

**AUGUST 2023**

# AFRIMATTERS



**DIVISIONAL MATTERS:** NEWS FROM ACROSS OUR OPERATIONS  
**PEOPLE MATTERS:** HOW LEARNING AND DEVELOPMENT UNLOCK STAFF EXCELLENCE  
**SUSTAINABILITY MATTERS:** EMPOWERING LEARNERS BY SUPPORTING EDUCATION





# Afrimat Employee Wellness Programme

In the spirit of promoting a caring environment, Afrimat launched a group-wide Employee Wellness Program (EWP) called **AfriCare**.

**All Afrimat employees** and their immediate family members have **24-hour access to free counselling services** in any of our **11 official languages**.

**AfriCare** gives Afrimat employees access to a network of professional counsellors across South Africa **offered by an independent contractor called ICAS**.

**Most of the counselling services are offered telephonically and via live text**, meaning that you can access help anytime and from anywhere in South Africa. Where necessary, face-to-face counselling services can also be arranged.

**ICAS offers confidential services**, meaning that the information that you share with your ICAS counsellor is kept only between you and the counsellor. Nobody in Afrimat gets access to your counselling information.

## What kind of help does ICAS offer?



### Counselling:

- Stress
- Depression
- Anxiety
- Relationships
- Trauma
- Substance abuse
- Change



### Financial guidance:

- Debt management
- Budget management
- Wills & estate planning
- Saving & investment solutions
- Retirement
- Credit reports
- Insurance
- Home, vehicle & personal finance solutions



### Personal development:

- Coping mechanisms
- Access to monthly webinars
- Access a wealth of personal development material
- Suggested lifestyle changes

**Company code: AGS001**

- 📞 **Toll-Free: 0800 424 242**
- 📞 **Request a call back: \*134\*905#**
- ✉️ **Email: eve@icas.co.za**

**Help is a phone call away.**

Don't delay getting help.  
Call ICAS today.

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## AFRIMATTERS

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**Printers:** KC Publications





Let's make this year another successful one,  
guided by **our shared values:**

- **Safety** first,
- **Trust** in our capabilities, and the capabilities of our team,
- **Teamwork** divides the task and multiplies the success,
- Take **accountability** for our actions,
- Go about our interactions (with colleagues and customers) guided by **mutual respect**,
- Focus on ensuring **customer satisfaction**: quality service is remembered long after the price of the product is forgotten, and
- Being honest and living a life of **integrity**.



CEO'S MESSAGE

Delivering excellence  
with integrity

I believe that Afrimat's culture is one of the most important components of our success, making it a company where good people want to work.

Over the years, I have learnt that our company culture is our most important competitive advantage and that it is the biggest driver of our business success. We have crystallised the most important aspects of our culture in the nine elements of the Afrimat Way. Ensuring a shared and unified culture across Afrimat is therefore of crucial importance.

I want Afrimat to be the most respected company in our industry and to continually motivate our staff to strive towards excellence in terms of our people, operations, systems, innovation and how we interact with all our stakeholders and the environment.

- We must therefore strive towards consistently delivering excellence with integrity, guided by the nine pillars of the Afrimat Way:
1. **Caring environment:** We believe in doing everything within an atmosphere of joy and positivity – we see people as people and treat everyone with respect.
  2. **Important relationships:** We have many stakeholders, such as staff, shareholders, authorities, communities, and so on. We work in an ethical and transparent manner while treating all our stakeholders with respect.
  3. **Results-driven:** We believe in doing everything that we set out to do well. This results in a business with healthy finances, and a healthy growth rate. We have an exciting vision for our business, and we have people who are eager to deliver exceptional results.
  4. **Teamwork:** We function as an interdependent unit, guided by a shared vision. We have motivated personnel who respect and trust each other, offer their assistance in areas where they are strong and accept help in areas where others are stronger.
  5. **Skills and competence:** We believe in finding the right people for the right positions and encourage employees to take ownership and responsibility for their functions and actions.
  6. **Empowering:** We support across boundaries and have been known to find talent in unusual places. We believe in growing and developing our people and we create an environment where they can thrive and excel.
  7. **Entrepreneurial drive:** We believe in looking out for opportunities and pursuing them, with our staff being driven by creativity and innovation. We are an agile and flexible team and take calculated risks.
  8. **Winning attitude:** We look for people with tenacity and a fighting spirit. Individuals who can perform outside of their comfort zone and who are passionate about being the best they can be. We strive to be the best at what we do.
  9. **Humility and belief:** We have a strong belief in servant leadership and encourage our staff to acknowledge mistakes. We also encourage our people to have confidence, while remaining modest.

We are abundantly blessed. Let's continue to live our values and drive excellence with integrity.

Andries van Heerden  
CHIEF EXECUTIVE OFFICER



**'I WANT AFRIMAT TO BE THE MOST RESPECTED COMPANY IN OUR INDUSTRY AND TO CONTINUALLY MOTIVATE OUR STAFF TO STRIVE TOWARDS EXCELLENCE IN TERMS OF OUR PEOPLE, OPERATIONS, SYSTEMS, INNOVATION AND HOW WE INTERACT WITH ALL OUR STAKEHOLDERS AND THE ENVIRONMENT.'**



Divisional highlights as showcased in the Integrated Annual Report

SAMANTHA LE ROUX – GROUP ACCOUNTANT & TANYA PRETORIUS – HEAD OF COMMUNICATIONS

AFRIMAT GROUP

CONSTRUCTION MATERIALS

Glen Douglas Dolomite solar plant

While assessing the way forward in light of the current energy crisis in South Africa, Afrimat has identified the wholly-owned subsidiary Glen Douglas Dolomite Proprietary Limited as the perfect operation to run on solar power. This is because Glen Douglas Dolomite has one of the highest power usages in the Group and has the space available for a solar plant.

Solar power installations offer a wide range of environmental advantages that contribute to sustainability and help mitigate the impacts of climate change. These are a few of the key environmental benefits of solar power installations:

- **Renewable and clean energy:** Solar power is a renewable and clean source of energy that does not produce any harmful greenhouse gas emissions, air pollution or water pollution during its operation.
- **Reduced carbon footprint:** One of the significant environmental advantages of solar power installations is reducing the carbon footprint.
- **Conservation of natural resources:** Solar power installations help in conserving natural resources. Fossil fuels such as coal, oil and gas are finite resources that are extracted from the earth’s crust and can become depleted over time.
- **Improved air and water quality:** Solar power installations help to improve air and water quality. Burning fossil fuels for energy production releases harmful pollutants into the air and water, leading to air pollution and water contamination.
- **Biodiversity conservation:** Solar power installations have minimal impact on biodiversity compared with other forms of energy generation.

‘SOLAR POWER INSTALLATIONS OFFER A WIDE RANGE OF ENVIRONMENTAL ADVANTAGES THAT CONTRIBUTE TO SUSTAINABILITY AND HELP MITIGATE THE IMPACTS OF CLIMATE CHANGE.’



Glen Douglas Dolomite’s solar power plant

BULK COMMODITIES

Mine development

Jenkins Iron Ore Mine and its beneficiation processing facility were completed and have proven their ability to reach steady state production, with all products mined being sold into the local market.

The Nkomati Anthracite Mine has made significant progress in its envisaged turnaround development path with additional opencast pits as well as an underground section being developed.

The sale of iron ore and anthracite into the local market is done so on fixed-contract terms, and the mine’s ability to operate as a low-cost producer stands Afrimat in good stead, buffering international iron ore price fluctuations to some extent.

The investment into the mines was executed meticulously and they are now ready to deliver against our expectations.

‘THE NKOMATI ANTHRACITE MINE HAS MADE SIGNIFICANT PROGRESS ON ITS ENVISAGED TURNAROUND DEVELOPMENT PATH.’



Opencast pits at Nkomati Anthracite Mine



FUTURE MATERIALS AND METALS

**Glenover greenfields project**  
Glenover is the segment’s first project, which not only diversifies Afrimat’s exposure to a wider extent than ferrous metals do but also aligns it to global trends such as the advancement of technology for decarbonisation (through rare earth minerals) and food security (through fertiliser products). Glenover is a greenfields project that has begun its first production and is in ramp-up phase.

- The project contains three essential businesses. These are:
- fertiliser for agricultural applications.
  - vermiculite for various applications, from industrial to horticulture.
  - rare earth elements, supporting technological advancements such as high-strength permanent magnets and battery technology.

Looking ahead, careful project implementation and the rollout of a well-thought-through strategy for Glenover will be a top priority. This is expected to include vermiculite processing, optimisation of the high-grade phosphate project and the implementation of the single superphosphate (“SSP”) project.

The investment into the mines was executed meticulously and they now stand ready to deliver against our expectations.

‘CAREFUL PROJECT IMPLEMENTATION AND THE ROLLOUT OF A WELL-THOUGHT-THROUGH STRATEGY FOR GLENOVER WILL BE A TOP PRIORITY.’



The team, from left: Stephens Moatshe, Willy Manganye, Rebecca Malobi, Grant Dreyer, Hosia Magoai, Obert Mafuyeka, Mike Magoai, Sello Magwai, Paul Mogale, Augus Matlolela, Sam Mohlala, Samuel Tsiane, Thomas Sibanda, Hendrik Pick, Correen Beukes, John Mathopi, Rina Wiehman, Fanie Greyling, Crista van Wyk, Dawid Venter, Jaffa Mhlanga, Schalk van Baalen, Apelele Meman and Johan Bisschoff

LOGISTICS

**Optimising operations**  
Afrimat Logistics Proprietary Limited, a wholly owned subsidiary of Afrimat, provides in-house logistical solutions to the Group’s other subsidiaries. Careful planning is considered by linking base loads with return loads, daily tracking of all vehicles and full maintenance plans for optimal utilisation and cost savings for the Group.



Afrimat Mining Services specialises in mobile crushing among its many offerings

MINING SERVICES

Afrimat Mining Services Proprietary Limited, a wholly owned subsidiary of Afrimat, offers full pit-to-port solutions to the mining, construction and quarry industries throughout Southern Africa.

More than 50 years of experience, a track record of delivering exceptional contracting services, and the utilisation of the latest technology and equipment ensure operational efficiency and downstream cost savings for our customers.

Our contract mining services specialise in mine planning, bulk drilling and blasting, load and haul, mobile crushing and screening, beneficiation of products, rehabilitation, rail loadout management and logistics.





Multiskilled operators consistently deliver results

CAPE LIME VREDENDAL

JOMPIE VAN NIEKERK – QUARRY/PRIMARY PLANT MANAGER

Our team of 14 well-motivated, multiskilled operators is responsible for feeding material to the operation daily. While doing this, they also drive the mindset of constantly growing the business.

I'm very proud to say that this team is not afraid to learn new skills.

We pride ourselves on not only developing our people but also improving efficiencies in the business. Operators rotate between different

machinery on a weekly basis as part of their ongoing growth and development.

On maintenance days, the operators assist with replacing screens and doing minor repair jobs at the primary plant. By doing so they maintain the smooth operation of the plant. New appointees are also exposed to a variety of opportunities and are thus able to learn added skills from other members of the team.

'I'M VERY PROUD TO SAY THAT THIS TEAM IS NOT AFRAID TO LEARN NEW SKILLS'



The Cape Lime Vredendal team. From left to right: Ayanda, Angelica, Fredney, Granville, Auderne, Fanie, Norman, Barry, Eric, Marlow, Chris, Pointy, Johan and Mark



Merging of Cape Lime Vredendal EME & Plant Workshop

CAPE LIME VREDENDAL

NIEL VAN BRAKEL – ENGINEERING MANAGER

Because we always look for gaps and efficiency-improvement ideas, we decided to merge the Mobile Workshop and the Plant Workshop, which used to operate separately, into a single Engineering Department. We are a small team with a big punch and through this merger, we will be able to deliver quicker and more efficient services.

'WE ARE A SMALL TEAM WITH A BIG PUNCH AND THROUGH THIS MERGER, WE WILL BE ABLE TO DELIVER QUICKER AND MORE EFFICIENT SERVICES'

Interesting facts about our site and equipment:

- **10 Different plants:** mining, primary plant, secondary plant, filler plant, DVA plant, KVA plant, kiln plant, oxide plant, hydrator plant, overheads
- **713 Maintainable pieces of equipment:** 664 belong to the fixed plant and 49 to mobile equipment
- **Fixed plant equipment:** 427 electrically driven machines, 112 screw conveyors, 42 bucket elevators, 41 product bins, 25 tanks, 39 rotary valves, 38 conveyor belts, 38 product silos, 15 screens, 25 tanks, 9 crushers and 6 22kv/400v transformers
- **Staff component:** 4 fitters, 4 artisan assistants and 2 electricians
- **Mobile equipment:** 9 trucks, 7 forklifts, 7 LDVs, 3 front-end loaders, 3 excavators, 1 grader, 1 skid steer and 1 telehandler
- **Staff component:** 1 mechanic, 1 assistant and 1 serviceman



Elrich Moos (Mechanical Fitter)



Marlo Meisenheimer (Mechanic Assistant)



Back row, left to right: Rooney van Wyk (Mobile Serviceman), JJ Coetzee (Artisan Assistant), Johan Stemmet (Fitter & Turner), Niel van Brakel (Engineering Manager), Lucian Cloete (Fitter), Nathan Jacobs (Electrician), Jacobus Ockhuys (Temp Mechanic Assistant) and Cornè Janse van Rensburg (Senior Electrician & Automation Specialist SCADA). Front row, left to right: Johnny Dreyer (Mechanic), Regan Willemse (Artisan Assistant), Mario Adams (Artisan Assistant), Andries Baard (Fitter & Turner) and Austin Isaks (Artisan Assistant)





Readymix site visits in the Cape area

TANYA PRETORIUS – HEAD OF COMMUNICATIONS

I recently visited a few of our Readymix plants in the Cape area with our Afrimat Readymix Regional Manager, Pieter Grove. We visited our plants in Paarl, Stellenbosch, Wetton and Killarney. Pieter was kind enough to answer all my questions, as I am keen to understand what is happening behind the scenes at our operations. He also introduced me to some of the amazing people working behind the scenes who make our batching plants a success.

Did you know that there is a difference between wet- and dry-batching plants? For example, our Paarl operation is a dry-batching plant, and our Stellenbosch operation is a wet-batching plant.

The main difference between the two:

- Dry-batching plants consist of a batching machine, storage silos and belt conveyors.
- The dry product goes directly into the mixer truck, after which water is gradually added and the product mixed in the truck.
  - The ideal speed of the mixer drum is about 13 to 14 rotations per minute. Wet-batching plants consist of aggregate batching machines, weighing systems, cement silos, conveyors and twin-shaft (or pan) mixers that mix the product with water before it is loaded into the mixer truck.
  - From a South African perspective, wet-batching plants are more expensive to set up and maintain, as the plants are imported from overseas. Maintenance costs (for example, the internal paddles that rotate on the twin horizontal shafts) are high and these plants also utilise more electricity.



Plant Supervisor Melrick Samuels, Paarl Readymix



Plant Supervisor Vernon Lewis, Wetton Readymix



Paarl Readymix

I learned that in this business, **time is money**. A single mixing truck can transport between 0.5-6 cubes for a 6m³ unit or 0.5-8 cubes for 8m³ units and, ideally, we would like to load more than 30m³ per hour. At our Denver Readymix plant in Gqeberha, we managed to load up to 60m³ per hour.

**Our teams are also dedicated to ensuring our concrete meets all the specified requirements.** Samples are therefore taken from predetermined loads and tested at our laboratories for quality control.

**Our readymix businesses also contribute to social and economic development**, as most of our readymix concrete trucks are owned by owner-drivers or sub-contractors.

- We supply readymix concrete to a wide range of market segments, including:**
- commercial and residential buildings and low-cost housing.
  - road, civil and bridge construction.
  - industrial warehouse and flooring contractors.

Thank you to Pieter, Melrick Samuels (Plant Supervisor at Paarl) and Vernon Lewis (Plant Supervisor at Wetton) for your time!

**‘OUR TEAMS ARE ALSO DEDICATED TO ENSURING OUR CONCRETE MEETS ALL THE SPECIFIED REQUIREMENTS. SAMPLES ARE THEREFORE TAKEN FROM PREDETERMINED LOADS AND TESTED AT OUR LABORATORIES FOR QUALITY CONTROL.’**



Killarney Readymix



Wetton Readymix





Rebuilding a coal cutter

AFRIMAT NKOMATI ANTHRACITE MINE

CYNTHIA MAKGATA – PEOPLE MANAGEMENT OFFICER

Johan Erns is a Millwright by profession (someone who designs, builds, or repairs grain mills or mill machinery) and has extensive experience in the mining industry. He was appointed as a Fitter at Nkomati Anthracite to rebuild a coal-cutting machine. The recommissioning of the coal cutter took two months to complete and by utilising his skills and expertise, Johan managed to do the commissioning at a fraction of the cost, compared to what the company would have had to spend to buy a new machine. A pick chain and sprocket will be delivered for the process to be finalised.

We are proud of his work and are excited to see how the machine will fare in our underground shaft.



Millwright Johan Erns



Above and right: The coal cutter being recommissioned

‘WE ARE PROUD OF JOHAN’S WORK AND ARE EXCITED TO SEE HOW THE MACHINE WILL FARE IN OUR UNDERGROUND SHAFT.’



FREE STATE AND KWAZULU-NATAL

Embracing our differences in an atmosphere of joy and positivity

IZETTE KRUGER – FINANCIAL MANAGER

The Free State and KwaZulu-Natal operations are located in quite a unique part of our country and consist of a very diverse team of people. In our case, our strength lies in embracing our differences. I recently shared the following story with my team members: Charlie Plum was a well-known jet fighter pilot in the Vietnam War. During one of his missions, his aircraft was shot down but he managed to deploy his parachute and landed safely, albeit behind enemy lines where he spent six years as a prisoner of war.’ I like to focus on the parachute section. When he

needed his parachute to work, it did, even though he didn’t know who had packed it that day. Each of us packs parachutes every day, in various facets of our lives. At work, for our family and children, and our friends. And although we sometimes think that what we do is mundane or unimportant, it might just determine if someone else’s parachute will open or not when needed the most! So here in KZN/Free State, we check on how our parachute-packing is coming along, and it is gratifying to do so. All in an atmosphere of joy and positivity.



Izette Kruger

AFRIMAT HLUHLUWE QUARRY

Garden project: Enhancing teamwork and a caring environment

PRETTY MDLULU – LAB CLERK & AFRIMAT KZN CHAIRLADY OF THE WOMEN IN MINING COMMITTEE

The team at the Hluhluwe Quarry is currently working on a small garden project consisting of a variety of vegetables. The initiative started in 2022 and we intend planting more produce each year. Even though it is only the ladies on our site who currently tend to the garden, we divide the produce among the entire team when crops are ready for harvest. It is our small way of further enhancing unity in the team and, most importantly, living the Afrimat Values and the Afrimat Way.



‘IT IS OUR SMALL WAY OF FURTHER ENHANCING UNITY IN THE TEAM AND, MOST IMPORTANTLY, LIVING THE AFRIMAT VALUES AND THE AFRIMAT WAY!’

QWAQWA QUARRY

Teamwork and respect lead to success

KATISO DONALD TSOTETSI – MULTI-SKILLED OPERATOR & SITE SHOP STEWARD

Teamwork and respect are the driving forces behind the team at the QwaQwa Quarry in the Eastern Free State. Over the years, growth, development and recognition have been the sources of motivation and engagement in our work. Because we are appropriately developed, supported and recognised, we can strive to perform at our best, and we know that our work is valued.

Back row, from left to right: Doctor Mokoena, Abel Ntshingila, William Mashinini, Pheello Maya, Petrus Moloi and Jeremiah Tsotetsi. Front row, from left to right: Johannes Foka, Donald Tsotetsi, Snyman Sithole, Piet Motaung, Joseph Tshabalala, Innocent Mokhachane, Lizzy Mokoena and Charlie Mofokeng (middle front)





AFRIMAT EASTERN CAPE

Extending a helping hand in the hour of need

DEWALDT FOURIE – SALES REPRESENTATIVE

After heavy rain in the Walmer informal settlement, the Mgoswana family’s house was flooded. Unfortunately, this is a regular occurrence during times of heavy rains in the area.

The Fountain Vineyard Christian Fellowship asked Wilfred Finnis of WWF Construction to assist due to his involvement in the community. It just so happens that WWF Construction is one of our loyal customers, and so they got in touch with us.

In the spirit of the Afrimat Way and our dedication to community services, we proudly provided readymix concrete for a new base and floor for the Mgoswana family home. On 8 June 2023, the new floor of the house was completed. We also lifted the floor by more than 400mm, to prevent flooding in the future.

The Mgoswana family extended their gratitude to Afrimat, WWF and the FVC Fellowship for helping to make their dream of a safe home come true.



Above and right: Rebuilding the base and floor of the Mgoswana’s home

‘IN THE SPIRIT OF THE AFRIMAT WAY AND OUR DEDICATION TO COMMUNITY SERVICES, WE PROUDLY PROVIDED READYMIX CONCRETE FOR A NEW BASE AND FLOOR FOR THE MGOSWANA FAMILY HOME.’

AFRIMAT VRYHEID QUARRY

A salute to people with disabilities

MONTY COLEMAN – QUARRY MANAGER

What an interesting journey I have had over the last few months! A game changer for how I see people living their lives with a disability. A very long story short, I injured my right ankle to such an extent that I had to undergo an operation to rebuild all the ligaments and tendons around my ankle, leaving me immobilised, and dependent on a wheelchair and crutches to move around. My wife had to drive me to and from work, and help me at home, at work, and everywhere we had to go or be.

It was a shock to realise how few places are equipped to accommodate people with disabilities.

It was also scary; even my own house presented a lot of challenges for a wheelchair, and entering my house was impossible. We had to move furniture around to make room for the wheelchair, for example. It became such a schlepp for me, that I’d prefer to stay at home and my wife went shopping alone.

I am not writing this so that people will feel sorry for me. I am putting it out there that we do not know what people with disabilities endure on a daily basis. It’s something they struggle with every day in order to be able to put food on the table for themselves and their families.

I am fine now but am still left with the thought of the many challenges people with disabilities must face every day. I take my hat off to them and salute them.



Vryheid Quarry Manager Monty Coleman (left) and Vossie Vorster, our Crusher Maintenance Manager

‘IT WAS A SHOCK TO REALISE HOW FEW PLACES ARE EQUIPPED TO ACCOMMODATE PEOPLE WITH DISABILITIES.’

ORGANISATIONAL DEVELOPMENT

Understanding our cultural landscape

MPHO MAKHALEMELE – ORGANISATIONAL DEVELOPMENT ASSISTANT

Between June and July, we conducted a Culture Survey to help us better understand our cultural landscape, and to guide us in the implementation of relevant organisational interventions to increase positive employee experience.

**The methodology used to gather information from the survey involved a mixed approach that included the following:**

1. A qualitative method using focus groups with employees to find out how they experience the Afrimat culture.
2. A quantitative method using an online survey that employees had to fill in.

**To include as many people as possible, we targeted 1 366 Afrimat employees, which would provide us with sufficient engagement for representative data. We used**

- paper-based surveys for employees without email addresses.
- an online survey.
- focus-group discussions facilitated by external facilitators.

All responses were viewed and analysed collectively, and each participant remained anonymous. Responses were processed by an external consulting company, Joint Prosperity, and all information was treated confidentially.

We thank everyone who participated. The honest survey responses from employees have been vital in helping us measure and keep a pulse on Afrimat’s culture, as well as identify areas where we can improve and make the Afrimat Way a lived experience for all.

Employees’ dedication to completing the survey demonstrates their commitment to our shared beliefs and values at Afrimat. We understand that taking the time to provide thoughtful responses and suggestions requires honesty and trust, something Afrimat truly appreciates.

Our next step is to hold feedback sessions in the respective business units, where key findings and themes will be presented, and culture improvement interventions proposed to your respective business units.

Please keep an eye out for an invitation from your People or Site Managers with the date, time and location details for the feedback sessions.

Our Way

Culture Survey

2023

‘THE HONEST SURVEY RESPONSES FROM EMPLOYEES HAVE BEEN VITAL IN HELPING US MEASURE AND KEEP A PULSE ON AFRIMAT’S CULTURE.’



# Meet the iron ore team

## AFRIMAT IRON ORE

NALEDI MOSAKU – SENIOR SLP OFFICER

In Part 2 of our 'Meet the Team' series, we find out more about the Iron Ore team.

### 1. People Management team, under the leadership of Francois Fourie:

- **Isabel Avilahama:** Official title – Learning and Development Clerk; unofficial title – Master of Timesheets and Webregister. 'Isabel is the person with the softest personality, yet she commands results and is extremely deadline driven.'
- **Coleen Mende:** People Management Administrator – the go-getter. 'Coleen is extremely feisty but has the biggest heart.'
- **Angelique Stannard:** Senior People Management Officer, whose team describes her as 'a tiny but strong force who's the living embodiment of being supportive'.

The PM team of Afrimat Iron Ore is responsible for 160 employees (including learners and interns) over three sites (Demaneng, Jenkins and Driehoekspan) with the majority of employees based at Demaneng Mine. We are in a unique position that enables us to also give some operational support to the ± 300 contractors on our sites.

'Working in PM can sometimes be hard – but it can also be immensely rewarding. Day in and day out, you can be juggling a whole range of spinning plates, constantly trying to make sure one doesn't drop. While at the same time, doing your best to support our company's biggest asset – our people.' *Coleen Mende*

### 2. Jenkins Plant team

'Where do you start and where do you find the words that can sum up a team like the one we have here at Jenkins? From day one, every individual was motivated and was looking forward to new beginnings and adventures here at Jenkins, from constructing and commissioning and now to full production. I can proudly say that we have an amazing team. I can only see great things coming from this team as they take Jenkins and the Bulk Commodities Department to great heights. **A dear friend of mine said at our Afrimat Way rollout that TEAM stands for Together Everyone Achieves More** and there is no better way to put into words that this is the attitude we have here as a team.' *Toy van der Westhuizen: Plant Superintendent*

### 3. Jenkins Mining team

'My team is made up of a large and diverse group of people all willing to put in 101% to achieve whatever targets we have planned. The Mining Department has a lot of interactions with various departments that feed into it; this is why we believe in teamwork as we all have to work together to ensure that everything results in success at Jenkins Mine. I am proud to lead such a dynamic group of individuals and to know that I can count on them at all times.' *Japie Fleming: Mine Manager*



Mining team. From left to right: Thato Mojela, Connie Boshomane, Toy van der Westhuizen, Japie Fleming, Promise Seabi, Gosego Cogang, Frans Mshidi, Baitlotti Segano, Frikkie Basson and Hannes Marx



Plant team. Front, left to right: Marcus Venter, Stiaan Burden Junior, Marius Blignault, Nico Peenze, Mieljie Seele, Eric Block, Franklin Witbooi, Gradwell Visagie, Tshiamo Phumo, Awonke Magadla and Mike Tshilondola. Back, right to left: Gosego Cogang, Willie Boltman, Koos Wiese, Thean Breed, Toy van der Westhuizen, Simon Ndala, Daniel Namane and Dumetrius Brouwers



Coleen Mende, Angelique Stannard and Isabel Avilahama

**'WORKING IN PEOPLE MANAGEMENT CAN SOMETIMES BE HARD – BUT IT CAN ALSO BE IMMENSELY REWARDING.'**

**'I CAN ONLY SEE GREAT THINGS COMING FROM THIS TEAM AS THEY TAKE JENKINS AND THE BULK COMMODITIES DEPARTMENT TO GREAT HEIGHTS.'**

# Meet our team leader: Apolo Johannes Tshabalala

## BETHLEHEM QUARRY

REGINALD GWALA – PEOPLE MANAGER

Born in the township of Fateng Tse-Ntsho in Paul Roux in the Eastern Free State, **Apolo Tshabalala** is the Team Leader for Bethlehem Quarry. He matriculated at Ithabiseng Secondary School in Senekal. He attributes his success within and outside the company to respect and punctuality. He appreciates Afrimat for looking after its employees and further encourages the company to continue strengthening relations with both internal and external stakeholders.



Apolo Tshabalala

# Farewell: Starting a new chapter in New Zealand

## CAPE LIME LANGVLEI

RAY BROWN

My journey at Afrimat started in 2017. I came from an FMCG background as a sparky [aka electrician], and not knowing anything about the mining sector, I was walking into the unknown. As time went by, Afrimat offered me the opportunity to broaden my horizons in the Mechanical Fitter trade and I took responsibility for the milling and packing plants at the Cape Lime Langvlei site. Becoming a Fitter was not easy as I was faced with being one of two Electricians on site, so taking time off to pursue this path and satisfying production needs at the same time were always a challenge. In addition, Covid-19 happened which further prolonged the process.

Eventually, after lockdown, we were back on track to getting that Red Seal Certificate. By November 2022, I successfully passed my

Trade Test and the vision of building a long career at Afrimat as a dual Tradesman could begin. That vision was not to be realised. As soon as everything fell into place the opportunity to immigrate presented itself. I took that opportunity with both hands, but also with a heavy heart, as building a career with Afrimat was always the main mission.

Fast track six months, and my family and I landed in Auckland, New Zealand, in February 2023. It was a tough decision and I have never felt so unsure about anything, especially resigning. I am now working in the Beef Processing Sector as a Maintenance Fitter and registering as an Electrician.

This would not have been possible without hard work and being focused, as well as the support, opportunities and words of wisdom from Cape Lime management. I truly thank you for all you have done for me.

**'FAST TRACK SIX MONTHS, AND MY FAMILY AND I LANDED IN AUCKLAND, NEW ZEALAND, IN FEBRUARY 2023.'**

Ray Brown and family





# Recognising long service

We recognise and say thank you to our our long-service staff.

## AAO & RMC WESTERN CAPE

**10 years: Adriaan Botha**

‘I’m a Planner for AAO & RMC Western Cape, and I recently received my 10-year Certificate from Christo Schloms.’

## CAPE LIME

**13 years: Johan Stemmet**

‘Johan Stemmet has been working for Cape Lime Vredendal for 13 years in the Engineering Department. He started as a student in 2010 and qualified as a Fitter and Turner in 2015 and has since worked as an Artisan on our site. He married Johanita in December 2014 and their son, JW, was born in January 2020. Johan also has extensive experience in trailer building and was therefore tasked with building a diesel bowser trailer for Mining Services from scratch. The trailer has in-brakes and is equipped with a 12VDC diesel pump and counter, a fire extinguisher and has a diesel-carrying capacity of 2500L.’ *Niel van Brakel*



Johan Stemmet



Adriaan Botha (right) and Christo Schloms



Andries Baard

**29 years: Andries Baard**

‘Andries Baard has been with Cape Lime for 29 years now. He started his career at Cape Lime as a Storeman/Buyer in April 1994. We all look up to Andries and respect him tremendously. In 1984, Andries qualified as a Fitter and Turner and started his career as an Artisan on lathes at Spoornet, where he grinded the shafts of the iron ore railway carts. Due to an accident in 1986, he lost four fingers on his right hand, leaving only his thumb. (He is right-handed.) However, Andries is the type of man who believes that he can overcome anything and that there is no time for laziness. And so he is able to uplift us with his high standards and motivational spirit. Andries has been married to his wife Sandra for 30 years. This has taught him about life and marriage as, today, Sandra needs full-time care due to illness. Dear Andries, we all have so much respect for you. The influence and impact you’ve had on our lives, the way you always keep us on our toes, and the way you are caring for Sandra are all examples to live by. We, as your colleagues, friends and the Engineering Department salute you.’ *Neil van Brakel*

# ‘Young Guns’ still going strong with lots of years of service on the clock

## CAPE LIME

**GERRIT NIEUWOUDT – FINANCIAL MANAGER**

The Admin/Finance Department of Cape Lime (during the time when the Trans Hex Group [THG] was the holding company) consisted of eight people. During its transition from a subsidiary of THG to a privately owned company in 2000 and then to a full subsidiary of Afrimat in 2016, many changes took place on the staffing front. However, I’d like to honour a few colleagues, The Young Guns, who have been with the company for many years. The total mileage of the older Young Guns is 118 years and seven months, and they’re still going strong!

**27 years – Esmè Britz:** Esmè started in February 1996 as a Sales and Reception Clerk. During this time she got married and in June 2012 resigned to spend time with her children, but continued to help out on a temporary basis. In January 2016 she was appointed as a Purchase Clerk and is still with us, keeping the Purchase Department in order.

**26 years – Lidia van Eeden:** Lidia started in September 1997 as an Admin Assistant, and in May 1999 she moved to the Purchase Department as a Purchase Clerk, during which time she also got married. In March 2006 she was promoted to Creditors Clerk and is still managing the creditors and payments with a firm hand.

**24 years – Irma Hayes:** Irma started in March 1999 as a Personnel Clerk and Personal Assistant for Gerhard Terblanche. In March 2000 she was appointed as a Debtors and Personnel Clerk, and in 2017 her role was restructured to Debtors Clerk. She is keeping our debtors on a short leash, and the result is a good payment record on our debtors’ terms.

**16 years – Alet Kotze:** Alet joined the team in May 2007 as a Purchase Clerk and in June 2012 she moved to the Sales Office as a Sales Clerk, during which time she got married. In March 2015 she was appointed as the Financial Controller of Cape Lime, a new position at the time. She still manages and controls the systems and accounting side in an excellent way.

**24 years – Gerrit Nieuwoudt:** ‘In June 1999 I started as an Accountant, and in March 2000, I was appointed as Financial Manager and later promoted to Financial Director. In early 2016, with Afrimat’s acquisition of Cape Lime, I became Financial Manager. My team is my strongest asset. Although we don’t look or feel the same as the day we started, we still manage to keep the finance and admin running as a well-oiled machine. Our success is based on accountability, trust, quality work, teamwork, good communication and respect.’

# Internships

## NKOMATI ANTHRACITE

**INNOCENT SITHOLE – SENIOR PM OFFICER**

We would like to welcome **Zinzi Miranda Lubisi** and **Skholiwe Mahlalela** who joined the Nkomati team as Interns. Zinzi holds a National Diploma in Analytical Chemistry, while Skholiwe holds a Diploma in Safety Management.

We trust they will thrive within the Afrimat space during their internship programme.



Zinzi Miranda Lubisi



Skholiwe Mahlalela

## KZN AND FREE STATE OPERATIONS

**NICOLA LOTZ – HR DEVELOPMENT OFFICER**

We would like to welcome **Silindile Mabunda** and **Siyabonga Gule**.

Silindile joins Afrimat Concrete Products in Vryheid.

Qualifications: BTech in Cost and Management Accounting, Durban University of Technology.

Silindile says: ‘I look forward to learning new things and to enhance my skills within the Afrimat culture. I am very grateful for this opportunity.’



Silindile Mabunda



Siyabonga Gule

Siyabonga joins Afrimat Aggerates in Vryheid.

Qualifications: National Diploma in Safety Management, UNISA.

Siyabonga says: ‘I have a genuine interest in the health and safety of all employees. My role is to ensure that every employee goes back home to their family injury free and alive. I am grateful for the opportunity and I hope to grow as a professional and to contribute to the Afrimat team in a meaningful way by assisting with achieving objectives.’

# My journey with Afrimat as a People Officer Intern

## AFRIMAT MINING SERVICES

**DOROTHY MAHLANGU**

**My journey with Afrimat as a People Officer Intern**

I joined Afrimat on 15 July 2021. My first day feels like yesterday! I was filled with joy as I was sure that I was joining the right organisation, one that would take my career to the next level. Thus far, the journey has been so fulfilling and I have learned a lot under the supervision of Louisa Roestof. I had to quickly adapt to the fast-paced working environment in my job as a Junior People Officer and, after six months, I was responsible for eight mobile teams. I am now responsible for nine drilling and blasting teams. Today I have exposure to all People Management functions such as IR, payroll, learning and development, recruitment and benefits.

The highlight of my internship programme was when I was allowed to kick-start my ‘Talent Talk Workshop’ during which I encourage interns to give support and courage to other interns. To all interns and learners, it is up to you what you make of this opportunity. Afrimat is a company that prepares you for the workplace and you have only two years in which to make it happen for your career. I can say that I served my time very well and the future is bright!



Dorothy Mahlangu

**‘THE HIGHLIGHT IN MY INTERNSHIP PROGRAMME WAS WHEN I WAS ALLOWED TO KICK-START MY “TALENT TALK WORKSHOP” DURING WHICH I ENCOURAGE INTERNS TO GIVE SUPPORT AND COURAGE TO OTHER INTERNS.’**



# Welcome new colleagues

## CAPE LIME VREDENDAL

**RUAN SMIT – OPERATIONS MANAGER**

**Ruan Smit:** I joined Cape Lime Vredendal in March 2023 and look forward to the year ahead with all the new opportunities and projects that we are going to action this year.

The Vredendal management team decided to meet during the first quarter of the financial year to discuss the operational and business strategy going forward for the rest of the year in line with some very important people management points focusing on the cultural drive and Afrimat Way. The drive behind this session was to get all the team members onboard and by doing so establish a vision for each department, unlocking all the opportunities from efficiencies, maintenance, increase in volumes, people management, operational improvements and new projects.



Vredendal management team. From left to right: Jompie van Niekerk, Kobus Barnard, Kesh Naidoo, Francois de Villiers, Ruan Smit, Connie Pool, Sheelah Links and Niel van Brakel

## CAPE LIME VREDENDAL

**COLEEN MENDLE – PM ADMINISTRATOR**

**Constance Rankwe:** Auto Electrician at Jenkins

'I'm a qualified Auto Electrician. On my first day at Afrimat, I was a little nervous. After interacting with people and receiving a warm welcome, I became more comfortable. Since I know we'll be working together on quite a few different projects, I'm looking forward to learning and contributing more to the company.'

**Donnevine Nero:** Mining Supervisor at Jenkins

'I started with Afrimat Iron Ore (Jenkins) in May 2023 as a Mining Supervisor. My journey thus far has been an exciting and fruitful experience. Meeting the fellow employees of Jenkins who have taken me in as part of the family was the highlight. Lastly, I want to thank management for this opportunity.'

**Mathys Beselaar:** Plant Superintendent at Demaneng

Mathys joined us in May 2023. His mantra: 'Don't judge each day by the harvests you reap but by the seeds that you plant.'

## CAPE LIME LANGVLEI

**SINENHLANHLA MAHLASELA – PM INTERN**

**Michael Stieger** started his Afrimat career at Afrimat Pietermaritzburg Quarry as a Plantsman in 2010. Since then, he has worked at different Afrimat Business Units. He joined Cape Lime in 2021 on a fixed-term basis and was eventually appointed as a Shift Supervisor in March 2023.

**Riaan Engelbrecht** joined Cape Lime Langvlei as a Sales Manager in June 2023. Prior to joining Cape Lime, he worked at Afrimat Readymix as a Sales Consultant where he was responsible for sales in the Boland Region. He has been with the Afrimat Group for six years.



## AFRIMAT MANAGEMENT SERVICES, SHARED SERVICES AND GROUP SERVICES

**LOREN CUPIDO – PEOPLE OFFICER**

**Pieter Stoker:** Head of Data Science and Analytics (DSA)

I am glad to announce the appointment of Pieter Stoker as the new Head of Data Science and Analytics (DSA). He is based in Tyger Valley in the Technology Services Division and reports to Johan du Plessis.

**Pieter-Braam Griesel:** Data Architect and Project Manager

Pieter-Braam is based in Tyger Valley Head Office and is the new Data Architect and Project Manager in the Data Science and Analytics Department.

**Gerhard Lemmer:** Data Engineer

Gerhard is based at Tyger Valley in the Data Science and Analytics Department and reports to Pieter Stoker.

**Warren Paulsen:** Business Systems Administrator

Warren joins Afrimat as Business Systems Administrator.

**Daniel Langenhoven:** IT Infrastructure Intern

Daniel is the newly appointed IT Infrastructure Intern at the Tyger Valley Branch.

**Raylin Vink:** Tribologist

Raylin, the new Tribologist, is based at Tyger Valley in the Engineering Department and reports to Waldo Koen.

**Riaan Pretorius:** EC&I Engineer

Riaan is the new Electrical, Control and Instrumentation Engineer. He is based at Lyttleton in the Projects Division and reports to Cobus Boshoff.

**Kagiso Maboshego:** GIT Industrial Engineer

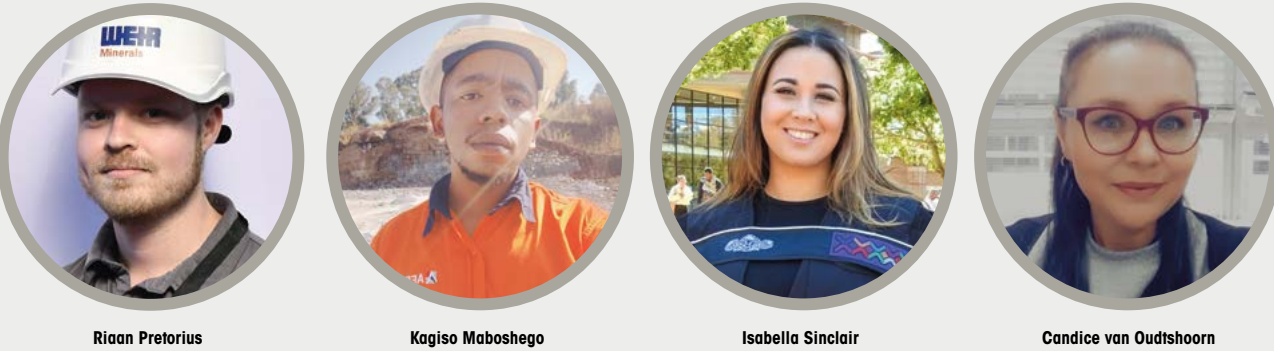
As the new GIT Industrial Engineer, Kagiso is based at Lyttleton in the Projects Division and will report to Pieter Bruwer.

**Isabella Sinclair:** Learning and Development Intern

Isabella says: 'I am 22 years old and completed my BCom Honours Degree in Industrial Psychology at the University of the Western Cape in 2022. I have a background in Law and completed my undergraduate studies in BCom Law.'

**Candice van Oudtshoorn:** Payroll Officer

As a Payroll Officer, Candice is based at Head Office in the Payroll Division and reports to Conrad Muller.





Promotions

MARBLE HALL

LOUIS PRETORIUS – MINE MANAGER – MARBLE HALL

Mine Manager by day, viticulturist by night

It's really great to be back in operation after a year's hiatus. I was previously the Mine Manager for a dolomite mine in the Western Cape, before joining Afrimat on the commercial side at Langvlei. I missed the pace, excitement and impact one can make on the ground. There is always something happening. It feels good to have mud on my shoes again!

I am looking forward to taking a renewable approach to Marble Hall. We're planning to improve our energy mix, with the addition of three 650kVA generators and, hopefully, some renewables in the future. We have many challenges, of which load shedding is a big one.

I'd also like to build on the legacy that was left by Ruan Smit, and Stephan Becker before him. The support I'm getting from the Industrial Minerals team is incredible and we have such a talented group of people.

I love the outdoors. And something people might not know about me... I'm actually a qualified viticulturist. I have a passion for vineyards, growing grapes and making wine on the side with a couple of friends.



Louis Pretorius



Thandekile Khumalo



Mercy Daile

MARBLE HALL

SELINAH MASEHLA, JUNIOR PEOPLE MANAGEMENT OFFICER

**Thandekile Khumalo** joined Afrimat Marble Hall in March 2022 as Office Cleaner. With hard work and dedication, she got a chance to explore different departments for work exposure. She was trained at the Weighbridge and Finance departments. She applied for the Buyer Assistant position at Afrimat Marble Hall. With her experience in the Microsoft computer package and knowledge of internal systems (CRM, ONKEY, etc.), she qualified and was appointed as Assistant Buyer.

**Mercy Daile** joined Afrimat Marble Hall as a Business Admin Learner (Learnership for People with Disability) in November 2021 for a one-year programme. In 2022, after completing the learnership programme, she was given a one-month contract as Admin Assistant. In January 2023, she was absorbed as a Stores Assistant. Disability doesn't limit anyone to becoming who you want to be in every aspect of life. Congratulations, Mercy, on your new role. We appreciate you.

CAPE LIME VREDENDAL

FRANCOIS DE VILLIERS – PROCESS SPECIALIST

Cape Lime would like to extend heartfelt congratulations to **Ben Sass**, our newly appointed Shift Supervisor. Ben started his career with Afrimat in 2017 as an Operator. He was then appointed as Process Controller Operator and has climbed the ladder one step further to his new position as Shift Supervisor.



Ben Sass

AFRIMAT IRON ORE

COLEEN MENDLE – PM ADMINISTRATOR

Newly appointed Supervisor **Andrew Jason Marx** says: 'I started my career as a Junior Plant Operator at Diro Manganese in August 2013. In 2016 Afrimat took over and I was very excited because I was promoted from Junior Plant Operator to Senior Controller. During my time as a Senior Plant Controller, I gained a lot of knowledge and I enjoyed working with my teammates. In April 2023 I was promoted to Supervisor.'



Andrew Jason Marx

Newborns

CAPE LIME VREDENDAL

JOHNNECIA ENGELBRECHT – ACTING PM ADMIN

Congratulations to **Semonia Beukes** and her partner on the birth of their daughter, Skylinn.

Congratulations to **Roaney van Wyk** and his partner on the birth of their son, Beaurin-Lee.



Semonia Beukes and Skylinn



Beaurin-Lee

Retirement

BREWELSKLOOF QUARRY

MOGAMAT BAILEY – SAFETY MANAGER

At the end of May 2023, we bade farewell to **Mike Coad**, Quarry Manager at Brewelskloof. Mike spent 17 years at Afrimat and was instrumental in developing Brewelskloof from its humble beginnings into one of the flagship operations in the Western Cape.



From left to right: Floris Fisher, Mike Coad and Wilhelm Nel



## Congratulations, Tshifhwa, on your Master's Degree in Geology!

KZN/FREE STATE REGION

REGINALD GWALA – PEOPLE MANAGER

We would like to congratulate **Tshifhiwa Rammela**, Scottburgh Quarry Manager, for his fine achievement in obtaining his Master's Degree in Geology.

It was the morning of Monday, 5 May 2014, when Tshifhiwa Rammela reported for duty at Afrimat Lyttelton Dolomite Mine, welcomed by the then Mine Manager whose first question was: 'Which dolomite formations of the Malmani Subgroup are you familiar with?' As nervous as he was, Tshifhiwa confidently replied: 'The Lyttelton and Monte Christo formation.'

Tshifhiwa went on to enjoy a tour of the quarry becoming familiar with the different dolomite formations. Little did he know that two years later, he would join one of the biggest quarries in the country, Afrimat Glen Douglas Dolomite, with a very complex geology. At the time, Glen Douglas Dolomite faced some challenges to meet its metallurgical dolomite demand.

A Safety, Health and Environmental Officer by appointment but a rock lover at heart, he presented a plan to Willem Hatting, now GM of Afrimat Nkomati Anthracite, to decode what was then a ticking time bomb. He used the challenge as a topic for his thesis titled 'Geology of the Malmani Subgroup in the Vaal area South of Johannesburg: Implications for the future development of Glen Douglas Dolomite Mine'. That is how the journey began.

Piet Ackermann, the then Mine Manager and now Regional Manager of Construction Materials, offered Tshifhiwa a windowless office in the pit where he spent most of his time. A different world opened up: exciting and challenging at the same time.

'Afrimat's ever-changing, ever-learning environment has made it the success it is today,' Tshifhiwa says. 'With so much support from family and within the group, I am super-grateful to be part of this dynamic team of winners.'



Tshifhiwa Rammela with his wife, Phathutshedzo, and their daughters, Mulalo and Mulweli

**'WITH SO MUCH SUPPORT FROM FAMILY AND WITHIN THE GROUP, I AM SUPER-GRATEFUL TO BE PART OF THIS DYNAMIC TEAM OF WINNERS.'**

## Adult Education Training

CAPE LIME VREDENDAL

JOHNNIECA ENGELBRECHT – ACTING PM ADMIN

A heartfelt congratulations to **Agus Waterboer**, **Jakobus Dirkse** and **Marlo Meissenheimer** for completing their Adult Education Training. We are tremendously proud of you! Agus Waterboer and Jakobus Dirkse completed AET Level 1. Marlo Meissenheimer completed AET Level 2.

KZN

REGINALD GWALA – PEOPLE MANAGER

**Phumaphi Matrina Ntombela** is a Water Truck Operator based at the Ulundi Quarry in KwaZulu Natal. Her journey with Afrimat started in 2003 as a Tea Lady/Cleaner in Afrimat Ulundi before she was promoted to Dumper Operator at the plant. After five years, her hard work and dedication saw her being promoted to a Water Cart Operator.



Agus Waterboer



Jakobus Dirkse



Phumaphi Matrina Ntombela



Marlo Meissenheimer

## Afrimat Supervisory Development Programme

MARBLE HALL

SELINAH MASEHLA – JUNIOR PM OFFICER

Well done to the delegates who attended the Afrimat Supervisory Development Programme in 2023. This programme imparts powerful tools that include self-awareness, team-awareness, leadership in Afrimat, planning, organising, leading and controlling in the workplace.

Back, from left: Fumani Mgiba, David Makamu and Willem Zamabantu. Front, from left: Mishack Matshipa, Matthews Mashiloane, Rose Sebelebele, Selinah Masehla, Candice Bezuidenhout, Mpho Sefara, Kagiso Maboshego and Gavin Sefoloshe



## A quick learner and inspiration to our team

STANFORD QUARRY

DENVIR PEERBOOM – QUARRY FOREMAN

**Jayson Fortuin** began his journey at Afrimat in February 2020 as a Plant Attendant. He is a quick learner and learnt everything there was to know about plant equipment within six months. He was appointed as a Plant Operator. We noticed that he had potential in maintenance work, so the Foreman tasked him with doing maintenance jobs all over the site. Jayson doesn't talk much and he helps with everything on site. He was also appointed as the site's First Aider and Safety Rep. Jayson is 24 years old and truly is a big inspiration for others out there who did not finish school. His famous words are: 'You don't need papers to show your potential.'



Jayson Fortuin

## Learnerships

AFRIMAT MINING SERVICES

PHINY KHAKHANE – PEOPLE OFFICER

We welcome the new Learners and Interns who joined Afrimat Mining Services in April, in the following trades.

### Boilermakers

Thabang Moloedi  
Thembelihle Dlamini

### Millwrights

Phuthi Mooka  
Nonkululeko Kolele

### Mechanical Engineering Interns

Andile Gqwaru  
Lehlohonolo Mothibe  
Accordance Ntimane

### We also have Boilermaking

### Learners from Colliery Training College

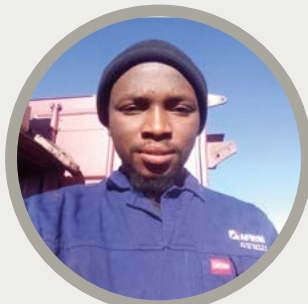
Sydney Tladi  
Musawenkosi Nkosi



Nonkululeko Kolele, Thabang Moloedi and Accordance Ntimane, currently based at the workshop



Thembelihle Dlamini and Phuthi Mooka at the training centre



Lehlohonolo Mothibe, currently in Northern Cape



Andile Gqwaru, currently in Marble Hall



Sydney Tladi and Musawenkosi Nkosi



## Learnerships

### KZN AND FREE STATE OPERATIONS

NICOLA LOTZ – PM OFFICER

Our three-year MQA Learnership colleagues are currently in Phase 1. All were also previously bursary holders.

**Njabulo Shabalala Umfolozi** TVET College: N3  
Diesel Mechanic: Based in Ulundi

**Siphiwe Khanyile Mthashana** TVET College: N3  
Diesel Mechanic: Based in Vryheid

**Sneliswa Shabalala Majuba** TVET College: N3  
Boilermaker: Based in Ladysmith

**Sifiso Zwane Majuba** TVET College: N4  
Boilermaker: Based in Vryheid

**Ntokozo Hlabisa Majuba** TVET College: N3  
Boilermaker: Based in Hluhluwe

**Siyabonga Mlotshwa Plessislaer** TVET College: N6  
Fitter: Based in Pietermaritzburg

**Siyabonga Khanyile Majuba** TVET College: N4  
Electrical: Based in Vryheid

**Sthembile Mbatha:** Sthembile started as a General Worker in 2019 based in Scottburgh. When she applied for the General Worker post, she had a N3 in Fitting from Coastal TVET College. She received an Internal Learnership to complete a Fitter trade. She is now an Artisan Assistant, doing Phase 2 of the learnership.

**Sphephelo 'Vee' Vilakazi:** Sphephelo started at Afrimat in 2017 with an N2 in Millwright as a Safety Rep at the ACP plant in Vryheid. He then started doing mechanical and electrical maintenance here too. He was put on an internal learnership to complete an Electrical Trade in 2021. Vee passed his Electrical Trade with ATI in June 2023.



Njabulo Shabalala Umfolozi



Siphiwe Khanyile Mthashana



Sneliswa Shabalala Majuba



Sifiso Zwane Majuba



Ntokozo Hlabisa Majuba



Siyabonga Mlotshwa Plessislaer



Siyabonga Khanyile Majuba



Sthembile Mbatha



Sphephelo 'Vee' Vilakazi

## From good to great: How learning and development unlock excellence

WREFORD HUDSON – MANAGER – PEOPLE DEVELOPMENT

Learning and development are key components of unlocking excellence in the workplace.

When employees are given opportunities to learn and develop new skills and knowledge, they are better equipped to perform their duties more effectively and efficiently. This leads to increased productivity, improved job satisfaction, and better overall organisational performance.

**In Afrimat this is exactly what the People Development Department strives for and why we are continuously co-creating and developing new development initiatives that will further:**

1. Enhance skills and knowledge.
2. Increase job satisfaction.
3. Improve problem-solving and innovation.
4. Improve communication and collaboration.
5. Increase adaptability.

Our latest implementation was that of the new Afrimat Leadership Development Programme (ALDP), in collaboration with the Stellenbosch Business School: Executive Development (SBS-ED) Division, where 30 Afrimat employees embarked on a new leadership journey that started on 6 June 2023.

**Our leadership programme aspires to develop leaders who:**

- Have leadership competencies.
- Can lead, influence, motivate, and empower people through collaboration and teamwork.
- Enhance relationships and break the silo mentality.
- Drive the Afrimat Way and culture.
- Shift mindset from operational to strategic.
- Drive innovation and change.

The programme is aimed at Managers across the various Afrimat Business Units and lasts six months. Through partnering with SBS-ED we ensure that we are delivering the latest initiatives in terms of leadership development and ensuring our leaders stay at the forefront.

During the ALDP course, delegates will also experience an equine immersion that focuses on using horses to facilitate leadership and emotional intelligence. We are looking forward to the results of the course that will conclude on 29 November 2023.

Remember, personal development will always remain your own responsibility. So, it's important to have your Individual Development Plans (IDPs) discussion with your Line Manager so that you can identify any skills shortages or development for future growth. If you haven't had an IDP discussion with your Manager, please contact the People Department so that this intervention can be arranged.

**'WHEN EMPLOYEES ARE GIVEN OPPORTUNITIES TO LEARN AND DEVELOP NEW SKILLS AND KNOWLEDGE, THEY ARE BETTER EQUIPPED TO PERFORM THEIR DUTIES MORE EFFECTIVELY AND EFFICIENTLY.'**





### Congratulations to Le-Zaria Arries

AAO WESTERN CAPE

ADELE DE VILLIERS – SENIOR ACCOUNTANT

Well done to **Le-Zaria Arris**, our Financial Accountant, for successfully completing her postgraduate Diploma in Accounting at Unisa.



Le-Zaria Arries

### Benefitting from bursary opportunities

KZN AND FREE STATE OPERATIONS

SELINAH MASEHLA – JUNIOR PM OFFICER

**Vincent Sepheu** joined Afrimat Marble Hall in March 2022 as a Plant Cleaner. In January 2023 he received approval to further his studies with an Afrimat Bursary. Within six months he achieved his Health and Safety Certificate. Congratulations!



Vincent Sepheu

### Youth training programme

AFRIMAT IRON ORE

NALEDI MOSAKU – SENIOR SLP OFFICER

In our continuous effort to ensure that we are ploughing back into the communities in which we operate, AIO ran a youth training programme for nine unemployed young adults from the surrounding communities who were sent for Operator training (FEL, excavator and ADT respectively). The programme took place over two-and-a-half months and all the Trainees were found competent. The service provider had nothing but great things to say about the candidates’ drive and willingness to see this programme through.



The first day of training. Front, from left: Naledi Mosaku, Oarabile Gender, Ipeleng Tshwamotho, John Mongale, Jo Ann Stanley, Assistance Moseki and Coleen Mendle. Back, right to left: Synthea Minnies, Elliot Gaobonwe, Thapelo Moabi, Lebogang Legalamitlwa and Katarien Deysel



The second day of training. Front, left to right: John Mongale, Jo Ann Stanley, Ipeleng Tshwamotho, Oarabile Gender, Assistance Moseki, Lebogang Legalamitlwa and Belinda van der Merwe. Back, right to left: Pierre Rickter, Elliot Gaobonwe, Thapelo Moabi, Hannes Cronje, Katarien Deysel and Synthea Minnies

### Celebrating Women’s Month in the spirit of joy and positivity

AFRIMAT GROUP

TANYA PRETORIUS – HEAD OF COMMUNICATIONS



‘AFRIMAT HELPS ME FEEL VALUED AND MOTIVATED, WHICH LEADS TO INCREASED PRODUCTIVITY AND JOB SATISFACTION.’

BRENDA NGOMANE

Operation: Nkomati Anthracite

Job function: Safety Officer

Numbers of years with Afrimat: 8 years

**What do you enjoy about your work and the environment you operate in?** The opportunity to work with a variety of people and departments within the mine and the satisfaction of knowing that the work I do helps to prevent accidents and injuries on the mine.

**What is it like to be a woman working for Afrimat?** Afrimat has policies and programmes in place to support diversity and equality at the mine which creates a positive and supportive work environment for women.

**Which Afrimat values do you resonate with most, and why?** Safety. Protecting employees from harm, reducing the risk of accidents and injuries, improving productivity, and minimising financial losses associated with workplace incidents.

**How has Afrimat assisted you to do your work to the best of your ability?** By providing the necessary resources and technology to perform my job. Afrimat helps me feel valued and motivated, which leads to increase productivity and job satisfaction.



‘I BELIEVE THAT, AS A PROFESSIONAL, ONE’S INTEGRITY IS VERY IMPORTANT WHEN WORKING IN A TEAM.’

FARRON JOUBERT

Operation: Kliprug Quarry

Job function: Junior Quarry Foreman

Numbers of years with Afrimat: 3 years and 8 months

**What do you enjoy about your work and the environment you operate in?** The ‘busy-ness’.

**What is it like to be a woman working for Afrimat?** It is quite challenging in the sense that I find I need to prove myself often to gain or retain the same level of consideration or respect that a man at my level would obtain. I prefer to keep learning and I am encouraged to do so.

**Which Afrimat values do you resonate with most, and why?** Integrity and Teamwork. I believe that, as a professional, one’s integrity is very important when working in a team.

**How has Afrimat assisted you to do your work to the best of your ability?** Afrimat is currently training me in their internal management programme and the information shared in those sessions is very useful. I am also furthering my education in Mechanical Engineering and equipping myself to take on more engineering initiatives.







**'I ENJOY WORKING IN A TEAM ENVIRONMENT AND I LEARN A LOT BY COLLABORATING WITH OTHER EMPLOYEES.'**

**JANNEZENE TIERAS**

**Operation:** Cape Lime, Langvlei  
**Job function:** Analytical Chemistry Intern  
**Numbers of years with Afrimat:** 2 years

**What do you enjoy about your work and the environment you operate in?** I enjoy increasing my knowledge about mining and process flows on a daily basis, especially from employees who are ever so willing and helpful.

**What is it like to be a woman working for Afrimat?** Even though mines were not created with woman in mind, at Afrimat, we work in an atmosphere of joy and positivity, which makes me feel empowered and encouraged. We don't focus on differences, and I always feel capable.

**Which Afrimat values do you resonate with most, and why?** Respect and Teamwork. I enjoy working in a team environment and I learn a lot by collaborating with other employees. One of the most profound aspects of working in this environment (as a young employee) is that I have the opportunity to learn from those in senior positions in the company. As a result, respecting one another has increased my understanding of the dynamics of teamwork.

**How has Afrimat assisted you to do your work to the best of your ability?** Afrimat paired me with two mentors, who are aiding the development of my personal and professional growth. I have been included in meetings and have been enrolled in leadership training.



**'WE HAVE A FRIENDLY AND EASY RELATIONSHIP WITH EVERYONE IN THE OFFICE.'**

**LYNETTE FENSHAM**

**Operation:** Denver Quarry, Gqeberha (PE)  
**Job function:** Buyer/Creditors  
**Numbers of years with Afrimat:** 6 years

**What do you enjoy about your work and the environment you operate in?** We are always busy; every day goes by so quickly. There is always a challenge to face, and it feels good to accomplish your work well. We have a friendly easy relationship with everyone in the office. It's a good atmosphere to work in.  
**What is it like to be a woman working for Afrimat?** We know that if ever a situation arises, someone will be here that is going to make sure we are safe. It's not always easy; women tend to be more agreeable, so we are not always comfortable speaking up for ourselves, but there has never been a situation where we didn't feel heard or respected after a conversation was held and clarity was given from both sides.

**Which Afrimat values do you resonate with most, and why?** All of them are extremely important and they align with my own values.  
**How has Afrimat assisted you to do your work to the best of your ability?** Assistance is always given with a helpful heart and attitude. There is always a dedicated team/person that has the knowledge to assist you to do your tasks correctly and efficiently, which sets a great standard for everyone. And it does trickle down to site level too with co-workers.



**'TRUST. I FEEL IT IS IMPORTANT TO TRUST YOUR TEAM MEMBERS.'**

**MICHELLE SPIES**

**Operation:** SA Block  
**Job function:** Afrimat Glen Douglas Receptionist  
**Numbers of years with Afrimat:** 1 and a half years

**What do you enjoy about your work and the environment you operate in?** I enjoy working in an environment where the members of my team have a strong sense of camaraderie and a good work ethic. It has been a blessing to work with competent, kind and funny people who like to get things done. I thoroughly enjoy interacting with customers and various colleagues every day.

**What is it like to be a woman working for Afrimat?** It has been an exciting experience working for Afrimat, encountering a diverse bunch of people, who have all been very accommodating and understanding, especially when it comes to my disability – I am visually impaired.

**Which Afrimat values do you resonate with most, and why?** Trust. I feel it is important to trust your team members to always do their best in order to get the job done efficiently and to the best of our abilities.

**How has Afrimat assisted you to do your work to the best of your ability?** Afrimat has accommodated me with all the necessary tools, gadgets and assistance to help me do my job as efficiently as possible as a visually impaired employee. I am truly grateful for this.

# Association for the Sensory Disabled Raises R70 000 in annual Jailbreak fundraising event

**AAO WORCESTER**

**DRIES BURGER – AFRIMATTERS & CHAIRMAN OF ASD**

In a remarkable display of community support and solidarity, the Association for the Sensory Disabled (ASD) successfully hosted its annual fundraising event, Jailbreak, on 2 June 2023. The event, held at the Worcester Lions Club, brought together various stakeholders, including Worcester Correctional Services and Capital Security, to raise funds for a noble cause. Dries Burger, the Chairman of ASD, also participated in the event, showcasing his personal commitment to the cause. The primary objective of the fundraiser was to generate financial support for the Sean Kelly Children and Youth Care Centre (CYCC). This facility, located in Tulbagh Street in Worcester, provides essential care and assistance to 15 children with severe to profound intellectual and physical disabilities. The funds raised through Jailbreak will contribute to the ongoing efforts of the Sean Kelly CYCC in delivering specialised care and improving the quality of life for these children. Thanks to the enthusiastic involvement of the Worcester community, the event managed to raise an impressive amount of R70 000. The generous contributions made by individuals, businesses and organisations will undoubtedly make a significant impact on the lives of the children in Sean Kelly CYCC's care.



# Congratulations to our fellow Afrimatters for successfully completing the Comrades Marathon!

**TANYA PRETORIUS – HEAD OF COMMUNICATIONS**



**Frank Kellerman**



**Michelle Spies**

**Frank Kellerman:** Kliprug Mechanical Workshop

'I ran my 17th Comrades this year and my brother ran his 8th. My father completed 31 Comrades Marathons, and was awarded four silver medals, but he retired from running Comrades years ago after his 31st race.'

**Michelle Spies:** Receptionist, Glen Douglas Dolomite

'My first Comrades! Wow! I can't describe the overwhelming emotions of completing this incredible ultimate human challenge. I crossed the line in 10 hours 23 minutes. There were a number of highlights for me. Most important was the support team I had and knowing they were all there for me – this was a big part of what kept me going! It was an amazing feeling to have family and friends supporting me all the way and then obviously crossing the finish line. What a feeling of euphoria. I DID IT! Will I do it again? I HAVE TO!'



**'THERE WERE A NUMBER OF HIGHLIGHTS FOR ME. MOST IMPORTANT WAS THE SUPPORT TEAM I HAD AND KNOWING THEY WERE ALL THERE FOR ME – THIS WAS A BIG PART OF WHAT KEPT ME GOING!'**



## A brand-new playground

CAPE LIME VREDENDAL

SHEELAH LINKS – QUALITY CONTROLLER

The playground of the Olifantsriver Association for People with Disabilities (OAPD) was in desperate need of some colour and TLC. Cape Lime Vredendal appointed **Passmore Nuchazonzwa**, a General Worker, to choose all the colours and gave him the responsibility of painting all the equipment. Passmore enjoyed selecting the colours and within two weeks he had given the playground a face lift!

He cleaned out the play area for the smaller kids and opened the holes in the play pit for the water to drain. All the children were super-excited when the painting was finished and they were able to play again.



## Successful golf day

VRYHEID

IZETTE KRUGER – FINANCIAL MANAGER – KZN AND FREE STATE OPERATIONS

We recently participated in a **Golf Day in Vryheid**. It might have been cold, but the atmosphere was warm!



Above and right: A successful golf day in Vryheid

## Celebrating Youth Day

AFRIMAT MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PM OFFICER

Youth Day is observed on 16 June every year. In the past, we had observed it by visiting high schools and attending youth performances, such as poetry recitations, theatre productions or dance pieces. These performances always made us feel inclusive and made us realise that every young person has huge dreams to accomplish their goals. This day, we celebrated Youth Day at work, where we think differently and raise our hands up higher. We distinguish ourselves as young people with loyalty, respect for all, honesty and solidarity. We always take the initiative to further our learning and face our boundaries. We feel this will help us achieve the goals, tasks and challenges that we face as young people in the mining industry. We understand how demanding our roles in the corporate industry are and because of this we are willing to continually give of ourselves to achieve 100% performance. We motivate and encourage every young person in the workplace to be positive, happy at work and in life. We are the energy of today, the hope of tomorrow and the future for our country.

'WE ARE THE ENERGY OF TODAY, THE HOPE OF TOMORROW AND THE FUTURE FOR OUR COUNTRY.'



From left: Mmathapelo Malapane, Selinah Masehla, Tshepiso Raolane, Nolikie Makgwale, Margaret Ntuli and Mercy Daile

## Visit from Bethesda Christian Academy

GLEN DOUGLAS DOLOMITE

MICHELLE SPIES – RECEPTIONIST

On 15 June we were so excited to host Bethesda Christian Academy at Glen Douglas to help increase the children's knowledge of different kinds of rocks and minerals.

It was a heartwarming experience for all who got to meet them. John Maphalala, our Head of Mining, escorted the kids around the mine. Kalay Naidoo was so sweet and made them all little treat bags and colouring packs.

'IT WAS A HEARTWARMING EXPERIENCE FOR ALL WHO GOT TO MEET THE KIDS.'



A visit from Bethesda Christian Academy learners



Sharing knowledge and the love for reading

TANYA PRETORIUS – HEAD OF COMMUNICATIONS

The social committee at Tyger Valley had a book drive during June. The project was run by Carmen Charles and Nicole Jarvis, and the ladies encouraged our colleagues to ‘Give the Gift of Reading’ by bringing any previously-loved books to the office for donation. All books collected will be donated to the Holy Cross Child & Youth Centre in Parow Valley.



Baby showers for our colleagues

NATASHA HARTLEY – TYGER VALLEY NATIONAL MARKETING & BRAND ADMINISTRATOR

We held baby showers for the following colleagues during May and June: Tozama Tyekana, David Jacobs, Cynthia Saul, Natasha Abrahams and Boshoff Muller.



Boshoff Muller



Cynthia Saul



David Jacobs



Natasha Abrahams



Tozama Tyekana

Alcohol-awareness drive for the Southern Cluster

AAO WORCESTER

ALISON THOMAS – HR ADMINISTRATOR

We recently had training to empower employees with the right information about alcohol, so they can make informed choices. The training was presented by therapists that specialise in alcohol addiction. Well done to all the different sites that participated.

Focus points of the talk:

- How much is too much?
- Classification of alcohol
- Alcohol withdrawal
- Physical signs of the abuse of alcohol
- Safe drinking guidelines

Workplace interventions

- Early intervention
- Referral to AfriCare

AfriCare details for employees who feel they need assistance:

Toll free: 0800 424 242  
Please call me: \*134\*905#  
Email: eve@icas.co.za



Above and right:  
Afrimat AA drive



Putting the focus on safety

BETHLEHEM QUARRY

ANTON MARNEWICK – QUARRY MANAGER

On 23 June 2023, Bethlehem Quarry held its Safety Intervention Day. We discussed how to close the loop between paperwork and COPs and the day-to-day operation of the plant and quarry.

A competition was held after the discussions to see what the outcome of the training intervention was. The team that won got a toolkit as a small token of gratitude. We ended off the day with a braai and everyone was eager to do the next intervention.



Bethlehem Quarry team (not in order of appearance): William Motsima, Apolo Tshabalala, Samuel Tlali, Eric Maduna, Eric Mahlabe, Junior Lengoabala, Walter Khasebe, Potha Nhlapo, Thabiso Letsothe, Elmien Johnson, George Ntjoboko, Solomon Motloung, Jacob Ngozo, Lize Spies and Wynand van Zyl



Winners, from left: Walter Khasebe, Eric Maduna, Solomon Motloung and Elmien Johnson



Safety starts with us

LADYSMITH CONCRETE PRODUCTS

TAMMY WEEKS – BRANCH MANAGER

On 15 June 2023, we had our Stand-Down Safety Day, during which we took the time to reflect on what safety means to us as individuals, as a team and, on a greater scale, for Afrimat as a business. The consensus within our team is that safety starts with us, and that it is a team effort to look out for our colleagues.

This year we balanced the safety work with some fun. Teams were randomly selected and allocated three different activities:

- Hazard identification: Seven hazards were strategically placed for staff to identify.
- Wordsearch: 15 safety-related words had to be found.
- Themba Mdalose spoke about the leg injury he experienced last year, comparing the dos and don'ts, how quickly it happened and the correct procedure to follow to avoid such injuries.
- Dina Swanepoel also gave a detailed tutorial on how to brace a leg injury and the teams had to re-enact a similar scenario.

Special thanks to Reuben Phetla for joining us for this eventful day. And a huge shout out to Themba Mdalose, Constance Lesibo, Magda Venter and Dina Swanepoel for assisting with the different activity stations – your assistance was greatly appreciated.



Slogan T-shirt sharing the safety message

THE CONSENSUS WITHIN OUR TEAM IS THAT SAFETY STARTS WITH US, AND THAT IT IS A TEAM EFFORT TO LOOK OUT FOR OUR COLLEAGUES!

Ladysmith Concrete Products team (not in order of appearance): DN Hadebe, MP Ndlovu, JHN Mazibuko, IQB Sithebe, MB Kunene, MP Shabalala, ZV Ndlovu, SC Ndlovu, AM Duma, NT Moloi, EK Mduli, KW Mazibuko, SN Hlongwane, KMS Mazibuko, SM Dube, DM Vilakazi, SW Hlongwane, RM Kubheka, TA Shabalala, BP Khulu, BR Miya, SB Fakude, TT Mokoena, MC Lesibo, FE Nkabinde, SM Gatebe, TN Mlangeni, LJ Mokheba, BD Khumalo, TL Ngcobo, MB Nkosi, SZ Hadebe, V Mkhize, SC Zwane, TI Madondo, TD Mdalose, R Phetla, T Weeks



ASPASA Awards 2023

AFRIMAT AGGREGATE OPERATIONS

MOGAMAT BAILEY – SAFETY MANAGER

The ASPASA Awards ceremony was held on 13 April 2023 at the Institute of Quarrying's Conference in Umhlanga.

Among the various recognitions, two of the three awards recognising outstanding commitment to health and safety were awarded to:

- Mike Coad, Brewelskloof Quarry
- Frank Kellerman, Kliprug Quarry

Well done to them!



Frank Kellerman (left) with Collin Ramukhubathi, ASPASA Chairman



Mike Coad (right) with Marius van Deventer, ASPASA Independent Auditor

ASPASA Inspector applauds De Kop Storeman for neatest oil store in Afrimat

AAO DE KOP QUARRY

BUNTU BALINTULO – QUARRY MANAGER

Thomas Tomeng, a Storeman at De Kop Quarry, was recently applauded by ASPASA Inspector Marius van der Merwe for having the neatest oil store in Afrimat.

Thomas is a very committed individual, who takes responsibility and pride in what he does.

De Kop Quarry is truly thankful to have such a dedicated individual as part of the team.



Thomas Tomeng

The importance of the SHE Representative Committee

MARBLE HALL

SELINAH MASEHLA – JUNIOR PEOPLE MANAGEMENT OFFICER

SHE Reps, also known as Health and Safety Representatives, are individuals chosen to represent their co-workers in the workplace to guarantee that all risks and hazards are identified and addressed to the best of their ability.

At Marble Hall, nine delegates were selected to attend a 10-day SHE Reps training course earlier this year. After qualifying, the SHE Reps were given responsibilities that included conducting health and safety audits, identifying potential hazards, risks and dangers, looking into accidents, making recommendations regarding health and safety, conducting inspections, and attending monthly health and safety committee meetings using the information they have gathered from co-workers.

Health and Safety Representatives are the connection between mine management and the workforce on the health and safety front.

As the Afrimat Marble Hall team, we encourage other business units to ensure that all disciplines in their business units are sheltered with a skilled SHE Representative Committee.

AS THE AFRIMAT MARBLE HALL TEAM, WE ENCOURAGE OTHER BUSINESS UNITS TO ENSURE THAT ALL DISCIPLINES IN THEIR BUSINESS UNITS ARE SHELTERED WITH A SKILLED SHE REPRESENTATIVE COMMITTEE!



Brucely Mamogobo



Danny Setiloane



David Moloto



Mmathapelo Malapane



Ronald Maleswena



Thabo Madisha



Thabo Mashilo



Thandekile Khumalo



Tshepiso Raolane

The committee covers different disciplines:

Admin: Thandekile Khumalo and Mmathapelo Malapane; Security and Ablutions: Tshepiso Raolane; Workshops, Weighbridge and Powder Plant: Thabo Madisha; Pit, Load and Haul: Danny Setiloane and David Moloto; Primary Plant and Blue Aggregate Plant: Ronald Maleswena; Secondary Plant: Brucely Mamogobo; Consol Plant and Laboratory: Thabo Mashilo.



High-5 for Safety

MARBLE HALL  
IGHARDT VAN LINGEN – SENIOR SAFETY OFFICER

At Afrimat Marble Hall our team strives to do their work in a healthy and safe way. We are very proud to say that we reached our target of 1500 lost time injury-free days at the beginning of July 2023.

HOW DID WE DO IT?

Include the entire workforce when it comes to decision-making

- People who do the work every day know their work the best.
- They know how to do the job step by step, but sometimes need guidance to make sure that the work is done in a healthy and safe way.
  - This is where the Health and Safety Department assists management to give our people the knowledge they need to do their work safely.

Communication and standard operating procedures

- We communicate with our employees to establish how tasks are done in a practical way.
- All affected parties and their respective tasks are included when we do risk assessments, which are then used to draft standard operating procedures.
- These procedures clarify how to do a specific job step-by-step in the safest and most practical way possible.

Leading indicators

- We make use of leading indicators to identify training needs or any shortcomings in terms of procedures that need to be revised or work conditions that must change to keep on promoting a healthy and safe workplace.

Lagging indicators

- We also make use of lagging indicators, one of which is reporting near-miss events. We do this to prevent similar occurrences that may lead to more serious incidents and accidents.

Impact of a near-miss report

1. When we receive a near-miss report, we scrutinise it to see what the root cause of the near-miss event is and what the hazard category is.
2. We then create safety talks to address specific hazard categories and what causes them.
3. Information is supplied on how to mitigate the hazard and the risk in order to prevent it from becoming an unwanted event at our operation.
4. We also make use of an Action Manager/Plan to put control measures in place and address the issues that were raised.
5. Control measures come in many different forms, for example, training, toolbox talks, revision of procedures, engineering practices to make the workplace safer where unsafe conditions arise and whatever corrective measures may be necessary to ensure that we proactively avoid any unwanted events. This works very well for us because we address the real issues in our workplace.

As we all know, a good health and safety record is not possible if your team does not buy into it.

We are a diverse group of people, and it is our diversity that makes us strong. We build on each other's strengths, and through mutual support we reach our objectives.

- We believe in each other.
- We care for each other.
- We trust each other!
- We High-5 for Safety!

We all take our responsibilities very seriously, and we always accept accountability for our actions.

This is what makes our team an A Team!



# HIGH-5 FOR SAFETY!

Whenever you see a fellow employee that promotes safe working practices, give them a high-5 when it is safe to do so!



**Remember to take 5 seconds to think about what you are doing right now.**

**When do I take 5 seconds for safety?**  
**Before a task** – stop, look, assess and plan the job.  
**During a task** – manage the task steps. Carry them out safely.  
**After a task** – clean and leave the area safe! Practice good housekeeping – always!

**Always remember – you are responsible for your safety and the safety of those around you!**  
**Stop unsafe work to avoid incidents and accidents!**

‘AS WE ALL KNOW, A GOOD HEALTH AND SAFETY RECORD IS NOT POSSIBLE IF YOUR TEAM DOES NOT BUY INTO IT.’

Prioritising safety and making a positive difference

CAPE LIME VREDENDAL  
CONNIE POOL – PRODUCTION MANAGER

Charnell Titus, our Plant Operator, joined the Cape Lime team in February 2021, where she started her training in the quarry on TMMs and Code 11 licenses. After six months, she moved on to production, where she trained at the secondary crusher, mineral filler and dolomite crushing plant.

During her training at the dolomite plant, she made such a positive difference that Afrimat gave her additional exposure to the processing and loading side of the operation.

Charnell is a SHE Representative in her area and takes the lockout procedure very seriously.

Well done, Charnell!



Charnell Titus

‘DURING CHARNELL’S TRAINING AT THE DOLOMITE PLANT, SHE MADE SUCH A POSITIVE DIFFERENCE THAT AFRIMAT GAVE HER ADDITIONAL EXPOSURE TO THE PROCESSING AND LOADING SIDE OF THE OPERATION.’

Preventing slips, trips and falls in the workplace

AFRIMAT READYMIX CAPE, BOUBLOK AND TYGER VALLEY  
LANA LEACH – SAFETY OFFICER

It is currently the season when we are more at risk of slipping, tripping, and falling due to the wet weather, not just outside, but also inside.

Prevention is better than cure.

I circulated information about preventing slips, trips and falls as well as a checklist for employees to use as a measuring tool for safety at their workstations and in their storage areas and/or offices.

## PREVENTING FALLS\* and SLIPS and TRIPS

from ONE STEP AT A TIME

That's approximately 28,353 slips and trips annually

About 12% of all accepted injury claims are from a slip or trip.

**TO PREVENT falls:**

- USE appropriate, non-slip flooring material
- PROVIDE adequate lighting

**PRACTICE good housekeeping:**

- CLEAN up all spills and debris immediately
- MARK or IDENTIFY spills and wet areas
- KEEP walkways clear of clutter and other obstacles
- CLOSE file cabinets and storage drawers immediately
- COVER or TAPE down cords or cables
- MATCH your footwear to all the hazards of your job
- KEEP shoes in good repair; clean and free from contaminants

**SELECT and WEAR proper footwear:**

Employers should make sure the health and safety program includes slips and trips prevention.

CONDUCT regular inspections

IDENTIFY high-risk areas such as stairs, entrances, and high-traffic areas

TRAIN managers, supervisors and workers

## 5 WAYS to REDUCE the RISK of Slipping Tripping

- SLOW down and pay attention to where you are going
- PLACE each foot firmly and flat on the floor
- ADJUST your stride to be suitable for the walking surface and the task
- WALK with your feet pointed slightly outward
- MAKE wide turns at corners
- KEEP walking areas clear from clutter or obstructions
- KEEP flooring in good condition
- USE installed light sources that provide sufficient light for your tasks
- USE a flashlight if you enter a dark room
- DO NOT LET objects you are carrying or pushing block your view

## Common CAUSES of Slips and Trips

- Slippery materials (water, ice, snow, oils, powders, granular solids)
- Slippery surfaces (polished tile or stone, smooth painted concrete or metal)
- Inappropriate footwear for the surface
- Uneven walking surfaces
- Unexpected or unseen steps, platforms or thresholds
- Wrinkled carpeting, or loose rugs or mats
- Obstructions such as an open bottom file cabinet drawer
- Exposed or loose cables, wires or cords
- Clutter on the floor or stairs

38 AFRIMATTERS

AFRIMATTERS 39



# CONGRATULATIONS TO OUR WINNERS



Competition: **#joyandpositivity**



*"Reading through Afrimatters, I realized and liked the pledge from Cape Lime, Vredendal against gender-based violence and sexual harassment because honestly, those are the most sensitive yet serious issues. In the workplace and in our country as a whole.*

***It really showed me that the company is not only focusing on making money and growing the business but also on its employees and all that is happening in our country.***

*It is very vital for each and every individual to be treated equally and with respect. Thank you Afrimat for caring and for showing us that we matter."*

Lerato Mashiloane, SA Block

Competition: **#consistentlydelivering**



*"Afrimat Aggregates QwaQwa in action during meetings, like monthly safety meetings, toolbox talks, and getting managerial instructions. **This happens every Tuesday in an atmosphere of joy and positivity.***

*We believe that everyone in our team has a role to play, because we all have a stake in the future."*

Donald Tsotetsi, QwaQwa

Competition: **#werisebyliftingothers**



*"I want to write about my colleague Robert Relobogo. Robert work as a maintenance assistant and assist in the stores as well, he is a well mannered guy and always open to help were-ever he can even if it means helping out on the plant to operate the jaw or go to the mcc and help there, the supervisors and foreman on site has grown fond of him and ask him for almost everything. Robert is always the one that makes sure at the end of every shift that everything is switched off including the compressor we have at the back of the work shop. He makes sure that the shop is always clean and will always remind the staff to clean where they mess, he goes as far to help our new store lady to clean the oil store and assist her with the oil to supply. **He will go the extra mile to help in the store and to help the store lady.***

Adrian Jantjies, Kliprug Qaurry



# COMPETITIONS ENTER TO WIN!



Competition details:  
**Win an Afrimat Goodie Bag with each Afrimatters edition in 2023!**

**How to enter:**  
Please read the latest edition of the Afrimatters and find an article that you find interesting, then tell us why with a short article of 120 characters or less. Submit your article along with an image of yourself and the subject #joyandpositivity to natasha.hartley@afrimat.co.za or WhatsApp to 084 707 2058. Please remember to include your name, telephone number, location, and email address when submitting your entry.

Competition details:  
**Making a difference: Stand a chance to win a lantern power bank!**

**How to enter:**  
Please read the latest edition of the Afrimatters and share your thoughts on how you think the Afrimatters magazine is making a difference in your business unit. Submit your article not longer than 120 characters along with your image and use the subject or caption #consistentlydelivering to natasha.hartley@afrimat.co.za or WhatsApp to 084 707 2058. Please include your name, telephone number, location, and email address in the submission of your entry. Entry must be submitted by the end of the following month after the latest edition date.



Competition details:  
**Catch your colleagues doing the right thing and stand a chance to win a pair of noise-reducing headphones!**



**How to enter:**  
Catch your colleagues living the Afrimat Way values, capture the moment, and write a short article describing what you observed and why you feel they embody one of the Afrimat Way Values. Submit your article not longer than 120 characters and an image of you catching your colleague in the act. Use the subject or caption #werisebyliftingothers to natasha.hartley@afrimat.co.za or WhatsApp to 084 707 2058. Please include your name, telephone number, location, and email address in your entry.

All competitions subject to terms and conditions.  
The competition is open to Afrimat employees only. Competition closing date: 45 days after this edition date.  
Only one entry per person is permitted. Additional entries will not be considered. Entries not associated with the entrant's name will be disqualified. Entries will be considered incomplete and thus disqualified if the entrant does not provide all requested information such as name, telephone number, location and email address. The winner will be chosen based on the submission that stands out most. The National Marketing department will notify the winner after each closing date per edition. Afrimatters reserves the right to publish the name and/or photograph of the winner. Afrimatters reserves the right to redistribute all unclaimed prizes after 30 days.





Afrimatters Survey 2023 winner

MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PEOPLE MANAGEMENT OFFICER

Congratulations to our Plant Cleaner, Rabbis Moraswi, for participating in the Afrimatters Survey and winning the Afrimat jacket.



Golf Days

TANYA PRETORIUS – HEAD OF COMMUNICATIONS

Earlier this year, the Mpumalanga team from our Dingwell Quarry, Mbombela Readymix, Bushbuckridge Quarry & Readymix and Hazyview Readymix participated in the De Jager Sand & Stone Golf Day in Mbombela.



De Jager Sand & Stone Golf Day

In June, the team from our Glen Douglas Dolomite and Lyttelton Dolomite operations participated in the Leads2Business Golf Day. The funds from each hole that was sponsored went to the TWPP Rhino Anti-Poaching Unit.



Our brightly coloured stand at the Leads2Business Golf Day



Ronnie Strauss and Kalay Naidoo



Arenda de Braal, Theo Ferreira and Kalay Naidoo

ACP promotion at selected Build It and Build It Plus stores

AFRIMAT CONCRETE PRODUCTS

TANYA PRETORIUS – HEAD OF COMMUNICATIONS

Between 1 April and 40 June we held a promotion with selected Build It and Build It Plus stores in Vryheid, Ladysmith, Bergville and Uitvaal in KZN. One winner per store was selected by way of a lucky draw at the end of each month. Entries were submitted per 500 blocks or 1000 plaster bricks bought. Each winner won a R1000 Build It voucher, sponsored by Afrimat.

Thank you, Leon Richards and Charl Crous, for your amazing assistance on this initiative! Teamwork makes the dream work!



Vryheid promotion



Bergville's promotion display



New Afrimat Build It Facebook page



Ladysmith promotion



Uitvaal's promotion display



# Afrimat proudly unveils two new classrooms at Unobhala Secondary School in rural KZN

## PIETERMARITZBURG QUARRY

THABANI XABA – SLP OFFICER FS & KZN, NALEDI MOSAKU – SENIOR SLP OFFICER AIO  
ESTHER TEFFO – GROUP MANAGER SLP & TANYA PRETORIUS – HEAD OF COMMUNICATIONS

On 5 July Afrimat's Pietermaritzburg Quarry unveiled two additional, newly built classrooms at Unobhala Secondary School, in partnership with the Department of Education and the Department of Mineral Resources and Energy, expanding the school's infrastructure to 12 classrooms with offices.

Unobhala Secondary is situated in rural KwaZulu-Natal's uMkhambathini Municipality in the Nkanyezini area, and falls under the leadership of the KwaNyavu Tribal Authority. It is a Section 20 school, meaning it is a non-fee-paying rural school and the school's finances are centrally managed by the province's Department of Education.

The school is well-known for achieving excellent matric results under difficult teaching and learning conditions, such as overcrowding in classrooms, a lack of resources and an imbalanced learner-teacher ratio. The school currently has 750 students enrolled and a staff complement of 20. Prior to the additional two classrooms, the number of learners per classroom averaged an unmanageable 75.

This project, costing a little over R700 000, was undertaken as part of Afrimat Pietermaritzburg Quarry's Social and Labour

Plan commitment for the 2019-2023 cycle. The two additional classrooms have been allocated to Grade 12 students, enabling teachers to achieve a more manageable learning environment.

Jaco Daniel Construction led the project as contractor, with Meshack Wencwadi Investment Company (Pty) Ltd providing services as the subcontractor.

This project follows other Local Economic Development projects and initiatives undertaken by Afrimat Pietermaritzburg Quarry, including:

• **2014-2018 cycle**

Msunduzi/Mkhambathini P.E.A.C.E: Pandora Environment and Conservation and Education in the Msunduzi/Mkhambathini Municipalities. The project focused on the removal of alien plants in the area.

• **2009-2013 cycle**

Construction of an ablution block at Ashburton Primary School.

Afrimat remains committed to partnering and working hand in hand with different stakeholders to continue creating value in the different communities in which it operates.



**'AFRIMAT REMAINS COMMITTED TO PARTNERING AND WORKING HAND IN HAND WITH DIFFERENT STAKEHOLDERS TO CONTINUE CREATING VALUE IN THE DIFFERENT COMMUNITIES IN WHICH IT OPERATES.'**



The new classrooms will make a difference to the quality of education at Unobhala Secondary School



Ribbon-cutting ceremony: Davin Giles and Deputy Minister Dr Nobuhle Pamela Nkabane



From left: Ndabezinhle Dube, Mzi Zuma, Thulisani Ndlovu, Dr Nobuhle Nkabane, Collin Ramukhubathi, Davin Giles and Nonhlanhla Maphanga



# Passionate about educating and empowering learners in the Free State and KZN

AAO FREE STATE & KWAZULU-NATAL

THABANI XABA – SLP OFFICER FS & KZN

Afrimat Free State and KwaZulu-Natal handed over three Local Economic Development projects to the Department of Education in May 2023.

Facilitated by Moves for Life (MLF), a non-profit organisation that is passionate about promoting access to education, the programmes were run in eight schools between 2016 and 2023.

The programme uses chess as a tool for education, which improves maths, science and life skills, comprehension and problem-solving skills.

## 2016 – 2017 (Foundation Phase)

1. Tswaraganang Primary School (Fouresmith)
2. Majweng Primary School (Diatlawa Farm, QwaQwa)
3. Makeneng Primary School (Makeneng, QwaQwa)
4. Sekgompempe Primary School (Matshaneng, QwaQwa)
5. Mabate Primary School (Harrismith)

## 2019 – 2023 (Foundation Phase)

1. Katlego Primary School (QwaQwa)
2. Boipopo Primary School (Harrismith)
3. Loch Lomond Primary (Bethlehem)

Mr Semolo, the Curriculum Implementer for Mathematics in the Thabo Mofutsanyane Education District, said: 'The programme is learner-centred and user-friendly. It helps teachers to improve school results which is evident in the ever-improving Foundation Phase. Furthermore, the meetings between facilitators, teachers and HODs help identify crisis areas in learning subjects.'

Present at the handover, were officials from the Department of Mineral Resources and Energy (DMRE), Maluti-A-Phofong Local Municipality and the Free State Department of Education.

**'THE PROGRAMME IS LEARNER-CENTRED AND USER-FRIENDLY. IT HELPS TEACHERS TO IMPROVE SCHOOL RESULTS, WHICH IS EVIDENT IN THE EVER-IMPROVING FOUNDATION PHASE.'**



# Afrimat Lyttelton in pursuit of consistent environmental improvement

LYTTELTON DOLOMITE

MARIE-LOUISE MYBURGH – SHE ADMINISTRATOR

Receiving a Showplace recognition by ASPASA is not just a piece of yellow paper stating a result. It shows dedication, commitment, teamwork, accountability, leadership and, most importantly, it inspires employees to continuously improve in their area of responsibility.

Setting high-performance standards in the workplace is important; it keeps you motivated and increases the chances of continuous success. If you have mediocre standards, then you will miss the goal. If you have high-performance standards, it helps you to go much further in your work and in your company.

Thank you to all the Lyttelton employees for achieving a Showplace in the ASPASA About Face audit. May you always stay proud of the work you do, who you are, and

the difference you make. We are looking forward to maintaining consistent improvement in the next year and living up to the undersigned pledge to create change for a more sustainable environment.

Our Pledge: As visitors on Earth, we pledge to dutifully reduce our impact on the environment at home and at work. We will fulfil our pledge by conserving our use of water, electricity, fossil fuels, and unrecyclable products every day. Every day here on Earth, we will respect nature by reducing what we take without giving back. Every day, we will live our life on Earth in a manner that contributes to sustainable nature for future visitors.



**'SETTING HIGH-PERFORMANCE STANDARDS IN THE WORKPLACE IS IMPORTANT; IT KEEPS YOU MOTIVATED AND INCREASES THE CHANCES OF CONTINUOUS SUCCESS.'**





Real-time information improves production

LYTTELTON DOLOMITE

REN SWANEPOEL – OPERATIONAL EXCELLENCE – ENGINEERING DIVISION

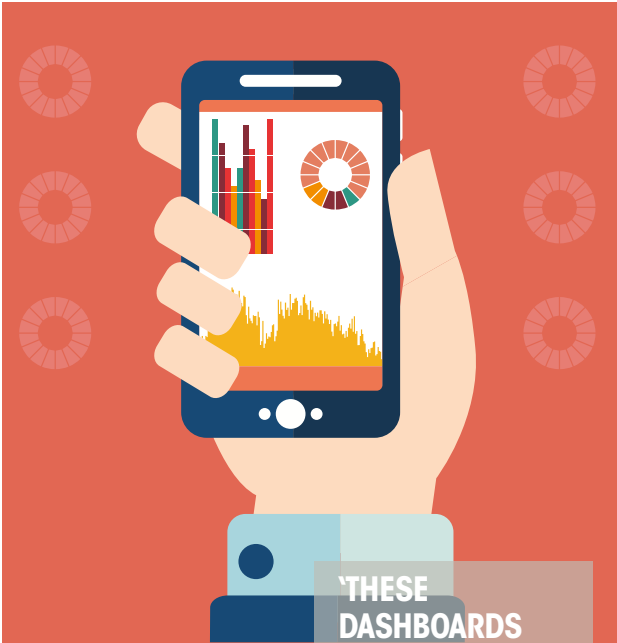
We recently embarked on a journey to establish a ‘Connect Site’. The vision was to implement technology that provides managers and decision-makers with access to real-time data on their plant and equipment performance, which should enable them to make informed decisions about improving operational performance.

We identified that efficiency improvements were required for high cost-drivers such as diesel and maintenance, and one of the outcomes was the connected belt scales that monitor and record plant performance.

These dashboards (see graphics) give operators and managers on multiple levels a bird’s-eye view of production KPIs and help the decision-making process by highlighting opportunities and production bottlenecks.

A dedicated kiosk provides a large visual display that not only summarises multiple plants’ data and provides managers with summarised results, but also integrates directly into Afrimat’s KPI reporting and the new production application.

This live information/dashboard can be displayed on a private computer or a large screen in the office, or even on a cellphone.



THESE DASHBOARDS GIVE OPERATORS AND MANAGERS ON MULTIPLE LEVELS A BIRD’S-EYE VIEW OF PRODUCTION KPIS AND HELP THE DECISION-MAKING PROCESS BY HIGHLIGHTING OPPORTUNITIES AND PRODUCTION BOTTLENECKS.’



The system was successfully piloted at Afrimat’s Lyttelton operation with the help of their competent operators and willing management team



The dashboard shows the day’s production performance in a simple, visual representation for all three plants

• OUR VALUES

- Trust
- Accountability
- Integrity
- Teamwork
- Respect
- Safety
- Customer satisfaction





## • **OUR VISION**

**To be globally respected for excellence in unlocking and enhancing the earth's mineral potential to build a better world**

**Everything within an atmosphere of joy and positivity**