so swak as om te doen sonder om te beplan.
3. Vyf minute se werk is beter as dae se voorneme om te werk.
4. Vooruitgang word gesmoor deur kritiese denke te vermoor.
5. Voorsorg is beter as verwyf.
6. Rykdom sonder familiegeluk is armer as familiegeluk sonder rykdom.
7. Gesonde ambisie is 'n dryfveer tot sukses. Sieklike ambisie is 'n lokval tot ondergang.
8. Ontevredenheid smaak meestal geen vreugde van geluk.
9. Die toestand van die perd sê iets oor sy ruitser.
10. Sonder gesonde ambisie word teleurstellings 'n struikelblok en selfs 'n lokval.
11. Alle beroepe is ewe edel. Die wyse van roepingsvervulling in die beroep maak die verskil.
12. Vermyn uitdagings, dan bly sukses nie 'n uitdaging maar 'n droom.
13. Verveeldheid is 'n getuigskrif van verspeelde geleenthede.
14. Liewer 'n goeie vakman met swak gereedskap as 'n swak vakman met goeie gereedskap.
15. Die ondermaanse donker hemelruim word soms verlig deur 'n verskietende ster van blydschap.
16. Die wat net droom, bly net droom. Die wat nooit droom sal nooit nuut skep.
17. Jy vernietig telkens iets van jouself wanneer jy ander probeer beïndruk.
18. Doen dinge waarvan die goeie gevolge jou oorleef.
19. Kla-tyd vermors doen-tyd.
20. Die reis na die doelwit is net so vervullend as die doelwitbereiking.



Charting a course to excellence with specialised services across Africa



Contracting International

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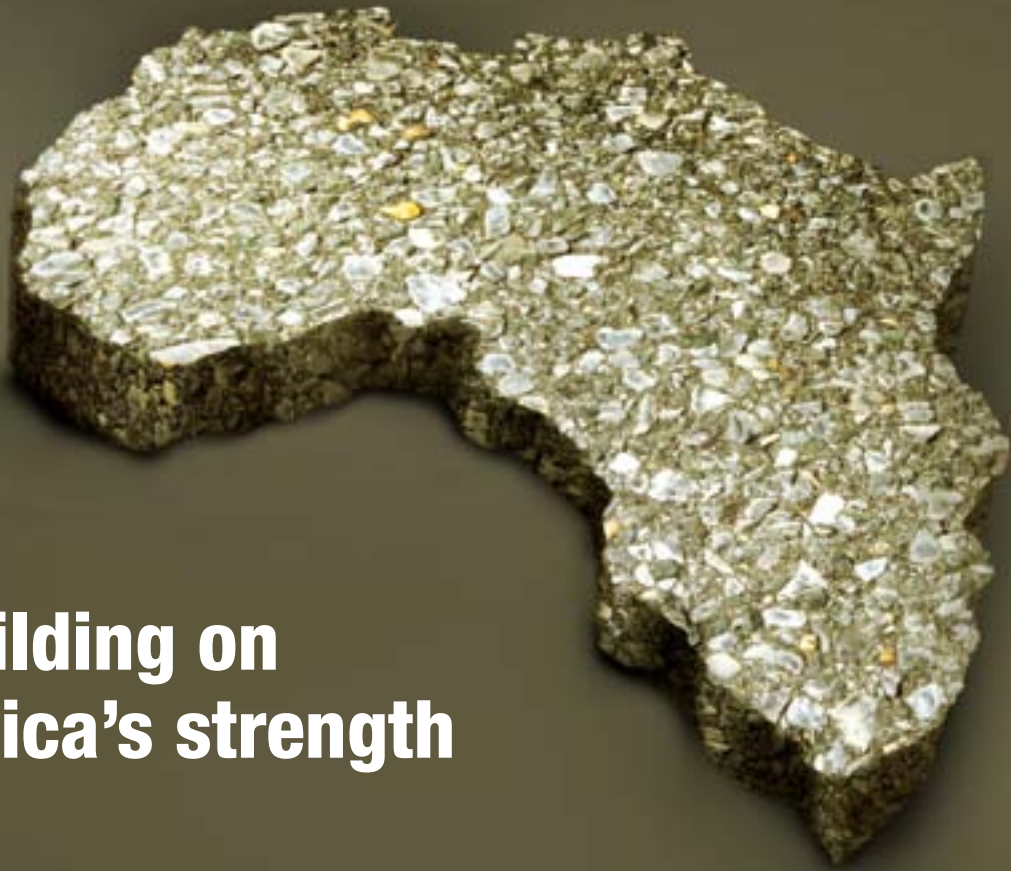
www.afrimat.co.za

Afrimat Limited has established a strong foothold in contracting services through its Contracting International division operating from the Western Cape and Gauteng. Services include mobile crushing, screening, drilling and blasting, which offers mobility beyond fixed areas of operation.

Afrimat offers blast designs for bulk blasting in quarry and opencast mining and specialised restricted blasting in built-up areas. The division operates internationally through a mobile hard rock crushing and screening service.

Contracting International uses its expertise in fields such as drilling and blasting, load and haul, crushing and readymix concrete processing to prepare bids for major clients in the construction industry.

Contracting International is part of Afrimat Limited, a leading black empowered open pit mining company.



Building on Africa's strength



Aggregates



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.