



News for SAPREF employees, neighbours and stakeholders

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APRIL 2018

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Introducing The 3 Anchors Of Vision 2022

This quarter, SAPREF identified three anchors essential to achieve its Vision 2022 objectives. Managing Director, Ton Wielers, updates Columns readers on these anchors.



Ton Wielers – SAPREF's Managing Director

What are the anchors, and how will they be achieved?

The first anchor is 'Grow our People' as we need skilled people to operate and maintain the refinery now and into the future. This quarter we welcomed 175 young people into our SAPREF family through various skills development opportunities.

We used the learner recruitment process to work on our broader diversity inclusion programme, by increasing the number of females taken into the various programmes.

Our skills development programmes were recognised by the Department of Higher Education, the City Manager's office and is supported by the Chemical Industries Education & Training Authority.

But just as importantly, it was recognised by the new intake of young people as an opportunity to change their lives. In addition, we continue to train, promote and support our people through leadership development and performance management.

The second anchor is 'Safe, Reliable Operation', where our trained people operate and maintain our refinery safely and within its operating design windows.

We launched our Vision 2022 journey with 13 Mission Critical Activities, to focus and accelerate improvements.

This is bearing fruit with more stable operation of our units and good margin generation.

With a focus on reducing Loss of Primary Containment incidents, this quarter we held three multi-disciplinary workshops where the spotlight was put on our ten-point plan

to reduce leaks. These workshops will be ongoing. We have found the right track, now we need to stay the course.

The third anchor is 'Grow our Margin'. We recognise that we must on a daily basis be cognisant of the bottom line, looking for opportunities to boost profitability through Project delivery and Turnaround preparation, whilst continually looking for opportunities to eliminate waste from our ways of working.

Concluding remarks

We have set our sights on these anchors as our way of securing our future.

Next year we have a Turnaround in South Zone, and the success of this event will be an opportunity for us to demonstrate how well we have integrated these anchors through our Mission Critical Activities into our refinery's performance.

Our continued success is delivered by SAPREF staff combined commitment to the refinery.



Multimillion Rand Investment In Firefighting Arsenal

At SAPREF we believe the best way to fight fires is to prevent fires, but in the event that there is a fire on site, our well-trained personnel want the assurance that their fire fighting equipment will quickly extinguish the fire.

Now, with the addition of two multimillion rand fire engines added to SAPREF's arsenal of fire fighting equipment, our fire fighters have that assurance. The fire engines, imported from the United States, will replace the 30-year-old engines that were being used.

Sagren Frank, Fire Chief, shares some of the nuts and bolts of the fire engines:

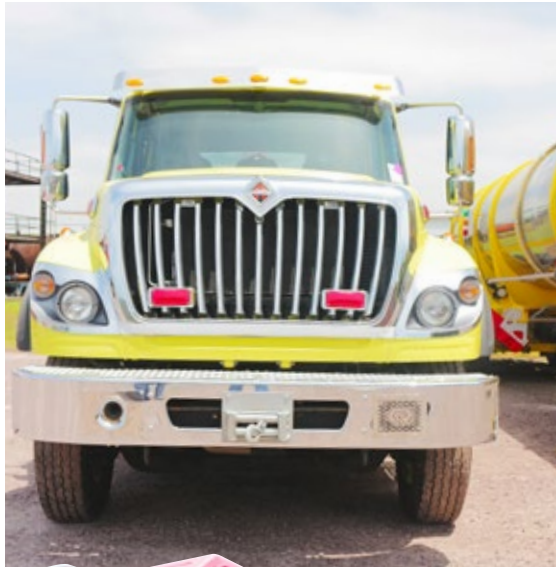
- The Rosenbauer Commander, fully customised as per SAPREF requirements, is made of aluminium and stainless steel.
- It can discharge 11000 litres of water per minute.
- It has a hydromantic foam system so products can be discharged from any water unit on the truck.
- The 500 horse powered engine runs on diesel.

The second fire engine, with its international chassis, will be used at the Island View Terminal. This engine has:

- Wireless controls for monitors.
- Hand monitors that can be used from a distance of 100 metres from the truck.
- A 110 volt light tower for the on-board generator capable of powering up tools and equipment.

Curt Strom, Rosenbauer Export Service Representative, travelled to South Africa and spent two weeks at SAPREF testing the fire engines and training staff on their capabilities.

The new customised fire engines imported from the United States.



Five 1st Quarter 2018 Highlights

- The scope finalisation for Turnaround 2019 is in progress.
- The South Zone Instrumentation team saved R1.5 million by refurbishing used control valves parts, earmarked for scrap.
- The refinery continued its campaign to Reduce Loss of Primary Containment incidents, hosting three multi-disciplinary team workshops to tackle the issues.
- The two petroleum refineries, Engen and SAPREF, worked together to carry out their respective maintenance work scopes when Berth 8 was closed by Engen for planned maintenance, enabling the berth to be handed back a day before scheduled.
- Over 40 kilotons of Diesel 50 were produced, exceeding expectations.



SAPREF used the opportunity to work on Berth 8 when Engen closed it for repairs.

Single Buoy Mooring 4 Safely Secured In Newly Built Shed

On the 1st March 2018, the newly constructed Single Bouy Mooring 4 (SBM4), was safely and carefully transferred into a newly built shed at the South African Shipyards, Durban.

Tankers discharging crude oil to the refinery connect to the SBM to discharge crude oil to the refinery via a subsea pipeline which lies on the sea bed. SBM4 will be kept in the newly built shed as a credible spare, in protection and regularly maintained, until she is required to replace the existing SBM3 off Isipingo Beach. This brings a pause to a long journey, after being manufactured in Dubai.

The SBM was then shipped to Durban where she was unloaded from a specialised heavy lift ship on 10 January. Project Manager, Ebrahim Vawda, explains: "The SBM was custom built in Dubai by a company called Imodco. Based on our experience with the SBM now in operation, we were able to order modifications since design phase to better suit the sea swell, current and wind conditions on the Durban coastline."

Marine Manager, Captain Rajan Dandekar, made numerous visits to Dubai to check the progress, do assurance inspections and to witness factory acceptance tests. He says, "The buoy was manufactured as per latest industry standards, without any safety incidents at the construction yard, on schedule and on budget."



Ebrahim Vawda, Rajan Dandekar and Deon Engelbrecht oversee the SBM being secured into a newly constructed shed in Durban.



Rajan Dandekar oversees construction of the SBM in Dubai.

Four facts about the new SBM:

1. SBM4 was transported on a heavy lift ship from Dubai with specialised unloading capabilities.
2. It took 10 months to construct the SBM which weighs 310 tons.
3. It is 13 metres in height and 19 metres in diameter.
4. It took approximately two hours to carefully manoeuvre it from a floating dry dock into the shed, a distance of approximately 20 metres.

Securing Skills And The Future For 175 Youngsters

"I do not have to worry that I will be one of the learners called out of class to discuss the non-payment of my school fees and my grandmother no longer has to use part of her monthly pension to pay my fees. I can now focus on my studies without any distractions."

This was what one of the high school students had to say, after being selected for the SAPREF Talent Pipeline bursary which covers school fees, uniforms and textbooks.

This young person, together with 174 others, celebrated the various skills development opportunities they had been selected for at the SAPREF annual Skills Development breakfast held on 20th of February at the Durban International Convention Centre.

At the function, Programme Director, Amanda Logan, welcomed the young people as the newest members of the SAPREF family, telling them that SAPREF had received over 21000 applications when the 2018 Skills Development opportunities were advertised last year. She reminded them "that it takes a village to raise a child and that you are now part of this village where you would be supported in your development."



Ricardo Valbuena, Albert Mabaso, Rajan Pather and Lynton Zibi congratulate a few of the young hopefuls at the Skills Development breakfast.

Speaking on behalf of the Deputy Minister of Higher Education, Mr C. Peters, told the young people that they have entered into a contract with SAPREF, and with that contract came rights and responsibilities. "You have the right to receive a stipend and high quality training. You have the responsibility to work hard," he entreated.

Maintenance Competence Development Lead, Albert Mabaso, who is also a member of the SAPREF Leadership team, shared that in 1981 he too was in the same position that these young people were in, saying: "The sky is the limit. Go out there and be the best that you can be. You have a whole village behind you."

Also part of this supportive 'village' were members of the SAPREF Community Liaison Forum and the SAPREF Resource Centres. These skills development opportunities were shared with the community and many community members used the facilities at the Resource Centres to complete and submit their CVs. "It was gratifying and humbling listening to the accounts of how these opportunities will change our communities. We were thrilled when many young people we had helped returned to say that they were successful," shared Nokwazi Sikhakhane from the CLF.

For Managing Director, Ton Wielers, this multimillion rand investment was a testament to SAPREF's vision to 'Grow our People'. "We are handing over to you the future of this 53 year old refinery to see another 50 years. The company, your families, your communities and the country needs your technical skills to continue on a growth trajectory into the future," he told the learners.

Our New CLF Member Organisations

In January 2018, the three-year term of membership of registered organisations belonging to the SAPREF Community Liaison Forum (CLF) expired.

This provided an opportunity to extend an invitation to new organisations from communities neighbouring the refinery to engage with SAPREF as members of the CLF.

Sustainable Development Manager, Mpume Mbambo, said, "We thank all members for their support and unselfish service as members of the CLF. We welcome our new member organisations and we are looking forward to working together for our mutual benefit."

2018 CLF member organisations

Asiphile St James Centre, Austerville Clinic, Bahle Care Centre for the Aged, Blue Roof Life Space, Bluff Ward 66 Councillor, City Health, Durban South Development Skills Centre, eThekweni Water and Sanitation, Helping Hands, Isiaiah 54, Isipingo Clinic, Isipingo Ward 70 Councillor, Inqwele Community Development, Lamontville Ward 75 Councillor, Lamontville HIV Support Centre, Lamontville Thembalethu Care Centre, Merewent Community Policing Forum, Mzamo Child Guidance, Maskey Health Services, Prince Mshiyeni Hospital, Philisiwe Community Care Organisation, South Durban Area Based Management, Settlers Primary School, Thabitha Care Centre, Ubumbano Youth Organisation, Umlazi Community Policing Forum, Umlazi Christian Care Centre, Wentworth AIDS Action Group, Wentworth Hospital, Wentworth Hospital Gateway Clinic, Wentworth Police Station, Wentworth Victim Friendly Centre, Wentworth/Merebank Ward 68 Councillor, Wildlife and Environmental Society of SA.

Fun In The Sun At The SAPREF Family Days



The above exclamations were just a few of many from people attending the two SAPREF Family Days held on the 17th and 24th of February.

Some of the activities for the day included:

- *A man cave,*
- *A pamper area for women,*
- *Water slides,*
- *A raging bull ride,*
- *Colouring in and face painting area for younger children,*
- *Karaoke,*
- *A wellness tent,*
- *A Virgin Active area for exercising,*
- *Food and drinks including ice cream, popcorn and candy floss,*
- *A refinery tour.*

A word of gratitude is extended to everyone involved in working to make these memorable days for SAPREF people and their families. Approximately 3000 people attended these enjoyable days.





Meet Our New Sustainable Development Manager

Mpume Mbambo is SAPREF's new Sustainable Development Manager, moving into the position from the Learning and Development section where she held the role of Quality Assurance Lead from 2014.



A big part of her new role will be stakeholder engagement, and Mpume brings with her vast experience in this, having worked closely with the Chemical Industry Education and Training Authority (CHIETA), SAPREF's primary stakeholder in skills development.

Since being appointed in December, Mpume has overseen the renewal of membership of the SAPREF Community Liaison Forum, the co-ordination of the Skills Development breakfast as well as the two Family Days and the launch of Vision 2022. Mpume has a BA Honours in Psychology and is currently completing her Master of Commerce degree in HR Management at UKZN.

Hamba Kahle (Go Well) Sergio Fonseca

Sergio Fonseca's term has come to an end, yet he will still help in the future if the need arises.

Being a Shell SA representative on SAPREF's board, we asked him about his involvement in SAPREF's improvement journey.

When did you join the board and in what capacity?

In 2013, I joined the Board as an Alternate Director. I have held the position of the Chairperson of the Business Committee a number of times and I am currently the Chair of the Social and Ethics Committee, which are both sub-committees of the Board.

Can you share some of the significant achievements made by SAPREF during your tenure?

SAPREF had a number of achievements during the past years that are worth mentioning. The delivery of the largest Turnaround in the site history in 2013 within schedule and cost and with a very good safety performance was recognised by the shareholders as a remarkable achievement. On the people side, the Talent Pipeline Programme which has received wide recognition by the Authorities and the Industry as one of the leading initiatives in local talent development, demonstrates the commitment of SAPREF to be a Socially Responsible partner to the Country's development agenda. Certainly something for all to be proud of. The current successful delivery of the Mechanical Integrity programme and the development and current implementation of a credible, affordable and competitive Investment Plan to bring SAPREF to a leading position among South African Peers by 2022 are other significant initiatives that are worth mentioning.

What contribution to SAPREF do you want to be remembered for?

Having been a trustful partner of SAPREF during the past five years of its long proud history.



Sergio Fonseca's term of office on SAPREF's board, has come to an end.

Any words of advice for people working at SAPREF?

The successful future of SAPREF is in your hands. Take ownership of it, give your 110% commitment to deliver the solid plans you have conceived and you will have a very bright future ahead! Count on the shareholders to continue to support you in the Journey.

This is an exciting place to work if you follow this recipe! To quote my number one favourite global leader, Madiba: "There is no passion to be found playing small. In settling for a life that is less than the one you are capable of living." His life is an inspiration to us all.

What is your next assignment?

I will be returning to the Netherlands, which is my base and will work on some strategic projects for Shell Manufacturing globally.

Any closing remarks

SAPREF and South Africa have a special place in my heart. I will be following your steps from a distance and ready to help if the need comes in future.

Central Zone Now Has A Second Female Team Leader

Tiara Barlow is the sixth female Team Leader at SAPREF and the second at Central Zone.

Like the other female Team Leaders, Tiara is also 'home grown'. She started her career at SAPREF in 2004 as a trainee Operator and was permanently employed in 2007.

Tiara said, "I am excited with my new role. I plan to continue learning from my peers, teaching others and growing as a leader. I recognise that it is important for me to grow, but it is also important to grow others."



Tiara Barlow - Central Zone Team Leader.

Pensioner's Feature

Finding Farming Financially Feasible

When exploring options for what to do when he retired from SAPREF, Baba Mthembu crossed off buying and running a taxi or a tuck shop. He decided that these were too high risk.

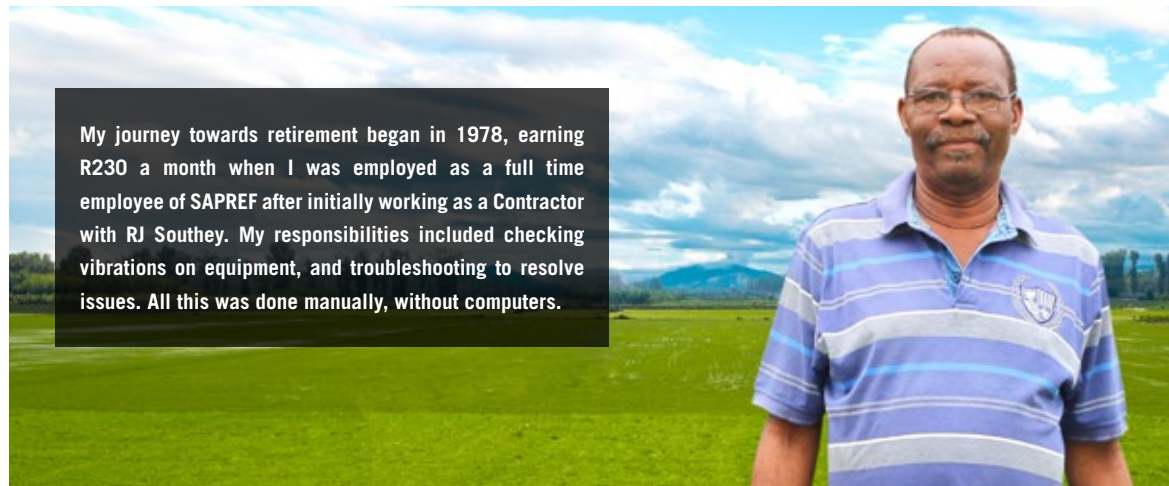
He shares with Columns' readers his journey at SAPREF and his endeavours after leaving SAPREF.

Through the years the process became more computerised, but this still required the ability to conduct thorough analysis and the ability to communicate with the engineers on remedial actions required. No experience is ever wasted, and my job in Direct Charge at Stores raised my profile, so much so that three engineers in Rotating Equipment wanted me to work for them. I ended up training many young people.

The skills learnt and friendships forged as an active member of the SAPREF Gun Club, was something that I took with me when I retired from SAPREF. My preparation for retirement taught me that it is never too early to start this preparation. I decided to take early retirement in 2012 and I explored many options on how best to stretch my monthly pension. When I stumbled on pig farming as a viable option, I admit

I had to quickly change the preconceptions that I had. Pigs need a clean environment and a special diet - not just kitchen scraps - so that the fat content is just right to earn top price. I have also diversified as I am now growing avocados, bananas, beans and peas. Despite getting an extra income from farming, I do keep a close eye on the performance of my SAPREF pension, as this is my main source of income.

My advice for the young people who recently became part of Team SAPREF is keep focused on your work, take notes and ask questions. It is always better to admit that you do not know something, as that is the way you will learn. Be disciplined about saving for tomorrow. You have a limited time to earn an income and an unknown number of years after retirement that your money has to support you. You definitely do not want to run out of money before you run out of time.



Setting-Up Enterprise Development Beneficiary For Success

Enterprise Development (ED) at SAPREF is a partnership between SAPREF and beneficiaries who are experts in their field.

The success of the ED strategy is further enhanced when selecting beneficiaries who have a track record of experience working at SAPREF.

GAVAIR (PTY) Ltd ticked both of these boxes when the company was awarded a 5 year ED contract. Owner Gavin Thomas has 25 years in the air conditioning business and worked at SAPREF for 10 years as the Site Manager for an air conditioning service provider.

Gavin is registered as an Authorised Industrial Air Conditioning, Refrigeration and Ventilation Practitioner with SAQCC and the Department of Labour.

He is also registered with MERSETA as an Assessor for Aircon Refrigeration and Ventilation training. The company wishes to further develop and set up a fully accredited training facility in the air conditioning field.

Gavin said, "Through this partnership, we have been fully empowered and enabled towards a great future. We have received assistance with set-up equipment and tools as well as PPE for seven GAVAIR staff. Thank you SAPREF for your support. This has placed us well on the path to success."



GAVAIR Owner, Gavin Thomas (standing), and crew, have many years of experience in the air conditioning business.

Sylvia Is Satisfied With Her DIY Projects

When Mechanical Fitter Sylvia Mzobe and her family recently moved into their newly built home there was still lots of work to be done inside the house. Sylvia rolled up her sleeves and started tackling the work.

"The inside of the house was not painted, so the first thing we did was to paint the walls and ceilings. I then tackled a project to build walk-in closets in the main bedroom. I knew nothing about carpentry before I started this project," says Sylvia.

"My colleague, Sibusiso Maphumulo and I would talk about the theory of building cupboards. I measured the space, bought the material and started putting the cupboards together. I was thrilled with the walk in closets and did not just stop there," says Sylvia.

"Having taught myself to sew I also made curtains and duvet covers for the bedrooms. This way I could save money and get exactly what I wanted without the hassle of contracting someone else to do the work. It is definitely handy having a husband who is an electrician and we again saved money as he was able to wire up the house," adds Sylvia.



Sylvia Mzobe saved money by tackling her own DIY projects to build walk-in closets in her bedroom.



Karl Hyder receives his 35 year long service award.



Jabulani Siwela, Christopher Ximba, Philip Roux, Les Naidoo and Issy Naicker celebrate their long service at SAPREF.



Themba Zulu is awarded his 20 years long service award.



Neeshlin Govender is congratulated on his 20 year long service.

Long Service Awards

The following people are acknowledged for their long service to SAPREF in January, February and March.

Honouring Dedication

35 YEARS

Les Naidoo	Operations Mechanical Co-ordinator
Karl Hyder	Rotating Equipment Technician

30 YEARS

Issy Naicker	Instrumental Site Maintenance Lead
Philip Roux	RBI Facilitator
Jabulani Siwela	Workshop Planner/Contract Support
Christopher Ximba	XP Assistant Area Engineer

25 YEARS

Shawn Blackbeard	ICT Database Administrator
Deresh Doodnath	Senior QMI Maintenance Supervisor
Lynton Zibi	Competency Development Specialist - Electrical

20 YEARS

Bruce Mbongwa	Electrical Manager
Neeshlin Govender	Process Support Manager
Rudy Reddy	Zone Trainer
Themba Zulu	Process Technician

15 YEARS

Nombasa Hewana	Risk and Compliance Manager
Mark de Kramer	Turnaround Co-ordinator
Earl De Boer	Team Leader
Regan Jean-Pierre	Team Leader
Jayshree Hiralal	Behavioural Based Safety Administrator

10 YEARS

Rajesh Singh	Crude & SBM Scheduler
Vishan Maharaj	Blender
Sindisiwe Chiliza	Field Operator
Faheema Khan	Area Specialist
Dion Conco	Process Technician
Siyabonga Miya	Field Operator
Sibusiso Chiliza	Area Specialist
Nazreen Shaik	Talent Specialist
Sibusise Dlamini	Contracts Manager
Thulani Mkhize	Talent Specialist
Amanda Devar	Project Profile Technologist

Rands And Sense

Albert Einstein once said, "Compound interest is the eighth wonder of the world. He who understands it, earns it... he who doesn't... pays it."

The value of compound interest is not in saving vast amounts of money. Instead, it is all about saving smaller amounts as soon as you start earning an income.

So young people who will now be having some income from their engagement in the various SAPREF Skills Development programmes, start putting a bit of money aside each month.

- Educate yourself on the various saving vehicles available and commit yourself to 'paying yourself first' with a regular debit order going off your bank account before you start spending. Reinvest any income from your investments,
- Avoid short-term unsecured loans – such as store clothing accounts - to pay for lifestyle choices. By saving up for what you need, you will avoid high fees and interest payments,
- Have the difficult conversations with family members who may expect you to help out financially now that you are receiving a regular income. Rather help them to manage whatever income they already have,
- Seek the advice of your older colleagues on how best to secure your financial future,
- If you are already in debt and cannot service the debt, seek help rather than just hoping it will go away. Your credit record will impact on your ability to negotiate interest rates for long-term loans such as home loans.

Snakes Are Safe At Island View

Snakes at Island View can now move around more relaxed knowing that there is a team of trained handlers to handle and capture them.

Six Island View people attended a Snake Handler's Course where they learnt the correct way to handle snakes.

One of the attendees, Dustin Byroo, gives five tips on what you should do if you encounter a snake:

- Try to stay calm and do not make any sudden movements in the direction of the snake.
- If you can walk away, do so. But if you can't, turn and go in the other direction making sure to give the snake a wide berth as you circle around it.
- If you are bitten, restricting your movement will help to reduce the flow of venom.

- Look for distinctive markings on the snake if you have been bitten as this will help identify the type of snake.
- Call an expert snake handler to capture and remove the snake if possible.

"Snakes look for places to crawl under. So, keeping your garden clutter to a minimum keeps them out of your garden," adds Dustin.



Dustin Byroo, Walter Sibisi, Lushane Moodley, Rohan Lalla, Ncamisile Kunene and Lindani Mhlongo (inset) were trained to handle snakes.

SAPREF Toll-free number: 0800 3300 90

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SAPREF is proud to have achieved ISO 9001 & ISO 14001 certification



Changed your address?

Pensioners, has your address changed?

Email us at public@sapref.com so that we can amend our mailing list.