

Sizimisele

"we are committed"

Volume 5: October 2018



excellence in execution

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

Stefanutti Stocks way

Energised & engaged employees

- Accountability at all levels
- Developing our people
- Involved with our people
- Live our values
- Owner's mindset
- Performance management and feedback
- Right people in the right places
- Transformed and diverse organisation
- Understand the next generation

Flawless execution

- Do it right the first time
- Lean culture
- Plant & equipment – our pride
- Proper Planning Prevents Poor Performance
- Relationships with construction partners and supply chain
- Simple, efficient standardised processes and procedures
- Zero harm

Client relations

- Alternative procurement and execution methods
- Customer Relationship Management
- Presence with clients
- Regular engagement
- Solutions-driven culture
- Under promise and over deliver
- Understand clients and project needs

excellence in execution

founder's mentality – our philosophy

Business insurgents are energetic and driven to succeed

- **Bold mission** translates into a unique and energetic business
- **Limitless horizon** feeds long-term sustainability
- **Unique vision** fuels dynamic aspirations

A front-line obsession is a pro-active desire to execute

- **Customer advocacy** means an obsession with customer satisfaction
- **Front-line empowerment** results in flawless production with the right people
- **Relentless experimentation** leads to innovation that improves performance

An owner's mindset makes risk more personal

- **Aversion to bureaucracy** leads to simpler processes consistent with principles and values
- **Bias for action** is enabled by an owner's mindset
- **Strong profit & cash focus** generates financial returns for all stakeholders

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

excellence in **execution**

Candour

Frank and respectful discussions with the objective of finding positive outcomes.

Accountability

Taking personal responsibility for one's actions and the resultant 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.

Excellence

A passionate mind-set that puts quality at the forefront of all business activity.

Dynamic

Embracing openness and flexibility of mind and an energetic, pro-active solution-driven attitude.




Executive letter

“As one person I cannot change the world, but I can change the world of one person.”

Paul Shane Spear

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



It feels like it was just the other day when the very idea of Sizimisele was just a dream and today we have published this, the fifth edition. During the period that has passed since Sizimisele Volume 1, it has been encouraging to witness the growth – in skills and experience – of our Enterprise Development (ED) partners, as well as to see the growth of the individual staff members who contributed to the initiatives highlighted in this edition.

One of the highlights of 2017 was the publication of the Construction Sector Scorecard which was gazetted in December 2017. The roll out of the revised requirements throughout our operations has been the key in refining our transformation path as a company.

The Stefanutti Stocks Way drive has spread not only to operational activities but to every area of our business, including our selecting ED and socio-economic development (SED) partners that we want to associate with the Stefanutti Stocks brand.

We expect our ED partners to demonstrate our vision of “excellence in execution” and this is one criterion that is used during the selection process of potential partners.

In our drive to continuously improve our employees' skills the focus area has been to fully integrate our various training centres into what we now proudly refer to as the Stefanutti Stocks Academy. The focus on skills development is driven not only by the Academy, but also by our various employee development programmes, including, among others, the bursary opportunities, artisan development programmes and the Construction Management Programme.

The Stefanutti Stocks Way drive will further extend into our SED initiatives where the main focus becomes that of leaving a legacy in the communities in which we operate, in order to ensure that such communities benefit beyond the time of project implementation. Some of our initiatives, such as Go for Gold and the Jirah Academy, have been part of our SED journey for the past five years. Our recent initiatives include Vision 4 Change and Adams College.

The SED focus of 2018 is early engagement with communities to align the expectations of all stakeholders prior to the start of construction. This is obviously dependant on our clients' support and flexibility in the start-up programme for each project. Ideally, a significant portion of the annual SED budget needs to be spent on initiatives identified by the project teams, as well as ensuring that these initiatives have the support of the community.

The 2018 year had a particular focus on Preferential Procurement which has culminated in the Stefanutti Stocks Preferential Procurement policy being approved by both our Executive Committee and the board's Social and Ethics Committee.

The overall objective of the policy is to:

Validate Stefanutti Stocks' commitment to Preferential Procurement and challenge procurement teams to consistently seek alternate suppliers, in order to create a diverse transformed supply chain, that offers value for money while adhering to the principles of quality, safety and on-time delivery.

The focus areas for the environmental initiatives during 2018 have been to drive waste recycling at all of our sites and to continue to find ways to make our operations more energy efficient. It is therefore encouraging to see the environmental section of Sizimisele growing with each edition and highlighting the initiatives that are being implemented in the business units.

Our vision and focus for 2019 is to upskill our employees to be ready to face every challenge in this ever-changing economic landscape, whilst at the same time focusing on continually improving our ED and SED relationships to enhance the impact that these initiatives have on the beneficiaries.



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We would like to thank all contributors to the publication and welcome any suggestions or articles. This publication is also available online on our website.



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Cover photograph

Two of Stefanutti Stocks' enterprise development partners – Petrus Nemurangoni from PAMCO Waterproofing & Leaks and William Dhlolongolo from IsiYalu Manufacturing and Retailing Primary Cooperative – stand on the rooftop of the Works@Main Building in central Johannesburg, where PAMCO is undertaking the Stefanutti Stocks funded extension of IsiYalu's manufacturing facility.



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"My desire is to leave people better off than when I meet them, and if they don't remember anything else, I hope that they will remember my behaviour and treatment of them. A simple act of kindness can start an incredible chain reaction."

Dibuseng Mokoena, production manager, Stefanutti Stocks Contract Mining

"We are more influential than we think we are. As a positive person, I hope to share my optimism wherever I am. I believe change comes with one person at a time."

Jabu Nxumalo, pit supervisor, Stefanutti Stocks Contract Mining





FAQ's about Enterprise Development (ED)

answered by Vaneshree Pillay, transformation manager, Stefanutti Stocks Construction & Mining business unit

What are the aims/benefits of the ED Programme?

Stellenbosch Business School has defined “Enterprise Development” as the act of investing time and capital in helping people establish, expand or improve businesses”. And that is exactly what we do. We conduct a needs analysis to ascertain in what areas your business will benefit from our input, and we focus on developing these areas. Our aim is to help you grow and strengthen your business, in areas that are viable. The benefit to you, the enterprise development partner, is access, guidance and mentorship from a company that has been operating in the sector for decades.

How do I qualify to participate?

If you own a company that offers complementary services to any of our business units, we are happy to consider you. Your company must be registered with CIPRO, must be VAT registered, predominantly African, Indian or Coloured (AIC) owned, must employ at least three people, be registered for UIF and Workmen's Compensation. It is a bonus, but not a requirement, if the company is registered with SAFCEC.

What can I expect from it?

You can expect the development of your business, in any of the areas that have been identified in the Construction Charter, and our aim is to enable your business to be more viable and sustainable in the long term. Following the needs analysis, a development programme with milestones is formalised. We allocate our resources, and our enterprise development partner identifies and makes available resources from their side.

As per the Construction Codes, development areas include but are not limited to any of the following:

1. Management and labour skills transfer
2. Administrative system
3. Planning, tendering and programming skills
4. Business skills
5. Technical skills transfer
6. Legal compliance
7. Procurement skills transfer
8. Establishment of credit rating
9. Establishment of financial capacity
10. Contractual knowledge transfer
11. Marketing and branding
12. Business systems

Will I get work?

This would be the ideal scenario for skills transfer to take place within an operating environment, but that is not a given. If there are no work opportunities this does not mean that enterprise development cannot take place. In the construction sector there are many contributing factors to the success of a business – see construction codes development areas above.

Why does it fail?

Being part of this programme requires action and initiative on the part of both Stefanutti Stocks and our enterprise development partner. A lack of commitment from the enterprise development partner, such as not attending meetings or responding to queries or requests for information, etc. can result in failure.

Stellenbosch Business School has defined "Enterprise Development as the act of investing time and capital in helping people establish, expand or improve businesses".

ED @ a glance





Investment in black woman-owned cooperative IsiYalu to increase manufacturing capacity

Mercy, who is responsible for finance and production at IsiYalu, does some final quality control on a sports garment.

IsiYalu Manufacturing and Retailing Primary Cooperative is a community cooperative that manufactures industrial, corporate wear and sports active wear, as well as offering promotional branding and marketing services to its clients. The cooperative is seventy per cent black woman owned and employs fifty-two individuals, forty-five of whom are women. The cooperative became part of Stefanutti Stocks' enterprise development (ED) programme in mid-2018, with the construction group undertaking to assist IsiYalu with its expansion plans, as well as to provide some marketing support to assist with further growth.

The cooperative was originally founded by William Dhlongolo, fuelled by his desire to create a family legacy which he felt would not be possible in his role as a marketing services manager for a Johannesburg-based corporate. The seed to create a manufacturing business was planted when he was presented with an invoice for a golf shirt which he felt was unreasonably priced. He was sure that other corporates must feel the same way and decided to try his hand at offering this type of service, at a reasonable and honest rate.

He started IsiYalu in 2009 with only eight people and based on the concept of enabling struggling families to become self-sustaining. "My own family has experienced its fair share of trials and tribulations and I was motivated to build this business into one that could work for me, while at the same time empowering my family and others to be self-sustaining," says Dhlongolo.

The concept worked and, as the company grew, more families joined the cooperative until eventually IsiYalu was supporting forty-five families. This growth was driven by talented people whose skills

were being developed and who believed in uncompromised customer service – a combination that resulted in both personal and business development. IsiYalu's reputation for integrity and innovation grew, orders kept coming in, and the company began adding complementary services to its portfolio. This included its secondary business of branding applications that offers a state-of-the-art embroidery plant, screen printing and print sublimation. The company soon began outgrowing its premises and, a year ago, IsiYalu's landlord agreed to rent the manufacturer more space, on the same floor. However, at the time it lacked the capital to invest in realising its expansion plans.

"Our manufacturing capacity reached a ceiling, and we started having to say 'no' to work, as we do not have the infrastructure and space to accommodate more machines or more employees. When the work is there, but you are loathe to take it all in, it is a very frustrating position to be in, as you don't want to risk disappointing your clients by a slower turnaround," says Dhlongolo.

IsiYalu manufactures a range of quality garments, and has established itself within the industrial PPE workwear (personal protective equipment) industry where fabrics and textiles are meant to protect the wearer, as well as conform to certain quality and safety requirements.

On average IsiYalu completes about two-thousand-eight-hundred overalls monthly for clients including Bidvest, KAEFER Energy & Thermal, BNM SA, VOITH SA, De Beers, Discovery Health and Stefanutti Stocks. "We would be delighted to become one of the Stefanutti Stocks group's preferred suppliers, and have designed a customised overall that is comfortable and industry compliant, and one we know will fulfil all of the company's SHEQ requirements," says Dhlongolo.



William and Popi, IsiYalu's factory manager, discuss overall designs, while cutter and production planner Lindiwe cuts material according to the pattern sheet.

Stefanutti Stocks' contribution to IsiYalu's development has seen the production of a corporate video showcasing its manufacturing capability. It has also purchased a 7.8-metre fold-up cutting table, that will halve the manufacturers current cutting time. The factory expansion project will see the factory capacity grow by one-hundred-and-seventy square metres, and will include a reception and showroom area, office space, a break area for employees and more room for manufacturing activities. The construction project is being undertaken by PAMCO, also one of Stefanutti Stocks' ED partners, that has been part of the group's programme since late 2015.

"We have set ourselves a vision to grow the business by a further fourteen employees by the end of 2019, and I believe that, through Stefanutti Stocks' funding and support, this is possible" says Dhlongolo. "In addition to enhancing our own capacity, production and throughput, there is also the indirect benefit to our supply chain, as fourteen small- to medium-sized enterprises will be also be positively impacted.

"Meeting up with and partnering with Stefanutti Stocks has been inspiring and, above all, has reignited my team's morale."



Stefanutti Stocks enterprise development director Charles Wright and William Dhlongolo discuss the branding on one of IsiYalu's samples.

Stefanutti Stocks and **PAMCO's** relationship develops further



Max Mukhadi has worked for PAMCO for seven years as a supervisor on waterproofing contracts. He previously worked as a taxi driver in Dobsonville before joining the PAMCO team and enjoying a more consistent and stable income.

PAMCO Waterproofing & Leaks is a Gauteng-based, 100 per cent black-owned construction contracting company, with a Level One B-BBEE rating. It was founded in 2007 by Petrus Nemurangoni who has, over the past decade, employed and trained a talented and motivated workforce, well known for delivering the highest standards.

The company's core business is waterproofing and roof repairs, including roof tiling, roof sheeting, roof sealing and rubberising. It also undertakes building, plastering and painting projects, as well as waterproofing, roof construction and related activities for clients across a broad range of sectors.

As well as being a preferred supplier to the construction group's building business unit, the company has also participated in Stefanutti Stocks' enterprise development (ED) programme since late 2015.

The development areas in the last financial year included business skills development, covering an introduction to business strategy (including a workshop covering SWOT analysis, business analysis and positioning in the market) as well as tender assistance, including guidance on the tendering process. Operational skills development also took place, with eleven of PAMCO's employees attending a training course in power tools provided by Powerpro. On the branding and marketing front, Stefanutti Stocks' branded one of PAMCO's company vehicles and the fully-wrapped bakkie serves as a moving signboard for the contractor.

In terms of projects, PAMCO has been, or currently is, undertaking subcontracts at some of Stefanutti Stocks Building's housing sites, including waterproofing at the Northern View and Turffontein projects and a painting contract at its Devland site. In 2017 the company also undertook approximately half-a-million rands worth of building and remedial work at ten early childhood development (ECD) centres that formed part of the

Stefanutti Stocks Mandela Day initiative (in Tembisa). This included waterproofing, plumbing, painting, paving, structural work, roofing, erection of shade cloth, fencing, signage erection and the installation of toilets. PAMCO went the extra mile also embracing the ECD centres as its own Mandela Day initiative.

The ED relationship has also opened up networking opportunities, among others, with companies that have contracted for Stefanutti Stocks such as Hebner Solutions. In September 2018 PAMCO was tasked with the two-hundred-thousand rand refurbishment and extension contract for one of Stefanutti Stocks Mechanical & Electrical ED partners, Isiyalu Manufacturing and Retailing, located in the Johannesburg CBD.

"In this financial year, areas we are still aiming to cover more business planning and strategy, safety assessments and training on Hazard Identification and Risk Assessment (or HIRA) and assistance with a CIDB application to get PAMCO's grading process underway," says Wilna Potgieter, transformation manager at Stefanutti Stocks Building. On the operational front Stefanutti Stocks has also undertaken to assist with purchasing some construction equipment as well as negotiating better paint prices. "Our aim is to develop Petrus and his team both on the administrative and the operational front as much as we can, to ensure that they have strong business systems and procedures in place. It is of course always a bonus if some development can take place within a construction-related environment."



The PAMCO Waterproofing & Leaks team on site in central Johannesburg.



PAMCO's junior supervisor Maanda Ratshikhopho checks measurements.



PAMCO's fully wrapped bakkie ready to contribute to PAMCO's brand awareness on the roads.

A move from professional rugby to Qweli Construction

Eugene Maqwelana and Kobus Marx first met when a then nineteen-year-old Maqwelana did some holiday work for Marx Electrical – a family-owned, Paarl-based business established in 1969. The two became firm friends, and after completing his studies Marx went into the family business, while Maqwelana pursued a career as a professional rugby player ... as well as studying theology, a short stint in public administration, shipping and other entrepreneurial pursuits. Maqwelana was (and still remains) very actively involved in community initiatives, using his contacts and talent as a networker to bring initiatives and funders together, to create impactful and sustainable interventions.

In January 2013 Maqwelana registered his own construction company, Qweli Construction, focusing mainly on building work such as design, renovations, painting, roofing and road works, and mainly operating as a subcontractor to other local construction companies. Shortly thereafter he procured his friend's business,

Marx Electrical. Instead of immediately merging the business into his construction firm, the two friends decided to build the Qweli brand alongside Marx's almost five-decade legacy, until Qweli becomes a better-known name in the construction industry.

"We started operating as 'Qweli Construction trading as Marx Electrical', as we didn't want to lose Marx's brand equity," says Eugene Maqwelana, managing director of Qweli Construction, "and while our main work has come from the electrical side, we are now trying to grow the building arm of the business."

In July 2018 Qweli Construction joined Stefanutti Stocks' enterprise development programme. Following a needs analysis, three development areas were identified for the first year of the relationship, which will see Stefanutti Stocks assisting Qweli to register for its CIDB grading, formalising and writing a business plan, as well as some brand development initiatives.

"Among some of the challenges smaller construction businesses face within the Western Cape is the difficulty to obtain work as sub-contractors, as many large companies – though they complain that it is difficult to find quality subcontractors – often don't give the 'new kid on the block' the opportunity to prove themselves," explains Maqwelana. "My hope for our enterprise development partnership is that we will be able to step up our approach towards gaining new business, be exposed to new opportunities and get given the chance to prove ourselves within a broader environment."



Eugene Maqwelana and Kobus Marx discuss plans on the bonnet of Eugene's bakkie.



Christo Davids tests that the current is flowing.

Currently Qweli Construction offers the following services:

Electrical installations:

- Electrical construction & reticulation
- Mini sub stations
- MV work
- Alarms
- Fire alarms
- Intercoms
- Generators
- Solar installation

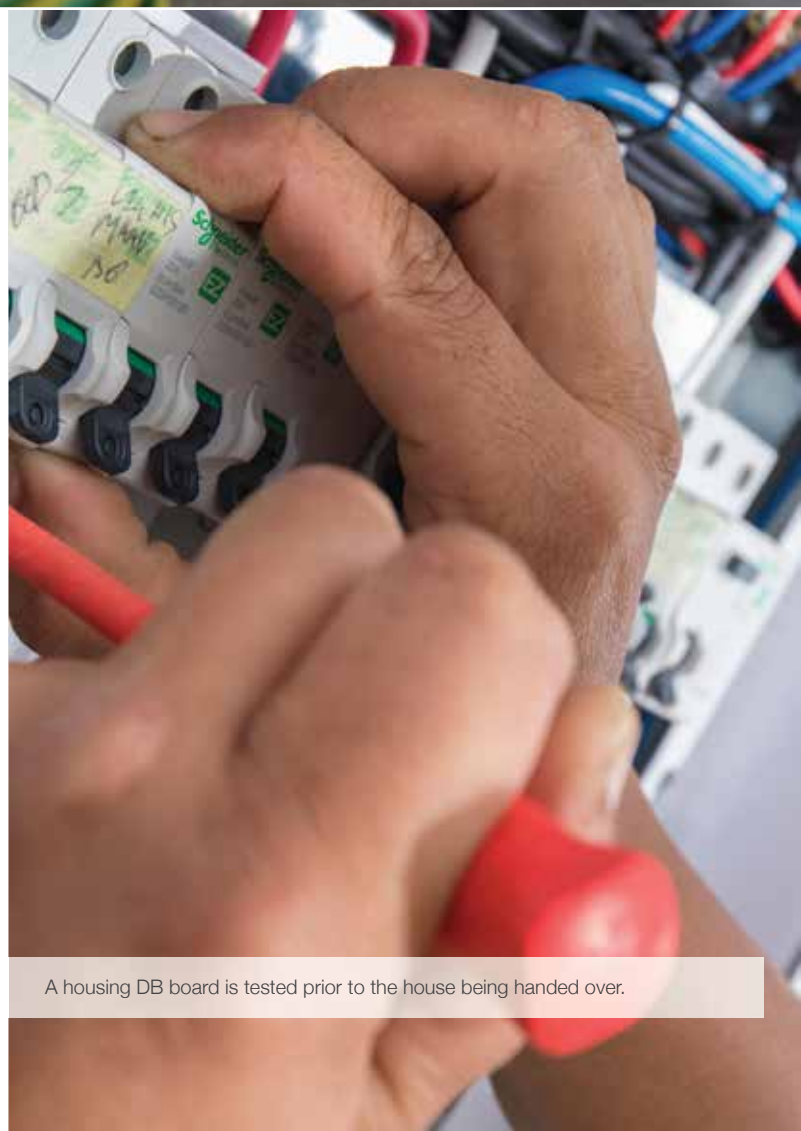
Construction services:

- Design
- Renovations
- Painting
- Roofing

Corporate Social Investment

Engaging with the community has always been a passion of Maqwelana's, who has been integrally involved with his communities throughout his life and career. In addition to having founded a football team (the Battalions Football Club) and convincing Clive Barker to coach them, he is also the founder and chairperson of the Mbekweni Youth Centre, as well as being actively involved in mentoring young men in his communities.

In terms of his hopes and aspirations for his construction company, Maqwelana explains that he is not necessarily driven by turnover. "For me, the next level is developing a vision of where it is we'd like to see ourselves, put structures and a good support team in place, have a base and an office, and procure contracts that will allow us to prove our capability to deliver quality projects to happy clients. I believe that if Qweli Construction provides quality work, the turnover will come."



A housing DB board is tested prior to the house being handed over.



Turnkey skill set differentiates SIHLE from other emerging contractors

SIHLE founder Raymond Mhlabane on site in Nelspruit.

SIHLE Property Developers & Plant Hire's relationship with Stefanutti Stocks Roads & Earthworks has evolved from its initial participation in a contractor development programme, to the company becoming an enterprise development (ED) partner to the division, whereby specific development areas, that will enhance the business' performance, are identified and actioned.

Since its inception in 2005 SIHLE has successfully completed a broad range of projects – of various scopes and sizes – ranging from R1.5-million to R100-million in value. The business aims to set itself apart from other contractors by offering turnkey services, which include acting as implementing agent for human development projects.

In the period leading up to February 2018 the ED relationship focused on technical skills transfer, marketing and branding, as well as access to business systems that could improve SIHLE's efficiencies.

SIHLE founder Raymond Mhlabane participated in the Embewu 2018 Programme, which included workshops and lectures covering topics such as plant and equipment hire, tendering (plant rates, buying enquiries, labour and salary rates), sourcing potential projects, cashflow, quality and production calculations.

The marketing and branding development included a corporate identity revamp which was rolled out across SIHLE's corporate stationary. A new look and feel for the brand was developed and applied to the company's marketing material. Stefanutti Stocks also procured, branded and delivered (to Nelspruit) a modified site office container, customised to reflect the revamped SIHLE brand. This initiative was undertaken to save SIHLE the monthly rental of a site office.

Of the many challenges currently facing emerging contractors in South Africa, access to industry business systems is an area of critical importance. A valuable and industry-leading software programme that specifically caters for contracting requirements is Construction Computer Software (CCS). Stefanutti Stocks arranged a training session for SIHLE employees, as well as paying for the company's annual subscription to CSS and three months of CSS fees.

The development areas for the 2019 financial year include a further roll-out of branding items (a website and calendars, as well as internal and external office signage design and installation) and a continued focus on business systems, particularly looking at employment policies and procedures. Ntokozo Sibande and Portia Sambo from SIHLE were flown up to Johannesburg for a two-day mentoring session with Gerhard van Dalen, Stefanutti Stocks Geotechnical's HR manager. Topics covered included a recap of the

Basic Conditions & Labour Relations Act, following which SIHLE's permanent and temporary employment contracts were reviewed and revised where appropriate to ensure they are legally sound and compliant. The benefits of Stefanutti Stocks' VIP Payroll and Training system were investigated and a visit to the Stefanutti Stocks Academy (in-house accredited training facility) was also arranged.

The short to medium-term objective for the enterprise development relationship with Stefanutti Stocks is for the two companies to procure work in joint venture which will facilitate the transfer of skills within an operations environment. "The Stefanutti Stocks enterprise development programme will go a long way to empower more emerging contractors, and we appreciate the opportunity and have thus far benefited from the mentorship," says SIHLE CEO and founder Raymond Mhlabane. "We are looking forward to the possibility of jointly tendering on government infrastructure projects across South Africa, and will continue to maintain this business relationship with Stefanutti Stocks, which has the potential to benefit both of our companies."

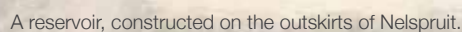
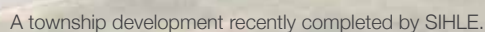
Company overview:

SIHLE Property Developers and Plant Hire CC is a Level 1 B-BBEE and 100 per cent black-owned – 50 per cent of which is black woman owned. The business currently employs 45 permanent employees. It holds a CIDB grading of 07 CE PE (civil engineering), 06 GB PE (general building work) and 02 EB PE (electrical engineering works – building).

SIHLE's services include building and civil construction, civil engineering, property development (turnkey projects), electrical contracting, as well as plant and machine hire solutions.

The company is active across a number of sectors and participates in contracts that provide educational and residential infrastructure, transport infrastructure, water & waste-water infrastructure and mine infrastructure. Its turnkey development projects see it participating as both developer and implementing agent, providing services from pre-feasibility and environmental impact assessments, through to engineering services and the construction of integrated human settlements. It also owns and operates a fleet of well-maintained plant and construction equipment, that is utilized across a range of its own construction and maintenance contracts, while also being available for direct hire by clients.

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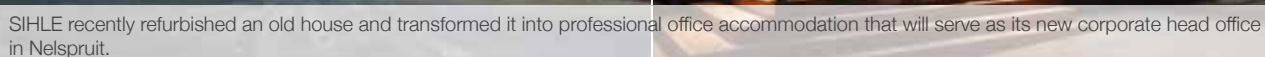
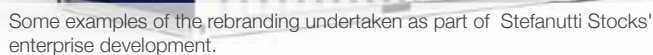


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Izazi Mining sets its sights on achieving B-BBEE Level One by 2019

Izazi Mining Services is a one-hundred per cent black-owned mining and construction company, with a B-BBEE rating of Level Three. It is owned and run by business partners Mbongiseni Alfred Sibisi (chief executive officer) and Mahan Joseph Lukhele (chief operating officer), both of whom have extensive experience (in excess of twenty-five years a piece) in mining engineering and management, including optimising brownfield and establishing greenfield coal mining projects. In addition to each having two mining-related National Diploma's, they both qualified as B-Tech Mining Engineers at the University of Johannesburg and have a long list of industry-related certificates and relevant qualifications. "We are very serious about the industry we chose to build our careers and company in and have made it one of our goals to always stay current and on top of the latest technology, to ensure that we are able to offer our clients the most up-to-date solutions," says Lukhele, who has been responsible for Izazi's operations since 2007.

Izazi offers a broad range of mining-related capabilities to the industry, including civil and engineering, mining services, as well as minerals and energy expertise.

Its civil and engineering services include construction, roads and earthworks, plant hire, mechanical & electrical installation,

chute fabrication, rehabilitation as well as sinking both incline and vertical shafts. The company owns a fleet of fifty construction and mining vehicles, utilised for above and below ground contracts.

Its mining services include the provision of underground construction services such as specialist support, underground and open pit contract mining, outbye general work (belt maintenance, ventilation walls, air crossings), stone work (drilling and blasting dykes, air crossing, sumps, tunnel development), specialised roof installation, sidewalls and high-wall support (roof bolts, cable anchors, wire mesh, cable trusses, OSO straps, acro-props, timber poles etc), crushing and screening (blending coal), and mine infrastructure rehabilitation.

Its minerals and energy services include commodity trading (coal, chrome and gold) as well as energy generation. The company also has prospecting and mining rights in Vlakkfontein, Ingogo, Vryheid, Dumbé, Hartbeesfontein and Elandsfontein.

Izazi Mining Services and Stefanutti Stocks Roads & Earthworks have worked in joint venture on two contracts (earthworks, concrete works, roads, rehabilitation) at the Kusile Power Station construction site. The relationship goes as far back as 2006, and in 2018 Izazi was invited to join Stefanutti Stocks' Enterprise Development Programme.



The Izazi Mining Services team at work in the boardroom. From left to right are payroll/HR officer Michelle Pienaar, COO Joseph Lukhele, CEO Alfred Sibisi, finance and administration manager Dudu Mokwena and payroll/HR officer Zukiswa Qupa.

Each year, Stefanutti Stocks targets three development areas that will assist its enterprise development partner in being sustainable and support its growth. The three areas identified for Izazi for the 2018/2019 financial year included improving the company's BEE Level – which started as a Level 8 and was brought down to a Level 3. The second focus area is to improve on the B-BBEE level with a target of achieving a level one within a year's time. The third development area will support Izazi's brand development and will include the development of a branding guide, a company profile, professional photographs as well as a new website.

Another area that Stefanutti Stocks hopes to assist Izazi in, is improving its Construction Industry Development Board (CIDB) grading, currently sitting at two. "Our Level Two is not a reflection of the capacity of our company, we just need to prioritise getting all the administrative requirements in place to be able to move up the CIDB gradings," says finance and administration manager Dudu Mokwena, who is looking forward to the assistance the enterprise development partnership will provide in financial and management procedures. Further areas that Stefanutti Stocks will be assisting Izazi with, in order to improve its B-BBEE level, include guidance and advice in the area of skills development, the establishment of a mentorship programme, socio-economic development and enterprise development.

Izazi has, over the years, enjoyed a sound working relationship with several well-known companies including Anglo Coal, Exxaro, Glencore, Coal of Africa, Kangra Coal, BHP Billiton, Vunene Mining, Eskom, Sasol Mining and Total Coal.

"What is concerning in the current climate in South Africa, is the fact that the pipeline of new projects has dried up, and we are continuously having to explore new opportunities, to ensure that we continue to grow and remain sustainable," says CEO Sibisi. Lukhele adds that many of their clients are faced with the same challenges they are, brought on by the technical recession. "It is our aim to work in partnership with our clients to achieve their targets – our philosophy is that we are part of their teams, and as invested as they are, in making the best of the current economy."



Izazi's new Elgin 4x4 underground flameproof tractor being prepared for transport to site.



Kerbing underway at the Kusile Power Station, where Izazi is working in joint venture with Stefanutti Stocks Roads & Earthworks.



Business partners, Mbongiseni Alfred Sibisi (chief executive officer of Izazi Mining Services, pictured on the right) and Mahan Joseph Lukhele (chief operating officer of Izazi Mining Services), discuss plans to build new offices and a workshop on their premises near Middelburg.



Electrical Projects

enters twenty-second year in business as a Level One contributor

Electrical Projects Investments (Pty) Ltd has been an enterprise development partner to Stefanutti Stocks Building KZN since November 2016. It was established in 1996 as a fully-fledged electrical company servicing the South African building industry and over the past two decades has earned a reputation as a company that delivers quality projects on time, cost-effectively and profitably.

The business is a private, 100% black-owned, medium-sized enterprise, with a Level One B-BBEE rating, an 8 EBPE (Electrical Engineering Works – Building), and an 8 EPPE (Electrical Engineering Works – Infrastructure) grading from the Construction Industry Development Board (CIDB).

It provides electrical contracting services to the building industry, including:

- Electrical installations/additions to commercial, industrial, healthcare and residential developments,
- Street lighting installation,
- Low, medium and high voltage reticulation,
- UPS installations,
- Earthing, and
- Surge and lightning protection systems.

The company joined the Stefanutti Stocks enterprise development (ED) programme in 2016. Prior to this, it had undertaken numerous electrical installation subcontracts for Stefanutti Stocks Building KZN and, after completing the Unilever warehouse in 2009, was awarded preferential procurement status. It has participated on a range of industrial and building projects that Stefanutti Stocks has constructed, most recently at one of Stefanutti Stocks' industrial projects (Hirt & Carter) in Durban, where it provided all low- and medium-voltage electrical installation services.

Stefanutti Stocks annually conducts a needs analysis with its ED partners, and the development areas identified in Electrical Projects' needs analysis, that were actioned in the last financial year, included a logo revamp, corporate identity development and guidelines, as well as the development of a website. Continued mentorship was provided by Stefanutti Stocks Building KZN's finance director Brett Mullins, as well as assistance with the development of a B-BBEE strategy to improve the Electrical Projects' B-BBEE level. The original aim was to improve from a Level Four to at least a Level Two over a twenty-four month duration, however, this target was exceeded with the achievement of a Level One in early 2018.

Furthermore, business skills development (by Rorisa) as well as operational skill training was provided including an introduction to business strategy. This included a workshop with Corrie Pretorius, a specialist in Construction Project Management and Contract Law. The workshop covered a SWOT analysis, business analysis and the company's positioning in the market. Operational skills development training included a one-day site planning workshop that focused on the cost-effective running of a site.

"Being part of the Stefanutti Stocks ED programme has enabled us to grow the business and focus on areas that needed improvement. With B-BBEE being such an important aspect in business these days, one of the areas identified was improving our BEE score – and this was achieved in 2018. This gives us a competitive advantage when tendering for projects," says Candice Khan, administration manager for Electrical Projects. "The unwavering support, advice and guidance that we receive from Wilna Potgieter and Brett Mullins is immensely valued."

The development areas for the current financial year include:

- Planning and project management for a current, very large project.
- Design of branding to be applied to site containers and rolled out onto site infrastructure.
- Cost and control systems, with a focus on accurate reporting and capturing of material deliveries to site and material costs, as well as the implementation of a CCS review of costs versus allowable.
- Reduction of the reporting cycles from a five week to a two week cycle.

"Having Electrical Projects as part of our ED programme has been an important part of our B-BBEE strategy. The partnership has strengthened the relationship between our two companies but also allowed Electrical Projects to work on key projects in Durban for our competitors – a key indicator that the programme is working," says Mullins. "We have enjoyed being an integral part of their team, as well as transferring skills and knowledge, and have derived great satisfaction from watching them prosper in what is currently a very difficult environment."



Pictured at the Hirt & Carter site near Umschlanga are, from left to right, Brett Mullins, Candice Khan and Prem Inarman, Electrical Projects CEO.



Christopher Govender and Bobby Singh from Electrical Projects study plans with Steve Smith from Stefanutti Stock Building KZN.



An aerial perspective of the 45 700m² body shop site at the Mercedes Benz South Africa's premises in East London.

Axsys Projects

aspires to growth in challenging economic climate



The relationship between Stefanutti Stocks and black-woman owned construction company Axsys Projects began in 2012, just one year after Halga Ninow-Cohen established the company in 2011. After five years of being a strategic enterprise development (ED) partner, Axsys then moved out of the ED programme in 2017, into the Voluntary Rebuild Programme (VRP) to become a VRP partner to Stefanutti Stocks.

Projects

The relationship continues to grow from strength-to-strength, and 2018 has seen the two companies working together on a number of contracts – within the mining, the building and the civils sphere. In addition to working with various Stefanutti Stocks divisions in joint venture, Axsys has tendered for, and been awarded, a number of projects in its own right, including remedial work at thirty-one healthcare facilities in the Northern Cape's ZF Mgcawu region.

"Currently, there are not many projects coming to market, and we're really hoping that some of the contracts we have tendered for will be awarded soon," says Geoff Thompson, managing director of Axsys Projects. "At the moment we are working on approximately ten projects – almost double what we had in 2017. Our site staff has grown in accordance with the demand on our projects, and we are pleased to have a number of experienced industry professionals on our payroll."

Among a number of projects being undertaken in joint venture with Stefanutti Stocks Building KZN is the contract for the construction of the new Nedbank Park Square – a mixed-use development for Nedport Developments in Umhlanga. This was the first project acquired in joint venture with Stefanutti Stocks Building KZN and was also the first project awarded after joining the VRP.

Further joint ventures with Stefanutti Stocks Building KZN and emerging contractor Botani include three projects for Mercedes

Benz South Africa (MBSA) in East London – an ASRS Sorter project as well as two other design and construction projects:

- Building 34's Logistics Building – comprising the demolition and removal of an existing building and its infrastructure, and the construction of a new 16 800m² logistics building and associated infrastructure.
- J-site logistics Building – comprising the construction of a new logistics building with both good accessibility for suppliers and a good connection to the assembly plant. Also forming part of the project are a new "Gate 2" entrance with external facilities.

A further project at MBSA's East London site includes the design and construct contract for the MBSA Body Shop, awarded to a joint venture between Stefanutti Stocks Building KZN, Axsys Projects and Simunye. The project entails repurposing the existing approximately 27 000m² logistic building and bodyshop (F4), and comprises the demolition and relocation of existing buildings as well as the construction of a two-level extension covering a 45 700m² area, and connecting to the existing F4 building.

Axsys Projects is undertaking a number of mining contracts, in addition to the building projects. One of these is a joint venture with the Roads, Pipelines & Earthworks division which includes earthworks for four pollution-control dams at the Klipspruit Colliery in Ogies, Mpumalanga. A further mining sector joint venture, with Stefanutti Stocks Civils, is the civil construction of the GG6 substation buildings for Exxaro in Lephalale.

"Our project portfolio is diverse and sees us working side-by-side with many Stefanutti Stocks stalwarts," says Thompson. "The kind of projects we are participating in also makes us an attractive employer, for both experienced workers and newcomers to the industry."



Geoff Thompson (Axsys Projects' MD) discusses plans with enterprise development partners Isaac and Lebo Matsaneng from Declear Trading.

Highlights

A highlight during 2018 included the celebration of the company's first year in its new offices in Protec Park. A further milestone saw Stefanutti Stocks procure twenty per cent shareholding in Axsys Projects.

Transformation

With regard to transformation initiatives, Axsys has chosen the Go for Gold programme as its socio-economic development initiative and is currently supporting Bafana Mabuza, a learner from Daveyton for the first stage of the programme.

In 2017 Axsys began its own enterprise development programme (EDP) when it formed a relationship with Declear Trading.

Vereeniging-based Declear Trading is owned and managed by husband and wife team, Isaac and Lebo Matsaneng, who joined the Axsys EDP in 2017. A needs analysis identified intervention areas the company would benefit from, including HR support, supervision training, estimating, as well as branding (corporate identity development including stationery, a profile and a website).

The general contractor undertakes both civil and traditional building projects for the private and public sector, most recently some general building and concrete (flow slabs and columns) at the Medupi Power Station. Last year the company revamped Axsys Projects' office building, including structural renovations, slabs, repartitioning, painting and tiling, and the installation of new aluminium structures.

"Currently we do not have any active projects, but we are working on prospects left and right. We have tendered for mainly government sector civil infrastructure construction projects for water reticulation, sewer systems, storm water and tar roads; as well as some private sector work," says Isaac Matsaneng. "As yet we haven't been able to implement anything we've learned through the ED programme, but be that as it may, it has served as a reaffirmation of our current systems."

Axsys people

The company's support services team is small with additional forty site-based staff on the company's payroll. "It would be fantastic if we could double this number in a year's time and celebrate our second birthday alongside a healthy spurt of growth," concludes Thompson.



Carmen Williams pictured outside the Axsys office in Chloorkop, Gauteng.

Carmen Williams was one of Axsys Projects' first administrative employees and was initially employed as an estimating assistant, a personal assistant, and to take care of everything that needs to be taken care of to keep the office running smoothly. This pretty much still sums up her job description.

Her daily duties include doing the daily accounts; taking care of all procurement on tenders; requisitions and GRN (general receipt notes); as well as the socio-economic development and enterprise development. "I work closely together with Stefanutti Stocks, as we piggy back off their systems, and our billing is outsourced to them," says Carmen. "It's been exciting to see the growth over this past year – if there is one indicator that reflects that we are making progress, it is definitely our travel bills: our flights to get people to and from sites cost us around R200 000 a month – that's about ten times what we were spending a year back!"

Meet two of Axsys Projects'site engineers at Klipspruit Colliery

Site engineer Malusi Fakazi joined Axsys Projects in August 2017 after having worked for Esor Construction for just over two years. The idea of being able to create something permanent, that did not exist before, inspired Malusi to study civil engineering and he completed his National Diploma in Civil Engineering at Mangosuthu University of Technology in Durban in 2014.

"I've worked on a number of construction sites, one I remember well is when we had to lay a 1.4-metre diameter pipeline up a two kilometre mountain – that was interesting! I think though that this project here at Klipspruit Colliery is the most challenging. The mining health and safety act is much stricter than the occupational health and safety act that we normally comply with in construction, and this means that our planning needs to be much more accurate.

My mentor Johan de Beer is quite a critical thinker, and through my interaction with him I have learnt to consider even the smallest detail when planning, because the tiniest thing can cause a massive delay.

"My favourite part of the day is anytime when there is a concrete pour! I also enjoy working together with a lot of people and being part of a team that is making something important happen. To me, this process resembles how simple life could actually be."

Site engineer Mnelisi Gasas started working for Axsys Projects in April 2018. Before that he worked for a family business doing small-scale construction projects and plant hire, and before that he worked for Stefanutti Stocks Civils for three years. Mnelisi currently works at the Stefanutti Stocks Roads & Earthworks/Axsys Projects joint venture that is constructing four pollution control dams at the Klipspruit Colliery in Ogies.

His family and teachers encouraged him to pursue a degree in civil engineering and in 2010 Mnelisi enrolled at the University of Pretoria to study for a BEng Civil Engineering. He was the recipient of a Stefanutti Stocks bursary, which also assured him of employment once he had completed his degree in 2014. "The first project I worked on after leaving university was the Zuikerbosch Sedimentation Plant joint venture project near Vereeniging. Getting to work on a design and construct project – where we had more influence on the design than one normally would – was special because there are not many projects of that kind in South Africa.

"I find the camaraderie the most motivating aspect of the industry. We share a sense that we are all part of something that is bigger than ourselves, and through our collective effort we are actually making a difference in South Africa. I try to learn as much as possible from as many people that I work with, and currently my main mentor Johan de Beer engages with me, not only about what it takes to get the job done, but also on how to be successful in my career.

"The favourite part of my day is when we as colleagues get to have a cup of coffee and discuss the day's challenges and work out how we are going to overcome them. This reminds me that I'm not in this thing alone and excites me as I get to spend time on site implementing what we come up with – not stuck behind a desk in an office!"





"So often we don't believe that we alone can change the world ... but, if we make a conscious decision to be the light, the inspiration and the hands that hold up our fellow human beings, what an amazing world this would be - and what an awe-inspiring legacy we would leave."

Natalina Singh, alternate HR Director, Stefanutti Stocks Building KZN

"As much as I cannot change the world, I can make a life-changing impact on one person's life: I could be the key that opens the door to a new life for them."

"I am reminded of the story of a young mother, who was unable to pay examination fees for her son. It was the final day for the fees to be paid and she was at her wits end. In desperation she called a friend, who stepped in and paid her son's fees. Her son went on to pass his A Levels, and is now doing very well in his third year at university."

"By ensuring that he could write his exams, that friend changed this young boy's life – opening a world of limitless opportunities to him. What if she hadn't? What would have become of this young man?"

"To the world you may be one person but to one person you may be the world."

Beauty Nyandoro, personal assistant at Stefanutti Stocks Building

"If everyone changes the situation of only one person, as a collective we can change the world."

Ricky Ludick, contracts director, Stefanutti Stocks Building



Ten Mechanical & Electrical apprentices pass their trade tests in 2018

Stefanutti Stocks Mechanical & Electrical (M&E) apprenticeship programme has seen a number of individuals qualify in 2018, in various trades. These include two welding apprentices who qualified in February and May 2018, and who have both been placed in the Oil & Gas yard at the company's Barbara Road premises; two instrumentation technicians and five electrical apprentices passed their trade tests and have been placed either on site, or in the company's Barbara Road workshop; and a female diesel mechanic qualified in August 2018 – on her first attempt – and is now employed in the mechanical workshop at Stefanutti Stocks M&E.

There are two apprentices awaiting their trade test dates, four who still have some way to go, and a further four who just joined the programme in September 2018.

Motlalepula Louisa Seage started her apprenticeship as a diesel mechanic with Stefanutti Stocks Mechanical & Electrical on 6 June 2016 and featured in volume three of Sizimisele. The concluding sentence of her article reads as follows: "Every morning I'm up before the alarm goes off. I just love going to work and cannot wait to write my trade test in 2018. I think my peers, particularly those back home in Limpopo, need to hear more success stories, and I believe that my story will inspire those close to me."

Over the next two years Motlalepula was either based at Stefanutti Stocks' Barbara Road workshop for her practical training, or at the Artisan Training Institute (ATI) in Roodepoort for her theoretical blocks. The final chapter of her journey towards becoming a qualified artisan finally arrived when, on 13 August, she went back to the ATI to sit the first day of her two-day trade test. She achieved what not many artisans do, and passed the test, on her first attempt!

"We had to work hard in the run up to the trade test, and thankfully Gabriella Hanna made sure that I had enough time to prepare and practice. I knew that I needed to focus on what I was asked to do on the day of the test, but it's funny how one walks into a testing environment and suddenly feels confused. I was assessed on the four areas of marking, tune-up, battery and gearbox, and thankfully everything went well!

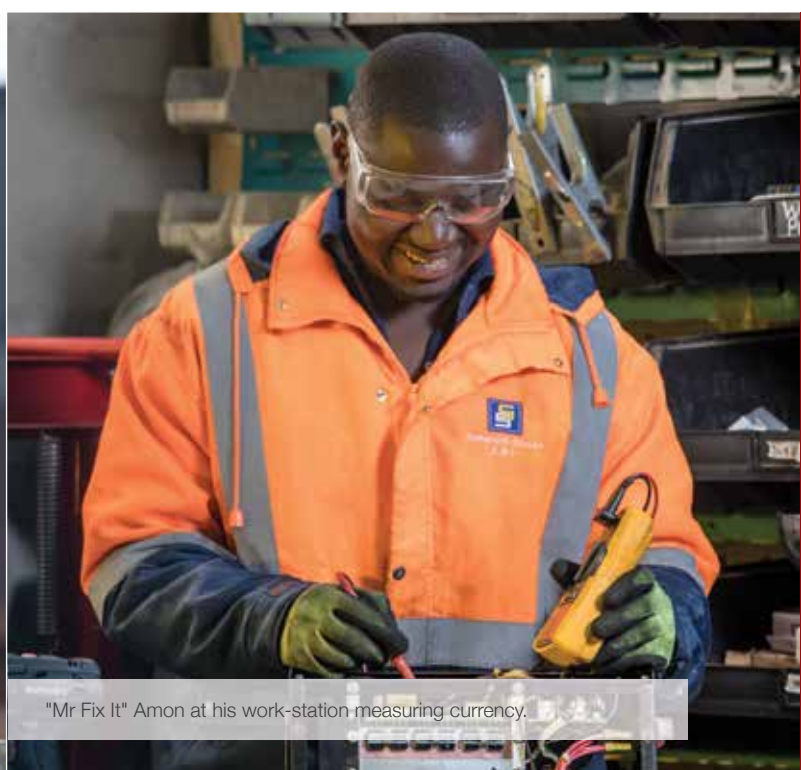
"My family is so happy with my results. The one thing my mom always says to me is that perseverance is the mother of success! And yes, it paid off to persevere. It's great to have this qualification and I have to say that the past two years, where I have been earning a set income and become financially independent from my family have been good. I have a daughter who turns five, and being able to provide for her means everything to me.

"At work I feel I am given more responsibility and am expected to work more independently than before – it's daunting, but I am determined not to disappoint my mentors. My objective is to make sure that when I am given a task to complete, that I deliver. For example, if a bakkie leaves here to go back to site, whoever my 'client' is on the other side must be able to go on with their job.

"Becoming a qualified artisan is still very new in my mind, it feels a little like a dream. But every morning I still wake up and am excited to go to work – so it must be true!"



Motlalepula enjoying working as a qualified diesel mechanic.



"Mr Fix It" Amon at his work-station measuring currency.

Amon Phiri was awarded a full electrical apprenticeship with Stefanutti Stocks Mechanical & Electrical in August 2013, and qualified as an artisan after passing his trade test in April 2018.

"For the last two years I've mainly been gaining practical and work experience, and eventually when it came time to do my trade test, I had about four weeks to prepare myself. I had done my theoretical training at a college in Pretoria, however, my trade test was going to be administered at the ATI in Roodepoort. They have very specific standards, so I was given about four weeks to prepare myself, to ensure I could work at their level. It was quite intense."

"When the day of the trade test day came, I was confident – too confident, as I forgot to say one crucial word in the motor test. I forgot to say "discharge". I will never forget it again, as I had to go back and redo this part. Thankfully I passed that time around.

"At the moment I'm based at the Stefanutti Stocks Barbara Road yard and working on site distribution boards and office containers, as well as fixing grinders and welding machines, and other tools that are used on site. I'd like to do this work for a few more years and eventually go back to school and get a wireman's licence, to be able to issue certificates of compliance (COCs).

"I'm the main breadwinner at home, and I'm grateful to have qualified and for getting an increase in my salary. I stay with my parents – I can't leave, as they took care of me for so long, it's my turn to look after them.

"My whole neighbourhood celebrated when I qualified! Our neighbours and my friends always call me when there is something that needs to be fixed ... I seem to be the go-to person and have been given the nickname "Mr Fix-it" – I suppose that being useful to them is a blessing too."



Paul (left) and Patrick (right) enjoy a few moments off from the curriculum at the Artisan Training Centre in Roodepoort.

Electrical apprentices soon to begin

practical training at Secunda site

Two apprentices joined the M&E apprenticeship programme in 2018 and are close to completing their phase two in the electrical trade at the Artisan Training Institute (ATI) in Roodepoort. After finishing phase one they immediately went into phase two, and once this has been completed Patrick Magata and Paul Botha will start their eighteen-month practical experience at Stefanutti Stocks Electrical & Instrumentation site at Secunda.

Prior to joining the apprenticeship programme Patrick worked for Stefanutti Stocks on-and-off for about four years (under a labour broker), between 2011 and 2018. He initially worked as a labourer, then a semi-skilled electrician, and later as a driver at various sites – including Secunda, Sishen and the Tutuka Power Station in Standerton. Patrick completed his N6 in 2009 but had been unable to find an apprenticeship opportunity to gain the practical experience required to complete his qualification. "When Stefanutti Stocks employed me, it was as if my search had finally ended. I've already learned so much at the ATI – I thought I knew a lot, but being here has made me realise I only knew the basics. We work hard here, as there is a lot we are covering. The classrooms are full, but the quality feels good, and as I'm boarding at the ATI I have more time to study as I don't have to travel each day. I'm very grateful to have this opportunity for a steady income and more stable employment!"

Paul had been working as a driver for Stefanutti Stocks M&E since 2015. During the times he was not driving, he would observe and assist in the electrical workshop until one day his supervisor sent him up to the office to enquire about an apprenticeship. He and Patrick started the apprenticeship together, and will also be doing their practical phase at the same site.

"Everything will be quite new when we go to site, and it will be nice to have 'something' familiar to fall back on. Before the apprenticeship we had both been on a site in Standerton, so the whole experience has been together. The environment at the ATI is challenging but it is also fun. Going to site means that I'll be away from my family, but for now I'm happy to make sacrifices to get a qualification behind my name. I'll just travel home to Vereeniging on weekends or Sundays."

If all goes according to plan Paul and Patrick should qualify as artisans in 2020.

Stefanutti Stocks Mechanical & Electrical bursary students celebrate their success

There is no ceiling for education. Why stop now?

In 2007 Muziwakhe (Muzi) Mhlupheki joined the Stefanutti Stocks Mechanical division as a rigger assistant, based on site in Rustenburg. It was not long after he started that he earned his nickname "Fingers" after having eight stitches in his finger, following an accident involving a chain block. Eleven years later, nine of which have not been on site, and the name has stuck.

At the beginning of 2009 his site manager, who had recognised potential in "Fingers", suggested that he try his hand at administration for the site. His responsibilities as a site clerk included time attendance, keeping records and employee files, booking people for medicals, and helping with the on-boarding process of new employees. When this project wrapped up Ross Finaughty, Safety Manager on site, suggested that Muzi come to work at the company's head office.

He was eager to further his career and began working in the payroll department, for Alison Dunn. He completed a short course

on payroll during this time and says that Alison taught him well, preparing him for the next step in his career. The next opportunity presented itself when Alison retired in 2012 and Muzi took over her responsibilities. In 2015 he enrolled for a diploma in HR Management, which he completed in 2016, while stilling doing the pay roll, was moved into the position of HR administrator, and later HR officer.

When he completed his diploma, he thought to himself: "Why stop now?". His manager, Sharene Koopman had always encouraged him to study, and suggested that if he would like to study, Stefanutti Stocks would extend a bursary to him: "As long as you pass!"

And so "Fingers" and colleague Trevor Phetla, enrolled for a B-Tech in Human Resources Management at the University of Central Technology in the Free State. Stefanutti Stocks covered the full cost of their studies, including giving them time off to attend the lecture blocks at the university. The rest of the year they had to self-study, which included submitting assignments, compiling



Muzi's being capped - his favourite moment of the graduation ceremony.

Muzi on his way to being capped.

a portfolio of evidence of modules completed, and writing on-line exams.

"Both Trevor and I were keen to further our education, but deciding to tackle the degree while working, was still a daunting prospect. We encouraged one another often, and to be honest, it would have been easier to postpone our assignments if we hadn't encouraged one another to stick to the grind.

"And of course in the end it was all worth it. My graduation still feels like a dream, and I remember every single step that I went through to achieve this degree. As a recently married father, I had a lot of balls to juggle, but my family was supportive and are so very proud of me now.

"I had so anticipated the walk across the stage, towards the Chancellor, who then capped me. What a phenomenal feeling!

"I've already been thinking 'why stop now?'. I'm eager to study further, and it's a toss-up between my Masters, or branching into something else, like Labour Law. But I will give myself until December to live a 'normal' life, and in January, I'll decide."

A qualification that contributes positively towards achieving company objectives

Trevor Phetla started working for Stefanutti Stocks Mechanical & Electrical in January 2016, while studying towards a diploma in HR Management. He had gained some on-the-job experience while working for Stefanutti Stocks during his holidays. After joining he first worked at the Exxaro mine project in Lephalale, and once that project was completed he was based at the offices in Barbara Road until after his last exam in May 2018. He is now back on site again, at a Stefanutti Stocks Electrical & Instrumentation project in Musina, about six-hundred kilometres from his home.

"Adjusting to a new environment is challenging, and it's normal to be home sick, but I'm here to do whatever it takes and make sure I meet my obligations as an HR professional, and that our project's targets are met.

"I originally enrolled for a Bachelor's Degree in HR as the industry has undergone significant transformation and I wanted to be on top of the latest trends. I also wanted a qualification that would positively contribute towards the overall strategy of the company.

"HR is a very interesting field, in that every day you're given a chance to make an impact on the lives of the employees and to be a value creator who helps stakeholders win. Going back home after a long day, knowing that you have contributed positively to someone's life and getting the company a few steps closer to its objectives gives me a great sense of accomplishment.

"I was born into a family where there is a strong belief that education is important, and they have always been very supportive of my career. It was therefore also important for me to find a balance – to make sure that my family life and social life doesn't get left behind.

"The fact that Muziwakhe Mhlupheki and I have worked together and have grown to be good friends since I first came to Stefanutti Stocks, was a good foundation for our being able to support one another as study partners.

"On one occasion we couldn't make it to the block week, which was a difficult situation to be in. The December shut down period

meant that we had a lot to do preparing the payroll to ensure that all the human resources data was processed for the December break. On this occasion our work obligations had to trump going to class.

"As a new father I was overjoyed by the bundle of joy God had blessed us with, but in truth, this did make preparing for the finals quite a challenge. Nevertheless, nothing was going to stop me from graduating! We pulled out all the stops and did whatever we needed to make sure that we were present at the September 2018 graduation ceremony.

"It was an absolute highlight, when my name was called out on the day and I had to ascend the stage. I couldn't believe it was really happening. It is quite overwhelming when everyone claps and cheers – for my win! When I was capped and the Chancellor shook my hand, I just knew the hard work had been worth it.

"I believe education opens doors, and the opportunities are endless. I'd like to build an extraordinary career and make an impact inside my company and out in the world. Perhaps I'll continue studying. It doesn't have to stop here."



Trevor's win - a hard-earned and proud moment as he is awarded his degree.

2018 Construction Management Programme

gets engineers thinking on a different level ...

Every year Stefanutti Stocks sends a number of its aspiring construction professionals – usually middle management, with some experience under their belts and who have been identified as having leadership potential – to the Construction Management Programme (CMP) at the University of Stellenbosch, in the Western Cape.

The CMP Programme is a four-week full-time course, based on “immersive philosophy” with delegates attending full-day lectures from Monday to Saturday and then applying the learnings of the day through group work or assignments each night. The course is known in the industry as the construction professionals mini MBA, and a must for any aspiring industry professionals.

This year five employees from Stefanutti Stocks were given the opportunity to attend, including Tim Milner (Stefanutti Stocks Coastal project manager), Odilon Kongolo (Stefanutti Stocks Civils project manager), Hendrick Moller (Stefanutti Stocks Civils project manager), Velaphi Mabila (Stefanutti Stocks Construction Swaziland contracts manager) and Leigh Dressing (Stefanutti Stocks Coastal senior contracts manager).

There were over twenty-six guest lecturers at the 2018 CMP, all of whom are experts in their own fields. Professor Ken Dovey (director of the Information Technology Management Programme, University of Technology, Sydney, Australia) spoke about Leadership and Change Management, touching on personal value systems, and how one grows into managing teams. Another key lecture on innovation was presented by Professor Eugene Cloete, Vice-chancellor of the University of Stellenbosch.

Stefanutti Stocks project manager achieves first place at CMP

This year Tim Milner, who has worked for the Stefanutti Stocks group since December 2005, was awarded the first place in the programme. When asked what he believed secured him the first place, he responded by saying that the result actually took him by surprise. “The top four people were within one per cent of each other, fortunately it wasn’t all down to our marks. Each week our peers would rate us on specified parameters such as leadership, innovation, contribution and creativity – the overall result was a combination of our academic marks and the weekly ‘buddy’ rating. Everyone who attended worked really hard, and I think it was a bit of luck, combined with hard work, and the vote of my peers.

“The group work was very intensive, and took place in the evenings, after the lectures. We would be split into groups and have to interact with people from different sectors and various stakeholders (consultants, contractors and public bodies). We then needed to be able to handle disagreements, and find solutions

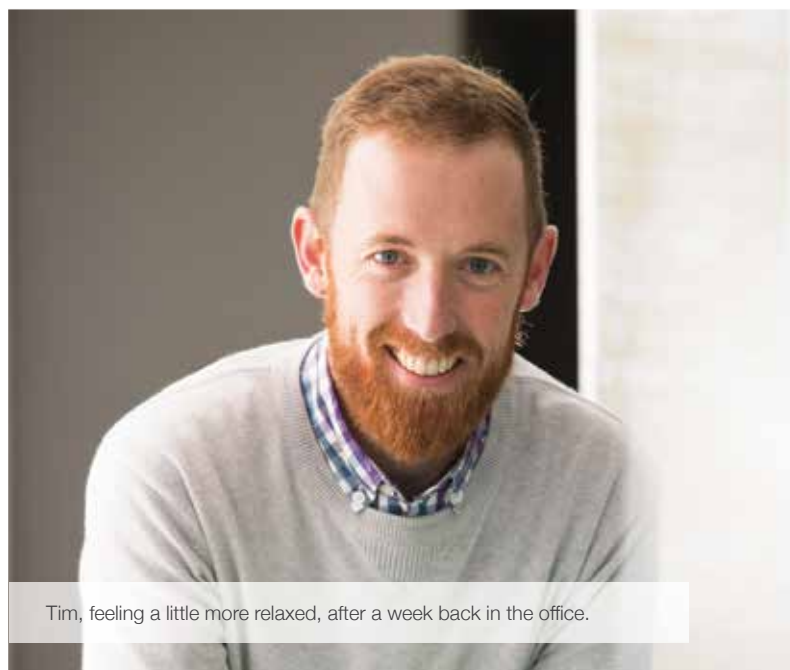
and a way forward. According to Insights I’m a green “natural mediator”, so I found myself fulfilling this role of balancing the blues, reds and yellows to ensure productive meetings. It’s important not to underestimate the power of a bottle of wine or coffees to get people talking and ease into the late night group discussions!

“During the programme, we were exposed to a wide range of exciting subject matter – financial management, innovation, leadership, managing human capital, managing your relationships, dealing with stress, strategy, systems thinking, law, BIM and the list goes on. It was a lot to digest in four weeks, and one still needs to bring this back into practice, i.e. how can one implement new ideas and the information gained on site. And though there are certain aspects that I cannot apply in my current position, I did leave the CMP bursting with ideas.

“Three things that I’d like to implement in my daily work life are: Firstly, the principle that your company is your people, and there is a need to understand everyone’s needs and goals. Secondly, it’s important to manage relationships with all stakeholders, you can’t just arrive and construct – in the current climate it is important to involve all stakeholders, especially the community, the fourth often forgotten stakeholder. Thirdly, it’s important to get a work/life balance and make space for some downtime, or you run the risk of losing your passion.

“Technical innovation was a key topic at the CMP, and I feel there is a lot we as a company can do to drive technology to future-proof ourselves and make ourselves more competitive in the industry. I’m looking forward to being a part of our technical revolution.

“Finally, my tips for future attendees ... If you are keen, raise attending the CMP as a goal at your personal performance review with your mentor, then when attending make sure you grow your networks with delegates and lecturers, get enough sleep to be present in the lectures, and most importantly work hard but apply the 80/20 rule. Always make time for the beer with new friends.”



Tim, feeling a little more relaxed, after a week back in the office.

Odilon Kongola joined Stefanutti Stocks in 2015, before which he worked as a software developer as well as a consultant for PRDW Consulting Port and Coastal Engineers. He completed his Masters in 2015, and is registered with the Engineering Council of South Africa (ECSA) as a professional engineer and South African Council for the Project and Construction Management Professions (SACPCMP) as a professional construction manager.

"I must admit that, going into the CMP, I strongly believed that it would be a waste of time and money. My biggest concern was that it would be a repetition of my Masters in Civil Engineering Construction and Project Management. It wasn't, and I think this course is the most important of all my academic history. It is funny how four intensive weeks, with little sleep, have been more valuable to my professional development than the six years spent working towards my Masters.

"I really enjoyed the lectures on leadership and change management by Professor Ken Dovey, who really gave us some food for thought. I'm looking forward to putting a number of the concepts covered at the CMP into practice at work.

"Firstly, team work is the key to success – if no team work culture exists then one needs to be strategic in creating an atmosphere that will allow employees to understand the value of team work and create this culture. This can only be implemented successfully if the team leader grasps the concept and is capable of implementing it.

"Secondly, the most important capital in an organisation relates to the intangible capitals that are difficult to measure or include in our balance sheets. They are the ones that will allow Stefanutti Stocks to stand out and survive in this volatile market. Examples of intangible capitals are: structural capital (agility and flexibility); human capital (creativity, knowledge, skills); cultural capital (appropriate values, assumptions, ethics, professional norms, etc.); and social capital (trust, and through it, access to moral and conceptual capital). A company needs strategic leaders who are capable of managing these intangible capitals.

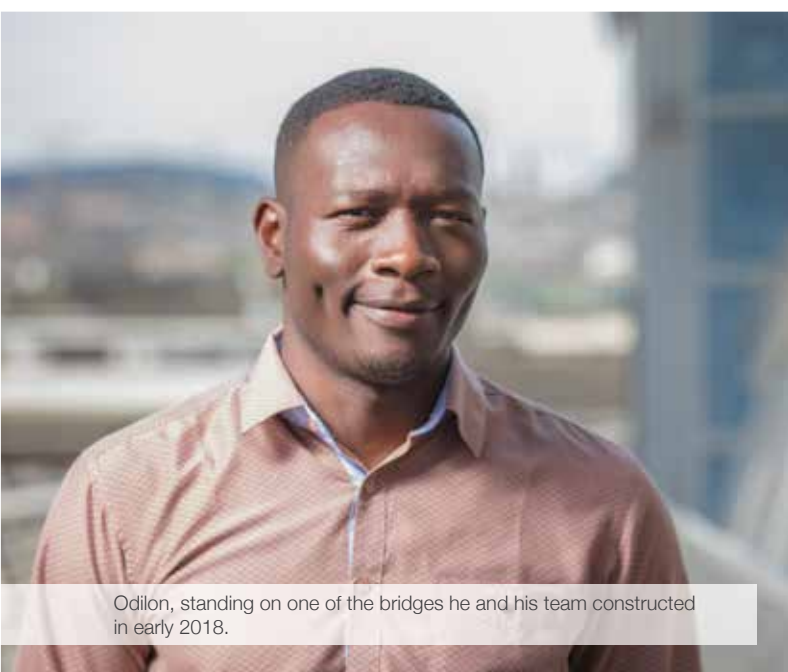
"Thirdly, technology disruption is a reality and if we do not plan ahead and start implementing technology in the way we operate, we will have to close our doors in the future. I would

like to implement Building Information Technology (BIM) in our organisation as I believe it is the future: the future of construction will belong to those who can work in a collaborative environment between the contractor, client and engineers, and BIM supports collaborative work and early contractor involvement.

"When you are given so much knowledge, it is important to be at a level in your organisation where you are able to implement what you have learned. I hope that I will be given the opportunity to input at strategic level, where I can be instrumental in making changes."

Velaphi Mabila joined Stefanutti Stocks Construction Swaziland in 2003, while studying towards his building engineering diploma at the Swaziland College of Technology (SCOT) in Mbabane and has over the past fifteen years grown with the company and its projects. He is a part of the company's Transformation Committee that is tasked with a number of objectives, including strategic input into positioning, localisation, procurement of work and new technology.

"The CMP programme was structured in a way that promotes teamwork and encourages all involved to step out of their comfort zones, leverage their respective strengths, and reach solutions through collaboration. It is aimed to support engineers looking to advance to corporate management. My attendance presented me with opportunities to network, establish relationship with other industry stakeholders, share knowledge, skills and innovations, as well as learn to manage peer pressure. There was little time to rest during the programme's four-week duration, however, I found that the imposed work load prepares one to deal with similar experiences in the workplace."



Odilon, standing on one of the bridges he and his team constructed in early 2018.



Velaphi Mabila, the first Stefanutti Stocks CMP participant from its operation in Swaziland.

Stefanutti Stocks Academy

champions skills development for construction and mining

In early 2018 the Construction & Mining (C&M) business unit was formed through a merger of the Structures and the Roads, Pipelines & Mining Services business units. This also led to a consolidation of much of the group's training offering with the Stefanutti Stocks Academy, based at Protec Park, now championing all training-related initiatives (from the high-calibre, training programmes

accredited through various SETAs and developed in-house, through to industry qualifications, such as NQF), as well as managing all bursaries, learnerships and apprenticeships.

The Academy is overseen by the Danie Basson, C&M business unit HR manager, with two training managers respectively looking after internal training matters and external training.



Danie Basson
BU HR Manager



Thulani Ngobeni
Training Manager



Leandra Allgeier
Training Manager



Urietha Guthrie
Training Co-ordinator



Meisie Raphiri
Intern



Amina Meera
Employee Development
Officer



Carmen Bennetts
Employee Development
Officer



Bathabile Mosala
Training Co-ordinator

	TOTAL	AIC*	FEMALE
Programmes (bursaries, learnerships, apprenticeships, internships, knowledge transfers)			
Total learners	183	142	56
Percentage AIC		78%	31%
Training - internal courses			
Total learners	883	840	72
Percentage AIC		95%	8%
Training - short courses (external)			
Total learners	1185	1010	135
Percentage AIC		85%	11%

* AIC: African, Indian, Coloured



Senior training officer Phineas Rafoa assists Earthmoving Machinery Equipment Mechanic apprentice Tevin Francis.



Training manager Thulani Ngobeni welcomes attendees in one of the Academy's training rooms.

Internal Training

Stefanutti Stocks' skills training programmes offer training relevant to safety and quality production processes and cater in particular for site-based, production-related employees. Training comprises of practical and theoretical sessions, and includes:

- Solid Foundations
- Concrete 1
- Reinforcing
- Formwork 1
- Fire Awareness
- Confined Space
- Concrete 2
- Formwork 2

The artisan development programmes include apprenticeship training for diesel mechanics, earthmoving machinery equipment (EMEM) as well as automotive electricians (AE).

Training manager Thulani Ngobeni joined Stefanutti Stocks in February 2018, bringing with him seventeen years of learning and development experience gained in mining, material handling, construction and tailings management. In addition to the Academy-based programmes, his team also oversees site-based training.

The group's two mobile simulators are managed by Protec Park and, when required, are mobilised from there to training locations across the group's geographical footprint. The two simulator sets form an integral part of Stefanutti Stocks' community training initiatives, which have proven to be very successful, in particular at open-cast mining sites, such as Kangala and Mafube, where over three hundred community members have been certified (and often employed at these sites) as excavator and ADT operators.

MERSETA

Current training accredited under MERSETA includes the Stefanutti Stocks apprenticeship programme with fourteen participants currently enrolled, all at different stages of their apprenticeships.

The Academy is also introducing a new approach towards artisan development whereby it is seeking Artisans Recognition of Prior Learning (ARPL), such as, for example, previous work experience, to count towards experience that has been acquired through the period of work exposure, to apply for trade tests.

Construction CETA

Stefanutti Stocks has registered the majority of its training courses, in particular the technical skills training and safety-related courses, with the Construction SETA. These include:

- Technical skills: Solid Foundations, Reinforcing, Formwork and Basic Concrete.

- The in-house Safety Training (S2 and S3) that is currently awaiting registration from CETA after which it will be presented by Stefanutti Stocks' registered moderators and assessors, safety officers and managers.

Mining Qualifications Authority (MQA)

Stefanutti Stocks has registered or is in the process of registering mining industry specific skills programmes:

- Operating mobile equipment for surface excavation (incorporated into the simulators). This incorporates fifty units of standards, including geotechnical.
- The Reclamation and Deposition (Tailings machine) skills programme is in the pipeline.

External Training

Stefanutti Stocks Academy's catalogue of practical and theoretical training includes the industry relevant Site Leadership Development Programme (SLDP), designed and developed in-house in consultation with industry experts. The External Training team also looks after staff development and safety training.

Bursars

Currently Stefanutti Stocks Academy administers fifty-nine bursary students, who are studying towards industry-related qualifications. Forty-six of the fifty-nine bursars are previously disadvantaged individuals, and thirty-four are female.

Other training programmes underway include learnerships for various National Qualification Framework (NQF) disciplines and levels including NQF 3 Health & Safety, NQF 4 Construction Supervision and NQF 5 Management of Civil Engineering.

Training statistics

At the end of August 2018 the internal training courses had been attended by a total of eight-hundred-and-forty-four learners, with ninety-five per cent of the total comprising previously disadvantaged individuals, and seven per cent females.

External (short courses) had been attended by one-thousand-one-hundred-and-eighty-five individuals, eighty-five per cent of whom are previously disadvantaged individuals, and eleven per cent of the total were females.

In the previous financial year the business unit has spent eighteen-million Rand on training and skills development programmes – to quote John Harvey "if you think education is expensive, try ignorance." A well-trained and skilled employee base is an incredible asset to Stefanutti Stocks, and worth every cent it spends.

Contract Mining site sees skills development in practice

The Chilwavirusiku Colliery in Bronkhorstspuit is owned by Black Royalty Minerals and operated by a Stefanutti Stocks Contract Mining team. The site became fully operational towards the end of 2017 and is currently supplying coal to both the local and the export market.

The young and dynamic team running the open-pit contract mine, that is overseen by contracts manager Graham Ralph, comprises approximately sixty per cent women. The site is also providing a very valuable learning platform for a number of relatively new entrants to the world of construction, many of whom have come to Stefanutti Stocks via some of its skills development initiatives, including the Mining Graduate Programme, the Safety Cadet Programme and the Kangala Colliery Community Operator Training partnership.

"We're working to create an environment on site where people want to come to work and where they have the freedom to express themselves and to grow," says Ralph. "We are also constantly questioning whether we're working for the system, or if our system is working for us. I believe this lack of complacency means that we're focused on optimising and always exploring the best way to practice our trade at a given point in time – this approach really creates opportunities for the team to develop and flourish."

Mining Graduate Programme

In 2016 Stefanutti Stock's Construction & Mining business unit initiated its two-year long mining engineering internship programme and signed a memorandum of understanding with a service provider and the Mining Qualifications Authority (MQA). The programme consists of both practical and theoretical sessions, with all interns completing a detailed training record or Portfolio of Experience (PoE) that can be used for their Professional Registration, as Mining Engineer for Surface Excavations, with the Engineering Council of South Africa (ECSA).

Production manager Dibuseng Mokoena joined Stefanutti Stocks in 2015 and has almost completed the two-year internship programme for mining graduates. Engineering intern Makgati Dimakatso Kesentswe joined the graduate programme in 2017 and has been working with Mokoena since September 2018.

Safety Cadet Programme

Stefanutti Stocks' safety cadet programme comprises both theory and practice. The cadets spend six months at TJEKA followed by the practical work-experience part, during which candidates are based either on site, or at the workshop in Chloorkop.

Lucky Sigudla joined the programme as part of its second intake in February 2017, while Khanyisile Mnguni joined as part of the third intake, in October 2017.

Delmas Community Operator Training

The Delmas community training partnership between Stefanutti Stocks Mining Services and Universal Coal's Kangala Colliery was initiated in late 2014, with Stefanutti Stocks Mining Services undertaking to train and certify members of the local community as articulated dump truck (ADT) or hydraulic excavator operators.

Offering employment at the Kangala Colliery to qualifying candidates, whilst not a requirement of the partnership, presented a desirable outcome the training partners hoped to realise.

Two members of the team at Chilwavirusiku Colliery began their journeys with Stefanutti Stocks as participants in this training initiative. Lucky Sigudla, who is now a safety cadet, was one of the programme's first participants and was employed by Stefanutti Stocks as an ADT operator in early 2016. His colleague, training officer Thembelihle Mkhwanazi also completed her certification as an ADT operator in 2015 and began working at Kangala Mine in January 2016.

Meet some of the team

Dibuseng Mokoena, production manager

Dibuseng Mokoena completed her Mining Engineering degree at Wits in 2014 and joined Stefanutti Stocks as a site engineer halfway through 2015. Her timing was perfect as in 2016, Ian Ferguson, managing director of the group's Mining Services division, introduced a two-year internship programme for mining graduates. Since joining the programme she has worked as a site engineer at the Kangala mine, where she also worked shifts as a production foreman, a pit supervisor, and a production manager shadowing the contracts manager. Since November 2017 she has been the production manager at Chilwavirusiku Colliery, and part of the team that have worked on building a greenfield site into a successful open-pit coal mine.

"I grew up in the Free State mountains and was playing with rocks before I knew toys. When I first told my family (in particular my grandmother) that I wanted to be an engineer, they were not convinced that it was a wise choice. Today, although my gran is still somewhat sceptical, they do enjoy hearing feedback on the progress I've been making."

"After completing my studies, I was unemployed for about six months, during which I cold-called and sent my CV to every potential employer I could think of. The day I was called for an interview and later hearing that Stefanutti Stocks was going to hire me, were certainly amongst the most exciting days of my life. Other highlights since include my getting my blasting ticket and being appointed as a production manager at Chilwavirusiku Colliery. Being part of the team that moved from being a month behind on production to being ahead, and then consistently exceeding Black Royalty Mineral's targets ever since, is one of many goosebump moments that I experience at work. Another highlight is working with and learning from Graham Ralph, who keeps encouraging me to think beyond what I have learned in my text books. I've come to see the mine through his more experienced eyes as well, and this has really brought it, and all of its components, to life.

"I owe so much to this internship programme and believe a large part of its success is the exposure we get to experienced people such as Ian Ferguson, Marco Pasquali, Zahed Hoosen, Theo Botha and Graham Ralph. It is an incredible opportunity to spend quality time and to be mentored by people who have that much experience, and who are willing to share it. We have a knowledge-sharing culture

on site, and everyone enjoys a mentorship relationship with someone from within the team. We also try to keep changing our routine, as this also keeps people fresh and interested.

“Apart from the buzz of optimising production and exceeding our targets, one of my favourite things at work is the interaction with people, and the opportunity this gives me to leave people better off than where they started.”

Makgati Dimakatso Kesentswe, mining engineer intern

“I was first based at Randfontein with the Tailings division, after which I spent eleven months at the open-pit Kangala Mine contract, before coming across here in September 2018. During this last year I was kept extremely busy with various development projects and technical tasks that formed part of the internship programme. Every month we have knowledge sessions with Mr Ferguson and we also get to spend time with different departments at Stefanutti Stocks’ head office focusing on HR, plant, tendering, optimisation

of costs and economics. These knowledge sessions are really a highlight of my month as I always return to site having learned something new, feeling re-energised and very motivated.

“My mentor at Chilwavirusiku is Dibuseng and although I’ve only been here a month, I’ve already learned so much from her and am getting more exposure to the technical side of mining – we’re doing real mining here! Dibuseng is a very consistent person, and seeing how she runs the pit, day to day operations, consistency, costing – she is one consistent person. She is firm, she is not afraid to stand her ground. I’d like her to groom me – there is a time to be serious and a time to have fun.

“This programme and the people are exceptional. I don’t know how to put it, but I feel like we are really being groomed to do great things and the exposure I’m getting in the working environment is so much more than I expected.”



Pictured on site at the Chilwavirusiku Colliery pit's viewpoint are, from left to right: Quality officer Zanele Mabula, training officer Thembelihle Mkhwanazi, production manager Dibuseng Mokoena, safety cadet Khanyisile Mnguni and mining engineer intern Makgati Dimakatso Kesentswe.

Lucky Sigulda, safety cadet

After qualifying and receiving his certificate as an ADT operator in 2015 Lucky Sigulda began working at Kangala Mine. "I worked as an operator at the mine for almost a year, and then spotted a poster on the noticeboard at work advertising the Safety Cadet Programme and inviting people to apply. I was successful and started on the programme in February 2017. It was quite a change, but the time at TJEKA was very useful and I learned a lot. The learnership there is specific to construction, not mining – where some of our machines are different, but I think having been in the driver's seat of the ADT helped me, as I was able to apply my own experience. For my practical experience I first spent two months at the Kangala Mine, until coming to Chilwavirusiku Colliery.

"My mentor here on site is safety officer Manana Molokomme, who was one of the first people to go through this learnership programme. I know I can still learn a lot from her, and she has brought us her experience, gained at the mine in Ermelo, which we are able to put into practice here.

"I have to submit my last on-site book this December and am excited to complete the learnership. In addition to my safety knowledge, the most important thing that I have learned these past few years is that one should grab every opportunity that presents itself and never doubt that one can achieve greater things."

Khanyisile Mnguni, safety cadet

Khanyisile was looking for work opportunities online while studying a safety management diploma through UNISA when she came

across Stefanutti Stocks' Safety Cadet Programme. "I applied and was recruited as part of the programme's third intake in October 2017. I enjoyed my experience at TJEKA immensely as it was very different from having to do self-study for my diploma, where I had been setting my own pace. It was also useful to be able to discuss what we were learning with my fellow students and have the information presented to us in a logical format.

"My time on site started in May 2018 and honestly, it was quite a shock at first. I struggled in particular with the nightshift and fatigue until I adjusted to it. Now, no matter where I'm working the day or night shift, my favourite part of my 'day' is our safety talks, as it is then that I get to talk and interact with people."

"I'm fortunate to be reporting to Manana Molokomme, and to have Lucky as a colleague, as they both have more experience than I do and are always willing to share it with me. Lucky helps me with my assignments and is always available to answer my questions. Our team dynamics are such that we know we can rely on one another, and personally I feel that I have a good support structure in place here – I feel confident in my ability to look after safety on site, and feel that Stefanutti Stocks is grooming me for the next step in my career."

Thembelihle Mkhwanazi, training officer

"Prior to starting the ADT learnership in Delmas in 2015 I worked for a local construction company as a traffic controller. After being certified, I was employed as an operator by Stefanutti Stocks at the



Safety cadets Lucky Sigulda and Khanyisile Mnguni about to conduct a safety check in the colliery's pit.

Kangala Mine, and I remember sitting in my ADT and feeling very powerful – like I could do anything!

Shortly after I joined my fellow employees voted me in as one of their SHE reps – I was not experienced, but their trust in me boosted my confidence. A while later Heinrich Botha, the site safety officer, suggested that I start working in the office as a SHE administrator. I was also sent on an accredited assessor training course, where one learns how to interact with people in the correct manner, and how to offer training. After returning from maternity leave, I started working at Chilwavirusiku Colliery as a training officer.

“Currently my job sees me conducting the inductions for new employees as well as presenting training on the standard operating procedure (SOP). I’m also part of the team that conducts awareness campaigns for the site on topics we have identified as a risk factor – for example, our around-the-clock operation requires fatigue management, in particular for the people working the night shift. As part of my continued skills development I will be doing my blasting certificate and am currently learning as much through exposure to our blasting on site as I can.

“I report to and am mentored by Dibuseng who is always encouraging me to grow, both on a personal and professional level. We enjoy great support from our management here on site, and because I know that my voice is heard, this has a positive effect on my work. It’s nice to see something that you have suggested being put into practice and working – in fact, when this happens it prompts us all to contribute.”

Zanele Mabula, quality representative

“I joined the team here in November 2017, after having worked at EXXARO’s Inyanda Colliery for two years as a logistics supervisor. Before that I worked at ABSA bank for nine years. I must admit that making the move from a banking environment to the construction sector took some adjusting to – both for myself, and my family and friends, who knew me as ‘the girl in heels’.

“As a quality rep my responsibilities include document control, by means of a document and review register; conducting quality audits, checks and inspections; archiving; conducting annual client satisfaction surveys; checking our service provider performance; maintaining our notice boards; and overall quality management of our site here at the colliery.

“As a woman working in a male-dominated environment, there is always the danger that one changes oneself to suit one’s surroundings and while I do think we grow a thicker skin, I believe we can definitely maintain our softer ‘look’ and approach.

“The team here is young and vibrant and we operate in a supportive environment. I feel that my opinion matters, and I’m heard. I think this site is definitely showing that it is possible for women to stand their ground and to be respected in the workplace.”



Quality officer Zanele Mabula and training officer Thembelihle Mkhwanazi present some of the site's cardinal rules as part of a site safety briefing.

Safety cadets put theory into practice at Stefanutti Stocks

Stefanutti Stocks' safety cadet programme is pitched at an NQF Level 3 and is split into a theoretical (during which cadets 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.

Phindile Ntanga from Vlaktefontein and Tshilidzi Matodzi from Venda both successfully applied for a health and safety learnership at Stefanutti Stocks in October 2017, joining a further ten learners who formed part of the third intake. The first learnership opportunity in October 2016 saw twelve individuals commence their learnership, and the second in-take in February 2017 saw a further ten individuals join the safety cadet programme.

Phindile Ntanga is from Vlaktefontein in the south of Johannesburg. She started her three-year learnership with Stefanutti Stocks Construction & Mining business unit in October 2017, with a seven-month theoretical block at Tjeka Training Matters at Henley-on-Klip.

Phindile is no stranger to safety theory as she underwent SAMTRAC training in 2015, after being encouraged by her brother-in-law (who worked in the industry) to pursue safety management as a career. As she hadn't been able to find a work placement after completing her SAMTRAC certificate, she had not yet had the opportunity to put the theory into practice – and was anticipating the practical experience the learnership offered.

She spent June 2018 at the Stefanutti Stocks Protec Park offices looking at safety administration, before beginning to work on a civils site, where Stefanutti Stocks was building pedestrian bridges.

Her duties include shadowing the safety officer, as well as participating in toolbox talks, signing the DSTIs, inspecting the site and helping to put control measures in place to ensure safe operations. Back at the office she then completes the site work books required by Tjeka, to report back on the practical part of the learnership.

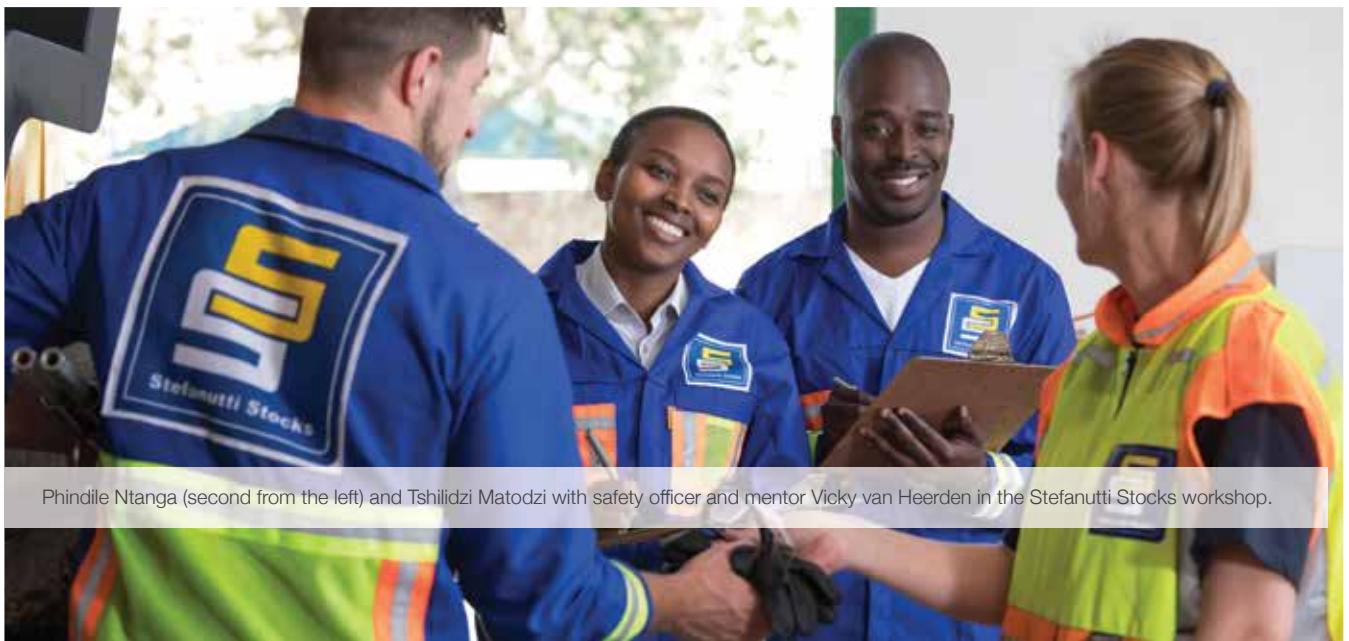
"A highlight for me is that I'm now practically experiencing what I have learned, rather than reading about it – and it is very different! I'm happy to be participating and seeing the challenges one is presented with on site, and it helps to be working in an environment where the procedures are very clear," says Phindile. "I must say that in the past, whenever I have looked at a bridge, I've never thought about the planning that goes into constructing it – now I know better, and appreciate the process much more."

Thirty-year-old Tshilidzi Matodzi from Venda, also started his safety learnership with Stefanutti Stocks in October 2017, after having worked as an assistant mechanic in Witbank. He also completed his SAMTRAC certificate, in 2014 and briefly gained some experience working on construction sites.

He believes there is a lot of value in the learnership he is currently doing at Stefanutti Stocks, which will result in him having a formal qualification, with valuable work experience gained, when he finishes in 2020. Tshilidzi is currently placed at the Chloorkop workshop where he is being mentored by Stefanutti Stocks safety officer Vicki van Heerden. "Currently, I'm learning a lot, especially when it comes to the safe lifting of heavy equipment and crane operations," says Tshilidzi. Every day he participates in the morning toolbox talks, signs off DSTIs, oversees lifting operations, gains experience in mechanical workshop safety as well as all critical activities in the workshop, and gains experience on Mechanical workshop safety.

He ensures that paper work is correct and up to date, and that the machine operators have the appropriate paper work.

"The experience and knowledge that I'm gaining, while doing the practical part of the safety qualification is important. It's challenging, but over time one learns and understands the reason behind certain ways of doing things, especially when you work with similar things every day," says Tshilidzi. "The practical side also helps me to understand and see why safety is so important, especially when it comes to a company's growth and reputation."



Phindile Ntanga (second from the left) and Tshilidzi Matodzi with safety officer and mentor Vicki van Heerden in the Stefanutti Stocks workshop.



Championing transformation in the Kingdom of Eswatini

In August 2018, at the Stefanutti Stocks Construction Swaziland strategy session and thirty-year anniversary celebration, five section leaders were awarded with their TJEKA certificates for completing their NQF 4. Pictured, from left to right are HR director Thandiwe Hlatshwayo; section leaders Themba Dlamini, Leonard Dlodlu, Nicholas Dlamini, Makhorinte Mncina and Sonnyboy Mavimbela; and contracts manager Velaphi Mabila.

In 2018 Stefanutti Stocks Construction Swaziland celebrated its thirtieth year in the Kingdom of Eswatini (formerly known as Swaziland). In the years leading up to this milestone, the company has also been working hard to ensure that its journey will continue well into the next decade and beyond. “In addition to continuing to deliver a high-quality product, a sustainable future for our company and our people requires that we continually look for ways to empower our stakeholders – in particular those that are Eswatini nationals, who understand the company, the industry, the country and our respective cultures,” says Shaun White, Stefanutti Stocks Construction Swaziland’s managing director.

A Transformation Committee (comprising six individuals who hold key managerial positions) champions, amongst other things, new business development and procurement of contracts, as well as succession planning, with a focus on investing in its people. “A large part of the next generation’s learning curve is the opportunity to consult and share ideas with senior colleagues, while at the same time being consulted to contribute to the growth of the company and gain exposure to the business world, outside of the construction site,” adds White.

A number of qualified individuals have been placed in managerial positions and the company is investing in them to ensure that they are well equipped to become the future leaders

of the business. These individuals include contracts manager Velaphi Mabila, who joined in 2003 as a labourer while completing his engineering diploma at the Swaziland College of Technology; estimator Sonnyboy Nhleko, who joined as a site engineer in 2008; and site agent Nomcebo Mamba who joined in 2014. Nomcebo is the first female site agent in the company and is running very prestigious projects for the business. Thandiwe Hlatshwayo joined the company in 2013 as HR manager and was promoted to HR director in 2016.

Skills development

“Our people are without a doubt the greatest asset we have, and various skills and training development initiatives are ensuring that they have the resources and capability required to perform their duties. This is extended across all levels of our operations – from site to support services – to ensure the sustainability of our business and support our succession planning,” says Thandiwe Hlatshwayo, Stefanutti Stocks Construction Swaziland HR director.

The company offers internal and external training on topics and subject matter relevant to the construction industry, as well as programmes that meet both employer and employees’ needs. Training encompasses diplomas, degrees, accredited courses, National Qualifications Framework and other programmes, as well as site-based training covering essential safety and operational procedures, including first-aid training, firefighting, scaffold erector and inspector training, working at heights, and hazardous chemical substance control.

Bursaries

In 2018 fifteen employees and one high school student have bursaries from Stefanutti Stocks Construction Swaziland – their fields of study include Bachelor of Technology (B-Tech),



Construction Management Programme (CMP) director Professor Jan Wium presents Velaphi Mabila with his CMP certificate at the programme's closing function held at the JC Le Roux winery.

Accountancy, the Construction Management Programme (CMP) as well as various NQF programmes. Bursars include a number of foremen and section leaders, as well as Welile Vilakati, who is currently studying to be a chartered accountant, and contracts manager Velaphi Mabila, who attended the 2018 Construction Management Programme (CMP) at the Stellenbosch University (article on page 30).

National Qualification Framework (NQF)

A highlight of the company's NQF initiative is the recognition of hidden talent amongst the hourly-paid employees. In recent years a number of foremen and section leaders have been enrolled in the NQF programme, and in 2018 five section leaders graduated with their NQF 4. "We are extremely proud of their achievements – both in the classroom and on site," says Hlatshwayo.

Apprenticeships

Two apprentices from Eswatini, Mduduzi Zwane and Norman Gamedze, completed their apprenticeship training in South Africa and are now qualified mechanics, working at the Matsapha-based plant yard.

Site-based training

The company's site-based training mainly covers safety and operational procedures essential for working on a construction site. In August 2018, the Ungendluli ("Don't Walk Past") safety campaign was launched and as part of the launch week Stefanutti Stocks' Mr Zee (which stands for Zero Harm) travelled to a number of sites across Eswatini, performing industrial theatre and engaging the work force to embrace the safety principles.



The next generation: Members of the Stefanutti Stocks Construction Swaziland family who were born after we began our journey in Eswatini in 1988.

Staff welfare

Every year, in partnership with the Ministry of Health and the AIDS Health Care Foundation, Stefanutti Stocks conducts voluntary and confidential testing for all employees for HIV, diabetes, tuberculosis and blood pressure. A prostate cancer awareness drive, with assistance from the Ministry of Health, was introduced in 2014.

Socio-economic development

"Having a heart for the community has always been an intuitive part of our culture, and one that we embrace, without always highlighting our involvement," says Hlatshwayo. The company tries to engage in as many local initiatives as possible – this support takes on various forms, such as meeting the basic needs of the communities within which the business operates; partnerships with authorities (such as with the Royal Eswatini Police in the successful launch of the Matsapha Schools Anti-Crime Club Workshop); or contributions to multiple sports events or teams, more recently the sponsorship of trophies for the Ministry of Health Wellness Games, gifting a soccer kit to the Malkerns Regional Soccer league, as well as a donation of forty thousand Emalangeni.

Since 2016 the company is funding a student from Somnjalose High School for her remaining high school years as well as a tertiary bursary. "As a proud Eswati company, it is a part of our national duty to contribute towards cultural and traditional events and milestones," explains Hlatshwayo. "In 2018, we contributed five-hundred-thousand Rand to the country's 50/50 celebrations, as well as building a new pavilion for His Majesty King Mswati III and Her Majesty the Queen Mother Ntombi of Eswatini, for the annual Umhlanga Reed Dance at Nhlanguano.



Annually, on behalf of Stefanutti Stocks Swaziland, Joan Lesabe and other staff members donate toys, clothes and materials to the Steki-based Moyeni Carepoint, a non-profit organisation dedicated to improving the lives of orphans.



Pictured at the official cheque handover are the deputy principal of Somnjalose High School (far left) with Stefanutti Stocks' HR director Thandiwe Hlatshwayo to her right, Nqobile Mavimbela, and two representatives from the Ezulwini Municipal Council, with whom Stefanutti Stocks partnered in the back-to-school campaign.

"As we embark on our fourth decade of working in the Kingdom, we are excited by what the future holds for Stefanutti Stocks here in Eswatini," says White. "We are optimistic, that in addition to constructing many more structures, we will continue to be able to impact in the areas of job creation, empowerment, human resource development, education and training, as well as environmental management, and be able to contribute to the further development of both our company and the country."



The 2017/2018 Malkerns league prize presentation table. The finals were held at the Mahlanya sports ground.



"The best place to start with wanting to change the world is with one person. Do not despise the little ways in which you change the world (kindness to one person, greeting a homeless person, sharing with those who don't have, and the like) because it is your little bits of good put together that can change the world."

Pinky Mokoena, Miss Earth Water 2018

Changing the world starts with changing oneself, but it's true that we don't always realise the impact we have – or could have – on others that cross our daily paths. One word of encouragement, or an act of kindness could set a new course of direction for someone who's lost all hope in life.

Theunis Eloff, HR director, Stefanutti Stocks Building





Stefanutti Stocks delivers customised Mercedes Sprinter to Adams College

The transformation team at Stefanutti Stocks became aware of Adams College in late 2017, after receiving information about the Amanzimtoti-based college's four phase Revitalisation, Redevelopment and Repositioning (RRR) project.

The KwaZulu-Natal based educational institution was established in 1853 and as the second oldest school for Africans in South Africa, boasts an incredible historical heritage as well as an impressive list of alumni. These include four African National Congress (ANC) Presidents (Dr Langalibalele Dube, Mr J.T. Gumede, Dr Pricley Kalsaka Seme and Chief Albert Luthuli), as well as many well-known and successful Africans who have been instrumental in making a change on the continent – such as the first black medical practitioner Dr John Mavuna Nembul, Prof Z.K. Mathews, Mr R.T. Caluza, Prof Eskia Mphahlela, Prof Mazisi Kunene, Mr Govan Mbeki, Mrs Epainette Mbeki, Mama Ellen Khuzwayo, and many more.

The school's exemplary academic results have earned it a reputation as a centre of excellence and the RRR project aims to preserve and build on its 165 years of ground-breaking, black South African educational legacy. The main objective is to restore Adams College to its former glory, so that it may continue to influence current and future generations. The intention is to (over a period of ten years and four-phases) undertake massive infrastructure modernisation and development, as well as see the reintroduction of relevant educational programmes.

One of the targets of the second phase of the RRR project was to procure a school bus by the end of February 2018. Stefanutti Stocks identified this as an area it would be able to assist in. Following a period of research, procurement, customisation, ensuring all the paperwork was in place, and delivery from Johannesburg to Durban, the brand new school bus was delivered to Adams College. The handover took place at an awards ceremony where special achievements by learners and teachers were recognised. It was also an event to celebrate the 95.6 per cent pass rate the school had achieved in 2017.

In his welcoming address Principal Thulani Khumalo alluded to the fact that today also marked the entrance of Stefanutti Stocks into the Adams College family. He also said that the two brands had much in common, including their constant pursuit of excellence.

The keys to the Sprinter were officially handed over to Principal Khumalo by Stefanutti Stocks' Group HR executive, Mike Sikhakhane, whose father had been a teacher and who had himself attended a school in the same catchment area.



Principal Khumalo with Mike Sikhakhane (Stefanutti Stocks Group HR executive) and Charles Wright (Stefanutti Stocks enterprise development director) in front of the Mercedes Sprinter.

The bus was received with great enthusiasm, both by teachers and learners, a number of whom had participated in a photoshoot earlier in the year, and were now "immortalised" on the branding on the side of the bus.

In his address to the school, Sikhakhane encouraged learners and teachers to continue pursuing academic excellence, in particular focusing on maths and science – the two subjects that form the foundation of many fields of study, in particular engineering. "We may never be able to quantify our contribution here," he said, "however, just the thought of this very bus transporting future generations of leaders as they go about their daily educational activities, further cements our commitment to making a difference."



The customised Mercedes Sprinter, that will be transporting the school's future generation of leaders.

Jirah Academy

applies for accreditation with two education bodies



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). Stefanutti Stocks has supported the Academy, both financially and with regard to development and fundraising since 2014. Where possible Stefanutti Stocks includes the Jirah Academy in location-relevant tenders, as one of the beneficiaries of the requisite skills development commitment.

The Academy is currently in the process of being accredited with UMALUSI Council for Quality Assurance in General and

Further Education and Training as well as with the Department of Higher Education and Training (DHET). It is also growing its staff compliment and industry collaboration.

In August 2018, fifty of its fifty-five learners achieved distinctions in their N1 exams. "We are proud of the class of 2018 and acknowledge the hard work and sacrifice our learners and lecturers deliver to make this possible," says Jones. "We wish our group all the best as they prepare for their N2 exams, which they will sit for in the first week of November – our hope is that they will also excel in these."



The Jirah Academy Class of 2018 in front of their classroom.



Stefanutti Stocks Group supports **Vision 4 Change**

Unless one personally suffers from poor eyesight or hearing, it is difficult to understand how this can impact the ability to navigate every-day environments – take, for example, sitting at the back of a classroom or trying to catch a ball on a sports field. Often, in particular when it comes to bad eyes, a quick fix could be as simple as wearing glasses, however, many South African communities simply do not have access to this solution, resulting in children's academic growth being stunted at a young age.

Non-profit organisation (NPO) Vision 4 Change champions the premise that the ability to see and hear are two of the most basic human needs and must be addressed. Its educational initiatives see the NPO rolling out programmes that assist with vision and hearing abilities, as well as improving educational environments in disadvantaged communities. Its Vision is Vital project focuses on bringing the gift of clear vision to children across South Africa, and it partners with private and corporate donors to make this happen.

Since its establishment in 2009, Vision 4 Change has tested over 100 000 children, with a high percentage of these requiring spectacles. Stefanutti Stocks first began supporting the NPO in 2017, when the Stefanutti Stocks Electrical & Instrumentation (E&I) division funded eye screening and testing for 1 055 learners in two schools in Zamdela, Sasolburg. Fifteen of the learners tested had poor eyesight and received prescription spectacles. August Lipke, development director for the E&I division who was present during the fitment, remembers it being quite an emotional experience to witness the wonder on, in particular, one visually challenged child's face, who now looks at the world through new eyes.

In 2018 Vision 4 Change became one of the socio-economic development programmes (SED) supported at Stefanutti Stocks Group level, which allowed financial support to be increased to over a quarter-of-a-million Rand. This was used to fund eye screening



and testing at three schools, as well as the procurement, supply and fitting of the required prescription glasses.

Total number of children tested: 1 549

- Makgatho Primary School, Gauteng: 1 030
- Vukuzithathe and Zamokuhle Primary Schools, Mpumalanga: 519

Total number of spectacles fitted: 62

- Makgatho Primary School, Gauteng: 46
- Vukuzithathe and Zamokuhle Primary Schools, Mpumalanga: 16

Representatives from the Stefanutti Stocks Mechanical & Electrical business unit were invited to the Makgatho Primary School in Pretoria on 11 June 2018, to be a part of the much-anticipated hand-over of spectacles to the 46 learners courtesy of the company's involvement. School principal Ms JM Tsharane was visibly moved by the occasion: "This is a life-time gift – thank you so much for this gesture, we truly appreciate people like you," she said. "The gift of spectacles helps our children, their teachers, and their parents: if we have children who are able to see, we have children with a future."

The second hand-over and fitment took place at the primary schools in Mpumalanga on 24 July 2018 and saw sixteen learners receive brand new spectacles, courtesy of Stefanutti Stocks and Vision 4 Change.

"There isn't much that beats the moment of witnessing the look on learners faces as they put prescription spectacles on, and see clearly. Being someone who wears specs myself, I fully appreciate what a difference glasses make to everyday activities," says Gabriella Hanna, Stefanutti Stocks Mechanical & Electrical business unit compliance officer who is leading the initiative on Stefanutti Stocks' behalf. "In a learning environment filled with so much visual stimulus, it is a real disadvantage when one cannot see the detail, and this initiative gives all scholars a chance to experience the learning process on an equal footing."

Vision 4 Change, and other organisations like it, have a large task ahead. "Vision 4 Change has now become one of Stefanutti Stocks' SED partners, and the group will continue to participate in Vision 4 Change initiatives, including revisiting schools (where fitments have previously been done) to retest new and past beneficiaries," concludes Hanna. "There are many more schools to visit, and many more young eyes to screen."

www.vision4change.co.za

The Stefanutti Stocks Group mobilises against cancer

"Many of us, both in our personal and professional lives, have at some stage crossed paths with someone whose life has been affected by cancer," says Willie Meyburgh, Stefanutti Stocks CEO. "In addition to supporting cancer awareness initiatives and participating in campaigns during the months of October and November, we will continue working towards raising both money and awareness all-year around."

In support of this commitment Stefanutti Stocks re-branded one of its AXOR roll backs, and all the revenue earned by the vehicle, whilst engaged in its normal work for the company, will be donated to dedicated cancer awareness programmes. On 31 October 2018 the pink truck was officially unveiled and an amount of R125 000, that had been raised by the truck in its previous guise, will be donated to breast and prostate awareness initiatives.



Group commemorates
Mandela Day by planting

Food & Trees for Africa

For the 2018 Mandela Day commemoration, Stefanutti Stocks, for the first time, supported a single initiative – Food and Trees for Africa – across the group. Employees from various divisions and their families each spent about 240 minutes of community service making a difference in the lives of the less fortunate. These interventions took place at primary schools located within close proximity to the Stefanutti Stocks offices in Johannesburg, Durban and Cape Town.



Food & Trees for Africa's Gauteng Team at the Tembisa-based Shukumani Primary School.



Non-profit social enterprise Food & Trees for Africa (FTFA) focuses on contributing to food security, greening, natural resource management and sustainable business. It has distributed over four-and-a-half million trees since 1990 and has facilitated the creation of thousands of natural food gardens, as well as mentoring many successful small scale emerging farmers in South Africa. FTFA works in partnership with the private sector, government, media, and with individual patrons.

This year Stefanutti Stocks supported two of the non-profit's greening programmes: Trees for All and Trees for Homes. The Trees for All programme focuses on planting trees in shared communal spaces, such as, for example, schools or hospitals, in order to create a healthier, greener environment.

The Trees for Homes programme is a township greening initiative that has been running since 2000, with the objective of donating two trees (one fruit, one indigenous) to each household. In addition to transforming the environment over the course of a few years, the communities also benefit from cleaner air via the offset carbon emissions.

Stefanutti Stocks' total investment equalled three-hundred-and-fifty-thousand Rand and included 1740 trees, a water tank, seedlings for the vegetable gardens, compost, gloves, refreshments for the volunteers as well as some wages for some members of the community recruited to assist.

In the run up to Stefanutti Stocks' official planting day on 21 July, a lot of behind-the-scenes planning took place. After the beneficiaries were selected from the non-profit's database, an FTFA ecopreneur visited each school to assess the space and establish what trees would suit the area. In Tembisa and Durban (where Stefanutti Stocks also supported the Trees for Homes programme) community educators (CEs) were recruited locally and trained so that they could begin with community engagement. In Cape Town, where Stefanutti Stocks planted trees as well as donating a water

tank to the hospital school beneficiary, the tank was installed in anticipation of it being officially 'opened' by Stefanutti Stocks.

The trees, vegetables, hay and compost were delivered to the schools by FTFA partner nurseries, and the CEs began the hole-digging process to get a head start for the planting day. The CEs benefit from some short-term employment, in that they are tasked with monitoring the trees and/or vegetable gardens after planting day, to ensure survival rates.

The morning of the planting day dawns and Stefanutti Stocks volunteers arrive, ready to make their own personal contributions.

In Tembisa, approximately 100 Stefanutti Stocks staff from the Kempton Park-based head office were matched by about the same number of school representatives, including adults and learners. In Pinetown, thirty Stefanutti Stocks volunteers spent the day planting trees around the school as well as distributing trees to the community. In Cape Town, thirty staff volunteers joined forces with children, some of whom are chronically ill, planting trees at the St Joseph's School, as well as officially 'launching' the water tank that had been installed by a sub-contractor earlier that week.

The overall initiative across the group was an uplifting feel-good occasion, and the personal experiences related by some of Stefanutti Stocks' volunteers reinforce the spirit of Mandela Day.

Food & Trees for Africa (FTFA) is a section 21 social enterprise that was established in 1990. It is registered as a non-profit public benefit organisation (PBO) and has won numerous international and local awards including the Nelson Mandela Forestry Award and two SEED (Sustainable Environmental Economic Development) awards.



Representatives from the Cape Town offices with some of the children from the St Josephs Hospital School.



“Halala Stefanutti Stocks, Halala”

By Thando Madi, Stefanutti Stocks receptionist at Protec Park, Kempton Park

I attended with my son Tumelo, and we invited our neighbour along for the day. We came to do as much as we could, in honour of Mandela Day and arrived full of energy and enthusiasm. At the Shukumani Primary School we were warmly welcomed by neatly dressed Grade 7 prefects, who showed us to a central meeting point. After warming our bodies with coffee and muffins, we warmed our spirits with some singing and dancing, accompanied with cheers of “halala Stefanutti halala”. This is an expression, similar to ‘viva’ used to cheer someone on for something good they are doing.

We were officially welcomed by a FTFA representative and then Charles Wright (our group development director), who reminded us that we’re celebrating Nelson Mandela’s 100th birthday and encouraged us to try and make an effort to understand a little more about South Africa’s transformation story. The school choir sang a song and a young scholar, Kamogelo Marekere, presented a very sweet poem about a tree, after which the school’s principal, Mr Robert Sangweni, thanked us for being there and for what we would achieve during the day.

After a safety briefing and demonstration on how we should work with our gardening tools, so that we didn’t injure ourselves, we were split into four working groups for planting trees, planting vegetables, cleaning the school or distributing trees to the community. Everyone had a chance to participate in all the activities, as all teams were rotated across the tasks. We were given gloves and taught the correct method of planting trees and vegetables, before being set loose to do our bit.

Honestly, the planting process was amazing and a new learning curve for me. No wonder, at home, when we plant something it doesn’t survive – we’ve been doing it all wrong! I looked around a few times and saw everyone digging in and getting their hands dirty and really enjoying the feeling of the earth between their fingers. There were people digging holes, preparing new beds for vegetables, composting, mulching watering, planting seedlings, planting trees. It also wasn’t just Stefanutti Stocks people, there were members of the community who also came to help.

Before we left to go home, we were fed a delicious home-cooked meal by the school. By afternoon, we were exhausted but very happy! Of course we are looking forward to coming back to see if our trees have grown!



Vaneshree Pillay takes a turn at digging a hole while Mr and Mrs Thando Kutle look on.



Enthusiastic hands at work!



Miss Earth Water 2018, Pinky Mokwena, assists some of the Shukumani scholars to plant their tree.



Charles Wright and Bheki Mahlangu (son of site agent William Mahlangu) plant some seedlings in the food garden.



Let's give, to give. Not to get.

By Jacqueline Pryra, Stefanutti Stocks Building Western Cape, personal assistant

It's difficult to describe what we experienced during our Mandela Day commemoration, but if I could bottle the feeling, I would make a lot of money! It was an incredibly emotional day for us all – to a large part this was because the school made us feel so special, when really, they are the vulnerable ones, and this day was supposed to be all about them.

We arrived at the St Joseph's School for chronically ill children ready to work in their garden, but before letting us pick up a spade they treated us to the most amazingly warm welcome. There were chairs packed out for us to sit on, music playing, and then the children danced their very well-rehearsed routine – all just to welcome Stefanutti Stocks at their school. Amazing!

The school is affiliated to a hospital that provides free transitional care for chronically ill children from disadvantaged families. The children are still in rehabilitative care, and seeing our strong able-bodied engineers slowing their pace down to suit the pace at which the children could work/move made me so proud to be a part of this team.

Food and Trees for Africa gave us a quick tutorial on how to plant the trees before we were split into six teams, given our gloves, and sent off to plant. The children loved every minute of it, and their enthusiasm resulted in some team leaders having to redo the planting when their backs were turned. Nevertheless, we all worked hard, and couldn't wait for the warm coffee/tea and homemade sandwiches waiting for us.

Oh yes! Before planting the trees, we were asked to assist with the ribbon-cutting for the new water tank, and of course we all cheered loudly! What an amazing morning.

I want to echo what Donny Petersen, our commercial director, said in his welcome speech: "Let's not wait for Mandela Day to make a difference, let's do every little bit we can at any time in our lives to do good. Let's start by doing something small to make a difference. This will create better opportunities for others and will create a better future for our children."

As a business we have decided that we will continue to support St Joseph's School in any way we can in the future – just to make their lives a little bit easier. And we're all looking forward to making a difference in the lives of these precious children.



Quantity surveyor Lauren Visagie and her team eager to put their hands to work.



Senior site agent Vuyo Xintolo lends the children of St Joseph's a helping hand.



Site administrator Ntombi Nkomo (left) and quantity surveyor Zerina Dalwie (right) prepare to plant their tree.



Enjoying spending some time outdoors are, from left to right: Qadira Peterson, Devon Peterson, Donny Petersen, Sharfaa Petersen, Pfariso Tshisikule, Lumka September, and a scholar from the St Joseph's school.



You can't stop awesome!

By Derick Goodwin, Stefanutti Stocks Coastal commercial director

Nelson Mandela was called the father of the nation because of the love and support he showed, in particular to children. This is a sentiment echoed in his famous words: "What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead."

This year participating in the group-wide Mandela Day initiative, facilitated by Food & Trees for Africa, was a great way for us to contribute positively to making a difference in the lives of others – in particular the children of Kwamanzini Primary School. In the past, each region has always organised its own Mandela Day activities, so this year, when the group decided to support the same initiative, we were not really sure what to expect. I had in fact brought extra spades and gloves, just in case not enough had been provided, however, my supplies were not needed as Food & Trees for Africa had it all in hand.

What struck me was how much the principal, the school's governing body, the children, and members of the community



really appreciated (and participated in) the activities of the day. Also, in spite of it being a very humble school, it was incredibly neat and well looked after, and I got the impression that principal Ms Mavundla cares deeply about her school.

From a Stefanutti Stocks perspective, we were working for a purpose, and to be surrounded by the people we're doing it for, as well as to be working shoulder-to-shoulder with them, made it even more worthwhile.

Another aspect I was impressed by is that the Trees for Africa approach includes a sustainable solution, in that, after the planting day, they have community members who are employed to continue taking care of the trees. Thus ensuring that they be given the best opportunity to grow.

All in all, everyone who attended had a great day, and it also served as a reminder of how lucky we are to have what we have. One of our kids was wearing a T-shirt with the words "You can't stop awesome" written on the front, and I'm sure this was a sentiment shared by everyone there on Saturday 21 July.



The team representing Stefanutti Stocks in Kwazulu-Natal at the Kwamanzini Primary School.



Senior compliance officer

Gabriella Hanna

champions the pebble effect

A few years ago I was feeling quite down about how little impact I was making in the bigger scheme of things – such a large portion of the population is in need of assistance, and I felt that the best I was doing was facilitating a few apprenticeships a year or handing over a packet of sanitary towels or snack packs at schools. My manager Sharene Koopman told me that even though my circle of influence is small, I may inspire someone in that circle to go out and do something in their community ... and through that they might inspire someone else, and so on. This is what I now call the pebble effect.

During this year, I've been given many opportunities through my job to throw out a pebble. I've always been involved in socio-economic development on a small scale, as well as skills development through our apprenticeship programme. However, this year saw me champion two big socio-economic development initiatives – our Vision 4 Change and our volunteer planting Mandela day in association with Food & Trees for Africa. I don't think that our impact here is measurable – who knows what the kids at the school, who can now see the blackboard clearly, will one day become and the influence they will have? The same applies for our Mandela Day initiative – which saw us plant food gardens, trees for shade and fruit, as well as create some employment opportunities for community members.

The paper work and admin that forms part of my every day routine is a necessary evil, and I'm of course happy to do that. However, the rewarding part of my work, is to work together with people who are incredibly motivated to succeed – this applies to my apprenticeships, the school principals I have met recently, as well as to my enterprise development partners. If there is one thing I strive for every day, it is that people will see the value in what we are doing in our transformation initiatives and be swept along with the passion I feel for all of my projects.

When enterprise development is done right and with the correct intention, I believe it can add so much value to the emerging enterprise. I'm currently working with Isiyalu Manufacturing and Retailing, an enterprise development partner to the Stefanutti Stocks Mechanical & Electrical business unit. The business founder, William Dhlolongolo, formed a women's manufacturing co-operative and is incredibly driven to do right by the fifty-two employees that work for Isiyalu. He recognises the impact our involvement can have on the growth of the business and the people employed by it, and is excited by the prospects.

My job also entails building relationships with the people I now feel responsible for. I visit my apprentices once a month to deliver their pay slips and to touch base on how they are doing. And I am so incredibly proud when they do well – ten of them passed their trade tests just this year! I've also been given the opportunity by our development director Charles Wright to become involved in other school projects, where we can be instrumental in changing the shocking state of the existing infrastructure in three Limpopo schools. It's a fact that by creating a hygienic, clean and conducive learning environment or through ensuring learners have a square meal a day, it will have an impact on their performance at school. Don't get me started, as I'm very passionate on this subject matter.

I think that, as Sharene explained to me, we'll never fully know what will happen because of the pebbles we throw out, but it's an encouraging thought to know that they will almost certainly create a ripple effect. And because I'm so invested in the transformation journey of my 'projects', I hope to continue seeing some positive results.

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A few members of Stefanutti Stocks' transformation team enjoy spending some time outdoors. From left to right are Yolandi Meyer, Gabriella Hanna, Vaneshree Pillay, Charles Wright and Wilna Potgieter.

Gauteng awards ceremony inspires attendees

The 2018 Gauteng Go For Gold awards ceremony was attended by Stefanutti Stocks Construction & Mining business unit transformation manager Vaneshree Pillay, business unit director Vuyo Qubu and business unit compliance officer Phindile Mbatha.

“The award ceremony was a little emotional, in particular when one of the Phase 2 students did a motivational speech for the Phase 1 students, encouraging them to never give up, and, regardless of what they are going through, they need to remain focused,” says Mbatha. “I’ve attended three ceremonies thus far, and every year has been a bit different, but overall they are always uplifting. We get to spend some

time with young people that are provided with an opportunity to make their lives better and who are grabbing it with both hands, as they don’t want to become another statistic of poverty in the world.

Stefanutti Stocks Construction & Mining business unit’s Phase 2 participants, Rita Amanda Sithole and Alugumi Osbourne Muthelo, both received certificates from Go for Gold acknowledging their results, with Osbourne also being awarded a certificate for the most improved student. Also attending the ceremony were Stefanutti Stocks’ three Phase 1 learners Monwabisi Bulungwa, Busisiwe Thomo and Ahmed Khaleel Fakir.



Phase 1 learners with Stefanutti Stocks director Vuyo Qubu at the Springs Secondary School where the Gauteng Awards Ceremony was hosted. From left to right are Ahmed Faki, Busisiwe Thoo and Monwabisi Bulungwa.



Pictured after the awards ceremony, holding their gifts and company certificates are Go For Gold students, from left to right: Ethan Lee, Ayakha Mtshazi, Achmat Dramat, Majaheed Martin, Stefanutti Stocks Building Western Cape's HR manager Shireen Schiller, Tebang Koali and Jamie Mitchell.

Western Cape Go for Gold students shine at award ceremony

On the afternoon of 27 September Go For Gold in the Western Cape held an award ceremony attended by Go for Gold current students and alumni, sponsor-company representatives, as well as parents and/or guardians of the students.

"From the start, right through to the end of the ceremony, one couldn't help but feel a sense of pride to be a part of such a wonderful initiative that offers qualifying students the support required to excel in the areas of Mathematics and Science – and this in turn opens up tremendous opportunities for them in terms of further education," says Shireen Schiller, Stefanutti Stocks Building Western Cape's HR manager. "I think it's such a wonderful concept to partner with the private sector in order to provide better opportunities for these young South Africans, as it addresses the financial burden that these families are struggling to carry and that could be a barrier to the students excelling in life. This ceremony reminded us, as corporate sponsors, that by providing bursaries and employment we are part of improving the future of young people, while also ensuring an effective pipeline into the industry that secures the right kind of talent – it is a win-win solution."

Mujaheed Martin, one of Stefanutti Stocks' students, gave a speech on behalf of the Phase 2 students and Achmat Dramat received the CPUT (Cape Peninsula University of Technology) floating trophy for the best academic achievement in Grade 12. Ethan Lee, Mujaheed Martin and Jamie-lee Mitchell received Attendance Certificates in recognition of their sterling attendance record (97-99%) at the Leadership Development Seminars and Bridging Classes, and all students received their Company Certificates in recognition of completing Phase 2 of the Go For Gold programme.

"Truth be told, I had a lump in my throat, watching our students receiving their awards, being able to celebrate their achievements and confidently representing Go For Gold."

Feedback on the internship phase from Phase 2 participants:

Mujaheed Martin is based at Paardevlei: "In these last seven months I've learned a lot. It was difficult in the beginning, but everyone is willing to help, from management to the labourers. One of the main

things that I've learned is the way you treat people is very important if you want to get results."

Tebang Koali is based at Junction Mall: "I've been given more exposure, responsibility and tasks than I expected, and so have learned a lot. It's a bit hectic to adapt to working life, but as time goes by you get used to it. A big eye opener for me was working with the community – I've lived in a township all my life so have insight into both sides – the community side, and the company side."

Achmat Dramat is based at Paardevlei: "The work climate has taken me out of my comfort zone, and I feel I'm learning more this way. So far, it's been very interesting, and I've had exposure to various things, with my highlight so far being the de-snagging and rebar inspections, as I got to understand why the layout is as it is."

Ayakha Mtshazi is based at Junction Mall: "What I see on site is that there are challenges, but our team aims to fix them. At Junction Mall the community liaison was a bit difficult, and I thought Stefanutti Stocks would close the site, but they resolved the conflict. The best advice I've been given is to believe in myself and Go for Gold has helped us communicate with others and get to know each other better."

Jamie-Lee Mitchell is based at Pegas, Atlantis: "The best part for me is working on site, working with people and their different personalities and getting to see past the exterior – we all look the same on site. The one thing I've learned is that I need to toughen up and not take everything to heart. The other thing is that if you don't want people to help you, you need to help yourself."

Ethan Lee is based at Paardevlei: "My highlight has been working with an engineer, as it was then explained to me why things are done in a specific way. On site we are exposed to everything, and when we started, this meant some hard, physical work. Now we're doing admin or working with foremen or the engineer doing site inspections."



"As one person I cannot change the world, but if I don't try, there will be no change. Let's be part of the change, and together we will make a difference."

Jerome Christian, engineering manager, Construction & Mining business unit

"Sometimes our acts of kindness feel small and insignificant, but in retrospect it does impact somebody's life along the way. Let's take care of each other."

Khethani Shezi, electrician, Stefanutti Stocks Roads and Earthworks





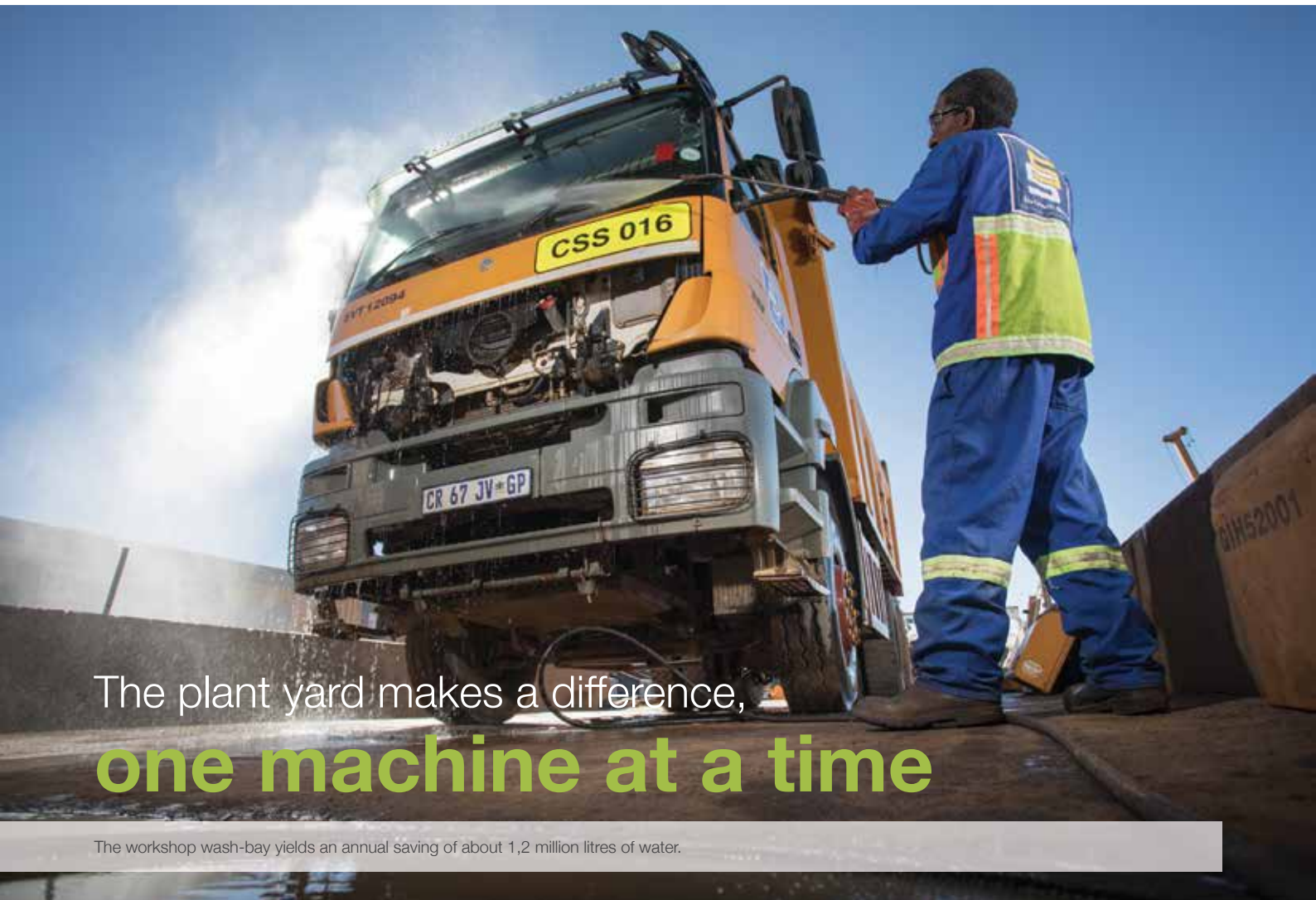
"Your effort as one person might not make a huge difference to the world, but it can make a meaningful difference to one person. So, instead of hesitating to be of service in those seemingly insignificant ways, allow yourself to be of service anyway. You might be surprised what a big difference your 'little' makes to someone else."

"Also, a small difference made by many people ultimately adds up to a big collective difference."

Lesego Jack, environmental manager at Stefanutti Stocks Construction and Mining



Environmental



The plant yard makes a difference, **one machine at a time**

The workshop wash-bay yields an annual saving of about 1,2 million litres of water.

Jerome Christian joined Stefanutti Stocks as an engineering manager in 2016, after working at Bell and serving on various industry bodies for close to nineteen years. He came to Stefanutti Stocks with a very good track record of producing cost savings and also has an impressive list of achievements, certificates and awards in his curriculum vitae. Jerome studied Mechanical Engineering, has a Heavy Current Electrical qualification as well as a degree in Business Management. More recently Jerome attended the Principles and Technology of Lubrication Engineering, a course offered through the South African Institute of Tribology.

At Bell he was a part of the research and development team for the design of Bell's ADT C, D and E-series. He has worked in the certification department which included certifying machinery to international standards, as well as writing several ISO and SANS standards, implementing quality management systems and gaining ISO accreditations. In 2013 he moved into an engineering management position where he was responsible for the product safety and compliance for the E-series. He then moved into global sales and operations where he planned two factories – one in Germany and one in South Africa. A career highlight was being nominated and being the runner-up for the annual President's Award. It seems that a person of this calibre fits well into the Stefanutti Stocks philosophy of having the right people in the right places!

"My brief at Stefanutti Stocks, as per the group's plant director Eric Blom, is to produce cost savings, operational efficiencies, to make sure that we do the right things to prolong the life of our machinery, and to ensure that the plant and parts we purchase will give us the lowest operational and ownership cost. I work closely

with my team and encourage them to be passionate about what they are doing and to always drive for results. It is an incredible feeling of satisfaction when our efforts yield results – in particular if they have a positive influence on our operational efficiencies as well as our environmental footprint."

Some recent developments that are producing savings as well as impacting the group's environmental footprint include:

Mobile kidney oil filtering

Stefanutti Stocks first ran a mobile kidney oil filtering process on a crushing plant using an oil cleanliness standard, developed in-



The mobile kidney filtering system being set up in the workshop.

house at Stefanutti Stocks – this applies minimum and maximum ISO target levels as the reality. After twelve hours of filtering the oil and reducing the particles, the oil was within the maximum allowable contamination levels and cleaner than new! “The even bigger coup is that if the oils are kept within specified levels the hydraulic components life can be extended by three-hundred per cent,” says Jerome. In terms of actual Rand savings, the average cost of 540 litres is R13 845.

Hydraulic oil recycling plant

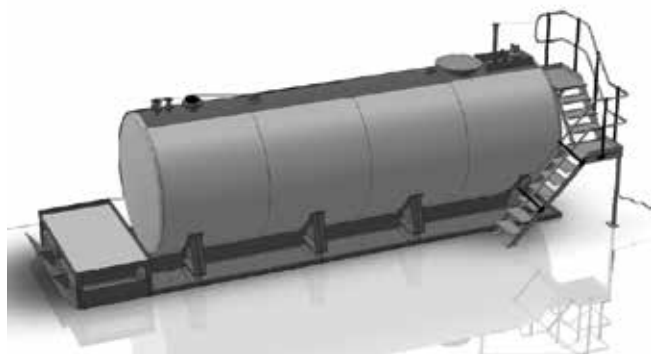
Another in-house initiative is the hydraulic oil recycling that occurs at the purpose-built recycling plant at the yard in Chloorkop. The sites drain the oil when it is unfit for use. The contaminated oil gets put into containers, brought to the recycling plant, and once it's been through the process it is cleaner than new. It then gets returned to site for future use. “In order to extend the life of our plant, we need to ensure that they live healthy lives, and in doing so we can of course expect the machine components to last longer too,” says Christian, “The green benefit thereof is that we are not putting unnecessary waste into the environment.”

Workshop wash bay water recycling.

A containerised solution was implemented in the workshop wash bay to reduce our current water usage and reduce the environmental impact. There are bio reactors in the water tank, and the microbes attack the oils and clean the water, for reuse. “On average washing one truck can use up to one-thousand litres, and through the water recycling programme we are able to yield a saving of 1.2-million litres per annum,” explains Christian. Once used the water goes through three oil separation chambers, followed by a settling tank and three bio reactors, where after the water is deemed fit for reuse.

Bulk fuel tank kit

The mobile fuel tank has no bund walls, and does not require any site establishment, therefore resulting in cost saving and less impact on the environment through construction work. It is brought to site on a flat-bed and deployed via a modular system which has the option of a low load bearing base, ground or elevated fill points, and a plug-in pump set that can run from a 220 volt source.



Caption:

A model of the bulk fuel tank kit.

Extended oil drainage intervals

Stefanutti Stocks has become the first company in South Africa to have the performance of two field studies endorsed by ExxonMobil Global Lubricants. The two companies, together with Centlube (South Africa's authorised distributor of Mobil lubricants) completed an optimum oil drain interval (ODI) study, with the specific objective of increasing the oil drain intervals on Stefanutti Stocks' fleet of Komatsu HD 465 and 785 rigid dump trucks.



Recycled oil being loaded for return to site.

“There is a fair bit of science involved in what we do, but the outcome is that we are saving up to two-and-a-half million rands in terms of oil drainage across two-hundred-and-ninety-four items of machinery and plant. Our total assets are around one-thousand-eight-hundred – imagine the incredible saving and reduced amount of oil all around once we roll this out across the entire fleet!”

There are a number of other environmental projects that are being rolled out or in the pipeline, including other recycling initiatives, Mercedes-Benz one-thousand hour engine oil drains, on-board filtration, further introduction of renewable energy systems across the group.

“Our work is made even more exciting through the increasingly innovative technology that is available to us, and the team is excited about the results we'll be producing in the next year,” concludes Jerome.



Denver Chetty analyses oil samples.

Renewable energy solution

installed at
Stefanutti Stocks'
Protec Park offices



Ruben Simata and Fhumulani Radzindou clean some of the solar panels on the roof of the 'yellow' building.

In November 2017, as part of an in-house initiative to reduce the company's reliance on the municipal grid for energy, seventy-two solar panels (photovoltaic (PV) array) were installed on the roof of Stefanutti Stocks' Mulalani Road building in Kempton Park.

The renewable energy supply system (supplied by GreenHouse Energy Consulting) includes inverters that control the solar panels, as well as lithium batteries and diesel generator backup units. Its two eight-hundred kilogram heavy batteries were craned onto the roof and into position by Stefanutti Stocks.

The PV array aims to reduce the monthly electrical consumption thereby reducing operational costs, while the batteries help reduce diesel backup operation and maintenance costs.

Two gas geysers are also located on the roof of the building, with one feeding the gym and the other feeding the south block of the building.

PV array: technical overview

For the more technically minded, the system is supported by six 10kW InfiniSolar hybrid inverters, connected as dual 30kW, three-phase systems. The 51kWp PV array of Canadian Solar Tier 1 modules generates a significant portion of the building's power requirement using the abundant South African solar energy. This energy offsets municipal electrical demand and is also used to charge the battery bank for use outside of daylight hours, thus maximising the solar self-consumption of the renewable energy investment.

The two Lithium batteries are locally manufactured by Freedom Won and provide backup capacity to support secure transition to generator feed during normal, full-load operating hours. They also provide the after-hours backup power required for up to six hours, which is more than the average length of unexpected power outages, thus avoiding the need to start up diesel generators for background loads.

Remote monitoring

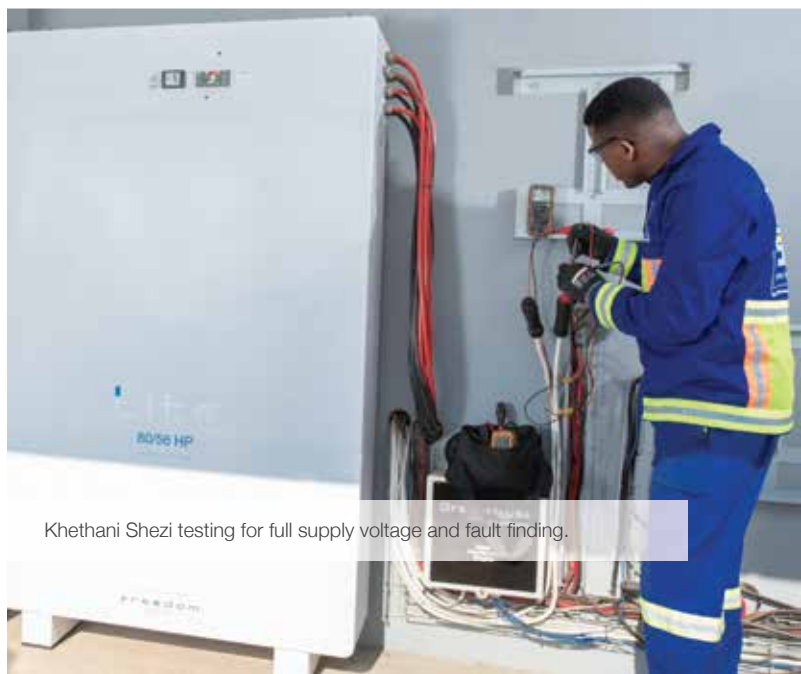
Stefanutti Stocks' IT team facilitates remote monitoring of the system's condition and generates data that allows GreenHouse

Energy Consultants to confirm the health of the system, analyse error codes and, as a value-added service, report on the performance of the system.

Stefanutti Stocks specifically requested that the load on stand-by generators be reduced. This was automated via the inverter intelligence, with multiple distribution box rewiring being undertaken in co-operation with Stefanutti Stocks Roads & Earthworks' in-house electrical team headed by Khethani Shezi.

"Our long-term goal is to reduce the electricity consumption from the municipal grid and use up to eighty per cent of our energy by utilising the renewable system," says Shezi. "Establishing that it is possible to generate that much power through natural sunlight has been an eye-opening experience for me."

The intention is that eventually all Stefanutti Stocks offices in Protec Park will make use of energy obtained from renewable energy sources.



Khethani Shezi testing for full supply voltage and fault finding.

Socio-economic development initiative impacts environment too

The 2018 Stefanutti Stocks' Mandela Day initiative saw employees from divisions across the group participate in a tree and food planting day at primary schools within the same geographic location as their offices. The volunteer days took place at Shukumani Primary School in Tembisa, Kwamanzini Primary School in KwaZulu-Natal) and the St Joseph's School in Montana (Cape Town). In addition to the great satisfaction that comes along with doing community work, the mixture of fruit and indigenous shade trees that were planted or distributed to the communities on 21 July 2018 will also contribute towards a greener, cleaner more beautiful environment.

Stefanutti Stocks' one-thousand-seven-hundred-and-forty trees have been added to the growing number of trees distributed by the non-profit social enterprise Food & Trees for Africa (FTFA), that has thus far distributed over four-and-a-half million trees since 1990.

A further highlight of the initiative is that it contributes to short-term employment for members of the community, who monitor and care for the trees and/or vegetable gardens after planting day. Stefanutti Stocks' initiative created opportunities for thirty people to work as community educators (CEs).

The environmental impact of Stefanutti Stocks one-thousand-seven-hundred-and-forty trees (comprising of both shade- and fruit orchard trees) as calculated by FTFA, is illustrated in the table following.

Stefanutti Stocks project impact:

Area	Number of trees	Tonnes CO2	CEs employed
Johannesburg	930	343,17	15
Durban	780	287,82	15
Cape Town	30	11	0
Total	1 740	642	30

"Participating in an initiative such as this FTFA volunteer day, with its multiple impacts, was an incredibly fulfilling experience," says Gabriella Hanna, Stefanutti Stocks' project champion for the event. "We all contributed to creating a greener, more comfortable learning environment for the children and planting food gardens for more food security at the schools. The additional benefits of work opportunities and knowing that our trees will contribute to cleaner air in the long-term have made this an incredibly worthwhile experience, and one we would love to repeat."



Members of the community collect their trees at the Shukumani Primary School in Tembisa.

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

Stefanutti Stocks

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