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MAGAZINE FOR SAPREF EMPLOYEES, NEIGHBOURS AND STAKEHOLDERS

Quarter 1 Issue: January, February & March 2021





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A NOTE FROM THE EDITOR

We entered 2021 with hope for a better year, renewed energy, determination to not let the pandemic deter us and to ensure we deliver all our goals against all odds.

The PMO shares with us an outlook of their 1st quarter whilst giving us a glimpse of what is planned for the year and how they plan to continue implementing the V25 strategy.

We are a growing team, in this issue we meet SAPREF's new Technology Manager. Impacting the community positively is in our DNA. We also share stories of how our teams are contributing to their communities through Project Serve.

Safety remains our number 1 priority. We take a look into the Stop Work Authority and how we can all use it to ensure everyone goes home without harm everyday.

Let's remember to play our part in observing all COVID protocols, be our brother's & sister's keeper by always being honest in our Travel & Health declarations.

Remember, we are all in this together. One Team, One Purpose!



Patiswa

BREAKING THROUGH BARRIERS

We are finally through the first quarter of 2021 as we continue to learn to live and conduct business within the reality of COVID-19. Indeed, the second wave was devastating to all of us. Its impact became very personal as many of us lost loved ones, friends and colleagues.

At its worst it was hard to imagine that we would come through the second wave but we did and now more than ever we need to do more to protect each other from the devastating effects of the pandemic. On the business side, the impact of the pandemic has been unrelenting with slow market demand and margin recoveries. This is clearly noticeable in our financial performance for the first two months of 2021 that is noticeably impacted by product prices far below our business plan. Our refinery's reliability performance has been improving since the fourth quarter of 2020 which is a good sign that we have the ability to capture good margins when they return. This steady improvement is impeded by our FCCU performance that has been plagued by reliability concerns of the steam turbine systems of the wet gas and main air blower compressors. Our plan is to address these in the upcoming May 2021 outage to ensure a smooth run to the 2022 Turnaround. There have been other threats to our availability that have impacted our predictable product supply to customers. I know the pain that our customers suffer when this happens to them. We experienced the short supply of HCL a few weeks ago and nearly shutdown the refinery because of that, so we know how that felt – not a nice experience.

We can definitely do better here by pro-actively managing threats to availability. Known knowns and known unknowns should be managed through risk assessments, mitigations and contingency plans. We all have a role to play here – it's the key that will make us continue to succeed in the future. In the second half of 2020 we suddenly found ourselves to be operating the only Coastal Refinery in the country.

This is a significant change and an important shift in the competitiveness dynamics for our sector in the country. Time will tell how things will settle out in the future but for now our country is very exposed to fuel supply interruptions with two of the four crude oil refineries out of service for pro-longed periods.

Our duty to run SAPREF safe and reliably is now more important than ever before. With the upcoming May Outage, we'll be the third refinery down, causing no coastal refinery capacity until we restart. It is therefore very important that we execute the May Outage safely, with quality and on time. Our competitors suffered devastating process safety incidents upon restarts of their refineries. The COVID pandemic comes with many risks, some of which are not that obvious to many but the way we restart refineries after outages or turnarounds has changed and we need to tread carefully as we think ahead about mitigations against the risk of changed ways of working.

Our country, due to our location far away from oil markets will always need oil refining capacity for security of supply reasons. This places SAPREF in a unique position to be the Coastal Refinery of choice to hedge against security of supply risks. This is our position to take our legacy but it requires an entrepreneurial mind-set to make it happen – one that is focused on winning in any environment to ensure we sustain the livelihoods that depend on our business. We've done well so far to guard against the process safety risks that could impact us in the same way as others experienced – we are not immune though. Our business is unforgiving and requires us to be on top of the risks all the time, so let's continue to be vigilant and pro-active in all aspects of the business.

Team SAPREF, I want to thank you for your contribution to maintain safe and reliable operations through these very challenging times. Your ability to stand up against adversity and your will to succeed is a strength to be admired. Our quest for continuous improvement and learning is growing by the day – a good sign of our conquering spirit. This is also a time where we need to recognize that our resilience reserves need to be renewed frequently to stay the course. We do this by taking frequent breaks, spending time with family and friends making those indispensable connections that makes us human.

Picture: Victor Bester

V25: NAVIGATING THE CHALLENGES

S taying relevant in a changed context, requires resilience, a cohesive team, and a multi-faceted response; focused not only on strategy, but also on organisational capability (structure, people, process, culture, leadership).

Over the past while, there have been changes in all these areas and we have had several interventions to consider our approach in each, testing for alignment across site (through our quarterly Eye to Eye engagements, LT-ELT sessions, Decision Review Boards and various other forums) all with a view of ensuring we are supporting delivery of the desired performance outcomes.

A Peter Drucker quote reads, "Culture eats strategy for breakfast," meaning that no matter how strong our strategic plan is, its efficacy in delivering the desired outcomes, will be held back by ourselves (members of the team), if we do not share the proper culture. It is a tough balancing act, requiring ongoing communication and the participation of every individual in every level of the organisation.

It has never been more critical to live our company slogan of "One Team, One Purpose" to navigate the current turbulence and shift the refinery to a higher standard of operational excellence. In this last quarter PMO, supported by the Leadership Team (LT), PUMs and Extended Leadership Team (ELT) representatives, has worked to develop and embed a site governance structure for V25 strategy delivery. This governance structure is designed to

integrate our teams, foster a healthy culture of accountability, put ownership for decisions at the right level and increase business sustainability and profitability through aligned focus and interventions. The site governance structure is comprised of:

- **The Section Head Working Committee (SHWC) -** formed to assess site load and resource demands.
- **The Performance meetings -** focused zone performance and designed to entrench our asset led model.
- **The Improvement meetings -** focused on PMO lever KPIs and designed to assess improvement plan performance.

We have recently reviewed the impact of the site governance structure – clarifying the intent to ELT members and taking feedback from them in terms of ensuring reach to all levels of the organisation. Indications are that this is working well and resulting in progressive cross departmental stakeholder alignment, good challenge and performance improvement within the zones and V25 levers. More work is being done with SHWC to create space for the upcoming 2021 shutdown and TA2022.

As for the rest of the year, our immediate focus is on supporting successful delivery of the 2021 outage in May, a marker of our capability and credibility... the rest will follow.



Picture: Ashley Billat



BUSINESS CONTINUITY AT IT'S BEST

Picture: Silindile Mthembu

Organisations need to adapt to the environment they operate in for business continuity and competitiveness. That is what SAPREF continues to do by establishing new ways to adapt to their current operations.

We spoke to Silindile Mthembu, a Utilities Technologist at SAPREF to provide more information on how SAPREF aims to do this with the newly proposed Nitrogen PSA unit. A PSA unit uses technology that allows for a gas to be separated from a mixture of gases, in the case of SAPREF that will enable the refinery to utilize their own extracted nitrogen within the refinery instead of using third-party suppliers. "The unit will allow us to convert free available air and to purify it to give us pure nitrogen at 99.5%.

The gas will be used throughout the refinery to service different other units within the refinery instead of acquiring them from external nitrogen tankers" mentioned Silindile. This improves business continuity for SAPREF, placing it at a competitive advantage in terms of cost savings as well securing supply which will keep the refinery at an advantage when external factors come into play. Factors such as delayed transportation to the refinery or others that may affect the national supply. This ensures and secures optimal and reliable operation for the refinery without slowing down nitrogen demand.

This work in progress will go a long way into contributing progress for SAPREF. "The kick-off of this project which was a joint effort between team members within different departments such as Contracts and Procurement who played a critical role as the main facilitator, the Central Zone operations team and the Technology department, the hard work is what will follow when the unit is finally created. The project will require segregating high and low purity, high being at 19.8% and low being 99.5% which will require more coordination from the teams involved in the project to work together to re-segregate our systems correctly in order for the bulk of the nitrogen to come from our PSA unit." concluded Silindile.

*The PSA unit improves
business continuity for
SAPREF*

EXECUTING SAFETY AT ALL TIMES

In the effort of ensuring safe operations and making sure our colleagues arrive home safely, SAPREF implemented the Stop Work Authority. This is an intervention to communicate and instruct constant safety. The Stop Work Authority is an empowerment instruction given to all people working on SAPREF sites including learners and service providers. It allows everyone to respectfully intervene and stop work if there is a perceived risk. It gives guidance on how work is to be stopped, how the perceived risk is to be communicated and followed up. This will determine work recommencing safely with the addition of documentation for ease of reference for future interventions.

SAPREF Safety Manager Shawn Govender mentions, "The reason for this concept was due to big benefits of the informal interventions that have previously been implemented. We saw situations where work was stopped unsafely and not driven to a point where work recommences in a safe manner. We couldn't measure the process to see to what extent it was really working for us." The Stop Work Authority has created awareness and understanding of human performance modes and human errors. Informal interventions were focusing more on physical work, however with the Stop Work

Authority it has even influenced how decisions are made with regards to plant operations, cost, etc. The Stop Work Authority use is documented in CIS which means learnings can be tracked and shared across site. To ensure the preservation of the Stop Work Authority. It has been added on to KPIs, that the Safety Team is tracking and refresher campaigns will be done when trends pick up or decline in reporting.

Shawn states, "The aim of the Stop Work Authority is to enhance and emphasize so as to embed it into the behaviors and safety culture of SAPREF. We will continue to encourage the use of Stop Work Authority and recognize the individuals / teams that make use of their Stop work authority. We are saving lives, improving efficiency, reducing costs and challenging people to think before they make decisions. Our MD and the management team are in full support of the process.



“The Stop Work Authority is an empowerment instruction given to all SAPREF people working site.”

STARTING THE YEAR ON A GIVING NOTE

Making a difference in the community in which we operate in remains at the heart of every CSI project supported by SAPREF. This year we started 2021 by donating a container facility to the Youth Education Support Services (Y.E.S.S). This facility will be used as an after school learning centre for learners in Wentworth.

Y.E.S.S provides educational support services to learners with a special focus on literacy improvement. They are based at Blue Roof Life Space. The facility will be used as an after school homework facility for learners that do not have people to assist them at home. It will also serve as a space to encourage learners to read to increase their vocabulary.

‘ We continue to identify projects and interventions that can improve the livelihood of our communities ,

SAPREF also heeded the call made by the government to positively impact the fight against COVID-19. This was done through a donation of COVID relief items to the Kwa Zulu Natal Department of Health. The items donated included: Pulse Oximeters, KN-95 masks, Gazebos, Tables & Chairs. These items will be used to assist the Department of Health when conducting RAPID COVID tests and will further be used in pop-up centres during vaccine roll-outs. SAPREF is committed to being a responsible neighbour by improving the lives of the communities in which we operate. We continue to identify projects and interventions that can improve the livelihood of our communities.



Picture: Youth Education Support Services Members



Picture: Department of Health Representatives with Patiswa Jwacu

SERVING ONE PROJECT AT A TIME

SAPREF employees through the Project Serve initiative reached out to the community to make a difference to the organisations they had been supporting through the year of 2020 and the beginning of 2021.

Departments such as HR who supported Lakehaven Children's Home throughout 2020, started the year by supplying uniforms and shoes to the children to ensure they start off their year on a positive path with that "new uniform feeling".



Picture: Mpume Mbambo & Nires Ramklass



Picture: Groceries for St Gabriels Soup Kitchen food parcels.

St Gabriel's Soup Kitchen supported by our employees from Production, Maintenance and Engineering as well as Carmel Smith, gave back to the vulnerable community around Wentworth. The teams were able to create grocery packs to give to those largely affected by COVID-19 within the Christmas period as well as the beginning of the new year, to spread a little bit cheer and warmth to the families the South of Durban.

The end of 2020 saw our Commercial Team give close to R10 000 to their long-standing organisation, St Monica's Children's Home.

Our Project Serve initiatives also extended to one of SAPREF's retired employees. Thulani Majola runs an after-school programme teaching high-school children mathematics in under-privileged schools. Project Serve donated R20 000 worth of stationery to assist in making the students learning experience just a little bit more easier.

TAR TEAM SAVES THE DAY

The Turnaround (TAR) Team identified an excess of welding rods that were left over during TAR 2019. They further assessed and realised that they will no longer use them but did not want to discard these items. Upon discussions the team realised that the SAPREF supported Durban South Training Trust (DSTT) has a need for these rods as they use them during training. Upon approaching DSTT the team confirmed the assessment to be true.

The TAR team began a due diligence process of ensuring that the items are donated following the correct channels and protocols.

Engagements included discussions that involved proving that these items cannot be re-used, or money spent cannot be recovered. Once the process was completed the TAR team received approval to donate the welding rods to DSTT.

DSTT is managed and supported by SAPREF. It recruits learners into an NQF accredited boiler-making, fitting & welding learnerships. Speaking with Karthi Moodley & Emmanuel Ramadu who were at the fore-front of this donation, "The cost saving drive has encouraged all of us to identify wastages and also find a plan of turning un-used items to good use. It is also encouraging when management considers the ideas and allows us to implement them." The team was happy to finalise this donation. DSTT was grateful to receive these much needed teaching tools.

Well done to the TAR team for living our motto, One Team One Purpose!



Picture: Omar Moola & Lynton Zibi

JUST WHAT THE DOCTOR ORDERED

If you have recently been to the SAPREF clinic, then you have been welcomed by the smiling Dr Vukani Mkhize. He joined SAPREF on 01 February 2021. He has 16 years' experience in clinical medicine. He also holds various medical qualifications such as Bachelor of Medicine & Surgery, Postgraduate Diploma in Occupational Health and an MBA.

“when people understand the consequences of some of their risks there will definitely be change in behaviour.”

He is an active member of the South African Society of Occupational Medicine.

Dr Mkhize, who was born and bred in Kwa-Mashu, KZN says, “I am passionate about the flawless delivery of healthcare projects, from health risk assessments, feasibility studies to conceptualisation of delivery models.” This is evident in the health care programmes that he champions. These range from Employee Wellness and Employee Assistance programmes.

His passion for people and occupational care has exposed him to various industries and one of the highlights being conducting Health Risk Assessments in underground mines in Limpopo.

Dr Mkhize is looking forward to working with Team SAPREF. He wants to use his time to educate Team SAPREF about risks as well as occupational health. He believes that when people understand the consequences of some of their risks there will definitely be change in behaviour.



Picture: Doctor Vukani Mkhize

GETTING TO KNOW SIMPHIWE MAZIBUKO

Picture: Simphiwe Mazibuko

We spoke to SAPREF's new Technology Manager. Simphiwe Mazibuko has come back from Shell to take on the role of Technology Manager after being seconded on a shareholder assignment.

Please tell our readers what is your educational background and how it led you to SAPREF?

I started my journey into SAPREF as a Technologist in a solvents plant, after finishing my qualification in Chemical Engineering from the University of Cape Town. I then worked in various areas within SAPREF such as the Clean Fuels Project which led to the building of a new plant that helped SAPREF reduce sulphur in diesel and remove lead from petrol.

What were your previous roles?

I worked in various roles within the Process, Project and Production departments which propelled me to where I am currently. The roles were spread in different zones with responsibilities such as production engineer as well as zone PUM amongst many. Prior to my current role I was seconded to Shell SA as a Planning Manager within the commercial department.

What have you learned so far in this industry that has influenced your outlook?

You need to have a deep understanding of what you are working on. A propensity for continuous improvement and always remember that people are an integral part of our business attaining its objectives.

What do you enjoy doing in your spare time?

I am a novice runner, I had qualified to run my first Comrades but due to COVID-19 we had to pause. I am now training to run my 1st Comrades next year. As part of my social contribution, I am part of youth leadership development programmes in my community.

What impact would you like to make in your new role as Technology Manager?

I am hoping I can stretch and support the largely young and extremely talented team of engineers that I am responsible for. My team has a significant responsibility in delivering all elements of the V25 strategy by working in an integrated way, improving our resources, processes and systems. I would like to us improve SAPREF's sustainable competitiveness.

GREENER PASTURES FOR MR GREEN

Retired employee; Lester Green, who was previously an Engineering Manager at SAPREF until 2005 tells us how his pastures became greener during and after his time at SAPREF. "I left SAPREF in 2005 as an expat to join a oil and gas company in Australia called Woodside. After two years I decided to stay on in Australia and finally retired from the refining industry after 32 years." Lester joined SAPREF in 1973 as a young graduate fresh from school and eager to learn about the

refining industry. His first position being a QMI engineer, which was part of the instruments department at the time, He then went onto to be an electrical engineer which was his educational background. During his time in SAPREF he was a part of the team that established the different units that currently exist within the refinery such as South Zone, North Zone etc. to intergrate the way the different departments such as Maintenance, Engineering and others were operating within the refinery, which was a huge undertaking at the time.



Picture: Young Lester Green

Lester was also a part of the new construction team that built the hydrocarbons unit in South Zone as well the Visbreaker, which proved the importance of his role in the development of SAPREF. Lester went on to head the projects department, which lead to his final position at SAPREF as an Engineering Manager. When asked how he was able to stay in the same organisation for so many years, Lester said, "it was the opportunity of being able to move within different departments without having to leave that made me stay. I was able to learn new things and move across the whole spectrum of positions that were offered within SAPREF because the training and knowledge you gain is extremely valuable. You learn to be dynamic and adaptive in the way you think due to the high quality training."

"Retirement life has been good and rewarding especially because I made sure I received advice from people who had taken it before me. Making sure I create a routine and finding new interests that I might've not been able to do before. I also did consulting work in the beginning which is not so often at the moment. I have taken a liking to stock markets but not as extreme as the young ones would do, I value my rest." Lester at age 70 still manages to find ways and challenges that give him direction whether it being managing his finances and creating spreadsheets and journal to keep him relaxed or helping the vulnerable around his home area manage their finances, shows that you not much is needed to be content, as long as you do what makes you happy and what you planned for it will all be ok.



Picture: Lester Green

IT TAKES A TEAM TO GROW TALENT

In these times when many things have become uncertain due to COVID-19, it is refreshing to know we can still find solace in certain constants in our lives to ensure we are keeping moving forward. Such is the case for Rotating Equipment Fitter, Joel Nadar when he passed his Government Certificate of Competency (GCC) examinations. Joel sat with us to tell us just how he achieved such a milestone during the toughest of times.

"It was not an easy road I must admit but definitely a long time coming. The GCC certificate requires a lot before even thinking of pursuing the qualification. The rigorous process requires:

- Candidates to be over the age of 23.
- Have at least done 19 subjects related to mechanical & electrical engineering as well as management subjects.
- Submission of portfolio proving you can demonstrate reasonable maintenance and operation decisions that will not endanger the Health & Safety of others.
- Proof that you can comply with and demonstrate good conduct while carrying out your duties.
- Permission from the Department of Labour.

Even with all these requirements and constant delays in responses from the Department of Education when acquiring academic transcripts to apply for the qualification that resulted in his acceptance to be pending for

two years and hence ending up writing exams under COVID restrictions, Joel remained determined to push through and achieve his life long family goal.

"I come from a family of engineers and mechanics. My father wanted to pursue the GCC qualification but due to circumstances was not fortunate to. This made me want to obtain this qualification not only for myself but for my family as well."

Joel who is super proud of this achievement states that he couldn't have gotten here without the love and support of his family, study assistance from SAPREF that enabled him to financially and comfortably move forward with this qualification without dealing with extra on his already full plate, and lastly a great appreciation and support from his colleagues.

"My colleagues and mentors including the late Bradley Richards were always willing to lend a helping hand when it came to my studies. Colleagues would swap shifts with me to accommodate for my class schedules, which showed how invested they were to see me move ahead, for that I am truly grateful.



Picture: Joel Nadar

HONOURING DEDICATION

Congratulations to the following SAPREF colleagues for their long service achieved during January, February & March 2021.

35 Years	
Dominic Hlophe	Inspection Supervisor Tankage
Wordsworth Khumalo	Rotating Equipment Fitter
30 Years	
Franco Forno	Project Construction Manager
Nathan Govender	ICT Systems Administrator
20 Years	
Lynelle Pennington	Depot Accountant
Craig Lowe	Team Leader
Pragasen Nadasen	Process Technician
Musawenkosi Dlamini	Manager CZ Process Support
15 Years	
Msizi Sipehelele Msomi	Mechanical Maintenance Support
Karunya Nair	Process Safety Engineer
10 Years	
Thembelihle Buthelezi	Payroll Officer
Sonwabile Mkhize	Electrician
Daniel Nhlapo	North Zone Manager
Ntokozo Dlamini	Area Specialist
Mthokozisi Maphumulo	Area Specialist

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.

SATHASIVAN SOOBRAMONEY MOODLEY
28 Years

CORNELIS VAN DER BENT
20 Years

NOMAQAYI SYLBA GINDI
15 Years

FAISAL MANSUR
15 Years



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