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MAGAZINE FOR SAPREF EMPLOYEES, NEIGHBOURS AND STAKEHOLDERS

Quarter 4 Issue: October, November & December 2020





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A NOTE FROM THE EDITOR

We finally bid 2020 farewell. This issue highlights how Team SAPREF ends the year. It gives a glimpse of what has been achieved even in the face of the COVID-19 pandemic.

The PMO reflects on the journey that the organisation has been through, how it had to change gears in order to keep up with the challenges of the year as well as of the refining world.

We celebrate a successful ISO Audit as well as that of our team's performance throughout the year. Records were broken and the lives of our neighbours touched. Yes, it has been a challenging year. However, as a team we have achieved so much and we have a lot to be proud of.

Please keep safe and ensure that you adhere to the COVID-19 protocols. Remember; "we isolate so that when we meet again; no one is missing!"



FINDING A NEW RHYTHM

2020 has certainly been a devastating year for so many and presently such a high threat to all of us with over 18000 reported infections per day and now totalling over 1 million in RSA, the SAPREF family has not escaped the pain of this virus. Curfews, lockdown, social distancing, working from home and other related terms have become the new norm - testing our resolve to overcome the threat to our very existence. These things challenged us and in many instances we collectively rose up to overcome them, sometimes surprising ourselves by our innovations and resilience. Thank you, Team SAPREF – your resilience in the face of adversity is more than admirable and evidence that we will overcome.

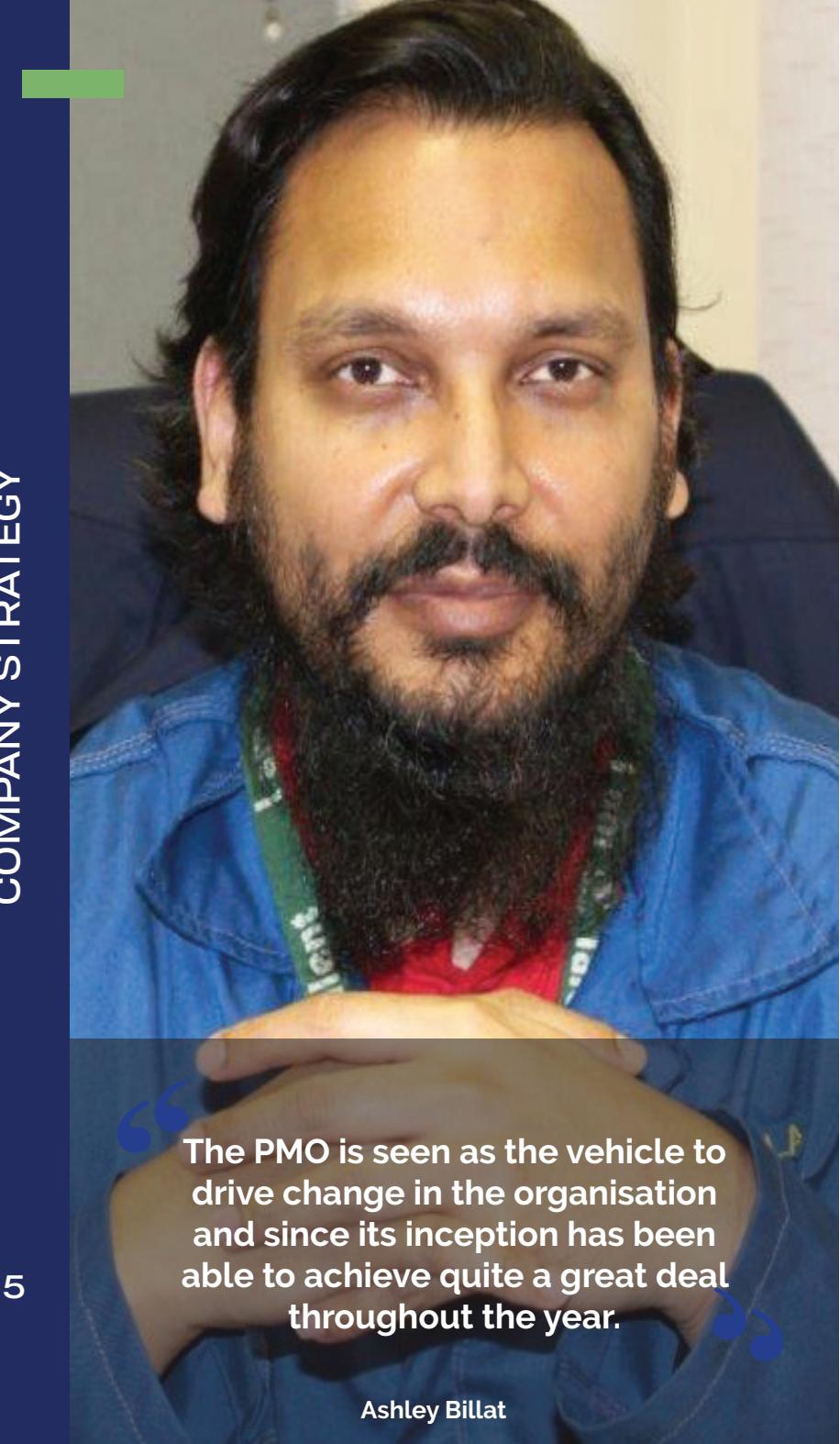
The year also magnified weaknesses in our already fragile industry, accelerating the move to lower carbon energy sources with major oil companies consolidating portfolios into fewer Refineries. SAPREF has not been immune to this structural change in the industry and our long term future remains in our hands to deliver. We all have shared in the salary sacrifices necessary to make the refinery less expensive to run and worked on ways to become cost effective to make the future profitable again. We have made progress and the more we look the more we see further opportunities for leaner ways of working. More work is required to become competitive against imported products which are a reality to be contended with. We must always remember that just like Astron and Engen have experienced

this year we are not more than 1 significant process safety incident away from the risk of protracted closure and then uncertainty of restarting. Safe, Reliable and Profitable operation has become even more relevant and urgent priority as the year progressed. Our company motto is not new, but remains the necessary ingredient for delivering success: To work as One Team with One Purpose.

2021 is a big year for SAPREF. We've done well to weather the unprecedented challenges of 2020 and laid the groundwork for better performance in 2021. It will require all of us to do our work with the necessary pride and diligence needed to deliver results – every day, every week and every month. In a year in which we need to deliver the platformer catalyst regeneration with associated critical maintenance work and meet our 2022TA milestones with quality, there will be no room for below standard effort and performance. I've seen what Team SAPREF can deliver when the direction is clear and all of us are aligned – the outcome is always good. Confronting our ways of working is a key enabler for success – we've seen some successes in 2020 with a lot more to come in 2021. Our success lies in our collective strength and resolve to win – I truly believe that if harnessed correctly this is our competitive advantage and the outcomes are a matter of course.



Picture: VICTOR BESTER



The PMO is seen as the vehicle to drive change in the organisation and since its inception has been able to achieve quite a great deal throughout the year.

Ashley Billat

V25: CHANGING GEARS

Since its inception; the Project Management Office (PMO) started the process of driving the new strategy. V25 along with its levers are designed to elevate the organisation to a different level. However, due to COVID-19, the PMO had to adjust its approach.

Ashley Billat, PMO Lead explains how the PMO has been able to accommodate the new direction SAPREF has taken and the challenges posed by the COVID-19 epidemic. "COVID-19 has impacted the way we do our operations as well as the economy as a whole. This forced the PMO to reconsider and accelerate efforts. We defined improvements that would structurally benefit the business from a cost perspective."

"The PMO is seen as the vehicle to drive change in the organisation and since it started its work, it has been able to achieve quite a great deal throughout the year.

Governance and structure have been the main points of alignment between all levers with Asset Improvement Teams (AIT's). This is set up in different zones and departments to drive improvements by multidisciplinary teams for problems that have high impact and low effort.

We are hoping that more teams will have the opportunity to be exposed to this in the new year to realise more benefits.

We also have conducted a few vulnerability studies which have assisted us in the identification of the medium term risks in some of our critical units.

We have developed a staff a reliability function to accommodate our reliability lever in order to improve our unplanned downtime. Our LOPC reduction plan is aimed at eliminating LOPCs, focusing on fewer elements with accountability in the zones.

Learning from our previous Turnarounds, we have shifted Turnarounds to Maintenance and resourced it with key roles to improve results for our 2022 Turnaround as well as shifted from a 2-year turnaround cycle to 4 years for better efficiency in our planning and activity strategy.

Our Digital Transformation lever has accelerated through the COVID-19 period as the business transitioned to a more virtual work setting. All in all, a busy and eventful year, to say the least."

With the leadership team at the helm we have taken stock of our core business processes and their effectiveness, our stakeholders can expect a strong focus on providing assurance on core business processes. Any gaps identified within the assurance process will inform the improvement plan interventions to close them out.

QUALITY & THE ENVIRONMENT AT THE FOREFRONT

SAPREF has once again had a successful DNV Audit. Business Improvement Focal Point and audit coordinator Goolam Omar, sat with us and explained how this achievement was possible.

What is a DNV ISO Audit?

An ISO Audit is conducted by the DNV GL accreditation body and provides certificates such as the ISO 9001 (Quality Management) which provides specific requirements for a quality management system for organisations who consistently deliver products and services that meet statutory, regulatory and customer requirements.

ISO 14001 (Environmental Management) which ensures that measures are put in place for organisations to minimise their operations from negatively impacting the environment, compliance with applicable environmental laws and

regulations that aim to improve organisation's environmental footprint.

What standards are required for an organisation to achieve a successful ISO audit?

- Assuring the requirements of ISO standard are in place, updated and being used at SAPREF.
- Preparing and aligning employees with the policies and objectives of the audits.
- Reviewing documented information and ensuring they are aligned to the current way we work before the audit process.
- Ensuring all processes are being performed correctly by all employees.
- Review corrective actions that were raised in previous audits and ensure they are correctly dressed and closed off.
- Practice professionalism and a healthy work environment at all times.

What does this audit mean for SAPREF?

In terms of the environment, we exhibit good practice to customers and the public and prove that we comply with standards that govern us by law to treat our environment safely.

In terms of the quality management, we are able to obtain other quality accreditation approvals such as SABS to further prove that the products and services we provide are safe, reliable and are of good quality according to the international specifications provided by the government and international standard.

Who were the key role players that made this audit successful?

Certified Lead Auditors, Auditors, SHEQ's and QFP's who work tirelessly during the year to ensure our management systems are up to date when the audit takes place.

Thank you to Team SAPREF for making this a successful audit that will continue to place us in the forefront of our titan industry.

RELIABILITY TO PROFITABILITY

Team SAPREF once again achieved a milestone that would put it at the forefront of being a safe, reliable and profitable refinery. This achievement was driven by the Rotating Equipment Team that managed to achieve pump reliability at a mean time of 81.7 months between maintenance. This is currently the highest average the team has reached. We spoke with Rotating Equipment Lead, Warren Knowler to tell us more about how this milestone was achieved.

What is the significance of this achievement and how was it achieved?

The Mean Time Between Maintenance (MTBM) is the performance average we use to determine the refinery's pump reliability. A 12 month rolling average is used where the number of failures in the past 12 months is compared against the Refinery's installed centrifugal pump inventory. This is an industry norm that is used to determine the MTBM for a site. As the equipment becomes more reliable so the MTBM figure increases. To see the trend extending above 80 months is encouraging.

How has this achievement improved the refining process?

It improves the plant availability. Most of the pumps are spared but when one is out of service there is a risk to the plant as there is no sparing capacity while the other is being repaired. The more equipment that is out of service the greater the threat to plant availability. The higher MTBM figure talks to improved reliability and plant availability. This in turn supports Refinery profitability.



Picture: Rotating Equipment Team Leads

How will the team maintain a high Mean Time Between Maintenance?

The plan is to continue to ensure that quality repairs as well as installations in the plant are done in order to eliminate and minimise failures. Making sure we operate within the design and operating conditions of the pump and to avoid plant upsets. Health checks on the equipment through Operator rounds. Conducting quality preventative maintenance tasks every time they are scheduled in order to assess situations and proactively address them before they cause issues within the plant. Condition monitoring (vibration checks) to identify developing problems early. Last but not least; quality training for those that will be carrying out the above activities so that they can be done thoroughly, with understanding and with ownership. With all the above mentioned, they all speak to the essence of the plan which is making the systems reliable.

It was not an easy task getting here as many disciplines are involved but we would like to thank the Zone Maintenance teams, Operations and the Training Centre, who have all contributed to the improvements we see. This is truly a team effort by all those who repair, who care and who operate the equipment. The key message is that achieving above 80 months is not an arrival point. It is a point we can celebrate but the effort and focus needs to be sustained with even more rigor in the journey to continue the upward trend.

CARING FOR THE COMMUNITY'S AGED

Covid-19 rendered the aged vulnerable and at high risk of infection. In addressing this, SAPREF donated 15 Egg box Mattresses, 15 Frail Care Mattresses, 15 Mattress protectors to the Issy Geshen Home for the Aged as well training and office equipment for Bessie Makatini Foundation. Both these organisations are based in Lamontville.



Picture: Issy Geshen Home for the Aged Donation



Picture: Patiswa Jwacu (on behalf of SAPREF) with Lilian Chichevo from Bessie Makatini Foundation

Bessie Makatini takes care of the mental health of the aged by providing education about dementia as well as mental health issues that affect them. The organisation trains people that look after the aged to understand the disease as well as how best they can take care of the elderly. The SAPREF donation, will enable the organisation to train more people as well as ensure that the aged are in a comfortable environment when they come for assessments.

Issy Geshen takes care of the physical health of the aged. They look after the elderly that are frail and provide a home for many who can no longer take care of themselves. They also serve as a day centre for elderly that can no longer be left home alone. SAPREF donated specialised mattresses that will ensure that the bed ridden elderly are comfortable. In order to preserve this donation in good shape for a longer period, mattress protectors were also donated.



Picture: Victor Bester with Lindiwe Chiluvane of Mzamo Child Guidance and Training

PROVIDING FOR THE CHILDREN OF OUR COMMUNITIES

The end of the 2020 came with good news - the Deeds Transfer of 3 houses to the children's NGO's that have been using them for a number of years.

The 15th of December was a joyous day for SAPREF together with SOS Children's Villages and Mzamo Child Guidance and Training. The two NGO's have been using the houses that SAPREF purchased years ago after an unfortunate spillage incident on the Bluff. The houses were cleaned and rehabilitated for human habitation and were then given to the NGO's to use.

Over the years both NGO's have proven that they can take good care of these properties whilst offering much needed assistance to the children of our neighbouring communities. SOS Children's Villages received 2 houses which are used as homes for orphaned children who need to be closer to school and are looked after by a house mother. Mzamo Child Guidance and Training offers social worker services at the home which they receive from referrals in neighboring schools and hospitals. This home allows them to offer their services in a warm environment. "The work that these organisations do is truly humbling. As an organisation we are honoured to contribute to making their work a little bit easier" said Victor Bester (SAPREF Managing Director) as he unveiled the plaques in celebration of this donation.

BACK TO WORK IN THE MIDST OF COVID

Coming back to the work for those who worked remotely during lockdown was a concern for many, especially with COVID still lingering and continuing to affect the lives of many. Keeping this in mind SAPREF created effective measures to ensure their employees livelihoods are still looked after when returning to work.

Sinethemba Buthelezi, Occupational Hygienist at SAPREF says "Great measures have been taken such as departmental COVID-19 champions conducting Health Risk Assessments (HRA), providing support for staff with additional supplies of disinfectant materials and recommended seating arrangements to maintain health protocols such as social distancing.

Employees who are at a higher risk of exposure are further supplied with specific surgical masks depending on the area of work. In the

event that an employee displays symptoms, the employee is sent for a COVID-19 test and is required to quarantine at home whilst waiting for results.

Email communication channels such as zzCOVID19 have been created for ease of communication when employees or supervisors need to communicate on or report any symptoms they may have developed.

In the event that employees do need to come back, a declaration form is filled before entering the premises to minimise risk of infection to ensure further safety.



Picture: Sinethemba Buthelezi



Picture: Ntsikelelo Ngonyoza

Chief RBI Specialist, Ntsikelelo Ngonyoza shares his experiences on how working from home and coming back to work full time in the time of COVID-19.

How long have you been working from home?

I worked on rotation from May (3 days in office and 2 days from home), and came back to work full-time in September.

How was working from home?

It was strange at first, but appreciate seeing more of my family. I must admit it was also difficult working with my 3-year-old daughter demanding constant attention at first (and I mean demand – even when I was on MS Team calls). She eventually got the hang of it. Now she knows not to disturb daddy too much when he is working.

How has the transition been for you since you came back on site?

It's been good, seeing old faces and new faces. The support to get things done has improved substantially because a lot of what we do requires us to be on site. I must admit though that once we got our heads around working remotely – delivery improved which was critical because our targets and deliverable for the year did not change because of COVID-19.

How do you feel about 2020 and what are your future plans for the year ahead?

2020 has been a rough year. Like my wife says, 2020 doesn't count so she hasn't aged. On a serious note, 2020 has come with its challenges but has also brought opportunities.

HAPPY RETIREMENT JOHN

After more than two decades at SAPREF, Production Manager - John Van Belkum handed over his hard hat and said goodbye to Team SAPREF as he went on early retirement at the end of November.

The first time he heard about chemical engineering was at a career exhibition when he was in standard nine (now known as grade 11). The diversity the career offered, combining maths and science was what sparked an interest for John. This, coupled by the fact that these were his favourite subjects, he was taken. He pursued the career after matric. After 6 years at SISTECH he joined SAPREF in 1996 as a Visbreaker / Bitumen Technologist.

During his tenure at SAPREF, he worked in many departments like Technology, LP model & Asset planning, E&S, Reliability, Operations, HSSE and eventually back in Operations. In reflection, BBS was one of John proud projects to drive as he feels it is the one process that made the biggest impact across the site. Interaction with colleagues across the site to make improvements in our ways of working was one of his favourite things to do. John appreciated the excitement of seeing efforts change into results and to see how people take on challenges and make a success of them - some of these with hardware changes and some simply with ways of working. "I will miss being involved in growing people." said John.

Being a people's person; it pained him when capable people did not align with our values of safety and ethical behaviour, to an extent that they needed to be let go. John urges colleagues to be accountable and always consider the safety of everyone on-site as well their family's wellbeing in all that they do.

John leaves the organisation confident that the current processes, as well as a team, is capable to steer the organisation in the right direction, with the V25 Levers in place. SAPREF is in a good position to address challenges. John lauds the team for the huge strides made in improving competence over the last few years. He urges the team to remain steadfast, as there is still lots to do in this area.

Asked if there were things he could have done differently he said, "I would definitely do more coaching than telling and be less tolerant for excuses of below par performance."

As he hands over the baton, he urges every manager to remember that, everything happens through people, the good and the bad. He ends with "SAPREF staff will give their best if you give them the chance and support them though the process."

He is looking forward to spending more time with his wife, travelling and doing some photography.



Picture: John Van Belkum

SAPREF staff will give their best if you give them the chance and support them though the process.



Picture: Paddy Carter

ENJOYING RETIREMENT

Paddy Carter, shares his 22-year experience as a young employee starting off his career at SAPREF until his retirement in 1991. In 1967 Paddy started his career at SAPREF as a "peasant" a term they referred to for an operator starting the job due to the sheer amount of work that comes with operating the refinery. "You'd walk-in and think, how will you operate all these pipes." He later worked up in the ranks to shift foreman in the South Zone. Three years later into his career he had an opportunity to work in Saudi Arabia in a refinery in Dammam, for two years until his return back to SAPREF in 1972.

Due to his employee break at SAPREF, Paddy describes his return at SAPREF as starting again - from operator to writing a test to be a senior operator and then later promoted back to his foreman position. Paddy describes as one of his highlights, the training he experienced at SAPREF

It was "second to none", one person who made an impact in his career was Bob Abel, who had a training office behind crude distiller number 1 for anyone that might remember.

That man was very thorough. He did his job well and made sure you did your job thoroughly as well. If something was wrong in your drawing, you go back outside again and follow the line again and put everything onto your drawing. He recalls how all the departments such as electrical, instruments, mechanical & fire department worked so well as a team in those days due to the internal sport team buildings such as inter-shift cricket, inter-shift soccer, social rugby which occurred every day Sunday.

Asked whether his time at SAPREF steer headed his petrochemical career, Paddy replies "without a doubt". Highlighting his times during shutdowns, where he says "the good word always relayed at SAPREF was be proactive. Think of what you can do, while something else is happening.

Learning that at SAPREF, took me all the way to PetroSA where I was involved in shutdown training and was able to continue my career through the fundamentals I learnt within SAPREF." In his retirement from SAPREF, Paddy moved to Mossel Bay to work with PetroSA, which he only did for 11 years before he retired from there as well. Paddy does mention that his personal life within SAPREF and the long-term friendships he forged were very beneficial and still links up with friends who are also now pensioners such as Carl Booysen, "whom I worked with on the railroad in Port Shepstone before coming to SAPREF, he joined SAPREF six months after I did."

"My time at SAPREF was very memorable as well as very productive. The years spent were really good ones and for that I am truly grateful."

GRADUATING IN THE TIMES OF COVID-19

Mziwethu Khuboni who currently works as a Main Fuels Chemist tells us his journey of his studies during the pandemic and how he faced all odds that enabled him to finally graduate towards his MBA.

How long have you been part of TEAM SAPREF and what do you do?

I have been with SAPREF for just under 5 years. I started working for SAPREF in April 2016. My duties at SAPREF are to batch our final products that fall under Mains Fuel. I supervise a team of technicians who do the testing. We mainly test samples from Island View, those that have been processed by the refinery and imports.

What made you decide on pursuing an MBA?

When I came to SAPREF I only had a National Diploma in Analytical Chemistry but I also had an appetite to further my studies. An MBA was not on the cards at the time as I wanted to do Project Management which I completed. I then pursued a post grad in Business Management which I have also completed. I guess after that, the appetite to understand how the business works and how to make it succeed grew bigger and the only course that was going to help me was an MBA.

How did you balance work and studies whilst pursuing this qualification?

The only way to succeed in anything is to make the decision and to commit yourself to that decision. The second is consistency in whatever you decide on pursuing. Your attitude in how you think is the best way to achieve the required results. I gave myself 2-3 hours daily after work irrespective of how the day was at work, to stick with the decision and be consistent. Weekends were no longer for a breaks and relaxation but to spend as much time as possible on the books.

How was the experience?

The experience was really tough, there were times where I wanted to give up but the passion about how the business should be run kept me going. The knowledge that I was to gain also made me keep going. Some of the learnings have been very useful in my job already in terms of how to manage staff and so on. My dissertation topic was based on "*Relationship between Compassion and Employee Morale*". This topic became close to my heart as it talks to how to treat your team in order to maximise the bottom line.



Picture: Mziwethu Khuboni

How was the lockdown graduation?

I was very confused about how the virtual graduation was going to work, but very excited and happy when my name was on the screen. It was hugs and kisses at home. The whole family was happy; it was a good feeling to finally be on the graduation list. I am now looking forward to the new opportunities that this qualification will bring for both myself and the organisation.

I would like to thank SAPREF for the assistance given to me in achieving this and also allowing me to conduct the research within the organisation. Starting from my manager Verona Steenkamp, where I had to leave work for studying and examinations. I am also grateful for the financial assistance I received from SAPREF for my post grad studies.

HONOURING DEDICATION

Congratulations to the following SAPREF colleagues for their long service achieved during October, November & December 2020.

30 Years	
Vincent Moonsamy Naicker	Area Specialist
25 Years	
Joseph Mthembu	Rigger/Crane Driver
Sagren Pillay	Area Specialist
15 Years	
Stanley Muziwenkosi Ngema	Mechanical Engineer
10 Years	
Desirae Lynne Ayliffe	Competence,Benefits & Policy Development Manager
Glynis Virginia Shaik	Spec & Batch Procurement Scheduler
Sheryl Naidoo	Laboratory Technician
Dane Rory Klusener	Civil Field Supervisor
Sboniso Msomi	Zone Specialist
Mlungisi Lincoln Mthethwa	Process Technician
Clinton Dean Damons	Scoper
5 Years	
Dane Rory Klusener	Civil Field Supervisor
Cerwyn Anthony Pieterse	Mechinical Artisan
Meshen Naicker	Quality Systems Advisor
Mduduzi Archiebold Ngcobo	Mechinical Artisan
Xolani Erasmus Kuzwayo	Laboratory Technician
Hadlyn Naidoo	Chromatography Technician
Siyabonga Sibongiseni Praise Mcunu	Zone Area Engineer
Tshidiso Thebe Andries Qhamakoane	Materials & Corrosion Lead
Anthony Craig Johnson	Mechinical Artisan

Changed your address?
Pensioners, has your address changed?
Email us at public@sapref.com so that we can amend our mailing list.
Submit your stories to communications@sapref.com

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For more information on SAPREF, visit www.sapref.com.

RETIREMENTS FOR THIS QUARTER

Team SAPREF extends a word of appreciation to the following colleagues for their years of dedication and wish them a long and happy retirement.

DAVID CONWAY-NUNN

41 Years

FRANK SAGREN

41 Years

ALBERT MABASO

39 Years

ANDREW MCKAY

34 Years

JOHN VAN BELKUM

24 Years

