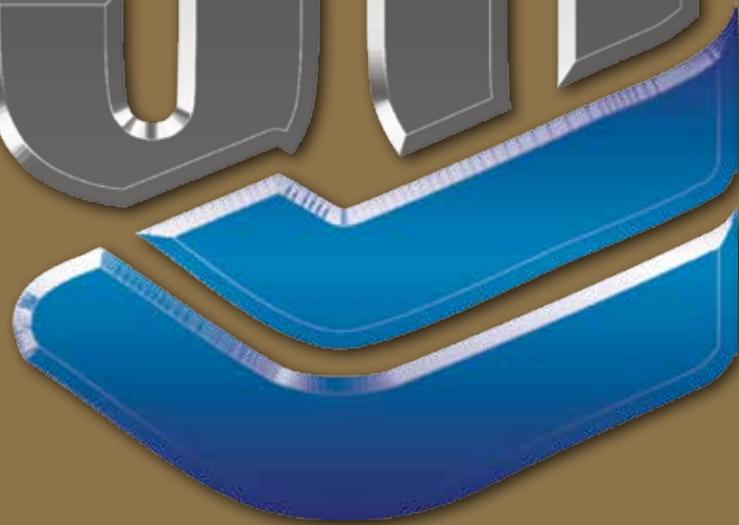


YEARS

50



1965 - 2015

Winter 2015



40%
recycled

P3



DSR
testing

P4



PLANT
upgrade

P7

TOGETHER WE CAN...



YEARS
50
1965 - 2015

SUSTAINABILITY & LOYALTY

This year Much Asphalt celebrates its 50th year of producing asphalt. This is a remarkable achievement and one we are very proud of.

More remarkable is that we have shared relationships with some of our stakeholders for all those 50 years!

We thank all our stakeholders – our clients, employees, suppliers, business partners and communities – for your support, whether it has been for 50 years or five. You have all contributed and continue to contribute to a bright and, more importantly, sustainable future for Much.

Most people drive on surfaced roads every day without giving a thought to the natural resources that went into them and how this impacts our environment. I bet even fewer people know that the asphalt they drive on is actually a highly recyclable asset and therefore has more benefits for all stakeholders involved than meets the eye – or the tyre.

As the awareness of sustainability has grown, so have the efforts of our industry to get it right. Any innovation, however, will not be properly appreciated unless the impact is felt by the people benefiting from it. We need to educate our road users on how asphalt recycling enriches us all.

An interesting statistic demonstrates our view on sustainability: in 2014 Much Asphalt recycled asphalt equivalent to virgin binder for 161 loads of bitumen.

In this issue of *Surface Talk* you will find various other examples such as reducing our emissions; up to 40% RA content being used in projects supplied from mobile and static plants; and creating a sustainable health and safety climate in partnership with our employees.

Much Asphalt's purpose statement mirrors our commitment to sustainability for all stakeholders, including the end-users of our products:

To enable the creation of safe and convenient transport infrastructure resulting in sustainable wealth creation and community upliftment.

By focusing on sustainability of product and service quality, together with care for employees and for our environment, we attract loyalty from our clients. Loyalty is earned by consistently providing above average service. We are prepared to go the extra mile and even to pay a premium to earn and maintain loyal customer partnerships.

The fact that we are celebrating our half century testifies to the loyalty that has been built, step by step, project by project, with our stakeholders.

Page 7 of this issue reveals a relationship between Luqaqambo Civils and East Coast Asphalt, our East London and Mthatha business operation, that has proved successful because of a high degree of trust and loyalty on both sides. On page 12 you can read about Lulama Jacobs, a plant operator in PE who shows his loyalty to the company by consistently keeping waste to a minimum.

A very good customer of ours once said the reason he preferred to deal with us was that we paid attention to detail – all the detail. We strive to build sustainable loyal relationships not only with our customers but with our employees. It is they, after all, who are responsible for the success of those all-important external relationships.

I assure you all that we will pursue your loyalty and never become complacent about your support, no matter how long we have partnered together.

Bennie Greyling
Managing Director

“ We thank all our stakeholders – our clients, employees, suppliers, business partners and communities – for your support, whether it has been for 50 years or five.”

For more information on the content of *Surface Talk* or to contribute to the magazine, please contact Leon Alberts on 011 423 1004 or leon.alberts@muchasphalt.com.



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HIGH RA CONTENT FOR KZN FREEWAYS

Two periodic maintenance projects for SANRAL on the N2 freeway in KwaZulu-Natal are bearing out Much Asphalt's success with mixes containing high volumes of recycled asphalt.



Both projects are at an advanced stage, with completion expected by Murray & Roberts Infrastructure in November.

The first project is located on a 22km stretch (Section 23) between the Mzinto and Mkhomazi rivers on the KZN South Coast. The second involves 14,5km (Section 25) from the Umlaas canal to the EB Cloete Interchange between the N2 and N3 near Durban, also known as Spaghetti Junction. The consultants are BVi Consulting Engineers and Naidu Consulting respectively.

Both contracts involve surface rehabilitation work, including milling out existing asphalt and replacing with new material, followed by Novachip, Murray & Roberts Infrastructure's in-house developed ultra-thin friction course layer.

"The project to Spaghetti Junction specified 25% RA in both the medium (<10mm mix) and fine (<7mm) graded mixes, which meant we had to screen out the finer fractions of the RA to eliminate stone sizes above 10mm," says KZN regional technical manager DJ de Beer.

This project was supplied from Much Asphalt's Coedmore branch in Durban, where a new Ammann hot elevator was commissioned in December 2014 to facilitate the production of high RA content mixes.

Says Mahendren Manicum, project leader and managing director of Naidu Consulting: "On our previous project, asphalt with a 40% RA content was specified for a 65mm thick layer and was successfully designed and manufactured by Much Asphalt. On this section of the N2, however, we have limited the RA content to 25% since the asphalt layers are only 30mm and 45mm thick respectively. So the coarser fractions of the RA have to be discarded, resulting in a smaller quantity available for re-use."

Due to its relative distance from the Coedmore plant, Much used a Comar mobile plant hired from National Asphalt to produce asphalt with 40% RA for the Mzinto contract. "The inclusion of 40% RA was initiated by SANRAL as part of its commitment to sustainable

engineering practices," explains André Greyling, service group leader for roads and rail at the Cape Town office of BVi Consultants.

"As a course mix was required for this project (<19mm), larger fractions could be used. However with 40% old aged binder we had to add a rejuvenator to the bitumen to get the softening point back in spec," DJ adds.

Much Asphalt has worked on various N2 projects in the past few years, including rehabilitation of Section 24 between the Mkomazi and Lovu rivers; periodic maintenance of Section 23 from Hibberdene to the Mzinto river; and repairs between Hibberdene and Umdloti; as well as the N3 between Durban and Cedara.



EMISSIONS SLASHED AT FLAGSHIP PLANT



The Benoni plant – powered by natural gas.

As part of an ongoing effort to reduce its environmental footprint, Much Asphalt has changed the power source for its flagship plant in Benoni from heavy fuel oil to natural gas.

“This has completely eliminated sulphur dioxide emissions from the plant as well as decreasing greenhouse gas emissions to well below the 25kg of scope 1 and 2 greenhouse gas emission per tonne of asphalt produced,” says Melissa-Ann Jew, environmental coordinator at Benoni.

While natural gas is slightly more expensive than fuel oil, the energy potential of natural gas is higher than that of fuel oil as it contains far less water. Also contributing to the decision to change to gas at Benoni was the availability of a continuous gas supply line close to the plant, which meant no extra cost to transport or store gas on site was needed.

“Replacing heavy fuel oil with cleaner, more environmentally friendly natural gas is on our longer term agenda for all plants, but transport and storage will add significantly to costs at branches that are not located close to a gas line,” Melissa-Ann points out.

“Added to this is the relative complexity of the gas installation. At Benoni a substation for pressure control, safety valves for emergency shutoff and leak detection equipment had to be added. Some modifications were also made to the burner to accommodate the different combustion process for gas.”

Meanwhile the cost of heavy fuel oil also continues to rise. Melissa-Ann explains that low cost recycled fuel used in the

past is in short supply and often has to be discarded due to poor quality and high sulphur content which results in unacceptable sulphur dioxide emission levels.

Several steps are taken to mitigate emissions at all plants, including

- Dust suppression with water sprinklers placed around sites;
- TPX fuel conditioning additive used to lower sulphur dioxide emissions;
- A bag house system (replacing the wet scrubber system) to ensure dust is captured and not released into the atmosphere at stack sources;
- Enclosing of dust stockpiles with tarpaulins;
- Regular use of water carts and trucks to wet gravel roads;
- Paving of gravel roads;
- Annual audits of all Much Asphalt manufacturing facilities.

DSR TESTING NOW AVAILABLE AT CENLAB

Much Asphalt’s Central Laboratory (Cenlab) at Eerste River has invested in a Dynamic Shear Rheometer (DSR) as an additional means of ensuring quality in the manufacturing process, reports Colin Brooks, Western Cape regional technical manager.

The DSR is used to characterise the viscous and elastic behaviour of asphalt binders at temperatures from 10° to 100 °C. This characterisation is used in the Superpave PG asphalt binder specification. As with other Superpave binder tests, the actual temperatures anticipated in the area where the asphalt binder will be placed determine the test temperatures used.

Dynamic shear rheometers have been used since 1993 when the Superpave mix design method came into practice for characterising and understanding

high temperature rheological properties of asphalt binders in both the molten and solid state. The DSR is fundamental to formulating the chemistry and predicting the end-use performance of these materials.

The test uses a thin asphalt binder sample sandwiched between two circular plates. The lower plate is fixed while the upper plate oscillates back and forth across the sample to create a shearing action. DSR tests are conducted on unaged, RTFO aged and PAV aged asphalt binder samples.



Senior lab technician Firyaaal Moos operates the DSR at Cenlab, Eerste River.

WERNER SEEKS A BETTER CUSTOMER OFFERING

Werner Kruger joined Much Asphalt a year ago – in July 2014 – as regional manager responsible for the four plants in our Gauteng region.

Just five months later, in November 2014, Much restructured its business into Coastal and Inland units and Werner was promoted to general manager for the Inland region incorporating seven branches. These are Benoni, Roodepoort, Eikenhof and Pomona (formerly inner Gauteng), as well as Witbank, Polokwane and Bloemfontein (formerly outer Gauteng).

As part of the restructure Werner also took on responsibility for our recycled asphalt processing activities.

Werner has had some time to settle into his new role and assess the challenges and opportunities. "All our actions are geared towards a better customer offering," he says. "The branches share many common customers and the new structure encourages sharing of market intelligence and support throughout the Inland region that will reflect in improved mix designs, plant availability, product delivery and pricing alignment.



Werner Kruger, general manager – Inland region.

"The increased geographic spread of plants within my reference encourages wider best practice implementation of sales, production, safety, quality, maintenance and human resource functions."

Werner says the Witbank, Polokwane and Bloemfontein branches are already benefiting from improved support from Gauteng-based specialists Alex Weideman (technical manager – Inland region) and Paul Roos (maintenance manager – Inland region).

Several specific actions have been implemented to facilitate inter-branch

support and improve client service across the board. These include

- The implementation of a small sales department led by Kalay Naidoo to improve customer interaction and service delivery through a more structured sales methodology, quote management, standardised price list, internal and external sales functions, sales measurables and sales tracking;
- Increased maintenance support to improve plant uptime and product deliveries;
- Increased use of recycled asphalt, reducing production cost and in certain instances implying better price to the customer;
- Improved capex support such as the acquisition of generators to support improved plant uptime;
- Knowledge sharing.

Additional steps planned by Werner and his team are the introduction of performance based management and key performance indicators, improved Total Quality Management, improved blending capability, increased geographic presence, manpower depth and training focus, and expanded product offering.

Werner Kruger's career

Werner started his career as a geologist at various gold mines over a seven year period, progressing to acting chief geologist. He went on to become manager for Blue Circle Cement for four years, followed by work manager responsible for a cement factory in Hennenman, two ready mix plants and Olive Hill Quarry in Bloemfontein.

Less than two years later Werner was promoted to manage Blue Circle's flagship factory in Lichtenburg, which produced 19% of South Africa's total cement demand. He spent five years in this position and during this period became a member of the Lafarge executive team when Blue Circle was sold to Lafarge Cement.

Werner left Lafarge to join the Murray & Roberts group after accepting a position as operations director at Rocla, manufacturer of concrete pipes and



From left: Werner Kruger (general manager – Inland region); Paul Roos (maintenance manager – Inland region); and Alex Weideman (technical manager – Inland region).

culverts from 18 factories in southern Africa. Here he remained for another five years prior to his promotion within the group to managing director of clay brick manufacturer Oconbrick.

Staying in the same field, he moved on to JSE AltX listed company Brikor as chief operating officer and later returned to the mining sector to head up the exploration drilling division and Econoslag business for Genet Mining.

This comprehensive and varied mix of production and management experience has prepared Werner well for his new role at Much Asphalt.

EAST LONDON PLANT UPGRADED FOR N2 PROJECT

East Coast Asphalt (ECA) has completed its largest contract ever, to supply 100 000 tonnes for a rehabilitation contract on the N2 near East London, well within the 14 month contract period.

SANRAL awarded the special maintenance contract to Roadmac Surfacing Cape under the supervision of consultants Bigen Africa. Covering 40,2km of the N2 freeway between Wilsonia and Breidbach in the Buffalo City municipality, the contract called for 90 000t of AE2 modified binder semi-gap graded wearing course mix and 6 200t of 13mm pre-coated chips.

Sections with severe deformation had to be milled and paved with an estimated 3 500t of continuously graded bitumen treated base (BTB).

The capacity of ECA's East London plant was upgraded to ensure the success of this contract and managing director Brian Mchunu was pleased with the daily average of 600t supplied to the paver.

"Among the many quality control parameters, voids specification was

always critical and the given semi-gap window of 4 to 7% was constantly achieved with a consistent binder target of 4,8%," he says. "The mix proved easy to compact for the paving crew, who also consistently achieved good compaction levels on site."

Challenges and solutions

While admitting that successfully running a contract of this magnitude was always going to be a challenge, Brian believes client expectations were exceeded due to proper planning with all stakeholders and a very committed plant staff in East London.

There were several key elements to this success:

- Pre-supply agreements were reached with aggregate and binder suppliers.
- Quantities and specifications were clearly defined and adhered to by

suppliers. This meant the product delivered to the paver was also consistently within specification.

- Scheduling of AE2 binder loads from Durban was a major challenge that was managed personally by East London branch manager Francois Meyerhoff, with minimal interruptions due to rain days and breakdowns.
- Having lived in East London all his life, Francois's weather predictions were always on the mark and Roadmac could not do without them.
- ECA's local clients continued to receive a high level of service through proper planning and communication with all stakeholders.
- Eskom's load shedding was mitigated through the acquisition of a 400kVA Cat generator.



East Coast Asphalt chairman and Much Asphalt managing director Bennie Greyling (left) and ECA maintenance supervisor Anton Stander inspect the paving site.



A section of the completed contract.



Semi-gap mix with overlay of pre-coated chips.

A PARTNERSHIP BUILT ON TRUST

Luqaqambo Civils is a level 7 CIDB rated construction contractor established in 2006 through the Expanded Public Works Programme in partnership with the Buffalo City Municipality in the Eastern Cape Province.



From left: Brian Mchunu (managing director – East Coast Asphalt); Emmanuel Mangwiro (director of Luqaqambo Civils); and Francois Meyerhoff (East London branch manager – East Coast Asphalt).

the relationship, we were happy to accept some financial risk to assist the customer,” says ECA managing director Brian Mchunu. “Luqaqambo made a commitment to honour the terms of the credit facility we offered as its order book grew, whilst ECA committed to quality service in supplying asphalt that was fit for purpose and on time.

“We have added value to the contractor through this symbiotic relationship, which is evident from Luqaqambo’s exponential growth in turnover in such a short time,” says Brian. “We also win through the organic growth for ECA that results from the success of customers such as Luqaqambo.”

He adds that ECA is committed to service excellence for all clients, big and small, and has invested R11 million in upgrading the capacity of the East London plant in the past three years to meet growth in client demand.

“Our aim is to ensure that our clients have peace of mind about the quality of product they receive from us and can focus on their core competence in paving the product.”

From humble beginnings this BBBEE Level 3 company now employs about 60 people and has a full complement of asphalt paving equipment as well as trucks to collect its own asphalt.

Luqaqambo was awarded Buffalo City’s Tri-Annual Roads and Stormwater Construction & Maintenance Contract in 2012 and has grown its turnover from about R8 million to R100 million in 2014.

East Coast Asphalt (ECA) first did business with Luqaqambo as a cash only member of the “bakkie brigade”. Emmanuel Mangwiro, founding director of Luqaqambo, says a high level of trust has developed with ECA since those early days.

It is well known that a large percentage of emerging businesses fail in the first two years of trading. “In developing



East Coast Asphalt’s East London plant.



Science teacher Mr EM Botomane, who was awarded second best science educator in South Africa earlier this year, in the newly upgraded lab.

HELPING TO MAKE SENSE OF SCIENCE

East Coast Asphalt has injected R76 500 into a new science laboratory for Sophathisana Senior Secondary School in East London this year as part of a sponsorship programme officially launched in May. The company has committed R300 000 to improve teaching facilities at the school over a three-year period ending in June 2017.



At the official launch of the sponsorship programme were school staff (from left) Reverend SC Ndlovu (prayer and motivation); Mrs N Tiwani (principal); Mr S Ngeni (deputy chief education specialist); and Mr EM Botomane (science educator); with Brian Mchunu, managing director of East Coast Asphalt.

ECA's contribution to date has come in the form of workstations with sinks, lab stools and a mobile science kit. The aim is to facilitate science teaching and improve the quality of learning in this important subject at Sophathisana. A new sign has also been provided for the school.

"We will be monitoring performance outcomes as we go along," says ECA managing director Brian Mchunu. "This project is dear to our hearts as we need to inspire a passion for science among learners to raise interest in engineering as a career.

"The school is very excited about the project and the laboratory is also being used by neighbouring schools."

MAKING A PLAN

Much has overcome a few interesting challenges to successfully supply 161 000 tonnes of asphalt to the Bakwena consortium on the N1 toll route between Pienaarsrivier and Bela Bela in Limpopo province.

Murray & Roberts was awarded a rehabilitation project for this section of freeway, which is operated by Bakwena under licence from SANRAL.

The contract commenced in January 2014 and the final asphalt was supplied on schedule on 25 March 2015.

The supply from one of Much Asphalt's mobile plants included:

- 69 000 tonnes Colto continuously graded 26mm BTB with A-E2 and 0.3% Wetfix;
- 28 000 tonnes 26mm BTB including 25% recycled asphalt (RA) with 0.3% Wetfix and 0.5% SW1655 rejuvenator. The RA was milled from existing material and screened into two fractions by a mobile screening unit;
- 64 000 tonnes continuously graded (medium grade) wearing course.

Much Asphalt regional manager Francois van der Spuy explains that a new Voyager recycling drum was fitted to the mobile plant during the 2014 Easter break. "It then became clear that the filler handling system was inadequate



The mobile plant erected by Much Asphalt at Hammanskraal to supply the N1 Pienaarsrivier to Bela Bela rehabilitation project.

for processing the fines flow from the new drum.

"Following some delay, a loss-of-weight system and additional filler conveying capacity were fitted to solve this problem."

However the burner equipment supplied with the new drum was found to be ineffective at Bushveld altitude. "A change of fuel and local engineering solutions applied to the burner system brought production reliability to an acceptable level," says Francois.

"These delays made the programmed completion date something of a stretch and in November 2014 we decided to introduce a second shift to make up lost time."

This resulted in 37 000 tonnes (a record for a Much Asphalt mobile plant) being produced in February and March 2015 alone, bringing the project back into line for completion in March 2015.

NEW MOBILE PLANT IN HIGH DEMAND

Much Asphalt's new Ammann mobile plant – capable of handling 40% RA – is already making its presence felt as it prepares to start production for an N1 contract near Bloemfontein.



The new Ammann plant prepares for action.

According to regional manager Francois van der Spuy, the capability of this plant was a major factor in securing the contract between Glen Lyon and Sydenham. "When we acquired the new mobile plant we were expecting SANRAL to specify more 40% RA work and it has paid off for us in this case," he said.

The new plant will supply 240 000 tonnes BTB with A-P1 binder, 40% RA, rejuvenator and adhesion enhancer; 38 500 tonnes of ULM surfacing; and 2 000 tonnes medium wearing course with 20% RA, rejuvenator and adhesion enhancer.

The plant has been established at the N1/Kenneth Kaunda interchange and the first trial was produced on 18 May with a target to average more than 900 tonnes per day.

Acquired in 2015, the Ammann plant increases Much Asphalt's mobile fleet to five units to service the needs of remote projects.



A TRIBUTE TO OUR LONGEST SERVING PEOPLE

As Much Asphalt celebrates its 50th year of business, 37 employees are also celebrating exceptional milestones. Every of them has worked for the company for more than 25 years and one – Richard Mncwabe – has 43 years of service! It is people like this whose loyalty and commitment make us who we are.

Much Asphalt thanks you all for the combined 1 115 years you have dedicated to helping us achieve 50 years of service to our clients.

NAME & SURNAME	LSA YEARS	JOB TITLE	SITE NAME
Vivien Seiderer	26	Crushing manager	Benoni
Francois Meyerhoff	26	Branch manager	East London
Garth Miller	26	Regional manager – West Cape	Eerste River
Anita Valentine	26	Creditors clerk	Head office
Bennie Greyling	26	Managing director	Head office
Leon Westraadt	26	Technical specialist	Head office
Spencer van Eden	26	Financial director	Head office
Louis Blume	26	Maintenance supervisor	Port Elizabeth
Morgan Strydom	27	Senior lab technician	Cenlab
James Zungu	27	Bitumen decanter	Coedmore
Johnny Beukes	27	Lab supervisor	Contermanskloof
Patrick Valentyn	27	Production manager	Contermanskloof
Jonathan Daniels	27	Lab supervisor	Eerste River
Jabulani Ngema	27	Burner operator	Empangeni
Nkunzebombu Gumede	27	Plant operator	Empangeni
Mhalakaza Ngubane	27	QA supervisor	Pietermaritzburg
Colin Johnson	27	Regional accountant	Port Elizabeth
Nicholas Cunningham	28	Plant operator	Eerste River
Setlabo Malebati	29	Senior lab technician	Benoni
Daniel Monaila	29	Plant operator	Contermanskloof
Mandlenkosi Jaca	30	Senior lab technician	Benoni
Msuseni Majazi	30	Cold feed attendant	Bloemfontein
Willem Erasmus	30	Branch manager	Eikenhof
Ashokumar Sewnarain	30	Lab supervisor	Mzinto
Eric Matya	30	Fitter assistant	Port Elizabeth
Sipniwo Homba	31	Plant attendant	Eerste River
Willis Machelm	32	Creditors supervisor	Head office
Colleen Kirsten	33	Regional accountant	Benoni
Samuel Nel	33	Branch manager (S&M)	Mzinto
Julius Motaung	34	Senior lab technician	Coedmore
Elliot Hesi	34	Fitter	Eerste River
James Miller	35	Senior lab technician	Eerste River
Alec Rippenaar	37	Central Laboratory manager	Cenlab
John Clarke	37	Management accountant	Head office
Thomas Msimanga	39	Loader operator	Coedmore
Danny Govender	40	Fitter	Coedmore
Richard Mncwabe	43	Plant operator	Pietermaritzburg



RICHARD MNCWABE

Plant operator – Pietermaritzburg

43 YEARS



“When I started working for the company we were still filling the cold feeds with wheelbarrows. It pleases me to see how much the company has grown since then and I have enjoyed my time with Much Asphalt.”

ALEC RIPPENAAR

Central Lab manager – Head office Eerste River (37 years)



“Great achievement! I am honoured to be part of the team taking the company into the next 50.”

ELLIOT HESI

Fitter – Eerste River (34 years)



“In my early years at Much Asphalt I spent a lot of time on a mobile site outside South Africa, where I learnt a lot. But my best time was when I moved to Eerste River plant, where I grew into the person I am today. Much Asphalt helped me to complete my plant fitter training.”

COLLEEN KIRSTEN

Regional Accountant – Benoni (33 years)



“Congratulations to Much Asphalt on your Golden Anniversary. I am proud and privileged to have been part of the Much Asphalt family for the past 33 years. Achieving 50 years proves our credibility, longevity and staying power and I wish the company continued success for the next 50 years.”

PATRICK VALENTYN

Production manager – Contermanskloof (27 years)



“It still feels like I started yesterday with Much Asphalt. I have seen many different changes over recent years, especially in our safety. All I can say is if you love what you do, time flies.”

EMPLOYEE COMMITMENT TO HEALTH AND SAFETY

Hands-on involvement by management and employees has enabled Much Asphalt to reduce its Lost Time Injury Frequency Rate (LTIFR) from 1.02 to 0.16 in the past five years. By mid-June only two lost time injuries had been recorded in the financial year to 30 June 2015.

HSE manager Hennie Kruger says this improvement is the result of a complete culture change that includes:

- Involvement of site management in the day-to-day health and safety of the people at each of the company's 22 plants;
- Involvement of employees in health and safety;
- Entrenchment of the OHSAS 18001:2007 health and safety management system throughout the company;
- Participation of employees in risk assessments as well as the quality of the risk assessments;
- Appointment of dedicated HSE officers for all regions;
- Commitment to the policy of "Together to Zero Harm" throughout the workforce.

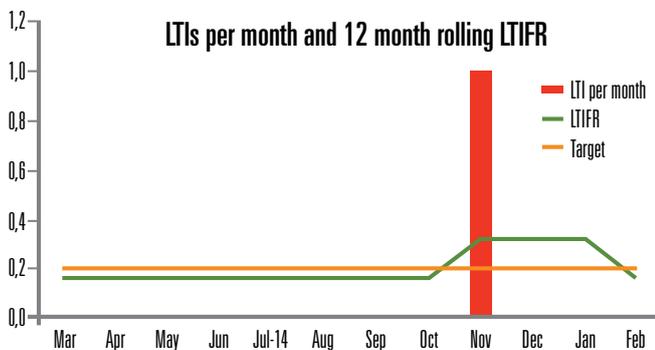
Implementation of OHSAS 18001:2007, which sets out minimum requirements for occupational health and safety management best practice, has been at the root of the positive changes seen on all sites. "Employees have thrown their weight behind the system as they experience the value it adds in the workplace," says Hennie.

"The ownership taken by managers, supported by the HSE officers, has been important in establishing and bedding down the system. Responsibility is now being transferred to other tiers within each branch."

Since Much Asphalt achieved OHSAS 18001:2007 certification in 2010, there has been an average improvement in the internal audit score of 3,42% every year, with scores now well above 90%.

Near misses

Hennie is particularly pleased with the effective reporting of "near misses" that have the potential to cause harm. "Since inception, near miss reporting has increased year on year and corrective actions taken are contributing to our 'Together to Zero Harm' vision for the company."



TRANSFORMATION IN H&S CULTURE

Health and safety entails more than just focusing on formal issues. H&S is, in the first place, about people and preventing them from harm. So attention should be given to behavioural aspects as well as social and cultural processes.

The diagram below (known as the Bradley Curve) makes it simple for everyone to understand the shifts in mind-set and actions that need to occur over time to develop a mature health and safety culture.

REACTIVE CULTURE	DEPENDENT CULTURE	INDEPENDENT CULTURE	INTERDEPENDENT CULTURE
People do not take responsibility. They believe that safety is more a matter of luck than management, and that "accidents will happen." And over time, they do.	People see safety as a matter of following rules that someone else makes. Accident rates decrease and management believes that safety could be managed "if only people would follow the rules".	Individuals take responsibility for themselves. People believe that safety is personal, and that they can make a difference with their own actions. This reduces accidents further.	Teams of employees feel ownership for safety, and take responsibility for themselves and others. People do not accept low standards and risk-taking. They actively converse with others to understand their point of view. They believe true improvement can only be achieved as a group, and that zero injuries is an attainable goal.
Health and safety is management responsibility Accidents will happen If an accident happens we will correct.	Discipline/Fear Rules Supervisory control.	Personal commitment Self-managing Self-discipline Self-responsibility Personal goals Care for self.	Team building Team commitment Development in team Help others conform Value for each other Team goals.
"I don't care"	"I do it so I don't get caught"	"I do it so I don't get hurt"	"I do it so none of us gets hurt"

"If we compare this diagram with the Much Asphalt LTIFR graph, it is evident that there has been a shift in the emotional state of Much Asphalt employees," points out Hennie Kruger. "All our H&S interventions are becoming a way of life for employees over time. Through sustainable, continual H&S improvement we've moved from a Reactive Culture to an Independent Culture and our vision is to move forward to an Interdependent Culture.

"Currently the concept of basic risk assessment is rolled out to employees by the regional HSE officers. The aim is for the people who do the work to also contribute towards the transformation in H&S culture both at work and at home.

"We must create the culture of 'I'm my brother's keeper'. Once we all believe and practise this, we can say we are where we want to be."

TEACHING CHILDREN ROAD SAFETY – THE FUN WAY



Much Asphalt's business revolves around creating safe road surfaces, so it was with pride that we partnered with government departments and the private sector to build a bike park at the George Cato Primary School in Cato Ridge, Durban.

The school has over 1 000 learners and the Amashova Road Safety Bike Park has been developed on the school grounds to teach children the importance of road safety and rules of the road.



Pietermaritzburg plant, contains all the road markings and signals that one would find on an ordinary road. The donors also provided a fleet of bicycles together with helmets, which are securely stowed in an adjacent storeroom.



This project is the second of its type provided at a school as a beneficiary of the annual Tsogo Sun Amashova Durban Classic cycle race between Pietermaritzburg and Durban. It aims to help develop children into responsible road users of the future and at the same time to instil a love of cycling.

The bike park, surfaced with asphalt donated by Much Asphalt's

Cycling KZN will assist the school in launching a cycling club led by teachers who have attended a seven-day coaching course to prepare them for the task.

The Amashova Bike Park is due to be officially opened on Thursday 1 October, the beginning of National Transport Month.



LULAMA SAYS NO TO WASTE

Much Asphalt's Port Elizabeth plant produced an excellent wastage ratio of just 0,12% in the first four months of 2015. The total waste including RA and tailings was 48 tonnes, an average of just 12 tonnes per month.

How does PE achieve such a low percentage of tailings and waste mix? Without hesitation branch manager Nathan Jacobs and the staff point to Lulama Jacobs, who has been a plant operator in PE for the past 12 years.

Lulama loves his job and it shows in the great product he turns out. For him having the right mindset, teamwork and taking pride in the job are the keys to success. He insists on careful daily planning together with the weighbridge staff and the workshop.

"I can operate the plant with confidence due to the support I get from the weighbridge and maintenance staff," he says. But he still holds himself accountable for the production process and takes it personally if there is waste.

Lulama is a true champion of all Much Asphalt's values – care for the plant and his fellow employees; integrity in striving to do what's best for the company and its clients; respect for the team; accountability for his actions; and commitment to his job.



Lulama Jacobs.