

Sizimisele

"we are committed"

Volume 4: September 2017



excellence in execution

our vision

if **you** can dream it, **we** can construct it

our mission

excellence in **execution**

our values

- **candour:**
Frank and respectful discussions with the objective of finding positive outcomes.
- **people relations:**
The value which results in people treating one another fairly and with respect and always being mindful of the human dignity of others.
- **professionalism:**
The application of a competent, disciplined and meticulous approach to all aspects of business, resulting in performance of high quality and reliability.
- **enthusiasm:**
A high level of positive energy and a determination to succeed.
- **dynamic:**
Embracing openness and flexibility of mind and an energetic, pro-active solution-driven attitude.

Introduction

During the course of this past year Stefanutti Stocks recaptured what we term as the “Founder’s Mentality” and the “Stefanutti Stocks Way”. The Founder’s Mentality, a philosophy with which we readily identified, is contained in a book of the same name by two business strategists, Chris Zook and James Allen. The “Stefanutti Stocks Way” captures the essence of our guiding principles, and a combination of this, and the founder’s mentality is what gives our people a common identity, purpose and culture. This in turn assists us in achieving our vision and mission of ‘excellence in execution’.

The “Stefanutti Stocks Way” has three strategic enablers - these are energised and engaged employees, flawless execution and client relations, with all three being key to our group achieving its mission of ‘excellence in execution’. Excellence is something we strive for across all aspects of the business, with our transformation strategy aiming to deliver nothing less than this.

Achieving flawless execution and meaningful client engagement is not possible without energised and engaged employees who are willing to take ownership of their duties and responsibilities, and who treat the company and its resources as though they were their own. Our starting point was establishing, via an employee engagement survey, how our employees felt about key issues including safety, quality, training, production efficiencies, transformation, our values, management, communication, and so forth.

In response to feedback and suggestions received, we introduced a number of initiatives that are currently being rolled out, including improved HR systems, streamlining our management systems, as well as an internal, knowledge-sharing video channel entitled Stef Talks. There are a number of other projects in the pipeline as we endeavour to make the interaction between Stefanutti Stocks and its employees easier and more transparent.

It is a two-way street, and we rely on our employees to embrace the initiatives, and to give us continued feedback and ideas on where, and how, as a group, we can make a difference.

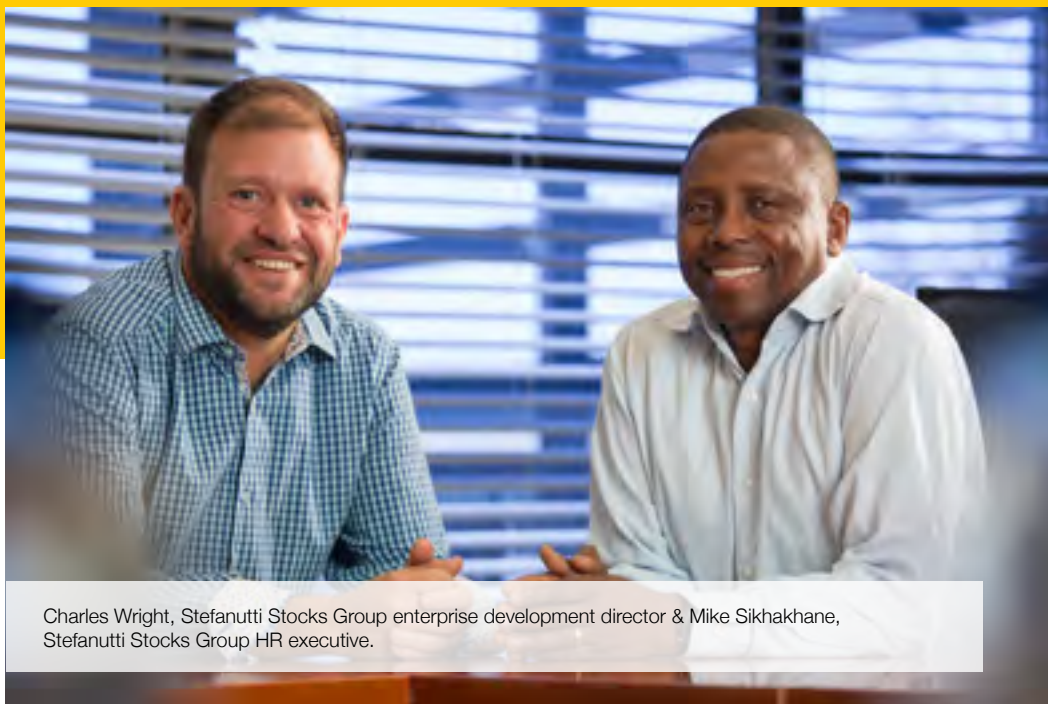
We challenge all of our staff to ask themselves on a regular basis how their actions can make a difference, and at the same time are aligned with the Stefanutti Stocks Way.



Stefanutti Stocks employees and their families in front of the Love Trust's Nokuphila School, prior to departing to their various Early Childhood Development centres (article on page 53).

Stefanutti Stocks

and sustainability



Charles Wright, Stefanutti Stocks Group enterprise development director & Mike Sikhakhane, Stefanutti Stocks Group HR executive.

Welcome to the fourth edition of Sizimisele. As you read the articles contained in this publication, we hope that you will enjoy meeting some of the many individuals who have been impacted by Stefanutti Stocks. This may be through development opportunities created by our transformation initiatives and partners, through direct interventions that help lay better foundations for education and quality of life for our communities, or through industry skills- and knowledge transfer programmes.

Where are we making a difference?

The articles in the Sizimisele speak for themselves, however to summarise briefly some of the areas we are making a difference in:

Enterprise Development Programme (EDP)

Enterprise Development Programme (EDP): For our EDP to be successful requires meaningful engagement by both the participants in the programme and by ourselves. To ensure that the EDP remains relevant and sustainable we constantly re-evaluate the programme, and whilst on the rare occasion partners do exit the programme, we are constantly identifying and inviting new companies, in particular those who are energised and engaged.

In our industry we cannot offer rapid growth, so we carefully select partners based on their motives, synergies and willingness to develop and learn from one another. To really make a difference to the entity and ensure its sustainability requires long-term commitment to continued development over a number of years. In 2013 our EDP consisted of four partners. Four years later we have fifteen participants spread across our business units, with three of the original four partners still participating.

Skills Development:

Improving our employees skills in order to improve our quality and achieve the Stefanutti Stocks Way principle of doing it right the first time, remains a key focus across the group. Our aim is to integrate and better utilise our existing resources and training initiatives, which will also help ensure that we offer standardised, quality skills training and industry qualifications that will enable us to achieve our flawless execution.

Socio-Economic Development (SED):

We continue to focus on educational initiatives where we are able to associate our brand directly with the beneficiaries. We have managed to touch so many lives, both directly and indirectly, through new initiatives as well as through our flagship projects. On an annual basis our primary beneficiaries total hundreds, and this number grows every year.

By creating opportunity and supporting future employability many of our initiatives will have far-reaching, secondary effects. We may never be able to quantify this, however just the thought of the potential impact, further cements our commitment to making a difference.

This year individual Stefanutti Stocks employees across our business units championed our SED initiatives, and it was wonderful to see them taking ownership and engaging with their communities.

Environmental:

We believe in leading on industry matters, and with the heightened focus on environment we encourage our employees to be environmental stewards both in the work place and at home. Our endeavour is to achieve Zero Harm, and the way we work, whether on site or in the office, is a key contributor to this.

By the time you have read through this entire issue, you will have met a number of people, whose energy, passion and drive to succeed are inspirational, and who demonstrate that “Yebo impela Sizimisele” - yes, indeed we are committed!

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Axsys Projects new offices in Protec Park.



Standing outside the two TN Molefe Construction (TNMC) offices within the RPM business unit is TNMC managing director Anne Ndaba with Stefanutit Stocks Group enterprise development director Charles Wright.

Stefanutti Stocks partners with two black-owned Emerging Enterprises

Source: Charles Wright, Stefanutti Stocks enterprise development director

The key objective of the Voluntary Rebuild Programme (VRP) is to transform the South African construction industry by developing a number of black-owned emerging enterprises into meaningful competitors. The VRP partner programme will see Stefanutti Stocks, over a period of seven years, assist in developing the skills, systems and resources of its VRP construction partners, so that they can be rated as CIDB Level 9 (CE or GB category) companies. By 2024 these companies must achieve a cumulative combined annual revenue that is equal to at least 25 per cent of Stefanutti Stocks' annual South African Civil Engineering and Building turnover.

The industry's relatively low profit margin/high turnover business model represents a challenge to enterprise development within the construction sector, as this is not an easily achievable model for smaller or start-up entities. "Smaller companies depend on sub-contract work from the larger construction companies, but cannot be sustained at the profit margins required to win tenders," says Charles Wright, enterprise development director for Stefanutti Stocks. "In order to be effective in assisting emerging contractors to be sustainable in the long term, as well as meeting VRP turnover requirements, we will focus on establishing strong working relationships with our VRP partners and working jointly on projects in South Africa."

As required by the VRP, Stefanutti Stocks will develop beneficiaries, and has thus far identified two emerging enterprises with whom it will partner. These are Axsys Projects (Pty) Ltd, previously a strategic enterprise development partner to the Stefanutti Stocks Structures business unit, and TN Molefe Construction (Pty) Ltd. The two companies are not in direct competition with one another, with each company mainly focusing on different operational sectors.

Each VRP partner will have a champion within its sponsor business unit. The champions (the respective business units' managing directors) will promote the developing entity within Stefanutti Stocks and identify potential synergies on tenders and future prospects across the group. Each partner may have several mentors who will assist with the transfer of knowledge and skills in their specific field, thus enabling a broad and comprehensive development of the VRP partner employees.

The multiple benefits to VRP partners include having access to projects that are outside their existing CIDB tender range as well as involvement in joint ventures that will enable an improved CIDB grading as well as real skills transfer, access to established industry best practices and operational experience. "The intention is to create a more continuous workflow for our VRP partners, that in addition to a significantly increased turn over will provide regular income to build resources, invest in capital equipment and ensure long-term sustainability," concludes Wright.

The VRP commitments, briefly outlined below, are in addition to construction scorecard-related initiatives.

Financial contribution

The seven listed companies that signed the VRP agreement with government will collectively contribute R1,5 billion to a transformation trust, over a period of 12 years. This financial contribution will be used for the purposes of the development, enhancement and transformation of the industry, as well as the promotion of social infrastructure development for all South Africans.

The fund will be managed by a board of trustees with equal representation by State and the construction companies, with one trustee from SAFCEC. The trust fund money will be applied to initiatives, projects and programmes that are designed to further the purposes of transformation, for example:

- The development and promotion of construction firms owned and managed by black people.
- Where feasible to provide bursaries, mentorship and employment to black persons studying construction-related occupations.
- Supporting and enhancing mathematics and science education at public schools.
- Promoting social and economic welfare, including funding social infrastructure build programmes for underprivileged communities.
- Funding the appointment of seasoned professionals who will provide engineering, project management and other services to government (in particular local government), in order to strengthen its capacity, to design, construct, operate and maintain public infrastructure.

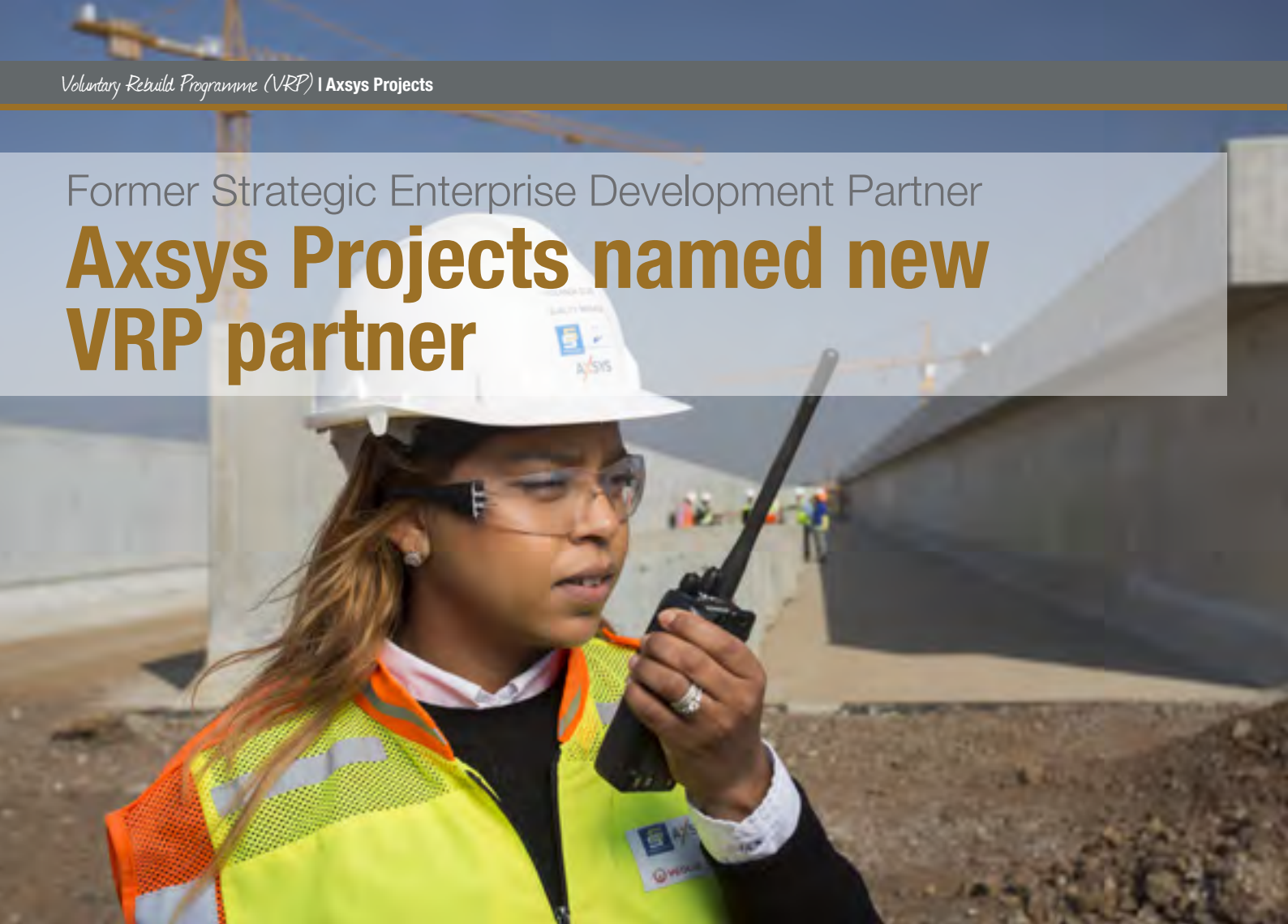
Enterprise development commitment

"The agreement stipulates that in addition to our existing enterprise development programmes we must either ourselves become fully transformed (40 per cent of equity in the hands of black people) or commit to initiatives that will result in the construction companies each mentoring up to three emerging black-owned enterprises," says Wright. "Our objective is to develop the necessary skills, systems, and resources that will allow our emerging black-owned enterprises to achieve a cumulative combined annual revenue equal to at least 25 per cent of our annual South African Civil Engineering and Building turnover by 2024."

Integrity commitment

The seven companies participating in the VRP, together with government, have signed a declaration confirming their commitment to creating an ethical culture across the industry, where collusion or corruption will be exposed, confronted and eradicated from all operations.

Former Strategic Enterprise Development Partner **Axsys Projects named new VRP partner**



The relationship between Stefanutti Stocks and black-woman owned Axsys Projects dates back to 2012 when Axsys Projects joined Stefanutti Stocks' enterprise development (ED) programme while subcontracting to the company on a pipeline project. Five years later, during which Axsys Projects became a strategic ED partner to Stefanutti Stocks Structures, the company has now moved out of the ED programme to become one of the two emerging enterprises that are partnering with Stefanutti Stocks as part of the Voluntary Rebuild Programme (VRP).

"I'm very optimistic about our new status as a VRP partner," says Axsys Projects chairwoman Halga Ninow-Cohen who started the company in 2011. "Over the past five years our relationship with Stefanutti Stocks has seen us participate in number of joint venture projects and exposed us to various construction sectors including the water, marine, industrial, mining and high-rise building construction. Everyone at Axsys Projects is excited about the prospects of continuing to grow our capability and capacity over the seven-year VRP period."

Werner Jerling, the managing director of the Structures business unit, with which Axsys Projects has been partnered, feels that based on the strong working relationship that has already been forged over the past five years, the VRP relationship is already off to a good start. "It is definitely an advantage that we have worked on a number of high profile projects together, such as the award-winning and highly technical Maydon Wharf and Zuikerbosch Sedimentation Plant," says Jerling. "Our aim is to see Axsys Projects secure projects independently as well as joint venture projects in association with Stefanutti Stocks. Our focus will also be on the development areas that have been identified and that will ensure Axsys Projects becomes sustainable and grows into one of South Africa's great construction companies."

Some of Axsys Projects' employees share their thoughts on their personal progress and aspirations:

Yolanda Duze (pictured above) is Axsys Project's company quality manager, and is currently based at the Zuikerbosch Sedimentation Plant joint venture project near Vereeniging.

"For the first time since I've started working in the industry, I'm based close to where I grew up, and now get to visit my home every weekend, which makes for a nice change! Since leaving the Maydon Wharf Berth 1 and 2 project about two years ago, I've been promoted from being a site quality manager to the Axsys Projects quality manager overall, with responsibility for quality on all our sites. I'm excited about the development and career prospects, and am especially looking forward to being mentored by Stefanutti Stocks Civils director Vuyo Qubu.

"I have also just completed my BTech degree in Operations Management at Vaal University of Technology, which was funded by Axsys Projects. Next on my list is a Masters, and then I'll start working on climbing the corporate ladder.

"Zuikerbosch Station 5 Water Purification Plant, where we are constructing three flocculators, the sedimentation tanks, carbonation bay and the sludge pump station, is my first water-retaining project. Although concrete, rebar and earthworks are more familiar to me than the marine environment was. Every project brings along new learning experiences, and I've learned a lot being based here. In terms of the bigger picture, it feels really good to be working on a project that will serve the rest of Southern Gauteng region and make an impact on the surrounding communities."

What is the one thing that you need to be successful in your industry?

"Resilience. Every site has its challenges. If mistakes are made, we must learn from them, be resilient, come back to work the next day, and brainstorm on new ideas to do things better. Don't allow past failures to determine your success!"

Nokuthula Dlamini is Axsys Project's sub-agent at the **Zuikerbosch Sedimentation Plant project**, and has been with Axsys Projects for about two-and-a-half years.

"It gives me tremendous satisfaction to construct something from nothing - that's why we are called civil engineers - we bring civilisation to the places we go! I particularly enjoy the balance between working indoors and planning, and working outdoors executing these plans. There is an element of freedom in this sector, where you are given a target and guidelines, but are not micro-managed in reaching the goal. It suits my personality.

"I think that people who are thinking of entering the industry must be prepared to put in a lot of hard work and make sacrifices, including being away from home a lot. Construction is definitely not as glorified as it sounds when you are in tertiary, but if you're passionate about it, you'll be fine.

"My mentor is our managing director Geoff Thompson and I'm hoping to learn a lot from him. We have set targets, and although I'm new to this, I know Geoff has mentored many people before, and I am looking forward to the experience. I'd like to learn more about my strengths, and how to assert myself in an efficient way so that I can achieve my goals. In terms of my career growth, I'd like to grow to contract management level, but no further. I think it is very stressful, as a director, to have people's livelihoods in your hands."

What is the one thing that you need to be successful in your industry?

"Team work and communication. It is so important to be able to communicate your vision, so that everyone is working towards the same goal."

Foreman Enock Milazi joined Axsys Projects in 2014, and after first working at Maydon Wharf Berth 1 and 2, moved to the **Zuikerbosch Sedimentation Plant** in 2016.

"I've been working in the industry since 1982 - first as a carpenter, and then as a supervisor for almost 27 years. In 2014 I was promoted to foreman. My job in construction includes a lot of travel and I have often been away for a few months here, and a few months there. There are too many places to remember, but I've worked on contracts in Durban, Richards Bay, Port Elizabeth, Uitenhage (a paint shop for VW), Cape Town, Lesotho, the Mozal aluminium smelter in Mozambique, the Magugu Dam in Swaziland and a production plant in Pilanesberg.

"I enjoy leading a team, and our team here is good. There are always people who are more passionate and better at particular skills, and I watch my team to see where their strengths are. We are transferring a lot of skills to locally employed labour during this project, and while some people are talented at steel fixing, others are better at concrete, or working as a carpenter. I move people to where they are suited, and where they are able to perform better.

"I've mentored a lot of people in my life, with my most successful mentoring being the current Stefanutti Stocks Structures managing director, Werner Jerling, for whose father I worked for, for many years!"

What is the one thing that you need to be successful in your industry?

"Knowledge. In this job you have the opportunity to know about more things than just concrete."



Sub-agent Nokuthula Dlamini and foreman Enock Milazi on site at the Zuikerbosch Station 5 Water Purification Plant near Vereeniging, a joint venture civil construction project.



Site engineer Pilani Ndlovu with cadet foreman Skabela Mnisi on site at the Elandsfontein Phosphate Mine where Axsys Projects is undertaking a small civil works contract.

Site engineer, Pilani Ndlovu would like to see his long-term career path culminate in the position of contracts management.

"I enjoy working with brilliant people, and am looking forward to being mentored by a strong individual, so that I can grow to be at their level."

Cadet foreman Skabelo Mnisi reports to general foreman Simon Komane, who was interviewed in Volume 1 of Sizimisele, and with whom he first worked at Livero Construction in 2012.

"I started in safety, but my interest in production led me to becoming a junior foreman. One day I hope to grow to be a general foreman and work across the country."

TN Molefe Construction

aspires to unlimited, continuous growth

TN Molefe Construction (Pty) Ltd is a B-BBEE Level 1, CIDB 8 CE PE-graded construction company that undertakes infrastructure and building projects. It is a member of the TN Molefe group of companies that was established by entrepreneur and professional engineering technologist Negi Molefe in 2001. A key objective of the group has been creating employment and training opportunities within the construction sector for the South African youth, while promoting black economic empowerment at all times.

TN Molefe Construction (TNMC) is one of the two emerging enterprises with whom Stefanutti Stocks has partnered as part of the Voluntary Rebuild Programme. The business is partnered with the Stefanutti Stocks Roads, Pipelines & Mining Services (RPM) business unit, as its services are complementary to the business unit.

TNMC's service offering to clients includes:

- earthworks,
- construction of pavement, roads and stormwater facilities,
- rehabilitation/maintenance of pavement, roads and stormwater facilities,
- construction of bulk and internal sewer networks,
- construction of bulk and internal water networks,

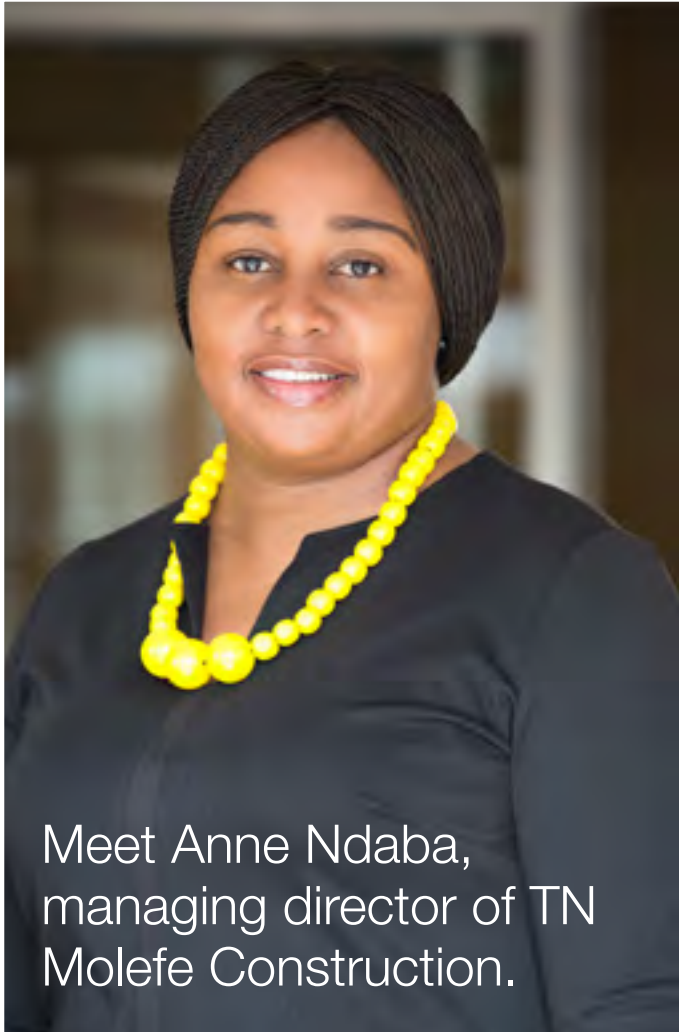
- building construction (including rehabilitation contracts, services and networks),
- plant hire, and
- in-house engineering capabilities that enable it to offer its clients turnkey solutions.

TNMC has been included in a number of joint venture tenders, including the Phakisa Consortium tender for Transnet's Pier 2 project in KwaZulu-Natal, as well as as a number of pipeline and road construction projects. Two offices at RPMs headquarters in Kempton Park have been allocated to, and branded to reflect the TNMC corporate identity. These offices are in addition to TN Molefe's existing offices (in Emalahleni, Polokwane, Randfontein and Botshabelo), and will support easy access to mentorship and partners at RPM, as well as giving them the opportunity to use the additional infrastructure available to them.

"We are excited about taking this relationship forward and assisting TN Molefe Construction to, over the next seven years, grow in capability and capacity to the extent that they will become a direct competitor to us," says Russell Crawford, managing director of the RPM business unit.



At TN Molefe Construction's offices in Honeydew are from left to right: Russell Crawford, managing director of the Stefanutti Stocks Roads, Pipelines & Mining Services business unit with Negi Molefe, founder and chairman of the TN Molefe group of companies and Doreen Molefe, director of the TN Molefe group of companies. To the right of Doreen Molefe are Sibusiso Dlodla, Ntombi Mhlungu, Sibongile Mbattha, Kelebogile Mabe, Anne Ndaba (managing director of TN Molefe Construction), Charles Wright (enterprise development director for Stefanutti Stocks), Tiny Nkone and Thabang Makhura.



Meet Anne Ndaba,
managing director of TN
Molefe Construction.

Ndaba originally joined the TN Molefe group in 2004 as a trainee technician. She worked her way up through the company gaining operational and project management experience on a broad spectrum of projects including contracts for water reticulation, roads and stormwater construction, road rehabilitation and building renovations.

What motivated you to choose a career in construction?

"The majority of my friends growing up were boys, and I was faced with a challenge of always having to remind them that I could do whatever it is that they could do. I chose a career in construction to confront the pre-conceived social expectations for women to choose certain careers."

What did you study and where?

"I studied a National Diploma in Civil Engineering and BTech Degree in Civil Engineering, specialising in construction management (both at the Tshwane University of Technology)."

Do you have any particular projects you consider as highlights in your career?

"The development of Road P115-1 between Phokeng and Sun City Phases 3 and 4 for the North West Department of Roads and Transport was a highlight. It was a multi-scope project that entailed road works, widening of bridges, concrete works, and different types of road surfacing. What I liked most about the project is that it had a fixed completion date, so the pressure was enormous. The road had to be completed before the 2010 World Cup as it was the link road between Sun City and Royal Bafokeng Phokeng Stadium."

What are your expectations of the VRP relationship with Stefanutti Stocks?

"Continuous, unlimited growth for TN Molefe Construction."

Where do you see yourself in ten years?

"I see myself as the TN Molefe Group CEO."

Where do you see TN Molefe Group in ten years?

"A JSE listed entity with more than 60% females at top management level."

What do you believe is the one thing that is essential to be successful in this industry?

"Competitiveness and consistent quality service delivery to clients."

What motivates you?

"Improving lives through the successful execution of our projects. This includes job creation and development of emerging contractors through a project's community retained earning."



Anne Ndaba pictured third from the right in the top row with one of her construction teams at a stormwater and road project in Soshanguve.



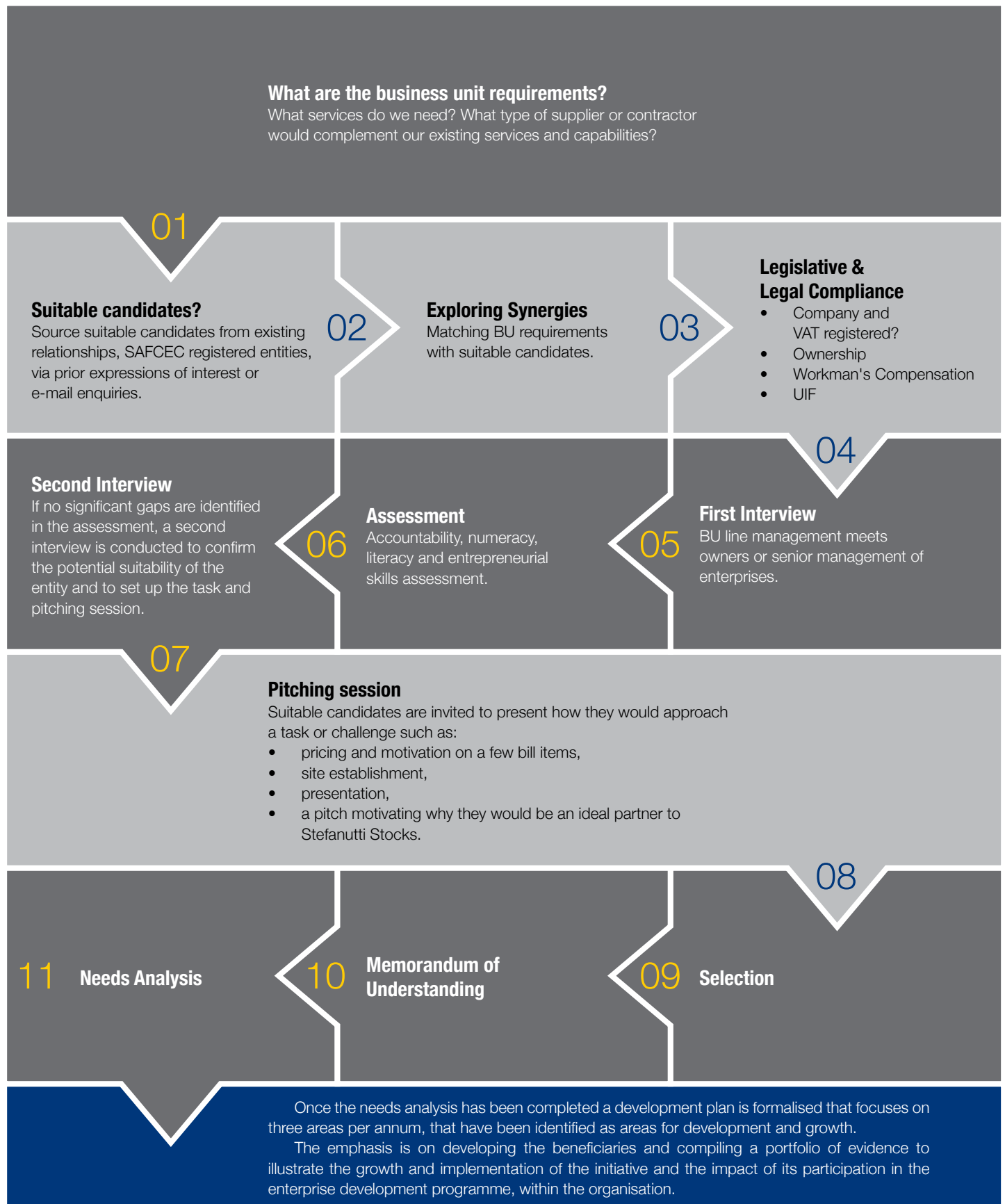
On site at PRASA's Stray Current Mitigation project are, from left to right: Omen Mhishi, managing director of 4Phase Railtechnik's (one of Stefanutti Stocks' enterprise development partners) with 4Phase Railtechnik's site manager Obert Zimhunga, Stefanutti Stocks Civils contracts director Chris Tshivhidzo, 4Phase director Thanyani Ramatsea and Mandla Mncube from Otcon, 4Phase Railtechnik's joint venture partner in the Stray Current Mitigation project. .



Enterprise
Development

Enterprise Development

@ a glance



Meet the Structures Support Services Transformation Team

Mapule Motshoane (seated on the left) and is the sustainability support coordinator for the Structures business unit. She started working for Stefanutti Stocks in February 2013 as a receptionist.

"I came to Stefanutti Stocks in 2013, to cover for someone on maternity leave, and in 2014 was offered a permanent position with the company. In early 2017, when I saw the position of sustainability support coordinator advertised, I was curious and spoke to Phindile about what the role entailed. I have goals, and thought to myself that I can't stay a receptionist forever. I wanted to grow and this was an opportunity. My application was successful and half a year later I'm still learning something new every day, and really enjoying my job.

"Thus far, the favourite part of my job is that we make a difference in people's lives. We have just completed our Mandela Day activities, for which I was the Structures business unit champion for our chosen Early Childhood Development centre. It was AMAZING. My own children are the most important motivators in my life, and making a difference for these kids in Tembisa, has been such a privilege."

Phindile Mbatha (standing in the middle) and is the compliance officer for Stefanutti Stocks Structures Support Services. She also started working for Stefanutti Stocks in February 2013 as a receptionist.

"My role as compliance officer sees me focusing on Enterprise Development every day. I also assist with write-ups for tender submissions and am the point of contact for our socio-economic development initiatives and also facilitate and manage the data that is required for our annual audits. My favourite part of the job is definitely running the Enterprise Development Programme. The most challenging

part is the times when we have multiple tender deadlines close to one another - that pressure can get tough!

"In my opinion the essence of transformation is the change that is accomplished through diversity within an organisation. I also believe that to be successful, one needs to take action, one cannot succeed by just reading books. On a personal front, I'm motivated to jump into action, so that I can provide the best life for my family, and a sustainable future for the next generations."

Vaneshree Pillay (seated on the right) and is the transformation manager for Stefanutti Stocks Structures Support Services. She began working for Stefanutti Stocks in May 2011 as an HR administrator.

"I manage the implementation of B-BBEE and Transformation, as well as compliance for the business unit. I thoroughly enjoy all aspects of my job function, but in particular community involvement, strategic partner/enterprise development partner initiatives, and designing new compliance tools. The hardest part of my job is the challenge the current economic situation presents us with, in that it makes it difficult to create a sustainable environment for our ED partners. What does hearten me though, is that our ED partners, no matter what the circumstances are, have adopted the same resilience and determination that is an integral part of the Stefanutti Stocks culture.

"The quote 'the possibility of transformation is the essence of hope' captures the essence of transformation for me. To be successful, I believe that you must be passionate in whatever you set out to do. My work fuels my ambition to pay forward, not just within the role I play at Stefanutti Stocks, but in my personal capacity as well."



4Phase Railtechnik

offers integrated solutions to railway sector

South African 4Phase Railtechnik (Pty) Ltd was established in 2008 as a specialist provider of engineering and construction services and solutions to the rail sector. It focuses on the integrated delivery of railway engineering services, including permanent way, railway signalling and condition measurement.

4Phase's core team of experienced and highly qualified professionals include directors Omen Mhishi (managing director) a registered professional engineer (PrEng) with a BSc Honours in Civil Engineering; and Thanyani Ramatsea a registered professional engineer (PrEng) with a BSc Civil Engineering as well as an MSc Engineering Management.

Over the last 25 years Mhishi has worked on large and highly complex construction and engineering projects, that have seen him associated with Grinaker Construction, Gibb Africa, Huff Border Smith & Associates, CPC International and Spoornet. His knowledge in the intricate and technical areas of design, construction and maintenance; system engineering; project and risk management, as well as financial management, has been integral in the growth of the company.

Ramatsea began his career with Spoornet in 2000. He left his position as senior engineer responsible for developing and managing the Bridges, Culverts and Tunnels Management System (BCTMS), to work as a consulting design engineer. His work experience includes working for HHO Africa where he was part of the Gautrain design team, as well as with Arup and MJT Consulting Engineers.

4Phase and Stefanutti Stocks' paths first crossed when they successfully tendered, in joint venture, on two turnkey platform rectification projects for PRASA - one in Johannesburg, and the other in KwaZulu-Natal. 4Phase then joined Stefanutti Stocks' enterprise development programme in August 2015. The two companies have tendered on a number of projects together, a few of which are still under adjudication. 4Phase continues to tender on, and be awarded projects in its own capacity.

"We operate under a variety of contractual agreements, including direct partnerships, with our clients, and our operational flexibility has been well-received in the market," says Mhishi. "As specialist service provider to the rail sector, it is important for us to market our capabilities

independently, and where contracts require multidisciplinary services we will form affiliations and partnerships that enable us to deliver on our clients requirements."

A third rail project for PRASA, the Stray Current Mitigation Project, was awarded to a joint venture between Oteo Construction and 4Phase, who subcontracted the civil construction elements to Stefanutti Stocks Civils. "Our operational personnel benefited from personal career growth as a result of the ongoing, site-based enterprise development training, and as a result these individuals have been assigned further responsibilities," says Mhishi. This award-winning project (2017 Fulton Awards – PY Track Slab Commendation Award for Innovation in Concrete), completed in early 2017, was a highlight in 4Phase's project portfolio, that also includes the successful delivery of a number of projects for Transnet, Siemens and Aveng.

"The most valuable element of the enterprise development relationship with Stefanutti Stocks is the access to a wide range of expertise that this affords us," says Mhishi. "This has resulted in our operations being more efficient; our administration procedures are more streamlined and effective; our pricing and tendering ability has improved as we have access to suppliers, and our estimating expertise has improved. We have also raised the level of marketing our company and its services."

4Phase's strategy includes penetrating the mining sector, and it is pricing on track-maintenance tenders for Transnet Freight Rail, for which it is currently working on a project in Nelspruit. What started as an emergency replacement of 1 200 concrete sleepers over a seven-day shutdown period, has, after completion, been extended by another 4 000 sleepers with a revised project duration of two months.

In addition to the general slump in the construction industry, the big PRASA projects 4Phase and Stefanutti Stocks have tendered for have either been cancelled or postponed, and many of Transnet's capital projects have also been delayed due to lack of available funds. "The rail infrastructure must be maintained, and we are positive that these projects will eventually go ahead," says Mhishi. "While we are waiting, we will act on any opportunity that the market presents us with."



sustainability

empowerment policy and community development

Over the past decade, it has become apparent that big business and governments have the wealth and resources to create new jobs. The focus of job creation, however, tends to be on small and medium-sized businesses such as 4Phase Railtechnik.

Our business is both labour and capital intensive and is a key sector in the economy. It is a sector that is essential to the growth of the country. It is a sector that is essential to the growth of the country. It is a sector that is essential to the growth of the country.

affirmative action and employment equity

4Phase Railtechnik policy is to ensure that suitable previously disadvantaged persons are developed in-house to fill the various positions and to ensure that the highest quality standards.

safety, health, environment and quality (sheq)

We believe that meeting regulatory compliance with the applicable occupational safety, health and environmental laws is not enough. We promote a culture of quality performance, health and safety, and we ensure that the highest quality standards are maintained at all times.

innovation ON TRACKS

4phase

021 000 200 000 | 021 000 200 000 | 021 000 200 000 | 021 000 200 000



Stefanutti Stocks assisted with brand development and marketing items for 4Phase Railtechnik. Examples are illustrated above.



platform RECTIFICATION

project name
Rectification of Cleveland Platforms

project type
Railway Platform / Civil Works

client
PRASA

joint venture partnership
4Phase: 30%, Stefanutti Stocks: 70%

location
Cleveland Station, Johannesburg

date commenced
September 2015

completion
March 2016

project overview
This turnkey contract entailed the rectification of four platforms to the new PRASA platform design standards, in line with the RSR safety regulations. The railway line is the main line to Germiston and it is an extremely busy one that required at least two of the four lines to remain open to trains at all times.

The PR Track Bed system was installed. Platform rectification works were undertaken concurrently at three adjoining stations (Cleveland, Germiston and Denham) which required the use of planning and coordination of the work. This was further complicated as a separate contractor was working at the two other stations.

innovation ON TRACKS

4phase

021 000 200 000 | 021 000 200 000 | 021 000 200 000 | 021 000 200 000



The Stray Current Mitigation Project for PRASA was the recipient of a 2017 Fulton Commendation Award for Innovation in Concrete.

Kgololesego Lethoko (pictured above) is a junior safety officer for 4Phase Railtechnik. She joined the company in February 2015, after completing a course in Electrical Infrastructure Construction at Orbit FET College in Rustenburg.

"After completing my studies I started looking around for employment, and when 4Phase offered me the opportunity to join them as a trainee occupational health and safety officer, I became interested in the area, which is a crucial part of the construction environment. 4Phase sent me on an Introduction to Safety Management Training Course (SAMTRAC) in Boksburg, and after that I completed my full SAMTRAC at NOSA in Centurion.

"During the last two-and-a-bit years I have worked as a junior safety officer at the Cleveland platform rectification project (a joint venture with Stefanutti Stocks Civils), as well in the role of safety officer at the Stray Current Mitigation project for PRASA, where Stefanutti Stocks undertook the civil construction for 4Phase. When I started at the Cleveland joint venture I had an awesome mentor from Stefanutti Stocks, Cynthia Salchow, who taught me everything she knew. I like to think that now I am as good as she is when it comes to creating and keeping safety files up to date. Stefanutti Stocks also sent me on some courses, including Solid Foundation, Construction Regulations and Legal Liability.

"I was willing to learn, and to push myself, in order to make a name for myself. Ultimately I wanted to prove my worth to my employer, and my colleagues. The parts of my job that I enjoy the most include interacting with other employees, and knowing their names. Having this personal connection to them, makes it easier for me to teach people on how to be safe in our working environment.

"For me, a great highlight was not having a lost time injury (LTI), while we were working day and night shifts. I'm so enthusiastic about the topic, that I'm already dreaming of starting my own HSE (health, safety, environment) consulting company sometime in the future. To achieve this, I need more experience, to continue to apply myself, work hard and study hard. I am deeply grateful to 4Phase for employing me and for giving me the opportunity to grow."

What is the one thing that you need to be successful in your industry?
"Ethics"



On site at the Stray Current Mitigation project are, from left to right: Omen Mhishi (4Phase Railtechnik's managing director), Obert Zimhunga (4Phase Railtechnik's site manager) and Thanyani Ramatsea (4Phase Railtechnik's director).

A Re Shomeng's

young site engineer grows his valuable skills set



Standing at the third station being constructed as part of the BRT project are A Re Shomeng site engineer Tiholo Benjamin Mohlahlo (left) with Stefanutti Stocks site agent Rikus Oosthuizen, who has mentored Tiholo since they started on the project in mid 2017.

Tiholo Benjamin Mohlahlo is a site engineer at the Rea Vaya Bus Rapid Transit Stations Project, currently being undertaken by a Stefanutti Stocks/A Re Shomeng (ARS) joint venture. He previously worked for ARS from 2011-2012, and returned to the company again in 2016. He completed a Diploma in Civil Engineering at Tshwane University of Technology (TUT) in 2009 and is currently studying towards a B-Tech in Construction Engineering at the University of Johannesburg (UJ). Mohlahlo is scheduled to participate in Stefanutti Stocks' Site Leadership Development Programme (SLDP) from September 2017.

"From a young age, I've always had a passion for engineering infrastructure and my interest in civil engineering became more pronounced in high school. By the time I reached matric I was fascinated by buildings and transport mobility, in particular transport infrastructure such as roads, highways, bridges and airports. It was therefore an easy decision to study civil engineering.

"Some of my recent career highlights include working at Stafford's post interchange (the intersection of N2 and R56 roads in KwaZulu-Natal) from January 2013 to June 2016, as well as working as a project manager for the incubator programme for small contractors in the Mbombela Municipality which saw me managing small contractors during the construction of a township road.

"Working within this joint venture is challenging as the various parties work according to different working systems and therefore it requires a more collaborative team effort to get the job done! On the other hand though, I've managed to develop fantastic interpersonal skills as I've had to work with challenging team dynamics and different cultures.

"The most valuable skills that I've gained through mentorship within construction are people skills and an ability to perform under pressure! Given the tight business environment in which construction functions, one has to create monetary value for the company, whilst delivering quality to the client. In order to achieve these project goals, people and resource management has to become a top priority!

"The best part of my job is the fact that I get to perform a dynamic function. I get to consider the various technical challenges that require

innovative problem solving, develop my people management skills and my understanding of project cost, time and quality. I am sure this will prepare me well to one day fulfil my ambition of leading the Civil Engineering Division of A Re Shomeng Holdings."

What is the one thing that you need to be successful in your industry?

"Perseverance and a never-say-die attitude! Consequently, attributes such as honesty, integrity and hard work go a long way to ensure one's success in the construction industry."

A Re Shomeng Holdings provides a range of professional services in the field of civil construction, property development and mining. It is a wholly black-owned South African independent company with 33 per cent black women ownership, and holds a BEE Level 1 rating. It is currently registered with the Construction Industry Development Board as a Grade 5 CE PE and has applied for Grade 7 CE PE based on its current completed projects.

In late 2014 the Johannesburg Development Agency (JDA) awarded the retrofit work to Rea Vaya's Bus Rapid Transport (BRT) stations in Johannesburg and Soweto to a Stefanutti Stocks Civils/A Re Shomeng Joint Venture. The project was completed in June 2015. A further BRT project to build fifteen new BRT stations in Johannesburg (sections 8 and 15) was awarded in May 2016 and is currently under construction.

A third joint venture project was undertaken for the City of Johannesburg's Housing Department, and entailed the construction of an access road, stormwater pipeline and a vehicular bridge across a river in the Elias Motsoaledi District in Soweto. The project was completed in February 2017.

Mathomomayo

is fiercely determined to grow its order book

Black-owned construction company Mathomomayo is currently undertaking a R14-million, three-kilometre road construction project, as well as running a three-year civil construction contract at the Kruger National Park. "It is very satisfying to be able to utilise the industry best-practices acquired through our collaboration and enterprise development relationship with Stefanutti Stocks, on projects that we undertake in our own capacity," says Abram Mashabela, managing member of Mathomomayo Investment Holdings. "A key aspect of the Enterprise Development Programme (EDP) is the joint venture arrangements, which see us working together right from tendering stage. The training programmes, like the Site Leadership Development Programme, that form part of the EDP are also very valuable to our growth."

A Stefanutti Stocks/Mathomomayo joint venture, where Mathomomayo is a 25% partner, is nearing completion at Medupi Power Station's Raw Water Pump Station and mini substation construction contract. "We have gained tremendous experience and, especially on the civil construction side, have been able to increase our skills through this joint venture. I particularly enjoy seeing the growth in the young talent within my organisation as they move towards achieving their full potential."

Mashabela is focusing on growing his order book, and is optimistically awaiting the award of a number of tenders. "I have set my sights on growing this company to a Level 9 contractor, in the disciplines of Civil Engineering, Building, Mechanical and Electrical Engineering," he says. "A combination of ambition, skills, and confidence in our capability keeps me motivated, and in spite of the challenges the current economic conditions pose, I remain positive."

Mathomomayo Investment Holdings was established in 1999 as an investment company and today mainly focuses on the complementary industries of construction, plant hire and security services. The group employs over 550 staff, is 100 per cent black owned and holds a BEE-Level 1 rating.

Mathomomayo Investment Holdings has participated in Stefanutti Stocks's enterprise development since 2011. When the company became a formal enterprise development partner in 2014, it was registered as a Grade 6CE PE with the Construction Industry Development Board (CIDB). In 2016, it registered as 7CE PE contractor, and has now applied for Grade 8CE PE.



Stanley Tjabadi, (pictured above right with administrator Sherly Selahle, Mathomomayo's site engineer) has entered his final year of the Stefanutti Stocks Site Leadership Development Programme (SLDP). The three-year programme was developed in-house and focuses on giving participants the competitive edge in the work place. Stanley studied civil engineering at Sekhukhune FET College C S Barlow Campus in Motetema near Groblersdal, prior to joining Mathomomayo Investment Holdings.

"I chose this career, as I love construction. As an engineer one needs to engage with everyone on the contract, know what is happening in our day-to-day work, and be able to intervene when the guys on site get stuck. Currently I am the junior engineer at the Medupi Pump Station site, and working as part of the Stefanutti Stocks/Mathomomayo joint venture project is an experience I know many people out there would give their eyeteeth for.

"On site I have learned so much about project operations, including how production, safety and quality all contribute to making a project successful. I now know how important communication is, and that there should never be a communication breakdown between different parties on site.

"We must either stick to the programme, or beat it, which makes our planning very important. It is up to management to plan, lead, organise and control the project. I've learned the benefit of planning your life, to make things easy not only for yourself, but also for those around you. Part of that planning includes keeping documents in order, so that they will not delay your hand over process.

"The SLDP has given me many valuable skills, including what needs to happen at tendering stage. I've also learned about presentation, communication and leadership skills; that safety is required to do the job, and that quality is very important in construction, even if it holds back the production team.

"At our SLDP sessions we discuss problems and challenges that everyone experiences on their sites, and even though you may not have had the same problem, you will know how to address that challenge if ever you come across it. In short this programme has the leadership tools and techniques that will build on your current strength and capabilities and make you a more competent person than before."

What is the one thing that you need to be successful in your industry?
"According to me it is public relations."

Dynamic civils contractor Ingosi

joins Stefanutti Stocks' Enterprise Development Programme

Ingosi Trading, a civil works, general construction and engineering-related services contractor, was established in 2005 by Mrs NT Siwela and Mr T Mkhize. Since its founding, the B-BBEE Level 1 company has grown slowly but steadily, earning a reputation for high-calibre staff and successful, high-quality completion on all of its projects.

The company's services include civil engineering, building, construction, earthworks, layer-works, pipe works, concrete works and brickwork. It has successfully completed contracts for construction companies, various district municipalities, the Independent Development Trust (IDT), Cedar, the Dube TradePort Corporation, as well as government departments including Housing and Transport. Some of the company's project highlights include working as a subcontractor on the King Shaka International Airport development, as well as in the capacity of a joint venture partner on the Bus Rapid Transit (BRT) project in Pinetown.

Ingosi employs a staff contingent of 50 people, including nine office-based, and 41 operational staff. "When we open companies like this, we take our responsibility towards our families, as well as to our staff and their families very seriously," says Lindani Siwela, who manages operations for Ingosi Trading. "If every one of our employees has to look after a family of four, this would mean that we currently impact about 200 individuals - I'd like to see that number grow."

Siwela started his career in construction as a civil engineering technician for Stocks & Stocks in the late 1990s. "I had studied a national diploma in civil engineering, completed my in-service training, took a number of short courses, and gained experience by working in the sector," he says. "There is really nothing else that I know except construction, and when we decided to start a construction company, I thought I had nothing to lose. A major motivator was definitely the

opportunity to create employment, and should our endeavour fail, I could always go back to being an employed individual." Twelve years down the line the risk seems to have paid off.

Ingosi Trading's first contract for Stefanutti Stocks Coastal was in 2015, when it was the earthworks subcontractor for the 7.1-kilometre long uThongathi Emergency Pipeline. Following this project, the company again worked for Stefanutti Stocks on the Usuthu Water Treatment Works where it mainly carried out earthworks. The project contracts director, Benny Howard, noticed the company's work ethic and commitment to project delivery. In 2017, he enquired whether they would be interested in joining Stefanutti Stocks' Enterprise Development Programme as an enterprise development partner to Stefanutti Stocks Coastal.

The access to industry knowledge, proven systems and procedures, as well as the prospect of project collaboration with Stefanutti Stocks, presented an attractive opportunity to the contractor. Getting the company to the point where its continued growth is not tied to one or two individuals within the organisation, and to where opportunities exist for more shareholders, is part of Ingosi's aspirations. "Our dream is to build a legacy, so that one day when we're old and retired, we can look back at what we have achieved, and be proud of the impact and growth we have been part of," says Siwela.

Howard is looking forward to working more closely with Ingosi Trading. "I'm very excited about seeing our enterprise development relationship bearing fruit," says Howard. "Lindani is motivated to grow Ingosi, and determined to make a success of every project the company touches. Another strength is that he is not adverse to taking on challenging projects."

Currently Stefanutti Stocks is awaiting the award of two projects that would see the two companies working together.



Pictured outside the Stefanutti Stocks Coastal offices in Pinetown, KwaZulu-Natal are (from left to right): Benny Howard (Stefanutti Stocks contracts director) with Mrs NT Siwela and Lindani Siwela, both from Ingosi Trading.

'Africa Steel Holdings' Iron Lady

aims to shake up the industry

Founder and director of Africa Steel Holdings Mayleen Kyster at the RSC Avelo premises in Roodepoort, Gauteng.

In June 2014 Africa Steel Holdings (ASH) founder and director Mayleen Kyster registered ASH as the first 100% black woman, and 100% black youth-owned steel enterprise in South Africa.

A year later, after successfully landing a number of orders and executing two large energy projects, the ambitious entrepreneur joined forces with reinforcing steel multinational Reinforcing Steel Contractors (RSC). It was here that she was introduced to Dorothy Mokgadi and Nkhola Komape. Mokgadi owns a rebar fixing business, while Komape boasts more than 30 years of production experience. The business, called RSC Avelo, has grown into a household name in the rebar fraternity and executes projects across South Africa.

Kyster says that the steel industry chose her, and that her love for the commodity was sparked during an internship at the steel mill in Vanderbijlpark almost fifteen years ago. "In the third year of my B-Comm Accounting degree at the University of Witwatersrand I applied to do my articles at one of the big four auditing firms," says Kyster. "At the same time the steel mill in Vanderbijlpark, ArcelorMittal South Africa (AMSA) was running a graduate programme, and, together with about three hundred other applicants, I grudgingly applied as a back up plan." AMSA was quick on the uptake and so Kyster, together with only six other successful candidates, began her journey through the business of steel-making, sales & marketing and steel delivery.

"Ten years later, with the employment, business, political and social landscapes lining up and encouraging me to be bold, it seems as though fate once again guided me - this time into to pursue entrepreneurship," says Kyster.

Kyster named her company Africa Steel Holdings in line with her vision that ASH will become a significant player on the African Continent, as well as in the Steel (metals and mining) industry.

Her vision includes building ASH into a diversified boutique and value-adding investment holding company that owns and manages industrial plant and assets.

The rebar business currently employs 25 people on a full-time basis, with at least two to three 10-person strong fixing teams busy at various sites fixing steel. ASH is a partner in a state-of-the art roof bolt manufacturing facility in Olifantsfontein, and also trades in structural steel and pipe. It has successfully delivered steel to a number of major energy, water, transport infrastructure and building projects, with plans to expand supply into the mining sector.

"Our sector currently has a high production capacity due to low demand and international competition making trading very tough," says Kyster. "As a high volume, low margin business we need to be creative and explore ways in which we can secure more work and business opportunities." Although B-BBEE creates a great opportunity for Black, woman and youth-owned

entities, the tight margins and expectations to compete with big business on the same level, places smaller companies at a disadvantage. "We do not have the economies of scale - such as settlement, volumetric discounts and discounts for cash up front transactions - that big businesses, with their large buying power are afforded," explains Kyster.

ASH's association with Stefanutti Stocks Geotechnical came as a result of the company being one of forty woman-owned companies that were selected by the South African Department of Water & Sanitation as potential candidates for its entrepreneurship incubator programme. The department selected these forty 100% woman-owned enterprises, based on the fact that they had what it takes to deliver on projects, but did not have the resources or access to projects to allow them to grow. "What attracted me to Stefanutti Stocks was that their presentation to the forty companies showed what they had already achieved, rather than what they said they could do," says Kyster, "I was also drawn to the fact that it is a well-positioned group, but slightly understated."

In terms of ASH's expectations of the enterprise development relationship Kyster hopes that one day this will result in joint venture partnerships where ASH would be on site, and responsible for its area of expertise and that the value of work will result in the company growing into a CIDB 9 contractor for steel installations.

Kyster says that an enterprise development partnership like the one with Stefanutti Stocks Geotechnical might have come in handy during the foundation stages of ASH. "When I first started the company I understood the product and the market, but was not prepared for the strain on my resources, the sweat equity required, as well as the financial insecurity," She continues, saying that during the establishment stage of the business a mentorship and development relationship that prepares one for business and capacitates a business in the industry is an incredible help. Now that she has achieved some stability, she is determined to use her experience to fill that mentorship space for others, in particular young woman, at the beginning of their careers.

Mentors from Stefanutti Stocks Geotechnical include managing director Shaun Butler, and commercial director Tiaan Erasmus. A needs analysis, that has highlighted development areas where ASH can benefit from their input and assistance, has been conducted, and the enterprise development will focus mainly on the identified needs, with the objective of assisting ASH to become a sustainable business, and a key player in the supply and installation of steel products.

"Right now, what is most important to me, is that we have an audience," says Kyster. "We have already been asked by Stefanutti Stocks to quote on a number of projects and I'm looking forward to securing work, and reinforcing our capability by delivering quality steel in our customary professional way."

The HardHat Professional

community gains traction

The latest organisation to join the Stefanutti Stocks Enterprise Development Programme, as a partner to the Mechanical & Electrical business unit is The HardHat Professional. This professional networking platform was established by seasoned civil engineering professional Thami Mthethwa in 2016. "My objective is to create a professional networking platform, along the lines of LinkedIn, but niche, where professionals or potential entrants into the industry can engage with one another," says Mthethwa. He continues, saying that the platform must have a reputation for quality information and the conversations will remain industry related or relevant. It will also be a platform where experience meets enthusiasm, and he envisages that mentorship opportunities will play a large part in sharing the passion for the built environment across all ages and demographics.

Mthethwa's 20 plus years of experience in the industry, as a construction professional and a recruitment specialist, has allowed him to gain remarkable insight into, and understanding of, the South African built environment, and its contribution to society and the economy. His stated vision for the platform is that it becomes a preferred source of information for Construction and Built Environment Professionals in Africa.

"The last twelve months has seen us proving the concept, and now that we know there is a market for this, we'd like to take it further," explains Mthethwa. One of the goals for the next twelve months is getting 10 000 visitors a month on the website. "We also want to convert the website into an app, as we find that our topics start conversations on social media platforms, and we'd like to bring these all together, so that people can benefit from the conversation threads and add value through their comments."

Monetising the app will follow, and this can be done through showcasing brands, offering continuous professional development points, and companies could showcase their vacancies, bursaries, apprenticeships, internships and so forth.

"We are selling ourselves as a resource to the industry," concludes Mthethwa. "Our objective is to build a community of construction and built-environment professionals by creating content that promotes the industry to aspiring professionals, that creates conversations amongst professionals and their peers, and gives them information on industry-related matters that will affect their career choices going forward. This is something which is new to our industry, and will certainly benefit the industry at large."

What is The HardHat Professional?

It is an online platform where Construction and Built-Environment Professionals engage and share issues relating to their industry.

The HardHat Professional's mission is to build an online community of Construction and Built Environment Professionals by creating content that:

- Promotes the industry to aspiring Hardhat Professionals;
- Equips Hardhat Professionals with information that helps them make informed career decisions; and
- Inspires Hardhat Professionals to share opinions, knowledge and to engage in conversations that will positively influence the industry.



Vince Olley (pictured on the right) managing director of the Mechanical & Electrical business unit welcomes Thami Mthethwa to the Stefanutti Stocks Enterprise Development Programme.

CivEng Construction

welcomes potential exposure to large contracts



CivEng Construction managing director Ruben Govender (right) and Stefanutti Stocks Civils contracts director Francois Vermeulen discuss joint venture opportunities.

CivEng Construction (Pty) Ltd is a fully black-owned construction company, with a Level One BEE contribution rating, and CIDB (Construction Industry and Development Board) gradings of 6 CE PE (Civil Engineering) and 2 GB PE (General Building). Its managing director, Ruben Govender, and operations director, Yogen Govender, formed the company in 2006 and have focused mainly on undertaking civil roads, earthworks and dams contracts for both the public and private sector. CivEng currently employs 17 people on a permanent basis, with a labour force that fluctuates between 20 to 50 people, depending on its order book and site requirements.

Prior to CivEng joining Stefanutti Stocks' Enterprise Development (ED) Programme in March 2017 the two companies have worked together on two of Stefanutti Stocks joint ventures with existing ED partners - Mathomomayo Investment Holdings (at the Medupi Raw Water Pump Station), as well as Axsys Projects¹ (at Zuikerbosch Sedimentation Plant). CivEng undertook the earthworks scope of work on both these projects.

"Our comprehensive civils portfolio is quite broad and covers concrete and asphalt roads, kerbing, culverts, bridges, dams, sewerage and water installations..." explains managing director Ruben Govender. "I'm a firm believer that construction happens in the field, and both my business partner and I spend the majority of our time on site. This means that we have regular contact and can build relationships with our employees and our clients, which is a vital part of the way we do business."

Govender worked his way up the corporate ladder over a period of 25 years, and in 2006 found himself as alternate director of the WBHO earthworks division. The decision to go out on his own was motivated to a large extent by his desire to work within a smaller environment, in which he would be able to be more agile, and quicker to make decisions affecting his company and employees. "The construction environment is difficult and in the current climate perhaps not as attractive to new entrants. The margins are small, it's harder to make a profit, and somehow the fun I used to experience had gone out of the job. I was determined to bring fun back to construction."

He continues, saying that he is aware that CivEng cannot solve the unemployment of the country, however if they can keep a number of people gainfully employed, and are successful in their succession planning, then they are making their mark. "Our industry does have the capacity to employ large numbers of people. The more work we get, the more people we employ - it's simple maths. Unfortunately, right now, factors beyond our control are stunting this growth."

His expectations of the enterprise development relationship with Stefanutti Stocks include giving his employees exposure to bigger contracts, and subsequently more experience and additional skills that will support further growth.

The two companies have priced on a number of tenders in joint venture, and were recently awarded the R200-million earthworks and civils construction contract for conveyors and a stockyard by Exxaro Coal for its Grootegeluk Coal Mine GG6 Expansion Project.

¹ Axsys Projects has since moved out of the ED programme and is now a Voluntary Rebuild Programme (VRP) partner

Contractor Development Programme

has more muscle than ever after three years

Stefanutti Stocks Roads, Pipelines & Mining Services Contractor Development Programme is currently in its third year, and with close to 20 emerging enterprises participating, it is still going strong. This development programme focuses on transferring skills to emerging enterprises that are in an existing or potentially synergistic relationship with Stefanutti Stocks - either in the role of supplier or as a subcontractor.

Knowledge on a range of topics selected by the enterprises (from 100 potential topics) is transferred via monthly lectures by subject matter experts, and is supported by identified mentors. In particular, attention is given to knowledge with regard to three areas identified during a needs analysis - where participants need to improve their business.

The programme was introduced following the success of the Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI) which ran from 2014 to February 2016. During this public-private training initiative Stefanutti Stocks' mentors became aware of the alarming gaps in knowledge with regard to technical aspects required in a construction business. "In many cases this lack of knowledge has resulted in contractors undertaking loss-making contracts," says Andrew Hewitt, director for Stefanutti Stocks Roads, Earthworks & Pipelines. "We felt it was important to share industry best-practices through workshops and mentorship. This format also gives participants the opportunity to access ongoing support from subject matter experts and mentors from within Stefanutti Stocks as well as providing networking opportunities with other emerging contractors on the programme."

In 2016, six black-owned enterprises that met the criteria (which included being a legal entity, wholly black-owned with three or more employees and holding a CIDB grading of at least three) were selected to participate in the programme which ran from April 2016 to February 2017.

The 2017 programme commenced in April 2017, and will run until February 2018. Numerous participants from 18 black-owned

enterprises attend the monthly workshops and lectures. These enterprises are encouraged to attend all the lectures, but attendance is not compulsory. "To ensure that knowledge has been transferred, we require each enterprise that attends a lecture, to complete an assignment by implementing a change from an aspect they have learned during the lecture into their business," explains Hewitt. Documentary proof is provided to the mentor to assess whether the enterprise representative has grasped the topic.

The programme reflects the typical standards that can be found in medium and large construction companies. Although some of the topics have been covered in previous programmes, the lectures have been modified to simplify some topics, which are being presented in bite sized portions that are far easier to understand and implement. "Attendance this year has been good, and participation during the lectures by the enterprises indicates an eagerness to learn and improve," says Hewitt.

The Construction Charter specifies that the following requirements must be met (to qualify as enterprise development) and hence form part of the scope of the programme:

- An agreement of structured co-operation and assistance, signed by both parties.
- The Developing Company must be a legal entity, black-owned with three or more employees
- A Needs Analysis must be conducted.
- A development programme with milestones must be generated.
- Resources must be allocated to the programme.
- A Development Champion must be identified and appointed.
- A portfolio of evidence of skills transfer must be provided at the conclusion of the programme.

One of the recent workshop sessions, held at the Stefanutti Stocks training facility in Chloorkop presented by Stefanutti Stocks' directors Andy Kaufman and Kaizars Mfuneli. The topics included the General Conditions of Contract as well as identifying major clauses.



Monitoring cash flow assists Megaphase's growth

Megaphase Road Marking and Traffic Signs (Pty) Ltd undertakes subcontracts for Stefanutti Stocks Roads, Earthworks & Pipelines, and has been participating in the Contractor Development Programme (CDP) since 2016. The company was first established in 2009 and manufactures signage (road, safety, direction and commercial), and supplies furniture and ancillaries (road-marking paint, road cones, delineators and guardrails, galvanised and timber poles, paint and solvents, protective/safety clothing as well as industrial safety harnesses). In addition to supplying the above it undertakes road maintenance, road marking, car branding, general branding as well as the installation of guard rails.



Standing in front of one of the signboards that will be erected at Stefanutti Stocks Coastal's KwaMashu site, are from left to right Walter Dladla (financial director for Megaphase Road Marking and Traffic Signs), Muhammad Naeem Khan (Stefanutti Stocks Coastal site agent) and Pearl Ngubane (marketing manager for Megaphase Road Marking and Traffic Signs).

Managing director, *Nokuthula Dladla*, answered the following questions.

Has your participation in the CDP influenced the way you do business?

"Yes. Previously I did not have sufficient knowledge on cash flow. Following the CDP, we monitor the cash coming in from clients who are buying our services and products, as well as the cash going out of the business in the form of payments for our daily expenses, like rent, telephone bills and so forth."

What is the most valuable aspect you are taking away from the sessions?

"A tender document is a binding contract, thus it needs to be read, understood and researched before being completed and submitted. This document can result in your being awarded the project, or losing it, thus requires full concentration, and must be given the requisite time to complete it comprehensively and knowledgeably."

Are you currently undertaking any projects with Stefanutti Stocks?

"We are currently supplying and installing road signs and road markings for the Dumisani Makhaya roads contract, being undertaken by Stefanutti Stocks for eThekweni Phase 3 in Durban."

Have you experienced any recent setbacks?

"Yes, delays in payments by our other clients affect our cash flow."

What has been a highlight over the past 10 months?

"Megaphase Road Marking and Traffic Signs has been in business since 2009. These past ten months we have seen great changes,

because of the Contractor Development Programme. We are very grateful to Stefanutti Stocks for giving us this opportunity - it was much needed.

The programme has really assisted the growth of our company, we have managed to separate the manufacturing and construction. Through the programme we saw the need to employ an engineer in January 2017, and he is also attending the programme. And as said before, we now also have knowledge of cash flow."

What is the one thing that you believe is necessary to succeed in this business?

"It relates to proper planning and providing quality products."

What is the one thing that motivates you, on a daily basis?

"It is our growth, setting targets, increasing cash flow, as well as my new-found confidence since starting the programme."

What would you like to know more about, or further develop your understanding of?

"I'd like to gain more knowledge on oversight of our daily performance and daily productivity."

Any other thoughts you would like to add?

The Contractor Development Programme has really assisted the growth of our company. If we could gain more practical experience, through subcontracting to Stefanutti Stocks, we would be able to apply the knowledge gained, and be rated on our performances.



Different generations of the Stefanutti Stocks Building Western Cape 'Dream Team' standing on the hardstand at the new Shoprite Cilmor Distribution Centre in Brackenfell. From left to right are Jayson Adams (intern), Tiaan van der Merwe (intern), Vuyo Xintolo (site agent), Celine Jacobs, Simbulele Lunguza and Masanda Gadini (all three in Phase 1 of the Go for Gold Programme), Miguel Simons (intern) and Donny Peterson (commercial director).



Skills
Development

Construction Management Programme (CMP)

is the finishing school of construction industry leaders

Many of today's most influential and successful South African construction industry leaders (consultants, clients and contractors) have attended the Construction Management Programme (CMP), a four-week intensive course that is presented by the University of Stellenbosch. Past attendees include current Stefanutti Stocks CEO Willie Meyburgh, a number of the company's directors such as Werner Jerling (Structures managing director), Ian Ferguson (Mining Services managing director), Matthew Horwill (Coastal managing director) as well as many contract directors.

2017 saw four senior management employees from across the group participate in the programme, including Donny Petersen (Buildings Western Cape), Eric Mkhungo (Civils), Craig Bowles and Mcebisi Kleinbooï, both from the Roads, Pipelines & Earthworks division.

The CMP, a joint initiative of three universities - Cape Town, Witwatersrand and Stellenbosch - is hosted by the Department of Civil Engineering at the University of Stellenbosch. It plays an important role in preparing current and future construction leaders to address the changing work environment, including new technologies, new cultural scenarios, globalisation and the political environment of the future. The lecturers who present topics are all high-powered, industry and academic experts, both from South Africa and abroad.

A key objective of the programme is to facilitate an improved understanding between all participants in the construction process, with the aim of mutual collaboration in order to achieve a more integrated delivery system.

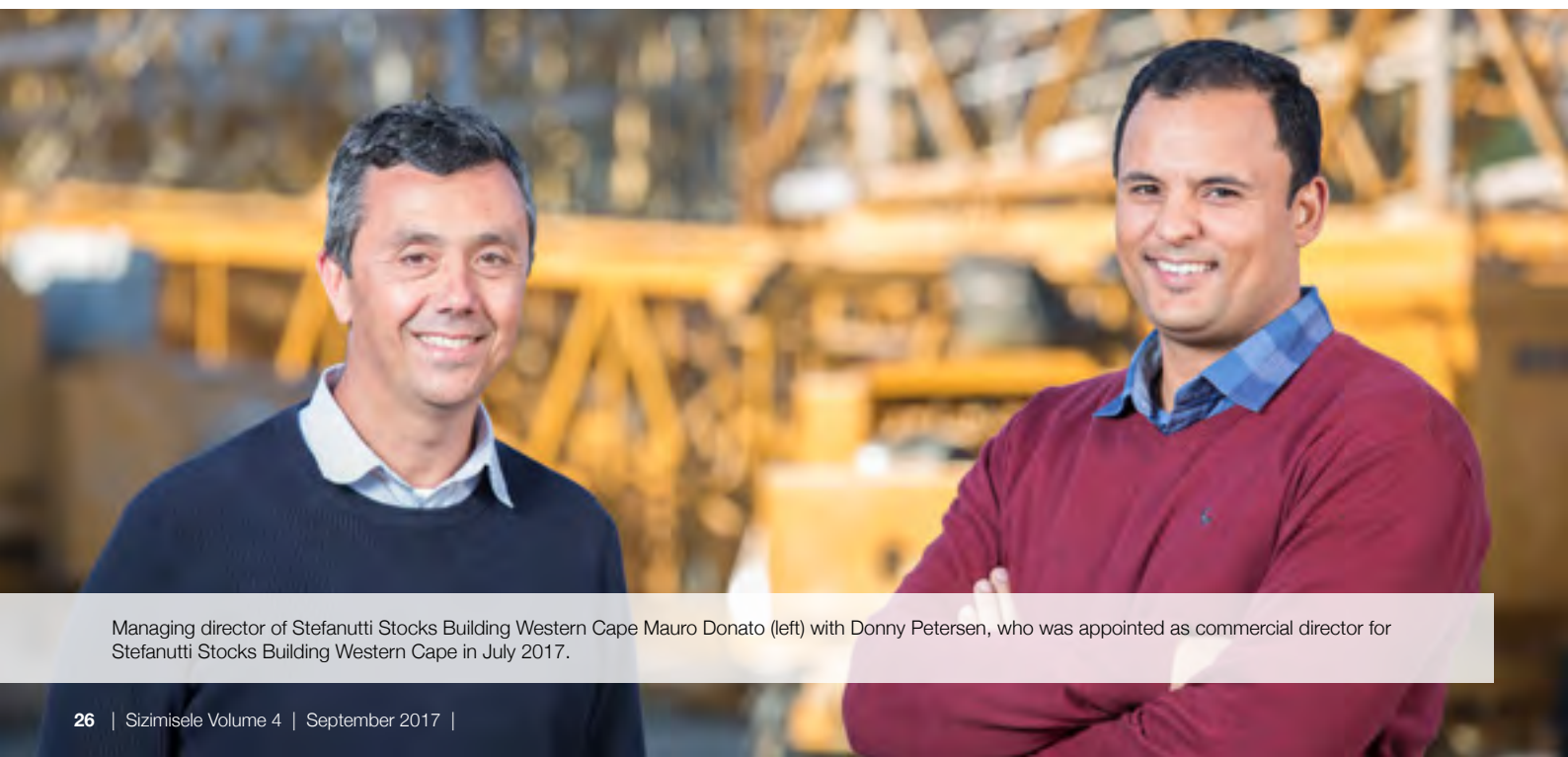
The programme focuses on building capacity in the construction sector while at the same time aiming to establish an understanding of the needs of customers and clients, with the purpose of improving both the delivery process and the products of the industry for greater customer satisfaction.

Delegates are totally immersed in an intensive learning environment, for a period of four weeks during which they are exposed to the

very latest theories, tools and techniques in all aspects of business management. Whilst reviewing the construction environment and developing a strategic mind-set, delegates are confronted with a number of unique and potentially challenging problems that confront the industry as a whole including global competition, rapidly changing technology and the demand on capacity. Many scenarios require team work, with up to seven members per team often working into the night collaborating and finding solutions.

Past Stefanutti Stocks alumni Werner Jerling and Ian Ferguson are passionate about skills transfer in the industry, and are both on the steering committee of the programme. "The CMP is a high-level course that has almost become a rite of passage in the industry, with many delegates being directors or about to be appointed as directors," says Ferguson. "It presents participants with a huge learning opportunity, but requires them to be away from work and home for four weeks, and to commit to a lot of hard work and late nights. If you are going to make this sacrifice, then it needs to be for more than a whole lot of short courses, and the CMP is that - it is something special that we do once in our careers and remember forever."

Jerling, who lectures towards the end of each CMP, sees the programme as the ultimate finishing school for South African construction professionals. "In my opinion, this programme pushes people to dig deeper, and to realise their full potential. And once you graduate, you should be delivering nothing less than excellence."



Managing director of Stefanutti Stocks Building Western Cape Mauro Donato (left) with Donny Petersen, who was appointed as commercial director for Stefanutti Stocks Building Western Cape in July 2017.

Eric Mkhungo, is a contracts manager for Stefanutti Stocks Civils, currently based at the Medupi Raw Water Pump station, which is a joint venture between Stefanutti Stocks Civils and its enterprise development partner Mathomomayo Holdings Limited. He also attended the 2017 CMP, and this is what he had to say:

"Previous CMP attendees from our group have spoken highly of the programme, saying that it changes how one thinks and approaches various day-to-day tasks within our industry. Based on this, my expectations of the programme leaned more towards further expanding on engineering insights and executing work on site - but this was not the case at all. The CMP was equipping us with upper management skills, and the ability to financially manage a project as a standalone business, including managing resources and clients requirements. It focused on being innovative and creative in finding new ways to execute work faster, safer and more cost-effectively without compromising on quality and project specifications. I found the CMP very informative. It taught us to manage time and stay focused, even when under great pressure."



Stefanutti Stocks Civils contracts manager Eric Mkhungo (far left), Stefanutti Stocks Civils site agent Hendrik Moller (middle) and Abram Mashabela, managing member of Mathomomayo Investment Holdings (far right) review drawings on site at the Medupi Raw Water Pump Station joint venture project in Lephalale.

Donny Petersen (pictured on the adjacent page), recently appointed commercial director at Stefanutti Stocks Building Western Cape attended the 2017 CMP. This is what he had to say:

"It was a challenging, yet very rewarding experience. Our group comprised of 38 candidates, ranging from engineers, builders, project managers, as well as representatives from client bodies, all of who have extensive experience within the construction industry. The programme is structured to develop an individual within their organisation, as well as expose them to research and development within the construction industry. The candidates held strong opinions, and an agreement on any topic took hours of debating before consensus was reached.

"The four weeks of the CMP were marked by constant pressure, and an incredible tempo. Once I realised that we were all out of our comfort zones, feeling stressed and being pushed to our limits (both mentally and physically) I began to feel a little less out of my depth.

"I understand now that one of the course's purposes is to measure your thinking when you are stressed, overloaded and disengaged. This CMP really brought me down to earth. It identifies your weaknesses and once you've completed the full four weeks, you know exactly what you need to work on.

"When I got back, I now knew how little I knew, and knowing your shortfalls is not easy. I am however very glad that I did the CMP -

it has broadened my mind, and will help me to do business better. A very interesting aspect was the discussions on the various risks we are exposed to in the construction environment, in particular the conversations I had with my Stefanutti Stocks colleagues in the Civils and in the Roads, Earthworks & Pipelines division, that illustrated just how vastly different our risks are.

"My role as the commercial director still feels very new. I realise I still have a lot to learn, and thankfully I am still young. I am also surrounded with strong mentors on whom I can always rely on for support. One of my strengths is a strong connection to our people on site, and I believe I can also represent an operational viewpoint, and with this a fresh perspective on new ideas."

Stefanutti Stocks Building Western Cape managing director and Donny's mentor, Mauro Donato says that Donny's hands-on approach has seen him work his way up through the ranks. "He's excelled at every task that we've ever given him, and we have a lot of faith in him. I'm looking forward to seeing him grow more comfortable in this well-deserved position."

Stefanutti Stocks Training Academy sees group's

resources integrated under one banner

Over the next year Stefanutti Stocks will be to integrating its various training centres and departments, to fall under one banner, and operate as satellite campuses to the main Stefanutti Stocks Training Academy. "Training and skills development is a key area within which we can influence the continuity of our high level of service and quality, as well as to ensure that knowledge sharing takes place across our entire organisation," says Stefanutti Stocks Group HR executive Mike Sikhakhane. "The Stefanutti Stocks Training Academy will help us to better utilise our existing resources and training initiatives, and ensure that we offer standardised, high-calibre skills training programmes and industry qualifications."

Stefanutti Stocks Academy

The Academy will include the Protec Park Campus managed by Roads, Pipelines & Mining Services and the Olifantsfontein Campus, managed by Structrues & Building business units.

The Protec Park Campus manages and runs core skills development programmes such as the apprenticeship training for diesel mechanics, earthmoving machinery equipment mechanic (EMEM) and automotive electricians (AE). This campus also oversees site-based training such as community operator training initiatives as well as slimes reclamation and tailings dam operations training (see article page 39).

The two mobile simulators that are also managed by the Protec Park Campus, and mobilised to locations across South Africa as well as in Africa are used for pre-recruitment, competency testing as well as operator simulator training.

The Olifantsfontein Campus offers both practical and theoretical training, with a course catalogue that includes:

- Site Leadership Development Programme (SLDP);
- Skills training, including:
- Solid Foundations,
- Concrete 1,
- Reinforcing (launched late 2015),
- Formwork 1 (launched in August 2016),
- Fire Awareness (available late 2017),
- Confined Space (available late 2017),
- Concrete 2 (as of 2018), and
- Formwork 2 (as of 2018).

"Achieving our group's mission of 'excellence in execution' is driven by our employees' engagement, their capability, skills, knowledge and of course by their pride - in what they do, and who they work for," concludes Sikhakhane.



A theoretical session underway at the Olifantsfontein Campus.



Apprentices at work at the Protec Park Campus.



One of the Stefanutti Stocks mobile simulators.

SS Construções (Moç) Lda

training department promotes culture of quality and safety

SS Construções (Moç) Lda Skills Development initiatives include internal and external training programmes, internships, training partnerships with TJEKA, as well as participation in Stefanutti Stocks group skills development initiatives including the Site Leadership Development Programme (SLDP).

Bursaries & Internships

Since 2015 SS Construções has supported over 20 civil engineering students and graduates from Eduardo Mondlane University (UEM), providing them with bursaries and work experience requirements.

Skills Development Centre

The company launched its training facility in February 2011 at its Zimpeto main yard which adjoins its head office. The M318 Edifício 24 site was used as a pilot project, and a group of 12 candidates were selected to receive formwork carpenter training. The two-week training initiative was presented by SS Construções (Moç) training co-ordinator Jose Manuel, and was received well by participants, all of whom successfully completed their training requirements. Today, the comprehensive range of courses offered cover block laying, formwork carpenter, concreting, steel fixing, scaffolding, power hand tools, machine operating, and working at heights.

"The reason we established an internal training department was so that we could train and standardise our methods of working according to the Stefanutti Stocks standards," explains Manuel. "Specifically we wanted to ensure that we would consistently offer the high quality required by our clients, and at the same time ensure that our productivity and production levels remained efficient and effective. Our mission is to develop an exceptional workforce and to be known for the quality infrastructure we construct."

Manuel continues, saying that the training department assists the human resources (HR) department in the selection of candidates for projects. Prior to be selected to work on a site, candidates who meet the requirements will participate in, for example, a three day scaffolding course (theory and practice). Following their successful post training assessment, they are then sent back to HR to complete their recruitment procedures, before reporting to work on a construction site. The quality of sub-contractor work in the local market is in fact a big challenge in Mozambique. In order not to compromise the quality of its projects, SS Construções (Moç) decided to provide training in industry best practices as well as adopting a more professional approach to its subcontractors.

"We often provide training to our subcontractors workforce to ensure that they too can improve their skills and produce workmanship in line with the quality, health, safety and environmental requirements expected on professional construction sites, such as ours," says Manuel.

Training Methodology & Partnerships

The adopted training methodology is based on South African standards such as SAQA and CETA. The company has formed training partnerships with TJEKA Training Matters and over a period of two years its junior staff attended quarterly training sessions. These sessions take place in South Africa.

All training is offered by qualified advisors who have considerable experience within civil construction.

"We are very proud to promote the Stefanutti Stocks value of professionalism through our training, and our results in terms of quality and safety speak for themselves," concludes Manuel. "We have a very low lost time injury free rate and the quality and the quality of our workmanship is constantly complimented by our happy clients!"



"Our mission is to develop an exceptional workforce and to be known for the quality infrastructure we construct," says SS Construes (Moç) training co-ordinator Jose Manuel. Pictured above are two of the training sessions (one practical and one theoretical) held at the Zimpeto main yard.

Back-to-Basics in Zambia

promotes flawless execution

Across the Stefanutti Stocks group the plant and equipment fleets are considered the pride of each division. The Back-to-Basics training is a Roads, Pipelines & Mining Services training initiative that looks at the application, maintenance and running costs of plant as well as focusing on efficient production and the correct utilisation of high-value machinery on construction sites. The training is aimed at management level.

Initially, when the programme was rolled-out in 2014, the training was introduced as a one-day intensive lecture-based training course with a live demo portion. In 2017 the training programme was restructured to be more site centric, less intensive, and run over three days as detailed below.

Day 1

- Site visit and observations, including an audit of load and dump areas, haul roads and access points.
- Senior site management is involved in an initial meeting. Junior management is not alerted, as the site needs to operate as it would normally.

Day 2

- Classroom session consisting of three modules during which photographs, videos and statistics from the site visit are presented to demonstrate the concepts within the course, for example good and bad practices.
- The focus of the course is improvement and not criticism. Attendees are asked for input and to discuss possible outcomes.

Day 3

- Post training site visit to apply any changes and improvement to the site with the help of the management who attended the training.

In May 2017 trainer Pete Walters (from LinkPin Enterprises) and Eric Blom, director of the RPM plant division travelled to Zambia to present the first revised training programme.

The first afternoon was spent visiting the borrow pits where the production loading was taking place with a fleet of brand new Caterpillar trucks and excavators. The practices being applied were monitored and a "time & motion study" to measure the productivity of the operation, was conducted. "We took time to drive the haul road to see how well built and maintained it was," explains Walters, "and recorded all the information to be used in our classroom session the next day."

The following morning further investigations were undertaken including riding in the training seat of one of the trucks to see how the route is experienced by the operator and machine. This experience was recorded on video to be shared with the management in later discussions.

In the afternoon, a three-hour classroom session included some of the following topics:

- Plant rates: How are internal plant rental rates calculated? How does the nature of the operation affect the plant rental rate? How does one keep the rates low?
- Application: What is application? Why is it important to understand this concept? What are the typical mistakes people make?
- Production: How are production rates measured? How can they be improved? How is production on-the-job estimated?
- Equipment application: How does one use machines correctly in terms of their design parameters while obtaining maximum production for each type of product
- Site set-up: Why is it important to plan the site? How can this help? What happens when one fails to plan?

"Specific information from the site was presented to highlight each of the topics whether the operations were using good or bad practice, and how one could improve on these, and apply changes" says Blom.

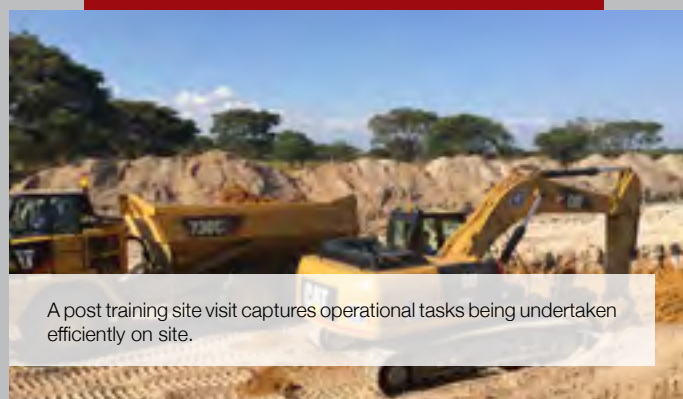
Attendees agreed that many of the aspects discussed were on topics that are often taken for granted. Basics are overlooked when a site challenge seems complex, because the details are not always analysed or they seem too difficult to comprehend. "Sometimes doing the basics right means investing a little more upfront, which can be difficult to justify on a new job or site," explains Walters. "Essentially, these Back-to-Basics reminders and tips are an excellent way to keep focus on the plant and the best way to get the task done efficiently."



Pete Walters from LinkPin Enterprises with Jerome Christian, RPMs engineering manager, review the Back-to-Basics hand book.



Pete Walters presents a classroom session to management in Zambia.



A post training site visit captures operational tasks being undertaken efficiently on site.

In-service students gather

work experience on high-profile building sites



Three of Stefanutti Stocks Building Western Cape's six in-service students photographed at the new, hi-tech Shoprite Cilmor Distribution Centre in Cape Town. From left to right are Jayson Adams, Tiaan van der Merwe and Miguel Simons.

During 2017 the Western Cape Building division is hosting six students for their work-based experience year. The in-service students are all from the Cape Peninsula University of Technology where they are studying for National Diplomas in Construction Management. The six have been placed at the division's sites across Cape Town, where they are being mentored by experienced construction professionals and include Miguel Simons (based at La Piazza), Leon Pretorius and Keauno Jacobs (based at Paardevlei), Jayson Adams (based at Shoprite Distribution Centre), Tiaan van der Merwe (based at Shoprite Cilmor Phase 2) and Asanda Mbuli (based at Woolworths DC).

"At the end of the year the students are invited to do a formal presentation, to the Stefanutti Stocks directors. They present what they have learned during the year, both from a construction side, as well as a quantity surveying point of view", says Stefanutti Stocks Building Western Cape HR manager Kaamilah Finch.

Currently Stefanutti Stocks Western Cape has three bursars, two of whom are in their third year and one female student Anela Piliso who is completing her BTech in Construction Management.

Three in-service students share their thoughts on their work experience so far:

"We get a lot of exposure to many different things on site, and putting our course theory into practice really improves our understanding of concepts. To be honest, I don't see it as work, as I'm motivated to come in and learn as much as I can. It was phenomenal seeing the tilt-up columns going up at the distribution centre. An important thing I have learned is that in this industry you don't procrastinate. You need to do things according to a programme, and can't push it out until tomorrow, as you sometimes do at varsity." **Jayson Adams**

"The internship really broadens your knowledge especially as Stefanutti Stocks has split the year into two six-month programmes that cover the construction management as well as the quantity surveying side. The experience I'm gaining here will take me a long way. I've learned that it is important to foster good relationships with everyone you work with, because you can't erect a building by yourself!" **Tiaan van der Merwe**

"I've learned so much in the past two years and have been fortunate to work on a number of sites, including at the Greenfields Industrial Park near the Cape Town International Airport where I was mentored by commercial director Donny Peterson in 2015. I was also here at the Cilmor project when it started and it was great to see the tilt-up system being used - it really is quite an iconic building. A highlight of the in-service experience for me is the technical knowledge I gain from being on site, as well as learning how good communication skills are the key to being successful." **Miguel Simons**

Teaching forms valuable

part of industry learning curve



Ricky Ludick's introduction to construction came at an early age (his father was employed by Stocks & Stocks Housing), however he chose to follow the vocation of teaching after school. One day while visiting his father in hospital, Ricky met his father's contracts director, Ernie du Toit. This meeting was the catalyst in a chain of events that led to Ricky leaving the teaching profession to study a BTech in Construction and embark on a career in construction....a journey that he is still passionate about today. "I have never regretted my decision to leave teaching and start working in this industry, however it has seldom been plain sailing," says Ludick, who is now a contracts director for the Stefanutti Stocks Building division, looking after multiple social housing development contracts.

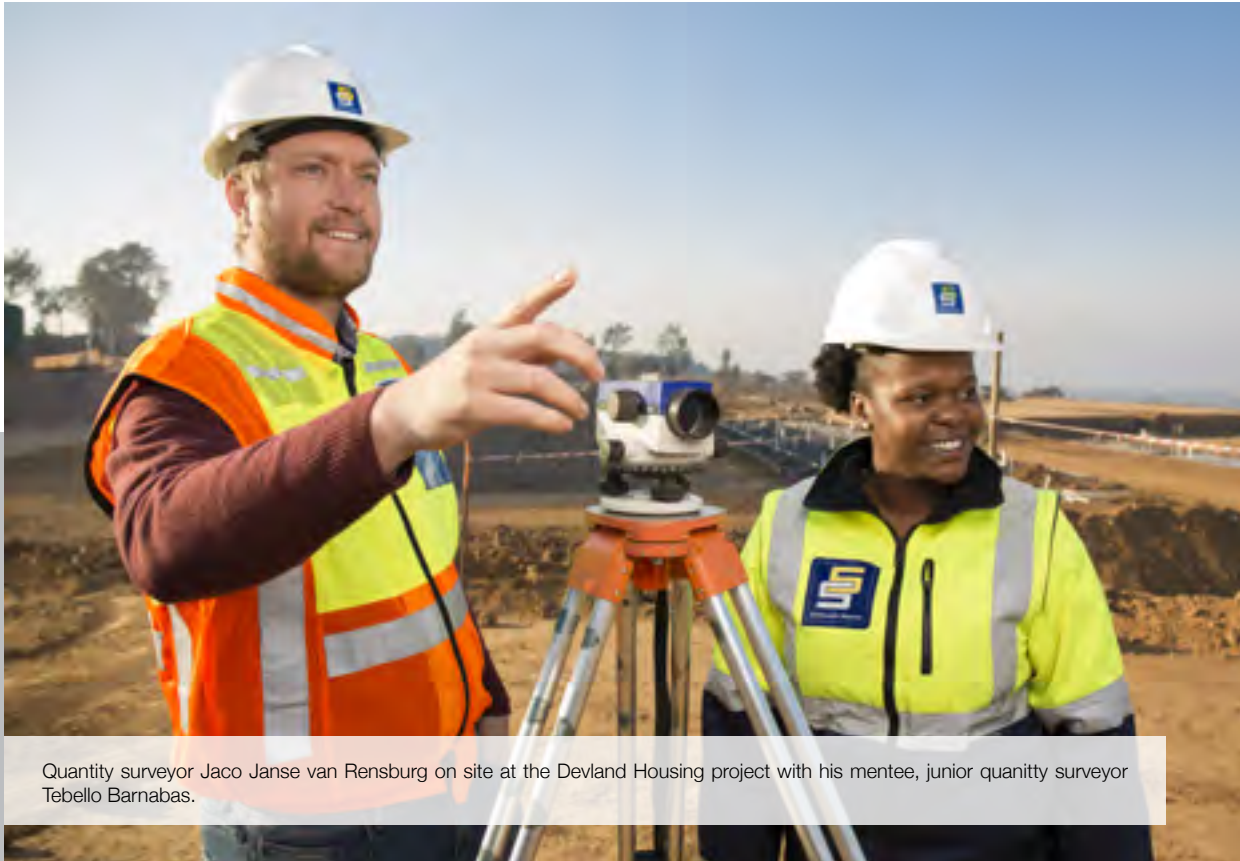
"I really enjoy what I'm doing, however the social conditions in the country, and additional loading of the contractual requirements of a contractor are making it more and more difficult to focus on what we know, i.e. normal construction. I suppose we would get bored if it was just that," says Ludick. "Since I started working in the industry more than twenty years ago, there are many more requirements a contractor is expected to fulfil - these include keeping communities happy by creating opportunities and providing training to emerging contractors and supporting them to become successful, developing smaller businesses within undefined communities and so forth. We have to focus on what makes the entire business work, and address many elements that can prevent progress on our projects. I believe it would go a long way to ensuring our projects run smoothly, if all of these elements were specifically addressed in detail at tender stage. Unfortunately, there is no formula to fix this. However, on the upside, nothing beats experience!

"I was very fortunate to have been mentored by Jimmy Simpson, who is now retired but works as a consultant two or three days a week. Our previous managing director, Louis de Jager also provided invaluable training and input, even though he too is retired.

"There are success stories in our industry every day. The biggest success stories for me are young men and women coming through the system. You can see the change in professional teams - a couple of years ago it was predominantly male and white, and now it has become more diverse. People still need to gain experience, and an important aspect of gaining that experience is to walk with a mentor for a couple of years. You may have the qualification, but you still need someone to guide you.

"Having someone at your back, and that has walked this path before you, makes a big difference. I now find myself knee-deep in mentoring many of my employees and partners, without even realising it. It's a key part of keeping this industry sustainable."

Students graduate to attend the "university of the construction site"



Quantity surveyor Jaco Janse van Rensburg on site at the Devland Housing project with his mentee, junior quantity surveyor Tebello Barnabas.

Jaco Janse van Rensburg, quantity surveyor (QS) at the Devland Social Housing project in Soweto joined Stefanutti Stocks Housing (now Stefanutti Stocks Building Division) as an intern in 2008, while studying towards his National Diploma in Building Science at Tshwane University of Technology (TUT).

"I started at Stefanutti Stocks as an intern in 2008 and finished my BTech in Quantity Surveying while working as a student QS. It took me about three years to become a fully qualified QS, and during this time senior quantity surveyor, Leopold Beuken, was my mentor. I remember having to do a lot of practical tasks on site, the value of which I only really appreciated later in my career. Physically seeing how a team is building and operating ensures that you have a better understanding of the existing circumstances on site. This could affect how you procure materials and subcontractors for current projects, or how you go about preparing a tender for new projects. Today, although my job is largely office based, I still try to be on site as much as possible

"Since I first joined we have started building a lot of three-storey buildings, in particular within the social housing sphere, which means we are using a lot more resources (plant, scaffolding and people). As a QS you want to see a job being profitable, and to see all the hard work put in by everyone, from foreman to labourers to management to admin, yield profits.

"I'm excited about being a mentor to Tebello, and passing on what I have learned over the last eight years, as well as what has been passed on to me. I've found that like myself when I first joined, the interns are also very inquisitive and eager to learn."

What is the one thing that is important to be successful in this industry?

"You need to be committed and you need to be a team player, which includes listening to other people's opinions and understanding where they are coming from."

Tebello Barnabas, junior QS at the Devland Social housing project in Soweto has been with Stefanutti Stocks since 2012 when she did the in-service training required for the Diploma in Building Science she had studied at TUT. Stefanutti Stocks then offered her a bursary and she went on to study BTech at TUT, specialising in quantity surveying.

"Having a bursary with Stefanutti Stocks was a great start for my career. They have been in the industry for quite some time and it was fulfilling knowing that I would be employed by them after I finished school.

"I'm learning a lot on site and from Jaco, but more than anything I'm learning the importance of being proactive and giving attention to detail - that every cent, and every brick counts.

"I have been at the Devland site since February 2017. The project is interesting and there are aspects that I have never worked on before. I cannot wait to see the end product. It's going to be here forever, and when I drive past it down the Golden Highway I will always know that I was part of the team that put it there!"

What is the one thing that is important to be successful in this industry?

"It is quite difficult to mention one. I will mention a couple including passion, drive, a very thick skin, to give attention to detail and most importantly to be good communicator."

Stefanutti Stocks Mining Services welcomes second intake of interns

In 2016 the Roads, Pipelines & Mining Services business unit initiated six Mining Engineering internships and signed a memorandum of understanding with a service provider and the Mining Qualifications Authority (MQA). In early 2017 a further four Mining Engineering graduates started their two-year internships, with the Stefanutti Stocks Mining Services' Division.

The first six interns, who are MQA graduates have completed the required knowledge training modules for the National Certificate: Rock Breaking Surface Excavations which are credits toward obtaining their Blasting Tickets. The second intake of four Mining Engineering graduates will also over a period of two years attend practical and theoretical sessions. All interns must complete a detailed training record or Portfolio of Experience (PoE) wherein they capture all activities and assignments in a logbook, which can then be used for their Professional Registration with the Engineering Council of South Africa (ECSA) as Mining Engineer for Surface Excavations.



Seated outside at the RPM business unit's cafeteria, just prior to attending theoretical sessions are (from left to right) interns Amogelang Setilo and Makgati Dimakatso Kesentswe with their mentor Kagiso Ledwaba.

Two of the 2017 interns, Amogelang Setilo and Makgati Dimakatso Kesentswe began their internship at the Tailings Division offices on the West Rand, where they are currently being mentored by Tailings area manager for the West Rand, *Kagiso Ledwaba*.

Kagiso, what are your thoughts about the learnership programme? Pros? Any cons?

"I deem the learnership programme to be a stepping stone in the interns' careers as it furnishes them with the basic fundamentals of a work environment. When they do get permanent jobs they will possess the understanding of how the system operates. The shortfall in my opinion of this programme, is the duration which the interns spend with a single department. Three or four months is not enough to equip a person with the necessary experience required by industry."

What are the two interns who are with your department focusing on during their time with you?

"They are busy undertaking an investigation of why we cannot build freeboard on our sites at Driefontein. They have to prepare suggestions on what can be implemented to solve this problem."

How are they integrating in the work place?

"They are integrating well with the teams, and they show bold enthusiasm in all activities allocated to them."

Is there anything specific you are focusing on, in terms of skills you feel are important to impart during a learnership?

"The notion of Emotional Intelligence should be imparted at all levels. Our interns must understand that a workplace is a dynamic environment, comprised of many people with different personalities. People need to be managed, and they need to understand this, and deal with it."

Is there anything that has surprised you?

"I am deeply astonished by the commitment and dedication that the interns have and are portraying. They grasp concepts rapidly and conduct them with ease."

Topics covered during the internship include:

- Mining methods;
- Surface mining;
- Underground mining;
- Mining planning and design;
- Prospecting and exploration;
- Drilling in Mining Engineering;
- Blasting;
- Excavation and loading;
- Haul roads;
- Mining closure and post management;
- Novel mining methods;
- Health and safety; and
- Environmental management.

**This is what the interns had to say:**

Sicelo Eugene Mvubu completed his Engineering degree at Wits in 2016, and is currently doing his two-year internship at Stefanutti Stocks Mining Services.

How are you enjoying the learnership so far?

"The learnership is a great experience, and extremely educational and comprehensive. When you are still in school you think you have an idea of what workplace dynamics are like, but you don't really know what it's all about until you're in it. This is a great introduction and exposure to the work environment."

What is the one thing you feel is important to be successful?

"I don't think I can put it down to one thing only. You need to love the job; be consistent; and have the desire to do well. I think these, as well as understanding group dynamics and a willingness to learn from other people, will contribute to a person's success."

Amogelang Setilo (Amo) completed his Engineering degree at Wits in 2016, and is currently doing his two-year internship at Stefanutti Stocks Mining Services.

How are you enjoying the learnership so far?

"I think it's great that we are getting the full perspective of mining, including exposure to Tailings, which I think is a metallurgy subject, and not one covered in my degree. Our weeks are full, interesting and diverse, and I thrive on a constant challenge. An added bonus is that I get to be in the field a lot, as I am definitely not a desk-bound person."

What is the one thing you feel is important to be successful?

"Definitely, commitment. No-one will spoon-feed or force-feed you. It is entirely up to you to stay on top of your projects and tasks, and if you're not committed and motivated, you might get caught on the back-foot."

Mining Services intern Sicelo Eugene Mvubu pages through Volume 3 of the Sizimisele.

Makgati Dimakatso Kesentswe completed her National Diploma in Mining Engineering at UJ in 2016, and is currently doing her two-year internship at Stefanutti Stocks Mining Services.

How are you enjoying the learnership so far?

"It's been great, and we're gaining exposure to many elements of the industry. I'm currently at the Tailings office on the West Rand, where we have such a great mentor in Kagiso. He is very professional, knowledgeable and educated, and I'm learning a lot from him. I do often get asked about my choice as a woman, to go into this industry, but I just love mining, and this learnership is just making me more enthusiastic about my career choice."

What is the one thing you feel is important to be successful?

"I want to be one of the best female mining engineers Stefanutti Stocks has on offer. I want to know everything, so gaining knowledge is important. That, and hard work, as well as a willingness to never stop learning."

Roads, Pipelines & Mining (RPM) business unit welcomes **second intake of Health and Safety cadets**

The RPM business unit is currently hosting two groups of safety cadets as part of its Health and Safety Learnership programme. The first group began their learnership on 28 November 2016 and consists of twelve safety cadets, who are not employees of Stefanutti Stocks. Five of these are currently working at the business unit's Mining Services division sites, with the remaining seven gaining their experience on Roads, Earthworks & Pipeline sites. The second group, consisting of a further ten safety cadets who are currently employed by the Roads, Earthworks & Pipelines division, started their learnership on 1 February 2017.

The programme is pitched at an NQF Level 3, and is split into a theoretical (during which they spend six months at TJEKA) and a practical part. Cadets first need to complete the unit standards which form part of the Health and Safety curriculum after which they are placed on site to gain their practical exposure. During this time, they take on the role of a trainee health and safety officer, and complete workbooks to fill the notional hours required to obtain their qualification.

While the safety cadets are completing their theoretical component at TJEKA, Stefanutti Stocks' safety managers are there to support the learners, should they have any queries or need support. Once on site, the learners are allocated mentors whose knowledge and experience within the field will assist the trainees to complete their workbooks and fulfil their operational functions.

Roads, Earthworks & Pipelines divisional safety manager Daniel Eastes explains that the learners are mentored and coached on site, their work books are checked, as well as their understanding of the theoretical part and where it fits into actual construction work on site. They also gain experience on how to work with people, such as site agents and foremen on site.

"I've been working in safety for seventeen years, and it's rewarding to have guys that are following in your footsteps and taking in what you have experienced. This mentorship is a short cut to understanding safety and health, without them having to go through all the trials and tribulations that people with experience have weathered," says Eastes.

Confidence Sikhakhane and Kevin Oliphant (both from Johannesburg) successfully applied for a health and safety management learnership at Stefanutti Stocks in late 2016, and are part of the first group of learners. After completing six months of theory at TJEKA in Henley-on-Klip, Stefanutti Stocks relocated them to KwaZulu-Natal, where they are currently doing the practical part of the learnership programme at the Hammarsdale site where the Roads, Earthworks & Pipelines division is working in conjunction with the Stefanutti Stocks Coastal division on the construction of an interchange including a bridge.



The safety cadets during one of the theoretical sessions at Tjeka Training Matters. From left to right are Itumeleng Mafisa, Thandikile Madonsela, Trevor Nekhavhambe and Seipati Petunia Khumalo.



The safety cadets put their safety knowledge to test, by applying it to some on site scenarios. From left to right are Cedric Gininda, Jose Nelson, Confidence Sikhakhane and Kevin Oliphant.

Pictured at the Hammarsdale Interchange site in KwaZulu-Natal, are from left to right Kevin Oliphant (safety cadet) Keratilwe Mmusi (junior safety and environmental officer), Daniel Eastes (Stefanutti Stocks Roads, Earthworks & Pipelines safety officer) and Confidence Sikhakhane (safety cadet).



23-year-old Kevin Oliphant was working in a bank when he spotted the RPM learnership on line. He immediately applied, as he felt there was no growth opportunity for him with his current employer.

“The adjustment to a new working environment has been a bit tough, but I’m happy to be pushed out of my comfort zone. I’d like to grow in this industry, and after this programme is finished, I hope to continue further.

“Stefanutti Stocks is making it easy for us to focus on our development. They have relocated us, they arrange transport, accommodation and our studies are paid for. All we have to do is pitch up and finish our assignments on time. With this support, making it work really depends on each individual. I’m determined to make this work. My grandmother, who has raised me from the age of three, is so proud of me. She forced me to finish school, forced me to find work, and motivates me to be a better person.

“I really enjoy making sure the work environment is safe and playing my part in preventing incidents. We look after people, and make sure that no one gets hurt on our watch.”

What is the one thing that you need to be successful in your industry?

“Self-motivation, and the people you choose to be around, as they too can influence your growth.”

26 year-old Confidence Sikhakhane says he is learning new things every day, particularly as the site is a combination of roads and earthworks, as well as civils.

“My mentor Danny Eastes encourages me to look at the site with different eyes, so that I can become aware of things that others may not have noticed. In addition to safety, I have learned about environmental considerations, as I am working closely with Keratilwe Mmusi, who is also responsible for this aspect. On this site we take our impact on the environment very seriously, and it is a big part of our induction. Topics include toilets, personal hygiene, waste management, treatment of hazardous substances... and at the end of the shift, everyone needs to do housekeeping and cleaning around our working areas.

“By observing some of the operational tasks on site, I’ve also developed an insider’s view of how structures such as bridges and culverts are actually constructed. My dream is to ultimately go beyond being a safety manager and I’d like to head a safety department one day. I understand that the only way I will do so, is to continue to educate myself. I’m very motivated to do so, in particular by my mother who has looked after my two brothers and me, woken us up very early before she goes to work, to make sure we pray, and encourages us to make something of ourselves. One day I want to be able to make her sit down, and not have to go to work.”

What is the one thing that you need to be successful in your industry?

“Education. You shouldn’t be too comfortable in whatever space you are in. You should always try to be more knowledgeable about things, even things that don’t concern you. This will give you experience in other things, and that is where success comes from.”

Senior management at Roads, Pipelines & Mining Services participates in mentorship programme

Industry stalwart Frik Venter held the position of Stefanutti Stocks RPM business unit managing director between 2010 and 2016. As a strong proponent of transferring knowledge and encouraging personal growth at all levels of the organisation, his continued willingness to share his forty years of experience and industry savviness upon his retirement, resulted in the creation of a mentorship programme, specifically for senior management within the business unit.

The key objective was to ensure the transfer of institutional memory as well as the development of leadership skills within the pool of senior management. The interventions began in September 2016 with individual interviews of mentees, in order to establish their individual needs. The first courses started in November 2016 and included knowledge-transfer sessions that covered skills critical to the business unit's operations. Topics included:

- Financial skills for non-financial managers;
- Life cycle of a contract;
- Project finance;
- Asphalt - an overview of best practice;
- Owning and operating of plant, rate calculations;
- Estimating and tendering skills;
- Strategic management;
- Compiling and understanding a monthly cost report (site costing vs allowable); and
- Advanced negotiation skills.

“One of Stefanutti Stocks’ key strengths is the quality of its people, who have an entrepreneurial flair that I have not experienced as keenly elsewhere during my career,” says Venter. “I believe that resources dedicated to developing a company’s talent and continually exposing them to industry best practices, until it becomes second nature to them, is time and money well spent.”

I was impressed with the coherent team spirit amongst the protégées and the keenness with which they soaked up the knowledge on offer. It is important that we continue to impart our knowledge at all levels and I would propose that a platform is created within which it becomes obligatory for senior management to present a course on a construction topic at least once every year. This will guarantee that knowledge is not lost due to career changes and retirement of the incumbent management.”

In his address during the certificate presentation to the protégées, Russell Crawford, who has taken over as managing director of the RPM business unit, promised that this intervention will continue into the future and will become institutionalised.

Mining Engineer Eddy Rikhotso joined the Contracts Mining division at Stefanutti Stocks Mining Services at the beginning of 2014. His previous experience included mining operations and planning, both as a consultant (at TWP and SRK) as well as working directly on an Anglo-owned mine in Witbank.

What excites him most about the current, difficult mining environment is the challenge, as well as the opportunity to be inventive. “We are left with the marginal, not easily accessible pockets of mineral reserves in the country,” says Rikhotso. “It is critical to blend and mine correctly and as the primary objective is to be profitable, this must be done according to a budget. To make this work requires innovation.”

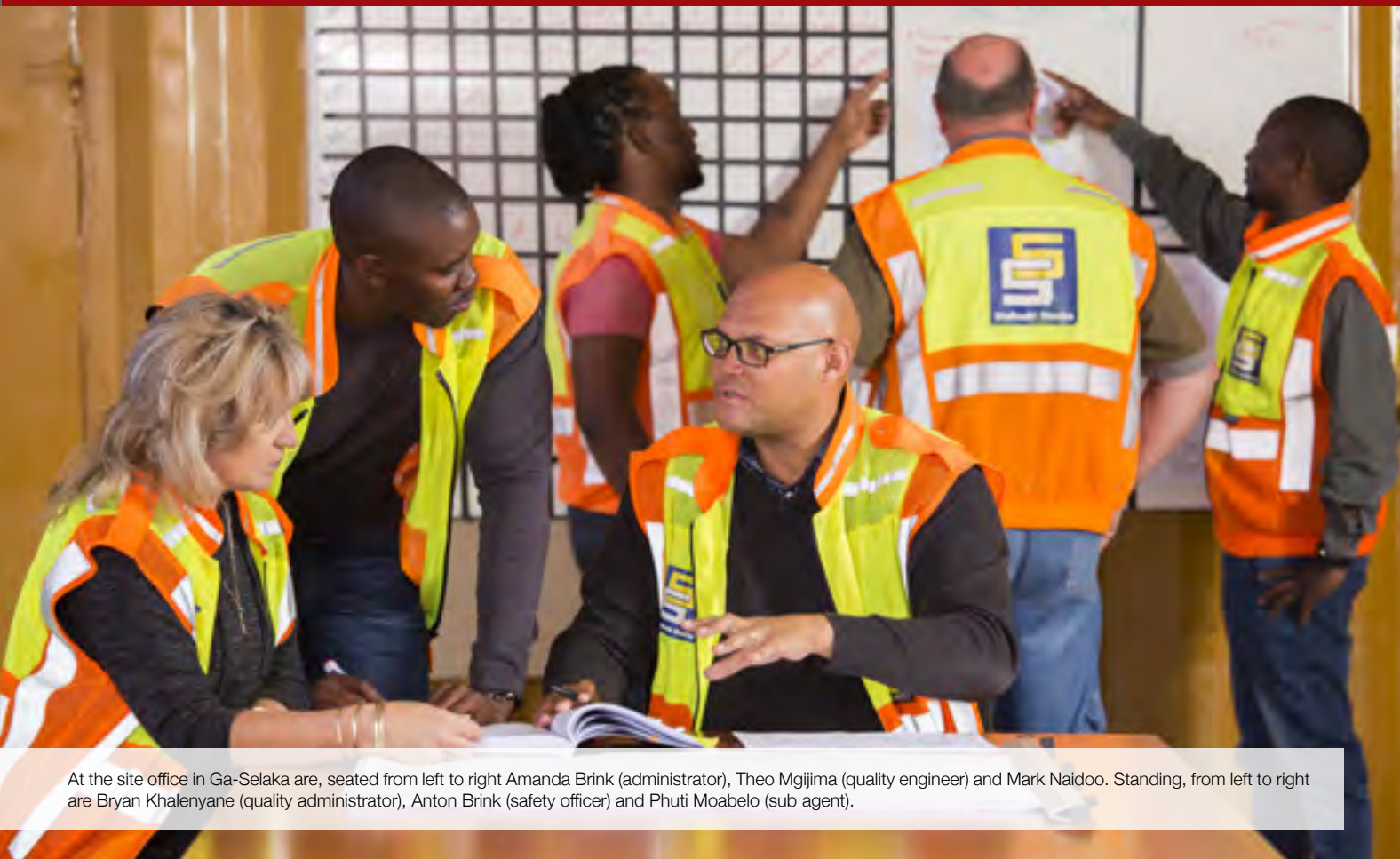
Rikhotso participated in the RPM mentorship programme and says that there is much wisdom to be gained from being able to tap into the vast experience in the industry. For him, the subject of purchasing and managing the big yellow fleet, trucks and excavators was very relevant to the work he currently does. “I also gained some insight into the challenges our other divisions face in a tough, and very competitive civil and piping environment - their challenges are very different to the ones we face in contract mining,” says Rikhotso.

What is the one thing that is important to be successful in this industry?

“Success in the mining industry takes commitment to KPI-delivery and alignment of goals with those of your clients.”



Eddy Rikhotso shows Alok Kumar an animation of the life of a coal mine.



At the site office in Ga-Selaka are, seated from left to right Amanda Brink (administrator), Theo Mgijima (quality engineer) and Mark Naidoo. Standing, from left to right are Bryan Khahlenyane (quality administrator), Anton Brink (safety officer) and Phuti Moabelo (sub agent).

Construction manager **Mark Naidoo** has worked for Stefanutti Stocks Roads, Earthworks & Pipelines since March 2012. He is currently managing a thirty-three kilometre long road upgrade in Ga-Selaka, Lephalale.

Naidoo was a keen participant in the mentorship programme, saying that “the knowledge I gained during the workshops has helped me a lot in the daily running of my project. I’ve definitely grown stronger, more confident and more solutions focused.”

In particular the mentorship programme resulted in a massive improvement in his negotiation skills, and he has become more effective at negotiating with clients, engineers and suppliers. He enjoyed the interaction with colleagues during the programme, as well

as the opportunity to compare notes and exchange ideas on solving commonly faced problems. “My mentor’s input was phenomenal, and inspired me to spread and share what I have learned with my own site team, so that they too can grow from my knowledge and experience obtained at Stefanutti Stocks.”

The Ga-Selaka project is currently Naidoo’s fourth project since joining Stefanutti Stocks. He is incredibly passionate about community work, and finds one of the most fulfilling parts of his job the joy a community expresses when they are the recipients of an improved transport infrastructure.

What is the one thing that is important to be successful in this industry?

“Honesty and integrity and a commitment to excellence in execution.”

Trained employees result in delighted clients

The slimes reclamation and tailings dam operations skills programme was introduced in 2016, and over the past year Stefanutti Stocks Mining Services’ operations have been aligned with the best-practices, methodologies and standards that are being put in place through this training initiative. “In addition to seeing employees with an increased level of skills and efficiency, this training has also resulted in our clients experiencing huge cost savings, especially within the pump station operations and maintenance costs,” says Stefanutti Stocks Mining Services senior training officer Anton van Greunen.

The training initiative has seen a number of highlights, including:

- 130 Stefanutti Stocks Tailings employees have participated in the skills programme.
- Five of these have been identified as potential candidates for succession planning and promotion.
- In August 2017 three engineers and the plant manager from client Sibanye Gold attended the training.
- After seeing the standard of the training material (which has been submitted to the MQA for accreditation) some clients are requesting Stefanutti Stocks to update their training material.

“The support from our management and operational teams have created a wonderful platform for this very niche skills development programme,” says van Greunen. “The feedback and results have been so good, that we must be doing something right!”

*"If you want happiness for
a lifetime - help others!"*





Socio-Economic
Development



"The most exciting thing about 'Go For Gold' for me, is the opportunities that have been created for the students, who would under normal circumstances not be exposed to such. It is so rewarding seeing the learners having hope for their future, with us playing the part of mentor and role model, and more importantly supporting and steadfastly believing in them, even when they make mistakes or struggle in certain areas of their academic work." **Noxolo Mgudiwa**, 'Go For Gold' Gauteng programme manager.

The journey from education to employment continues

'Go for Gold' was created to increase the number of candidates from disadvantaged communities eligible to study towards a technical profession and secure employment. Through a unique partnership with companies in the built environment, and the Western Cape and Gauteng Departments of Education, 'Go for Gold's' education-to-employment programme has already helped over 600 learners and enabled more than 24 companies to employ young graduate professionals from disadvantaged communities.

The organisation's four phase model is centred on the premise that to create skilled graduate professionals, who also possess the self-belief to succeed, requires long-term investment where the whole child is developed – i.e. both academically and emotionally.

'Go for Gold' works with students interested in pursuing careers in the built environment. Their four phase programme's success derives from placing major emphasis on extra Mathematics and Science tuition, starting in Grade 11 and continuing through to tertiary level studies.

The students begin Phase 1 in Grade 11. 'Go for Gold' provides students with after-school and Saturday morning additional academic tuition while simultaneously developing the learner's social and emotional development through regular Life Skills and Leadership Development sessions. Originally operating solely in Cape Town and supporting the Western Cape Education Department, at the beginning of 2015 'Go for Gold' expanded its operation to Gauteng, working with students from schools identified by the Gauteng Department of Education.*

Various divisions within the Stefanutti Stocks group, both in the Western Cape and in Gauteng, have been supporting the initiative since 2012. Seven of their students (four in Johannesburg and three in Cape Town) are currently in the work-experience phase (Phase 2); two 'Go for Gold' students are now studying at university (Phase 3), and five students are currently in Phase 4, which means they were employed by Stefanutti Stocks and worked on the company's projects.

In late 2016, Stefanutti Stocks invited the 'Go for Gold' matriculants from Gauteng, who were entering their experiential year in 2017, to participate in construction-related training. This was over the course of two days, and presented by Michael Rammela at the Stefanutti Stocks Structures accredited training campus in Olifantsfontein.

Go for Gold Participation				
Phase	1	2	3	4
Description	Grade 10- 12	Internship	Further tertiary study	Employment
W/Cape	5	3	2	5
Gauteng	3	4	0	0
Total	8	7	2	5
Black People	8	7	2	5
% Black People	100%	100%	100%	100%
Female	2	2	0	1
% Female	25%	29%	0%	20%

*Source: The first paragraphs of this article have been taken from 'Go for Gold's' website - <http://goforgold.org.za/go-gold-strikes-gold-gauteng/>



Eighteen-year-old Simbulele Lunguza matriculated in 2016 from Oscar Mpetha High School, and has been a part of the 'Go For Gold' programme since Grade 11. He has been sponsored by Stefanutti Stocks Building Western Cape since 2017.

"I come from a very poor family, and 'Go For Gold' has taught me that the challenges I face today, are what will make me stronger tomorrow. When I started in 'Go for Gold' my marks were not that high, but they improved during the programme, and I passed Mathematics and Science with distinctions. I believe that construction creates a better life for South Africans and I'd like to be a part of that. One day I'd like to be recognised as one of the best civil engineers in Africa, responsible for the design and management of complex construction projects! I'm aiming high!"

What is the one thing that is important to be successful in this industry?

"Hard work, perseverance and commitment!"

Eighteen-year-old Masande Gadini matriculated from Gugulethu Comprehensive High School in 2016. He is one of six children and joined 'Go For Gold' in Grade 11. He has been sponsored by Stefanutti Stocks Building Western Cape since 2017.

"'Go For Gold' has made a big difference in my life. It didn't just teach us Mathematics and Science, it also taught us life skills and leadership development skills. It added so much value to my outlook on life, in that every challenge I now see as an opportunity to grow. I am much more positive. So far I'm really enjoying my work experience and the people I work closely with - who are mainly the foremen and some engineers. I have applied to study civil engineering at the University of Cape Town and CPUT, and am now waiting to hear if I have been accepted!"

What is the one thing that is important to be successful in this industry?

"I'm still figuring it out!"

Eighteen-year-old Celine Jacobs, Kuilsriver Technical High School matriculated in 2016, and has been part of the 'Go For Gold' programme since Grade 11. She has been sponsored by Stefanutti Stocks Building Western Cape since 2017.

"'Go for Gold' has given me a chance to explore the industry first. Through the programme I've grown a lot, become more independent, and more positive. I'm thankful for what I have learnt so far. I've been here at Cilmor site for six months, and have learned a lot about building. Next year I'll be doing a bridging course, focusing on my Mathematics and Science, before I go on to study. I believe that 'Go For Gold' gives one a great opportunity to become something in life - it's not an opportunity that comes along easily. They have made this experience possible for myself and some of my peers!"

What is the one thing that is important to be successful in this industry?

"Hard work, a positive mindset, and skills."



Twenty-three-year old **Nico Rooi** has been sponsored by Stefanutti Stocks Coastal in the Western Cape (then Marine) since he was in Grade 11 at the Excelsior Senior Secondary School. He matriculated in 2012, and started his work experience with the company in 2013.

"During Phase 1 of 'Go For Gold' we attended classes outside of our school timetable, which included Mathematics and Science, but also focused on life skills, interviewing skills, writing skills and computer literacy. Phase 2, which was work experience, was an exciting time for me, as it was the first time I was really exposed to the built environment, and also saw me travel to Durban (which was the first time I flew), Saldana, and working in the marine plant yard in Cape Town.

"I'm currently in Phase 3, during which I'm completing my three-year National Diploma in Civil Engineering at Cape Peninsula University of Technology (CPUT). Stefanutti Stocks pays for tuition and materials, and are also giving me a monthly allowance. I studied my first year during 2014, then did my in-service training at Stefanutti Stocks for a year-and-a-half, before starting my second year in mid-2016. I'll be back to work again later this year."

What is the one thing that is important to be successful in this industry?
"Perseverance."

Eighteen-year old Morgan Bentley matriculated from Zimisele Secondary School in 2016, with distinctions in Mathematics (99%) and Science (100%). He is now in Phase 2 of the Gauteng 'Go for Gold' programme, a paid experiential work-readiness year, during which he is working for Stefanutti Stocks Geotechnical.

"Although I worked hard at school, I feel that I have led a balanced life. I think 'Go for Gold' is a great programme in that it allows young people to explore a career they are interested in, before they study it. While I know I'd like to study engineering, this year will help me decide in which direction. I've applied to study civil engineering at three universities, and have thus far been accepted at Stellenbosch, University of Pretoria, and am waiting to hear from Wits.

"I've already worked on a number of sites this year, but working with the Geotechnical team at the school in Centurion, has been a highlight. When people are passionate about their work, it's infectious, and that makes me an enthusiastic member of their project team.

"My favourite part of working is that I am constantly learning new things in particular specific technical details, and understanding why we do things in a certain way. I do hope to stay with this group when they move to their next project, as the foreman and project manager have been great mentors, and are always willing to share their knowledge with me."

What is the one thing that is important to be successful in this industry?

"One should be brave enough to ask even what seem to be the most useless questions; and have a solid personality because at the end of the day companies don't want to hire robots. Another key principle is not to be afraid of making mistakes, but to learn from criticism and value being put right."



Morgan Bentley on a geotechnical site in Centurion, with one of his mentors, foreman Johan Barnard.

Annual pilgrimage to Creativity

Conferences teaches educators to lead between the lines

From 12 - 14 October 2016 Stefanutti Stocks hosted six educators at the annual creativity conference, held in Klein Kariba in Bella Bella. Educators stemmed from Nokuphila School, Madibatlou Middle School and Klipfontein Primary in Cape Town.

In addition to the many wonderful workshops presented, a particularly inspiring 90-minute session was on the topic of "Investigating the achievement gap in underachieving children from poverty" presented by Suzanna Ramos, a teacher from Singapore. Educators had a further opportunity to share Ramos' experience and gain insight into her research on children from poverty stricken backgrounds in an evening session.

"Educators were exposed to the various facets of creativity, and were able to take back an unimaginable wealth of knowledge to share with their children, and other educators," says Pearl Thorpe, Stefanutti Stocks Structures HR officer, who accompanied the teachers to the conference.

"Your generosity made an immediate difference in the lives of our children. Being amongst 300 teachers from different environments, struggling with similar challenges...we could share good practice. Having about 41 highly-skilled, well-educated presenters to help you in making a difference in your community was phenomenal. Please know that you have helped us, and how much we appreciate it!" **Mr I Meyer, principal of Klipfontein Primary School, Cape Town.**

"We have already started applying what we learned from the conference, these include amongst others managing the classroom, igniting critical thinking in learners, how to teach learners from poor backgrounds, how to be creative and infuse creativity in a lesson, just to mention a few. It is indeed one of our career highlights to date!"

R.D Manganyi and E Matsepe from Madibatlou Middle School.

"This conference was an eye opener. Such conferences are definitely needed regularly to equip educators with the skills to improvise, to change mindsets from the ordinary to the extra-ordinary and to bring a change in the lives of the learners." **Shepherd Chihwehwe, Nokuphila Primary School.**



Electrical & Instrumentation division supports

Vision 4 Change

Stefanutti Stocks E&I has funded eye screening and testing for 1 055 learners which was undertaken at two schools in the community of Zamdela, Sasolburg. The tests were undertaken by non-profit company (NPC) Vision 4 Change over a period of 14 months.

Fifteen of the children tested at the Isaac Mhlambi Primary School and Malakabeng Primary School required prescription spectacles. These scholars were fitted with their life-changing prescription spectacles, which will enable them to improve their schoolwork, sporting performances and generally enrich their quality of life.

"Many rural schools that serve previously disadvantaged communities often rely on private assistance and intervention, particularly with regard to education and health matters," says Stefanutti Stocks Electrical & Instrumentation operations director August Lipke. "We were delighted to be able to fund the testing by Vision 4 Change, and I am sure that the future looks a whole lot brighter for these children, who will not be held back through their visual impairment."



Operations director August Lipke with a few recipients of life-changing spectacles.

Stefanutti Stocks relationship with **Jirah Academy** enters its fourth year

Jirah Academy was started by chairman Ian Jones, a previously disadvantaged individual, who is passionate about making a difference in his community. After recovering from a motorcycle accident that saw him lose the full use of his legs, Jones was determined not to be held back by his challenges, and to impart the same mind-set, as well as be instrumental in creating opportunities for the youth in his immediate community as well as the greater Durban region.

Stefanutti Stocks has been supporting the Jirah Academy, both financially and with regard to development and fundraising since 2014. A relationship which began with just one division within the group at the Maydon Wharf joint venture project (Stefanutti Stocks Coastal and Axsys Projects), has flourished into a relationship where Jirah Academy is now one of the Stefanutti Stocks group's socio-economic development beneficiaries.

The Academy is entirely donor and management funded and operates as a fee-free college satellite campus that provides engineering studies to learners who are suited to become artisans and technicians, or who want to pursue careers in engineering. Jirah Academy's approach to imparting knowledge has resulted in young adults who are known for excelling academically. Most graduates have been placed within industry and training centres for apprenticeships, internships and other industry-related careers (see pages 47 and 50).

The Academy's success has fuelled plans for the establishment of a stand-alone trade school, including college, workshops and a boarding home. If realised, this would mean, that for the first time in South Africa, Engineering Studies learners will also have direct access to levels 1 to 4 practical institutionalised training under one roof.

The KwaZulu-Natal Department of Public Works has a 60 000m² plot of land near the Durban Harbour ideally suited for this development, and the Jirah Academy is currently involved in negotiations for a 40-year lease agreement with the option to purchase.

The long-term vision for Jirah also includes the acquisition of an existing Artisan Training Centre, the Atholl Munday Training Centre, a current trade partner of the academy.

"The combination of the Jirah Academy, Jirah Trade School, and Artisan Training Centre will substantially increase the education and development opportunities for previously disadvantaged individuals within KwaZulu-Natal. We would also be delivering world-class artisans, that will be valuable assets to the industry," says Jones. "Our long-term vision and dream is to establish a rural KZN-based skills centre, that will increase our impact a hundredfold. I truly believe, based on the success of our approach, that this is possible."

What does industry have to say about the Jirah Academy?

"The Jirah Academy gives its students a good foundation for entry into the working environment. Every year the demand for a learnership at Engen is incredibly high. Of the total intake of 21 this year, three individuals from Jirah made it through the various screening processes, purely on merit. Their time at Jirah has given them a glimpse of what it is like in the workplace, and they are well-spoken, confident and eager to learn." **Rob Gasken, maintenance training specialist, Engen**

"The Jirah Academy concept is smart and is working wonders. Ian and his team are taking people from poor backgrounds, educating and testing them while moving at their own pace, and in spite of their challenges, are converting them into valuable, professional resources that can be utilised by the industry. Wade and Meagan are proof that their concept is working."

"This empowerment has really struck me, and I wish that it could be funded and expanded into the community I come from. There are very few of us who have the heart and commitment to empower people to this extent - and all of this, with severely limited resources, while many of us, who have the resources at our disposal are just not as successful." **Maxwell Magcada, training manager Transnet Engineering, KZN**



Marcia Marais - Instrumentation apprentice at Engen Refinery



Keaton Juan - Electrical apprentice at Toyota Motors South Africa



Nomphilo Zulu - Electrical apprentice at Atholl Munday Training Centre



Morné Ward - Motor Mechanic apprentice at BMW-DSM



Silungile Mqadi - Instrumentation apprentice at Engen Refinery



Tre' Hulley - Instrumentation apprentice at Engen Refinery



Wade Fynn - Electrical apprentice at Atholl Munday Training Centre

Where are some of the Jirah Academy graduates now?

Theophilus Ranana - Electrical artisan assistant at SAPREF

Nelisiwe Mahlangu - Electrical apprentice at Atholl Munday Training Centre



Jade Hughes - Electrical apprentice at VW McCarthy, Umhlanga Rocks



Jirah Academy - Facts at a glance



www.jirahprojects.org

What is it?

The Jirah Academy is an engineering studies educational initiative of Jirah Projects - a non-profit organisation with section 18A tax exemption status (116-855 NPO).

Currently Jirah Academy functions as a community-based satellite campus catering specifically to previously disadvantaged individuals within the South Durban Basin and the extended communities of the greater Durban area.

In addition to up-skilling the Durban communities through this initiative, Jirah Academy is also addressing the extreme shortage of highly-skilled, capable artisans that industry so desperately needs.

Vision

Jirah Academy's vision is to become the leading South African Trade School, in the truest sense of the definition - one that nurtures holistic education, training and advancement of knowledge and skills.

Mission

Jirah Academy's mission is to serve the needs of impoverished households of all race groups, by applying a dynamic whole-person approach to learning challenges. Whole-person education develops self-awareness, self-regulation and creates responsible individuals who are able to live autonomously.



Beneficiaries

- Many stem from troubled home environments within poverty-stricken communities.
- Previously disadvantaged learners from secondary schools from the extended communities in Durban.
- School-leavers from Fairvale and other secondary schools in the immediate area.

Key Principles

- Provide a 100% fee-free college service.
- Provide a second chance to previously disadvantaged individuals to pursue a formal qualification.
- Provide early identification, assessment and screening, in collaboration with local universities.
- Cater to all learning types.
- Provide an alternative avenue of study for those who chose incorrect subject packages at school.
- Offer trade orientation courses prior to learners selecting a trade at the start of N1.
- Collaborate strategically with industry.
- Collaborate strategically with higher learning institutions.
- Rebuild the identity and self-image of learners using the whole person education approach that will support the individual's self-awareness, self-regulation and autonomy, and empower them to become responsible and productive members of society.





Infrastructure?

The Engineering Studies campus currently uses Fairvale Secondary School facilities, where Jirah is renting floor space and operating from mobile classroom and office units that have either been procured or donated.



Course offered?

Currently the MERSETA registered academy offers a Bridging Programme (focusing on Mathematics and Science education) followed by mainstream Engineering Studies N1/N2/N3.

Developments aspired to?

- Construction of a Jirah Trade School.
- Acquisition of an accredited Durban-based artisan training centre.
- Construction of a comprehensive rural KZN-based skills centre including accommodation and work shops.

Educational alliances?

- eThekweni City College;
- Durban University of Technology (DUT);
- UKZN (Durban Westville Campus); and
- various SETA training centres.

Trade Partners?

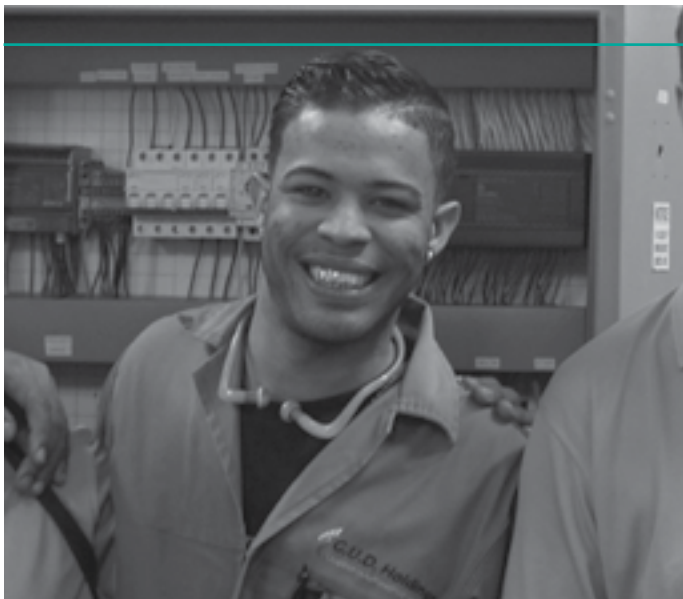
The Academy is supported by numerous industry and training centre partners including Atholl Munday Training Centre, Barons VW – Durban South, BMW-SMG, Engen Refinery, eThekweni Municipality's Electrical Department, GUD Filters, Illovo Sugar, SA Shipyards, SAPREF, Stefanutti Stocks, Tekmation Institute of Training, Toyota Motors South Africa, and Transnet Engineering.

Stefanutti Stocks sponsorship to date:

Year	Amount
2014	R869 834
2015	R756 166
2016	R561 000
2017	R420 000
TOTAL	R2 607 000



Where are some of the Jirah Academy Graduates now?



Zayne Parker - Electrical apprentice at GUD Holdings

How are you enjoying the learnership so far?

"I look forward to going to work every day! Being here at GUD Holdings means a lot to me. Prior to Jirah Academy's Bridging Programme and starting here I really struggled to stay afloat. Working has changed my life a lot, as I am now able to provide for my family. I am married, but we couldn't afford to live together for a long time, and didn't want to burden either of our respective families by moving in with them. Now, we are living together, and I am the main provider for my family."

What is the one thing that motivates you?

"My son does. I want to make sure that he will have it easier in life than I did, and I will educate myself as much as possible to be able to make things happen for him."



Wade Lenin - Boiler Making apprentice at Transnet Engineering

How are you enjoying the learnership so far?

"I started at Transnet on 1 March 2016, and came with a vision and expectations of the standards here. The workmanship is just as I imagined. The people are considerate and mentor me according to my pace. I have hopes and aspirations to complete my trade test, to acquire work experience, then do some marine welding work, for which I would have to learn to dive."

What is the one thing that motivates you?

"My daughter of four months old who is always on my mind motivates me. The legacy I'd like to leave her is that she does not need to grow up the way I grew up, with little at my disposal. I want to pave the way for her."

Meagan van Wyhe - Boiler Making apprentice at Transnet Engineering

How are you enjoying the learnership so far?

"When I got the apprenticeship at Transnet it was an opportunity I couldn't let slip through my fingers. There was no money at home, for me to study any further and I knew that I had to make it a success - not only for myself, but also to show other people with the same background as me, that it's possible. I really want this apprenticeship to be a stepping stone to bigger things, and I plan on studying within the engineering field, once I have achieved my short-term goals. I believe this will open more doors for me."

What is the one thing that motivates you?

"I have many 'one things', but if I had to choose the key ones, I would say firstly my mother, as I want her to be proud of me. I'm also very passionate about the work that I do, and about being a role model to other youngsters. I hope for them, that they will have an opportunity, like I have had."



greenABLE connects

corporate sponsors with disabled candidates



Nombuso Mkhize and Stefanutti Stocks Building KZN's alternate human resources director Natalina Singh, at the GreenABLE facility in Pinetown, KwaZulu-Natal.

In 2015 Stefanutti Stocks Building KZN's financial director Brett Mullins, and alternate human resources director Natalina Singh visited greenABLE to interview potential sponsorship candidates.

Non-profit company greenABLE, introduces previously disadvantaged, disabled individuals to corporate sponsors, who get to interview and select the candidates they will sponsor. The sponsorship is then used to pay for the individual's wages as well as their learnership fees.

Nombuso Mkhize was selected by Stefanutti Stocks Building KZN as the candidate they would like to assist in the form of corporate sponsorship, with the long-term goal of employing her within the organisation. Mkhize explains that she had been diagnosed with Guillain-Barre Syndrome in 2009, and had to drop out of her nursing studies as she could not write anymore. After suffering a stroke she was paralysed from the waist down and spent the next four years in a wheelchair, before her slow recovery saw her being able to move around on crutches in 2013.

She had been home for a number of years when in 2015 a friend told her about greenABLE. "I was not sure what to do with my life, when my friend told me about this place that employs people with disabilities. When I went to go and see them, they told me that they offer learnerships, and I became hopeful that through this, I would experience greener pastures."

In addition to being employed at greenABLE Mkhize is now in her second year of studying towards a Business Administration qualification. About 70 per cent of her time is spent on practical experience, and the remaining 30 per cent comprises of lectures that are presented in the classroom at the greenABLE premises.

"We're very happy to be able to sponsor Nombuso, and to play our part in creating an opportunity for her to develop skills whilst earning an income," says Singh. "Once she has completed her learnership we are hoping to place her permanently at the Building KZN offices, in a position where she will be able to put her skills to work, in an environment that caters to her disability."

greenABLE is a non-profit company that has been in operation since 1 June 2011. It was established firstly for the purpose of empowerment and the development of disabled individuals, and secondly, to redirect waste from the landfill by recycling redundant printer cartridges, an activity through which the company derives income. greenABLE's goals and objectives are built on six pillars: Job Creation, Skills Development, Employment, Collaborative Partnerships, Sustainability and Environmental Stewardship.



Meet Stefanutti Stocks Building Business Unit Transformation Manager

Wilna Potgieter began working for Stefanutti Stocks Building in November 2014 as a senior HR officer, and was promoted to transformation manager in early 2017. She is responsible for managing and administering transformation tasks, as well as offering support and guidance to internal customers (line management) and external customers. Her responsibilities include Employment Equity, Skills Development, Enterprise Supplier Development and Socio-Economic Development, which all form part of B-BBEE Compliance.

"Every day I collaborate with all our divisions and with all levels of people daily, while trying to influence teams and individuals to positively maximise progress on our B-BBEE scorecard. Most of our energy in the business unit this year has been channelled into Enterprise Supplier Development and Socio-Economic Development elements.

"The Building BU has established robust relationships with three Enterprise Development (ED) partners. They are Electrical Projects in KwaZulu-Natal, PAMCO and Masingita here in Gauteng. Another partner in the Western Cape will join us soon.

"We foster and develop our black-owned ED Partners and/or suppliers in tangible and meaningful ways to ensure that they will become sustainable and increase their project capacity and with this their profitability. We recently conducted a business needs analysis for Electrical Projects and are planning some value-adding interventions for them, which I'm eager to see evolve.

"Personally I interact with all our ED partners, but over the last few months I have dealt extensively with PAMCO. They assisted us with our Mandela Day initiative that saw us revamping ten early childhood

development centres, associated with the Love Trust. PAMCO took care of a lot of the construction-related activities including waterproofing, plumbing and painting, and were also incredibly engaged on the day.

"As a group, we focus on SED initiatives that address education in the communities surrounding our operations. This budget is managed at group level with the business units providing direction on the choice of initiatives that drive the group SED strategy.

"I'm blessed to be working with a fantastic team (Support Services in Building BU) as well as the bigger community of the Building Business Unit. I'm really enjoying being part of the action, and finding new and creative ways to influence the transformation process, especially now that the long-awaited Construction Codes have been finalised. Fortunately, Charles Wright, our group development director, was part of the negotiations, and has prepared us for the changes, so hopefully now we will see the fruits of those seeds grow!

"To align transformation with our organisational strategic goals requires rethinking and enormous change-management efforts, and often the hardest part of my job is trying to find these ways to change, when people are struggling to accommodate change in a positive way. I am a great advocate of the Socrates quote 'The secret of change is to focus all your energy not on fighting the old, but on building the new.' This quote illustrates the essence of transformation to me - we should all be focusing on building the new.

"To be successful, one needs to have resilience to work in a constantly changing environment and what keeps me motivated daily is that I know that God has given me a purpose."

Research on the impact of early childhood development conducted by the Organisation for Economic Co-operation and Development in 2010 found that “students with preschool experience in most cases demonstrate higher scores in literacy, vocabulary, mathematics or quantitative reasoning than non-attenders.”

Stefanutti Stocks shares the Love at ten

Early Childhood Development Centres

The Love Trust is committed to the idea that a values-driven education is the key to a stronger South Africa, and it has, since its establishment in 2009 reached over 9 000 primary and secondary beneficiaries in disadvantaged communities across South Africa. It does this through three focus areas:

1. Socio-economic development through its low fee independent schools, such as the Nokuphila School in Tembisa;
2. Skills development by providing NQF Level 4 accredited training to educators; and
3. Enterprise development by supporting pre-schools and crèches in vulnerable communities.

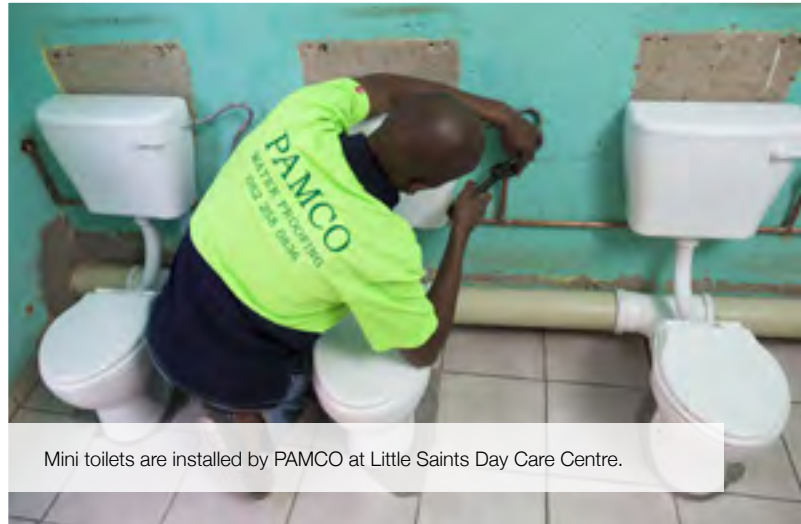
“The Love Trust’s “School-in-a-Box” equips the educators and principals in the pre-schools with an annual curriculum that is broken down into daily programmes. We also provide them with training as well as the material that will help them implement what they are learning,” says Ruth Nkomo, one of the Love Trust trustees. “It’s important to remember too that this is a business for them, so their business grows and they are economically empowered.”

The trust is very active in the Tembisa area, a large informal settlement that neighbours Kempton Park, where the Stefanutti Stocks Group head office is located. The group first became involved with the Love Trust in 2015, when it assisted with the construction of the Tembisa-based Nokuphila School. In July 2017 Stefanutti Stocks supported ten of Love Trust’s Tembisa-based Early Childhood Development (ECDs) that were in dire need of infrastructure upgrades to create a safer, healthier and more conducive learning environment for their children.

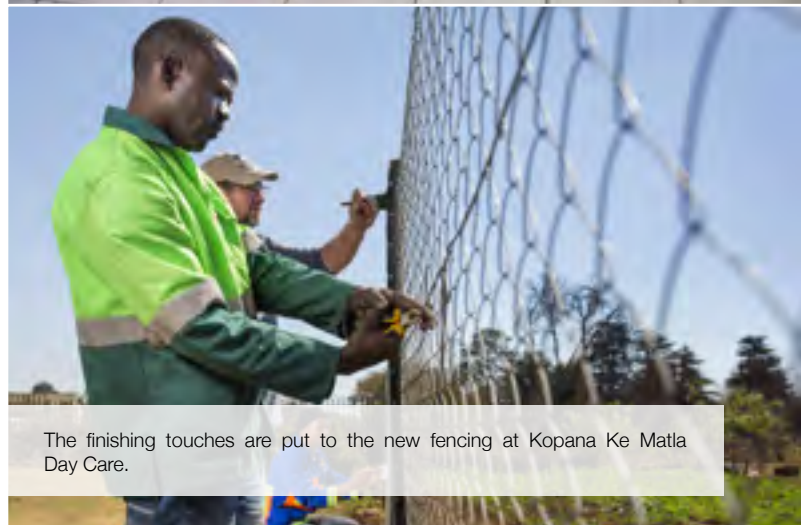
“The Love Trust Project” culminated in a Mandela Day event on 22 July 2017, in which around 200 Stefanutti Stocks employees participated. “We tried to cover as much as we could, with our budget of R500 000,” says Wilna Potgieter, Stefanutti Stocks Building’s transformation manager, who took on the overall co-ordination of the Love Trust Project activities. “We subcontracted a lot of the repair and remedial work required to our enterprise development partner, PAMCO Waterproofing & Leaks, which was undertaken in the six weeks leading up to 22 July.”

Managing director of PAMCO, Petrus Nemurangoni, visited each of the centres with Wilna Potgieter and the Stefanutti Stocks group development director Charles Wright, to establish what the most urgent requirements were.

(continued over the page)



Mini toilets are installed by PAMCO at Little Saints Day Care Centre.



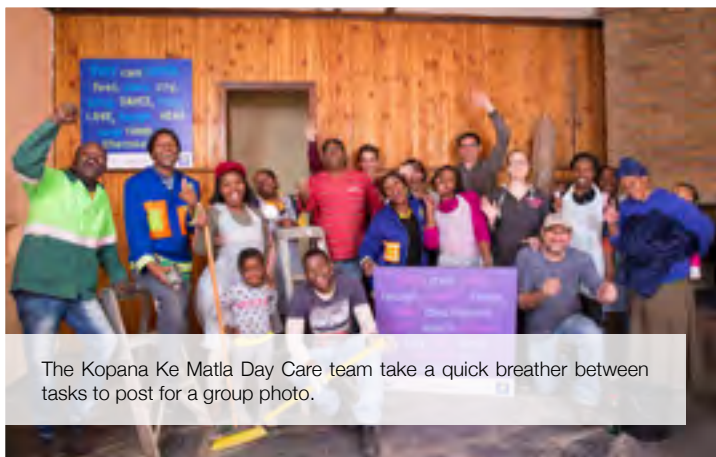
The finishing touches are put to the new fencing at Kopana Ke Matla Day Care.



The Potters Place team poses for a quick photograph under the new shade netting erected by PAMCO.



Esmo's Day Care Centre's shelving going up.



The Kopana Ke Matla Day Care team take a quick breather between tasks to post for a group photo.



The Ikamvalethu Day Care Centre gets its new school sign!



The Christian family stacks the mattresses at Little Angels Day Care.



Running water at Potters Place, courtesy of PAMCO and Stefanutti Stocks!

"We asked each principal what their main concerns were, and compiled a wish list that covered their needs as comprehensively as we could."

The building and remedial work required varied across each ECD, and included plumbing, fixing leaking roofs, the installation of toilets, levelling of concrete, a shade-net carport over a play area, solar geysers, running water to the kitchen area, sign boards and fencing.

All ten ECDs were also painted and each provided with carpets as well as sleeping mattresses (from 30 to 60 per school), six shelves, 18 storage containers, educational toys and accessories, wall art and posters. Many of the principals started their ECDs in response to an urgent need in their communities to create a place for young children where they are off the streets, receive at least one good meal a day, and are taken care of while their parents go to work. Though most started their ventures with a lot of love for children, and a willingness to provide them with a place to come to, none had educational training or prior business experience.

When asked what impact the Love Trust had in their lives and their ability to offer their children quality education, each and every principal practically glowed, many saying that their Love Trust associations were resulting in incredibly far-reaching positive effects. Juanita Jegels, principal at Potters Place, said that "the Love Trust changed everything. Educating our children is a serious matter, and we must give our children something excellent so that they can excel. Working with the curriculum that comes in the School-in-a-Box package, means that even when I am not here, my teachers can go on with the next lesson in the programme."

The "Love Trust Project" also had quite an impact on contributing Stefanutti Stocks staff, many of whom were moved by the dedication and determination of the educators and principals to do their best, in spite of their limited infrastructure and circumstances.

The quote of the day, came from PAMCO'S Obadya Nemura who said that it had been "Without a doubt, the best day ever!"

Stefanutti Stocks Corporate Services' senior HR officer Rohanna Cockrell championed the Corporate Services Nelson Mandela intervention at the Little Saints Early Childhood Development (ECD) Centre.

"It was great to be a part of the committee for this fantastic event. Going into the meeting, I was excited to learn about the finer details of the initiative, and how we as a company were going to impact this community. It was interesting to hear the different ideas and suggestions which sparked from the various business units. Right from the commencement of the very first meeting, we all knew that we had a mammoth task ahead of us, and that we all needed to work together to make it a success.

"My first thought when I visited Little Saints was that this place is way too small for a school and lacked an outdoor playing area. It was a humbling experience, to see how these teachers have opened up their homes and used their initiative by trying to convert their homes into schools to benefit their community. I was impressed with the kind of learning materials that are being used at their schools, it's definitely equipping the young ones for the next level. However, my attention was also drawn to some areas that needed an upgrade such as a wall with peeling paint, that was covered with old newspapers and posters.

"It took a lot of preparation and I found myself working off a checklist and delegating some of the tasks to my team. I definitely under-estimated the amount of time that it takes to organise and co-ordinate such an event. Also to creating the interest and passion within the workplace in a short space of time was a bit challenging - but in the end everything came together and the day was a huge success."

Meet two of the Mandela Day "Love Trust Project" champions

Personal assistant **Beauty Nyandoro** championed the Stefanutti Stocks Building business unit Support Services's Nelson Mandela intervention at the Ikamvalethu Day Care Centre in Tembisa.

"Nelson Mandela Day is a great initiative, and the message behind it is really simple: everyone has the ability and the responsibility to change the world for the better. It's great that Stefanutti Stocks has been consistent year in and year out in making a big effort to effect change. I'm honoured to have been part of this year's organising committee, especially with the Building business unit taking the lead.

"When I first visited my crèche I had a rough idea of what to expect as I participate in similar projects at church. When I got there I found the kids taking their nap-time on the cold, hard floor, and my heart wept. I felt so incredibly thankful that one of the things Stefanutti Stocks was donating was sleeping mats and that in two weeks sleeping on the floor would be a thing of the past for these little ones. That thought really warmed my heart.

"At that stage my planning had been on schedule, but after visiting the ECD, and seeing those beautiful little faces, my drive to do the best I can was ramped up a notch or two.

"And then the 22 July was upon us, and my colleagues and I spent a whirlwind of a day working to leave our mark at Ikamvalethu. Principal Bongiwe told me that she had been at a loss for words since Friday, when the deliveries started arriving. She said "I have been crying and I cannot believe just how much you have done for me, for the kids, the crèche, the teachers and the community."

"She looked at me and said, "My child, we only ever hear of these Mandela Day initiatives on the radio or on television, but today it's here at my crèche. Never did I ever think that one day it would happen at my crèche! Thank you Stefanutti!" To say that she was happy is putting it mildly!



Beauty Nyandoro (left) with Principal Bongiwe at the Ikamvalethu Day Care centre in Tembisa.

"The day also created a wonderful sense of camaraderie amongst our Building Support Services team, and everyone expressed their willingness to do something like this again. Our HR director, Theunis Eloff feels that it should not be a once-off, and that we should think of ways to continue to stay involved with Ikamvalethu. That's what we have been doing, and I hope that we will be able to realise some of our ideas soon."



Pictured to the left of the signboard is Rohanna Cockrell, with the rest of her team. ECD Principal Irene Volmink is pictured to the far left

Construction industry collaborates to deliver

R2.5-million emergency, temporary hostel accommodation

In August 2017 a temporary hostel accommodation at Bray School in Tosca, North West Province was handed over to the school principal Mr ME Chweneemang. The need for hostel accommodation was identified in July 2016, when the then Minister of Transport Dipua Peters and Nazir Alli, the former Chief Executive Officer of the South African National Roads Agency (SANRAL) visited the school in Bray, as part of their 67-minutes for Madiba. They discovered the school to be in poor condition, with an uninhabitable dormitory that was structurally unsound and had no access to running water.

Alli approached the construction companies involved in the Voluntary Rebuild Programme (VRP) to assist in providing an emergency solution. Funds for a temporary facility, to the tune of R2,5-million were then raised through contributions from the Road Accident Fund, WBHO, Stefanutti Stocks, Murray and Roberts, Raubex and Group 5 subsidiary Intertoll. The emergency project is intended to provide temporary facilities, while the Departments of Education and Public Works decide on how best to provide a permanent solution.

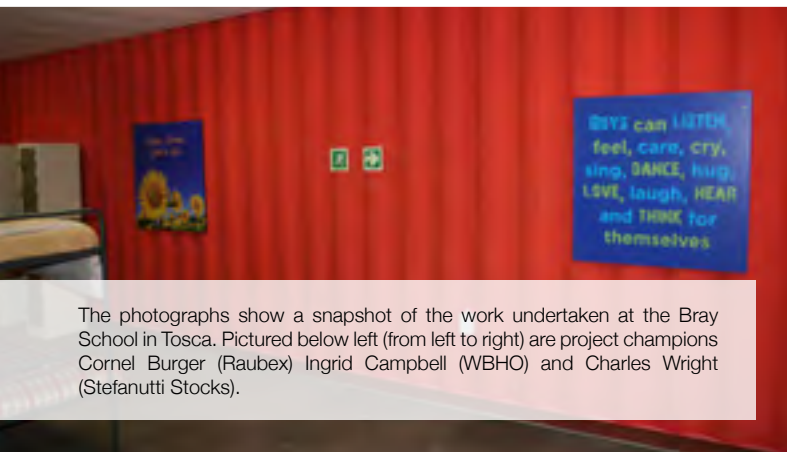
Hebner Innovative Solutions (HIS), a construction contractor that specialises in constructing facilities using alternative construction methods, was engaged to supply and erect the temporary, 112-bed hostel accommodation. The focus of HIS is on projects which benefit the community, and to date these projects have included the construction of orphanages, dormitories, computer rooms,

churches, houses and schools across South Africa, Africa and South America.

HIS was chosen as it undertakes mainly community projects, and is transparent with the profits it makes. Part of its ability to provide cost-effective solutions is that 80 per cent of its fabrication takes place off-site, and it is usually able to turn a project such as this dormitory facility around within six weeks.

The project was not without its challenges and frustrations, and as a socio-economic contribution the project was designed with maximum value for money and rapid installation in mind, in order to ease the plight of the current learners. This meant fabrication off-site, and a core team on site doing the final fabrication and installation. The core team never exceeded five persons and HIS employed and trained members from the community to assist in the construction. Unfortunately due to the low economic levels in Bray the local community demanded to be employed on the project, which resulted in month-long delays, as well as rework due to the lack of sufficient skills available in the town. A further challenge was the poor quality gravel roads, on which eight of HIS's nine trucks got stuck enroute to dropping the containers off.

The scope of work on the project included pier-footings, transportation to site and placement of containers, the augmentation of the containers into a temporary dormitory, painting internal walls (as per the corporate colours of the sponsors), fitting standard doors and windows, and all electrical and plumbing installations including the installation of a 500-litre water tank and a 21.5kl septic tank.



The photographs show a snapshot of the work undertaken at the Bray School in Tosca. Pictured below left (from left to right) are project champions Cornel Burger (Raubex) Ingrid Campbell (WBHO) and Charles Wright (Stefanutti Stocks).



Bray School Temporary Dormitory

Project Schedule as estimated by Hetzner Innovative Solutions.

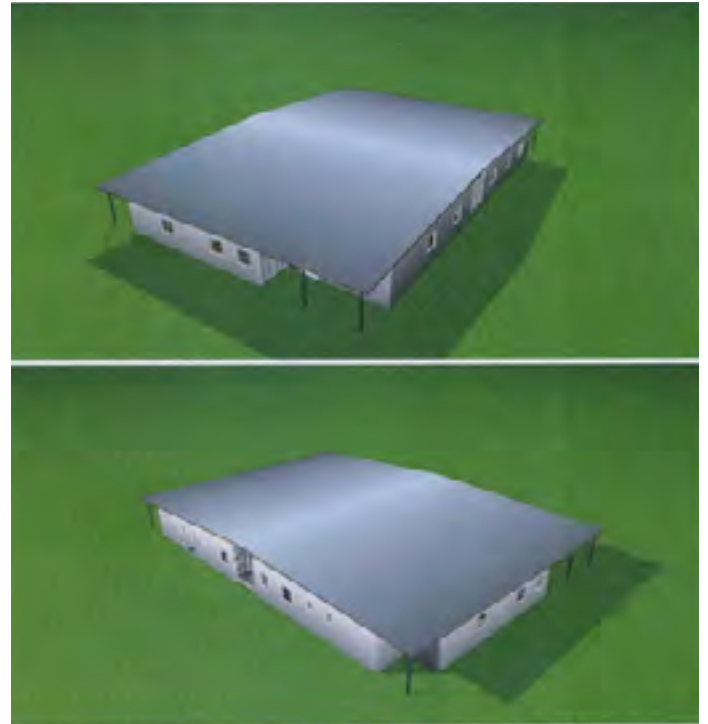
The project will require a period of up to 6 weeks. A detailed project plan is available should we move forward.

Isometric Views as supplied by Hetzner Innovative Solutions.

"It's a pity that reaching conclusion on this project has taken so long. In spite of our tight SED budgets that were stretched to accommodate more than they are destined to cater for; the remote location; and community issues, I am really pleased that we have pulled it off," says Charles Wright.

The temporary facility sleeps 112 and will have a big impact on the quality of life and basic dignity of these children - including having adequate sanitation and a private space. "I am certain that the simple fact that each of the children now has their own bed, a locker, access to adequate showers and toilets, a dining room to eat in, and a mere 100-metres to walk to class... will have a huge psychological impact on them."

The temporary emergency dormitory was handed over with a complete handover package, including all certificates of compliance, guarantees for all equipment, as well as an emergency plan and fire fighting.



Madiba magic sprinkled on **coastal therapy centre**

Khanyisa School and Therapy Centre caters for children with special needs who cannot attend a normal school. It officially opened in January 2013 with four staff members and seven students, and in 2017 has grown into a holistic developmental centre for children with special needs, with over 22 staff members serving its 36 students. The high standard of therapy and interaction the centre provides means that the resources required to keep the school running are almost double that of a mainstream school.

Stefanutti Stocks Coastal chose the centre as its Mandela Day beneficiary, with a specific focus on upgrading the school's facilities to support a learning environment that is most conducive to the developmental needs of its students.

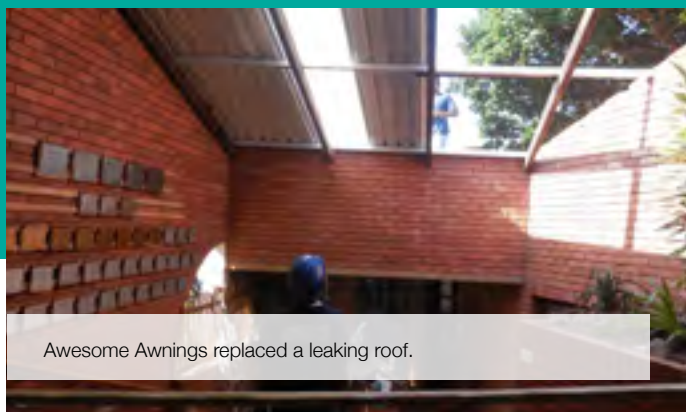
A total of nearly 700 man hours and R100 000 were spent on the school, both in the run up to the official Mandela Day activities and on

22 July 2017 itself. Work undertaken included painting the classrooms, carpeting the walls in the sensory/therapy rooms, replacing old cupboards, adding almost 100 metres of shelving, replacing an old leaky corridor roof as well as cleaning the school and preparing it for the children's return after their July holiday.

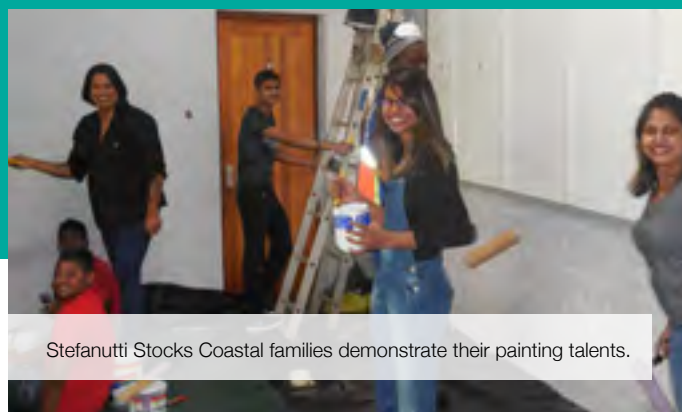
The Saturday spent at the school was incredibly productive, and saw employees of all levels, together with their families, muscling in to do as much work as they could within six hours. "It was a very satisfying feeling to know that we have made a real difference in these children and teachers lives" says Sheldon Randall, Stefanutti Stocks Coastal project manager. "Playing a small part in providing these special people with a more functional and aesthetically pleasing environment that will also make it more developmentally conducive, left us all with a wonderful sense of fulfilment."



Bradley Randall, Yaromi Gopalan and Bruce Ivins wield their paint brushes in one of therapy rooms at the Khanyisa School and Therapy Centre.



Awesome Awnings replaced a leaking roof.



Stefanutti Stocks Coastal families demonstrate their painting talents.



The happy transformation continues with Peter Moodley taking the top, and Collin Mabunda cover the middle.



Sivuyile Bati and Collin Mabunda sprinkle some more Madiba magic across the sensory/therapy rooms.

Mining Services and Exxaro treat kids from **Impilo Primary School**

The Impilo Primary School in Middelburg is one of Exxaro Coal Central's community projects and Stefanutti Stocks Mining Services recently joined forces with its client to commemorate Mandela Day on 1 August 2017.

A brief introductory speech by Exxaro Coal Central's business unit manager, Daniel Stapelberg and school principal Mrs Zondo was followed by the pupils singing some of their school songs before each child received a Drimac, sponsored by Stefanutti Stocks, and a school satchel sponsored by Exxaro.

"We are proud to be part of the team from Dorstfontein East Mine that contributes to the social wellbeing of these children," says Clifford Turner, Stefanutti Stocks Mining Services contracts manager.



Pictured at the hand over event are, from left to right: Mrs Sibongile M Zondo (principal), pupil Lindile Matrose and Wilke van Zyl, technical manager at Stefanutti Stocks Material Handling.



The road alignment of the rural road being upgraded in the Limpopo province was re-designed to avoid removing this beautiful Baobab tree.



Environmental

Reducing the human impact through Environmental Stewardship

The elements of Water, Earth and Air are key topics of conversation in our industry, and it is important for us to be innovative and to maintain a clear focus on our responsibilities, says Jaco Underhay, the Stefanutti Stocks Group SHE manager. We should all be environmental stewards, however the management of our environmental impact should not become so complex that it becomes overwhelming.

Our environmental forum consists of representatives from each business unit, and it is there to guide our compliance, to define our responsibilities, as well as offer workable solutions and procedures that support achieving our targets and objectives.

Our company's environmental framework assists us to focus on specific environmental areas, and it is based on six pillars, that again helps us to focus our efforts and goals. These are credible information, carbon emissions, energy, materials, waste and water.

Having credible information helps us to set clear targets and objectives, and in order to measure our impact, we first established a baseline measurement. Accurate information and statistics ensure that we have a clear picture of our progress, and we rely on our employees to supply this information.

We use international guidelines to calculate our carbon emissions and this year disclosed our carbon footprint, detailing our direct emissions, such as diesel, petrol, oil, LPG and electricity from the grid. In terms of carbon emissions our Roads, Pipelines and Mining Services business unit depends heavily on its plant and machinery to get its work done. It is therefore a major contributor towards our direct emissions. As a business unit they have recognised that reducing their footprint requires innovative thought and they have for a number of years been exploring exciting ways to reduce their footprint, some of which have been successfully implemented.

As part of our sustainability improvement framework, water, electricity and energy intensity are measured per employee. Our total operations intensity in the last reporting period was respectively 412 gigajoule of energy, 100 kilowatt of electricity per hour and 97 kilolitre of water per employee. The recent water shortages saw us implementing a number of group-wide initiatives, which in spite of the rainfall we have continued to implement.

Our highest environmental expenditure (89,42%) is on equipment, maintenance, and operating materials and services, and related personnel costs.

Our two main waste streams are domestic and construction, and our waste programmes focus on diverting waste from landfills and recycling initiatives. Our waste disposal streams are respectively 2 144 ton of hazardous, 10 774 of non-hazardous and 1 331 of recycled waste during the last reporting period. An interesting statistic is that in South Africa the average amount of waste generated per person per day is a whopping 0.7 kg!

How can one be an environmental steward, without it becoming too overwhelming? Here are a few guidelines:

- Start with the simple things.
- Familiarise yourself with what the group is trying to achieve.



Stefanutti Stocks Group Safety, Health & Environment (SHE) manager Jaco Underhay, shares his thoughts on environmental stewardship.

- Reduce waste, in the office, and on site.
- Recycle, re-use and dispose of waste appropriately.
- Focus on lowering our carbon footprint.
- Eliminate leaking taps and pipes.
- Ensure storm water run offs are clear from debris.
- Walk 100 metres instead of driving,
- Report incidents - we will learn from them.

AND if you have a great idea, share it - one less hydrocarbon spill, a clever recycling initiative or an innovative way to save fuel and energy will not only have the additional benefit of saving us costs, but will go a long way towards taking good care of our environment.

Fun Facts on SA's Environment - did you know that:

- The Kruger National Park supports the greatest variety of wildlife species on the African continent.
- The Cango Caves, near Oudsthoorn, are the world's longest underground cave sequence.
- South Africa is the only country to house an entire floral kingdom (fynbos). Our floral kingdom is one of only six on the planet.
- In 1991, South Africa became the first country in the world to protect the Great White Shark.
- The Vredefort Dome near Parys is the oldest meteor scar in the world. It is 2-billion years old!
- South Africa is the Cradle of Mankind.
- SA Tourism claims that South Africa has the third highest level of biodiversity globally.
- The closest relative of the Cape Hyrax, commonly known as the 'dassie', is the African elephant.
- South Africa has embraced the concept of trans-frontier 'peace parks' that link ecological reserves across national borders.

Passion and resilience are the key in managing the Environment

In 2013, while Lesego Jack was working at a smelter in Rustenburg, she was head hunted by Stefanutti Stocks and recruited as environmental manager for the Roads, Pipelines & Mining Services (RPM) business unit.

"When I started at Stefanutti Stocks RPM our Safety, Healthy and Environment (SHE) department was just beginning to implement the ISO systems, and this was one of my biggest tasks. About three or four months later we successfully achieved certifications in Swaziland, followed by the Roads & Earthworks division, then Mining Services, and finally Pipelines. We are now focusing on our operations outside South Africa's borders, with Zambia and Botswana next on the list."

What are the values of these systems?

"Within my previous job, in the mining industry, our environmental impact was high, and we often had to think on our feet. At first, coming into an environment where clear procedures were already in place, I did feel my creativity was being curbed. However the structure and consistency, especially working in such a large organisation, is essential, and my thirst for problem solving was quenched by the diversity of our operations. Each site is like a child, you cannot really compare them, even if they are twins, there are still differences."

How have the ISO 14001 systems been accepted across the business unit?

"Initially when we started the process a few years back, environmental management was something quite foreign. I have to say that people at Stefanutti Stocks have been quite receiving, and management, both at head office and on sites, is very supportive."

"I always say that the SHE department does very purposeful work. Our work saves lives, because if you are looking after the environment, you are automatically looking after your people. No one can be healthy in a dirty, dusty environment, and safety, health and the environment are closely intertwined."

"We've made so much progress, and today when we visit sites, I can see that our environmental mind-set has spread - it's becoming part of the way we work."

What are the environmental concerns in your business unit?

"Our business unit's operational activities mainly impact on the vegetation, water, emissions and waste. We often work in areas where plants are particular and unique to that area, and we have to ensure that we save as much of the vegetation as possible. This includes removing the vegetation, setting up a nursery, and then replanting the plants once the time is right."

"One of our biggest issues is water, especially on our roads projects. Water is a challenge, firstly because we use a lot of it in road construction, and secondly the droughts has meant that water has become a very scarce resource. Where there is none, or little water available, we have to mitigate dust pollution in other ways, such as reducing the travelling speeds on the roads."

"Our machinery and plant consumes a lot of diesel, and therefore emits high amounts of green house gases, which are mostly in the form of carbon dioxide. To ensure that we reduce our impact we maintain our plant, constantly monitor its performance, and manage our driver and operator attitudes."

"Sometimes you need to be resilient, and not give up... one should not worry if people don't get it at first. Be patient, and explain to them,



Stefanutti Stocks RPM environmental manager Lesego Jack at one of the group's high profile projects, the Kusile Power Station in Mpumalanga.

this is why we do it this way, and this is why we should not do it that way."

"Another of our environmental impacts is that we generate a lot of waste. Our particular concern is the hazardous waste related to the maintenance of our plant. Whatever waste we produce, we need to look after it from the point of generation, from the viewpoint of disposal. There are various initiatives underway, however, they are not always possible to implement on all of our sites, due to the geographic footprint of the business unit, which ranges from the most remote sites in the bush, to sites within the CBDs."

How do you balance the need for productivity with environmental management?

"We have to work closely with our colleagues who are deadline driven, and need to be able to look at things from a business point of view. Yes, we are looking after the environment, but we are also a business that needs to remain sustainable. Understanding the business, the communities, and the contracts are the key to being able to look at environmental challenges in a balanced way, and being able to make appropriate suggestions and recommendations."

What is the one thing you feel is essential within Environmental Management?

"You have to be passionate about what you do, and be resilient."

Biodiversity assets moved

to temporary nursery at Stefanutti Stocks site office



Keratlwe Musi, Stefanutti Stocks Roads, Earthworks & Pipelines junior safety and environmental officer, with safety cadet Confidence Sikhakhane tending to the plants in the temporary nursery.

Prior to the site teams breaking construction ground at SANRAL's Hammarisdale Interchange upgrade project, a number of biodiversity assets had to be relocated to a temporary nursery as part of the contract's environmental management plan. eThekweni Municipality's Environmental Planning Department assisted with the identification and tagging of the species that had to be removed. The removal bagging and transportation to the temporary nursery was undertaken by Invasive Vegetation Management Services, a sub contractor appointed by Stefanutti Stocks Roads, Earthworks & Pipelines for this purpose.

The following plants were rescued and have been planted or potted in the nursery at the site office:

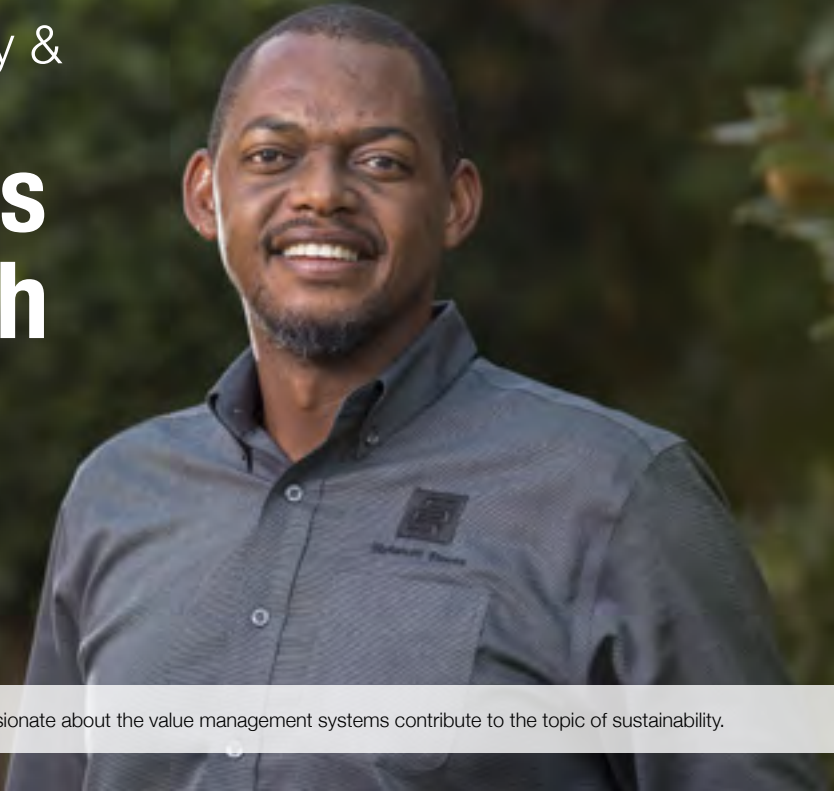
- Ledeboria zebrinea (54),
- Senecio variabilis (277),
- Hypoxis hermercoalidea (987),
- Watsonia densiflora (40),

- Gazinia Krebsiana (40),
- Unnamed shrubs (2),
- Large aloes (22), and
- Small/medium aloes (approximately 600).

The temporary nursery is located at the construction site offices and the plants are maintained by a Stefanutti Stocks gardener. During the revegetation phase of the project they will be replanted within the confines of the road reserve and other adjacent areas that are currently within the construction zone.

In addition to the removal of the rare vegetation, a further environmental consideration was to ensure that the construction activities which are taking place within a river bed do not contaminate the water streams. Preventative measures included the establishment of beaver dams, to prevent silt and sediment from flowing into the river.

A passion for safety & environment steers a director's career path



Stefanutti Stocks Structures director Vuyo Qubu is passionate about the value management systems contribute to the topic of sustainability.

Stefanutti Stocks Structures director Vuyo Qubu was born and raised in KwaThema, a township south-west of Springs on the East Rand. After studying civil engineering at the Vaal Triangle Technikon, his first civil construction project found him working at the Majuba Power Station in the mid-1990s. In 2001, he was part of the project team that constructed Vodacom's Western Cape office, and once that was completed Qubu decided to focus his career on quality management. He joined Stefanutti Stocks Civils in September 2010 as a quality manager, and three years later was promoted to director, responsible for all three systems i.e. safety, environment and quality.

"I worked on site for a number of years and at the time the requirement for quality assurance started increasing. It was fast becoming the next industry buzz word, and the ISO management system itself was becoming a focus. My employer at the time started a central quality assurance department, and I was one of the first people to join the department.

"Today I look after all three systems. Quality assurance (ISO 9001) remains my passion, however, all three systems are key contributors to our sustainability.

"With regard to quality - to be successful in our business, you need to do what you need to do correctly the first time. And then move onto the next thing. If we had to build everything twice, we would fast be out of business. Having the ISO and OHSAS certifications (quality, health and environment) means that one has management programmes in place, to safeguard and guide processes. This ensures that whatever we do, we only do once, and we do it correctly. This is one of the key things that keeps us in business.

"The environmental system certification, ISO 14001, ensures that we remain very conscious about our environmental compliance criteria - both from a legal perspective, as well as understanding our client's project requirements. The certification process and the management system require that we are aware and mindful of our impact on the environment and communities we operate in. We monitor items like electricity, waste and water usage, so that we can report from a sustainability perspective. We must also comply with environmental

impact assessments and site-specific requirements.

"From an occupational health and safety (OHS) perspective the key words are ZERO HARM. We don't want any of our employees, clients, or communities surrounding the areas within which we operate to come to any harm. This management system (OHSAS 18001) details what protocols need to be in place to safeguard all stakeholders. We use these standards and set guidelines to inform our reporting.

"We have certified the Structures business unit, comprising of the Coastal, Civils and Geotechnical division, as one. All three businesses deal with concrete and most of our activities are common. This also means that we can move our resources across the business unit as well as have the same certification periods across all divisions.

"My advice to anyone who is interested in a career in SHEQ is first to work on site. You cannot comprehensively work with management systems, unless you understand in practice how they relate to operations at the coalface. Secondly, in an industry where tolerances are key, an eye for detail and precision is an important aspect of what we do - if you are not able to pick up the minor details, you're doomed before you take off. Thirdly, learn from whomever you can.

"I'm currently mentoring Yolanda Duze, the quality manager for Axsys Projects (see page 6). There is such a great benefit that comes from being mentored by someone who has learned through experience in the industry. She can attend courses and conferences, but she will never pick up as much as she can by spending time with someone who has gone the same route, and tripped and fallen down. I'm more than happy to share any advice and insights that I can."

What is the one thing that you need to be successful in your industry?

"Perseverance. I've seen a few youngsters enter the industry and want to see themselves as managers in next to no time. They get despondent and leave, but they should persevere - things don't happen that quickly. And when they do happen, it's not a walk in the park. Management works hard. A director's responsibilities extend past daily duties, and contrary to popular belief, very little golf."



if **you** can dream it,
we can **construct** it

Stefanutti Stocks

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