

IN THIS ISSUE:

One-on-one conversations - page 2

Report near misses - page 3

Electricity do's and don'ts - page 4

Let's "chase those chickens" - page 5

Life is precious - page 6

Sugar fuels fun games - page 7

Finding Sugar Man - page 8

"Big sweep fever" hits the mill.
A massive drive by USM employees and contractors to keep the mill clean and to improve safety.

The First Word

The sugar industry wide strike action is behind us. This is fantastic news because (1) all parties agreed to the wage settlement and (2) the USM Team is back in business! The agreed wage settlement was as follows:

- A Band: an increase of 10%
- B Band: an increase of 9%
- C Band: an increase of 8.75%

Although these increases are less than those requested, they are in excess of management's average 6% inflationary increase. A wise old man once told me that if all parties are feeling a little grumpy when finalising the negotiation, the result is inevitably a good one! My hope is that all the central negotiators will learn from USM's mentor Nelson Mandela who once said "a good leader can engage in OPEN DEBATE knowing that the outcome

will be positive. This cannot be achieved if you are arrogant, superficial or unformed". Achieving a positive outcome without the potential to damage team spirit must surely be FIRST PRIZE. We were all involved in this latest strike in one way or another and in this regard I would like to extend my thanks and appreciation to the entire USM Team, management and strikers alike, for recognising the right to strike, for remembering that life goes on after the strike and for working hard at working together during the strike. I must say though, it's great to be ALL back together, doing what we are good at, crushing cane! Two thirds of the crushing season lies ahead, let's hunt down that 1.2 million tons of sugar cane! This edition of the Umbonowethu is loaded with TEAM SPIRIT and important tips on 'keeping safe'. Enjoy.

As always, work smarter, work together, have fun and be safe!

Adey



by Adey Wynne
(Chief Executive Officer)

Communication is key

USM has embarked on a leadership intervention programme to open communication channels throughout the company.



This will include coaching conversations and one-on-one discussions with employees. We do not regard this as a training event, but rather a journey that should be experienced by every person working for USM. Converting each individual into a leader takes time and demands an adjusted mind-set.

One-on-one 'Quality Conversations' will engage employees to be part of the thinking that drives the team, and thereby the organisation, forward. It will also build self-worth in each staff member, which is critical to achieve targets. These conversations are about valuing each and every member of the USM team as well as sharing in the team's common mission and vision.

The sessions will:

- Encourage effective and regular communication
- Enhance participation and engagement
- Optimize development and performance of staff
- Discuss and find solutions on work and personal challenges
- Build effective and focused team members
- Align individuals and team roles
- Encourage initiative within teams
- Engage people to be part of the thinking culture that takes the team forward
- Give and receive feedback on current projects
- Build good understanding of one another
- Give managers the opportunity to coach or mentor subordinates

The voice
behind the logo
belongs to ...



Nokholo Ngwabi was appointed as the company's Switchboard Operator and is the "frontline" voice for USM.

Complete Commitment

Graham Brown
(Chief Financial Officer)

At USM, we are always focused on continuous growth and being our very best. And the Finance Team is no different. We are always looking at how we can improve our service delivery to the rest of the company as well as our stakeholders. In the last article it was mentioned that the team was getting ready for the annual audit. We have tackled the year-end issues prevalent in the SA Sugar Industry with a 'bring it on!' attitude and they are now well behind us with the external audit successfully completed during May.

Previously, we mentioned a change in personnel and service delivery. This too has already improved with Robin Pillay as a valued addition to Purchasing as Company Buyer and Jacques de Beer having found his feet as our Management Accountant. Fully automated management accounts were forecasted to be rolled out by the end of May.

Our new Cane Payments system still remains a challenge and we have unfortunately not managed to meet our end-

of-March time frame. A few uncontrollable issues came up, however, our commitment in ensuring completion never waivers. We have recently changed bankers to Standard Bank and we are most encouraged by their levels of support, overall service delivery and efforts to help us move forward. The new electronic banking systems will need to be learned, but again, I have absolute faith we will adapt seamlessly.

Everybody in the Finance Department are always ready to roll up their sleeves and assist one another - this is most appreciated with special mention to our super-sub and the Payroll department. Payroll is regularly moving outside their core function to provide further support when we need it the most. No matter what time of year, the work pressures and responsibilities seem ever pressing. But we can find comfort in the fact that we are right in the middle of continuous improvement.

The team will master the banking systems - be it cane payments, creditors or payroll. Regular emails are being sent out to ensure purchase requisitions get approved and the procurement service continues and improves.



Rose Woolmore and Wendy Stander spotted wearing blue shoes on casual Friday when office staff can dress "down" in casual USM branded T-shirts.

'For every 600 near-misses there will be 1 serious or fatal injury' - Frank Bird Theory

Missing 'near misses' can be fatal

One of the most troubling issues that become evident in safety audits is that we do not report 'near misses'. What is a 'near miss'? It is an occurrence or unsafe act with the potential of causing harm or injury. If you think something is unsafe, or can become unsafe in the near future, report it so that action can be taken to prevent an incident.

Reasons for a Near Miss

The most important reason for reporting a 'near miss' is to create a culture of risk awareness. That simply means we must all have the ability to identify unsafe acts and conditions at an early stage. But equally important is to be proactive and do something about it before it is too late. By discussing 'near misses' at floor level, we all learn from the information and are able to correct a situation before it becomes serious.

So, rather than just the Safety, Health and Environment (SHE) representative, supervisor, superintendent or manager identifying hazards in the workplace, we can all contribute towards improving safety in the workplace. Many eyes are better than a few. The more people we get to participate, the better!

As 'near miss' reporting increases, safety performance improves because when risk is reduced, injury rates also drop.

Make sure that all 'near misses' are discussed within your team so we can all learn from them! But note that 'near miss' reporting is not a disciplinary tool - never use it to get someone in trouble. That defies the point of the exercise.

Which form do I use?

Pocket size 'near miss' reporting booklets will be implemented at the end of June.

Injury related trends from 2009 to 2013

1. BODY PART INJURY ANALYSIS

1.	Fingers	54
2.	Eyes	23
3.	Hand	20
4.	Foot	18
5.	Arm	17

2. FIVE MAIN INJURY CASES

1.	Strike/hit against or by	33
2.	Burns	31
3.	Slip and trip	29
4.	Puncture, stings and bites	24
5.	Pinched or caught between	22

3. DAY OF THE WEEK TRENDS

1.	Tuesday	51
2.	Thursday	50
3.	Monday	49
4.	Wednesday	41
5.	Sunday	29



A guideline from MSM Risk Control Officer Karin Kruger to avoid electrical hazards

Beat the buzz

Every year, even the wisest of employees across the country get electrocuted in unforeseen incidents at work.

Whether you are in a workshop or office, power surges through cables to portable power tools as well as office computers.

To evade any injuries or an electrical fault sparking a fire, Risk Control Officer, Karin Kruger shares her advice on 'evading the voltage'.

Water worries

- While most of us know that water plus electricity equals danger, it is important to point out that even the smallest splash can carry electricity very well!
- Never use any electrical appliance with wet hands or place an electrical appliance near any water.
- Also avoid letting power cords or extension leads get in or near water.

Replace worn cords

- Old electrical tools and appliances can pose serious danger.
- Always check for damaged cords before using tools and appliances.
- If the wiring is exposed; the casing cracked or the insulation material around the wire is worn out, you need to remove it and label it 'faulty' and 'do not operate'.
- Also report the item to your Safety Officer, Supervisor or Manager to get the item fixed by a professional.
- And never try to fix a worn cord using sticky or masking tape.

Don't fiddle with fuses

- Fuses protect us against electrical overload, which can cause an employee using electrical appliances to get electrocuted.
- When an electrical overload occurs, fuses melt and break the flow of electricity to the tool or appliance.
- Because of this, you should never tamper with fuses and always replace melted or blown ones immediately.

Never tower the power

- If you do not have enough power points for your tools or appliances, you can use a double adaptor to plug in a few more devices.
- But if you have more tools than one adaptor can accommodate, rather use a power board.
- By plugging in one double adaptor on top of another, you overload the power point which could lead to electrical faults, electrocution or even a fire.
- Power boards have surge protectors to prevent this.

Switch off to replace

Always remember to switch off the power before you change a blown light bulb or repair electrical wiring in a tool or appliance. Otherwise, you could be in for a fatal shock!

Keep it loose

- If an electrical tool or appliance is plugged in, make sure that the electrical cord is kept loose.
- Never wind or loop the electrical cord when the tool or appliance is in use. The cord can overheat and catch fire.

Aluminium menace

Do not use power tools on aluminium ladders or scaffolding. They, like water, conduct electricity. You can get electrocuted if there is a power surge or if the cord is faulty. Electrical cords can also get tangled in the ladder or scaffold, causing you to trip while you climb. If you need to use a power tool while on a ladder or scaffold, use a cordless tool like a cordless drill.

Volt the voltage

- Circuit breakers can prevent an electrical surge or overload from causing electrocution or fires. When a surge happens, the circuit breaker simply switches off the power to the faulty circuit.
- You can now get extension leads, plugs and adaptors with built-in circuit breakers. You can also find fuse boxes with circuit breakers already installed. Where possible, you should use these to help make your workplace and home safer.

All hazard systems go

To protect our employees, USM has certain hazard systems in place to warn our staff about potentially dangerous equipment on-site.

These vary from equipment containing dangerous substances to storage tanks and pans which can expose potentially harmful energy.

This hazard alert is crucial to guide USM employees to take necessary control measures – especially when operating high and low pressure steam; hydraulic systems under high pressure; pneumatic systems under pressure, hot liquids, chemicals and acids.

Control is key

- When accessing hazardous equipment, ensure a Risk Assessment had been performed to address all possible risks of exposure to the dangerous substances or energy.
- Also consult with stakeholders in the preparation of the risk assessment and job safety analysis (JSA).

Hefty hazards

- Examples of dangerous activities at the mill include working with faulty valves; chemical and hydraulic systems; breaking flange joints on a high pressure piping system and operating on tanks, pans and pipework where hot product is present.
- In all of these cases, you can get burnt by an acid or hot substance; inhale harmful fumes or even sustain eye injury from exposure to the hazardous products.

Play it safe

To avoid these incidents, the following control measures should always be taken:

- Isolate the source of energy or chemical substance
- Flush the system with water before accessing it to get rid of residual chemicals
- Understand the chemical or substance you are working with and locate the Chemical alert if applicable
- Indicate that the system energy is released

- Wear the appropriate personal protective equipment (PPE) like a face shield over goggles, chemical coveralls and chemical resistant gloves
- Use chemical curtains to create a barrier where required
- Barricade the area to prevent unauthorised entry
- Stand out of the line of fire when opening valves or joints
- Have an escape route in the event of an uncontrolled release
- Understand the location of eye wash fountains prior to commencing work

In the case where you work on equipment like pans, storage tanks and vessels that cannot be isolated, all stakeholders should agree on the necessary control measures, ownership and thorough communication throughout the repair. When a scope changes, like a repair of a hole in the pipe also requires removing a valve, the job safety analysis (JSA) must change accordingly. A new JSA may have to be completed and all stakeholders must be consulted of the new scope before work can begin.

DO'S AND DON'TS

- Do ensure make sure equipment is free from hazardous substances or energy
- Do stand out of the line of fire before opening joints and valves
- Do use chemical curtains and cover joints or valves where possible
- Do barricade the area
- Do wear the visible, close fitting and appropriate PPE
- Do identify the nearest eye wash fountain
- Do plan an escape route in case of an uncontrolled release
- Do treat all systems as live until confirmed otherwise
- Do take two! Reassess your work
- Don't open joints and valves without confirming contents
- Don't perform maintenance on equipment without applying the appropriate control measures
- Don't stand under or over an area where a hazardous substance could be released under pressure
- Don't assume that equipment is free of harmful substances or energy sources
- Don't put yourself or your workmates at risk by not identifying potential hazards

Cane Supply Update

As mentioned in the first issue of Umbonowethu we experienced dry January which resulted in poor growth of the crop. First estimate was 5% down compared to final deliveries of 2013/14 season and the late rains received lately did not make any much effect in terms of yield increase. Presently home cane submitted in the month of March is 1 253 722 tons.

*Nhlakanipho Dlodlo
(Cane Supply Manager)*

Diversion strategy has not changed we still aiming at crushing 155 000 tons of cane from Senekal. We have further diverted 30 000 tons from UVS which increased our outward to 185 000 tons. Going forward we will closely monitor diversion on a weekly basis to ensure that all our home cane get crushed at the end of the season. Cane delivered and balance to deliver in presented in the table below;

	Mill crush week	38	(SASA week 16)			
	MGB Estimate/Mill Crush	% Allocation	Delivered to date	Balance to deliver	% Balance to deliver	
Trams						
LSG (Trams)	757,161	63.0%	195,869	561,292	74.1%	
SSG (Trams)	8,000	0.7%	1,745	6,255	78.2%	
Road:						
UVS	244,339					
Cane Diversion	-155,000					
Further Diversion	-30,000					
Total Diversion to FX	-185,000	59,339	4.9%	22,669	36,670	61.8%
Senekals						
Cane Swop 1	125,000					
Cane Swop 2	30,000					
	-	155,000	12.9%	41,079	113,921	73.5%
Other LSG Road		55,915	4.7%	18,803	37,112	66.4%
SSG Road		166,290	13.8%	15,786	150,504	90.5%
Mill Target Crush		1,201,706	100.0%	295,951	905,755	75.4%

As of Monday the 16th June 2014 the mill has managed to crush 295 951 tons of cane and we have a balance to deliver of 905 755 tons (75.4%). Our target crush for the season is 1.2million. In closure, to all the USM Team LET'S MAKE IT HAPPEN!!!!!!!!!!!!

Sweet success while chasing chickens

Each week we have to chase chickens while crushing sugarcane. This is according to USM Operations Director Alan Williamson. But despite this amusing distraction, USM employees and contractors remain focused to exceed the company's goal of crushing 38 000 tons of sugar weekly.

'Congratulations to every person who contributed towards the crushing of a fabulous 40 079 tons of cane during week 10,' said Alan. 'I am extremely proud of you all. Let's stay focused and safe while achieving the same targets each week.'

Hard work pays off



Congratulations to Sihle Myeni (left) who recently completed his Sugar Cane Senior Certificate and Esther Bwambale (right) who graduated with a Bachelor of Commerce Honours Degree in Industrial and Organisational Psychology.



Sipho Tembe flashing a big smile as he receives his frozen chicken as part of the Chicken Challenge production drive.

The 2014/15 Season Mill Throughput

The Mill started crushing at the end of March 2014 and we have crushed 275,742 tons of cane in the past eight weeks (by end of SASA Week 13). Throughput of 250 Tons Cane per Hour (TCH) to date has been a good indicator that the mill can achieve its desired throughput efficiency.

*Samkelo Matsebula
(Process Engineer)*

The highest weekly crush rate of the season (266 TCH) was achieved in Week 11. The highest tons cane crushed of the season (40 079 tons) was realised in Week 10. And we had the lowest Lost Time Percentage Available of the season (2.48) in Week 7.

Recoveries have not been good, investigations are currently in process to identify the root cause of the problem.

Sugar Quality

Parameter	To date as at end of Week 13
Raw Sugar Colour	1249
Pol % Sugar	99.31
Moisture % Sugar	0.08
Fines % Sugar	24
SGS	0.64

Our quality of sugar has vastly improved. The Bagging Plant has been concentrating on bagging 25kg since the mill started crushing because of low stock in the warehouse. Over 80% of the sugar made to date has been sold to the terminals. Bagging 1tons will also become a priority as stock is depleted in the warehouse.



Andile Malaza collects the sought after chicken challenge frozen birds for his team in pre-pack.

Sister Rachel Calitz shares her tips for peace and happiness

Life is precious



Sister Rachel Calitz with flowers she received from her colleagues on nurses day believes that life is beautiful

Life is precious. So give it wings. From a hug and smile to a simple 'how are you?' can truly uplift someone who has been feeling blue.

Take care of your body. You only have one and it knows what you think. Your inner emotions can spark physical health or ailment. Replace any negative thoughts by sending yourself positive ones.

Procrastination is a thief of time. Do what you have to do and do it in that moment.

Never make decisions when you are angry. It always leads to regret. Rather take time out and think things over before coming to a conclusion.

Accept that life is not always good and fair. Life's obstacles make us stronger and wiser in the long run.

Treat people as you would like to be treated and live in the moment. By rushing, you miss out on all the life in the now.

Always be honest to others, but do not

believe everything you hear – there are two sides to a story.

Think before you speak. With words, you create your own circumstances.

Much of your growth as an individual will come through your workplace, challenges and opportunities. Embrace them for a better, stronger and wiser you.

Learn to listen. We tend to expect others to listen when we talk, but when they speak, we rush to jump in.

Take a break for at least 30 minutes a day and enjoy the rest. You have the right to be happy. Get rid of hatred and bitterness – they are poisonous and only cause you harm.

At the end of his life, an elderly man once told me he wished he laughed more, picked more flowers, enjoyed nature and traveled lighter, 'because no one leaves this life alive'.

Seize precious moments in life so you do not have any regrets at the end of your road.

High-five for defeating daunting deadline!

Congratulations to our Human Resources (HR) team for bending over backwards to meet the rescheduled cutoff date for the Annual Training Report (ATR) and Workplace Skills Plan (WSP) submissions to the AgriSETA (Agricultural Sector Educational Training Authority).

The deadline was moved forward from June to April, making the tough task a lot more hectic this year.

What is an ATR and WSP, you ask? An ATR is a report on all training activities completed during the previous year (2013 to 2014) and the training that still needs to be completed by next year (2014 to 2015).

The submissions are done via a new online system called Indicum. Employers are required to register a Skills Development Facilitator (SDF) to complete and submit these applications on their behalf. Proof of the training completed, in the form of copied invoices, as well as certificates and attendance registers are handed in with the ATR.

These submissions are important, because once they are approved by the SETA, the employer receives 20% of the total levies paid to SARS for a scheme year.

Therefore, we are grateful to HR for working tirelessly to ensure USM has once again successfully submitted these applications, making the company eligible for our 20% mandatory grant.

It's all about a child

USM is privileged to sponsor the Mtuba Christian Academy through a scholarship program, which helps the school through additional finances and parents who also require finances and most importantly needy children.

In his speech at a recent Open day held on 22 May, CEO Adrian Wynne reaffirmed the mills commitment to sponsor five learners because as he stated, "The school offers a great curriculum and quality of education while instilling a sense of discipline in the children which is a very important life skill. The school is all about the children, so I charge parents to partner the teachers in growing their children into good South African citizens but supporting their homework requirements, encouraging their children's self-confidence and to engage the teachers and the school."



MCA SCHOLARSHIPS 2014: From left to right - Akiel Bhagwandass (Gr 9), Namiswa Mdletshe (Gr 12), Chante Gordon (Gr 9), Ntombenhle Maphanga (Gr 11) and Jarred Going (Gr 8).

For nearly three decades, local pupils have squared-off to compete in the annual Winter Sports Day Sugar Tournament.

Hosted by Mtubatuba Primary School, promising young hockey, rugby and netball players from Hluhluwe, Kwambonambi, Richards Bay, Empangeni, Golela and Sodwana attend the much anticipated local event to showcase their talents on court and field.

And it all started in 1985 after the school approached the Umfolozi Sugar Mill with an idea for a fun-filled day of good games.

With Mtuba Primary situated among the sugar cane fields, many cane farmers' children schooled there in the 80s and the mill was run and owned by the farmers under the name Umfolozi Co-operative Sugar Planters Limited (UCOSP).

Impressed with the idea, the Sugar Mill decided to sponsor the event, and so the Sugar Tournament kicked off with a good start.

Since then, the event has grown exponentially under the sponsorship of USM.

This year's tournament saw about 600 participants and 90 officials.

'Our Sugar Tournament has always been a huge success and enjoyed by the participants and the spectators,' said Mtubatuba Primary School Principal, Ena Sims.

USM will remain dedicated to this sports day for inspiring physical, emotional and social growth among Zululand's youth.

According to child development experts, team sports are immensely beneficial to youngsters.

Studies have proven that children learn the healthy aspects of competition in a friendly environment as well as important life skills through social interaction, teamwork, achievement and recognition.

'Students of all ages who participate in sports have been found to cope better with competition in other areas of their life,' said a study on the 'Importance of Youth Involvement in Sports'.

'Team sports participation can be an amazing tool that helps children grow and succeed in their everyday lives and in the future.'

The sweet history behind Sugar Tournament



Posing with their packets of sugar is the Hluhluwe Privaat U9 Hockey Team.



Hockey girls from Mtubatuba Primary love SunShine Sugar.



The U9 rugby team from Kwambonambi Primary School.



Kwambo netball stars rave about their sweet bags of USM sugar.



The USM sugar brand provides "fuel" at the Mtubatuba Primary School Winter Sports Sugar Tournament.

Execs run for rhinos

Three USM executive members made a run for it in support of rhino and other endangered species at this year's iSimangaliso Half Marathon and Fun Run on 18 May.

Our CEO Adey Wynne, Chief Financial Officer (CFO) Graham Brown and Human Resources (HR) Executive Vusi Tembe were happy to break a sweat in the annual charitable event powered by USM. A big thanks to all our other employees who also took part – by doing so, you actively helped to raise funds for the Park's Rare and Endangered Species Fund.

With 527 entries, this year's run was the best attended to date. The race is registered with KZN Athletics and offers fitness fanatics, wildlife lovers and energetic youngsters the opportunity to run or walk through the Park's cool shady forest and estuary banks. Distances varied from 21.1km, 10km and 5km to a short Kiddie's Race to ensure that people of every age and fitness level can get out and pound the pavements for a great cause.

With the aid of our company, 100 pupils from local schools were sponsored to participate in the race. In addition, all of the schools surrounding the park were encouraged to enter a team in one of the races. Their participation secured invitations to return to the park for a memorable field visit. It was also timed two weeks before the Comrades Marathon for seasoned runners to enjoy an ideal 21.1km warm.



5 TIPS to manage stress

1. MANAGE YOUR TIME - By prioritising your activities, you can distinguish urgent tasks from those that can wait a bit. Allocate your time realistically. Plan how much time you need for each task. Make a to-do-list and tick off jobs completed to stay on track of others you still need to do.

2. EAT A HEALTHY DIET - Reduce your intake of salt and saturated fats while increasing your consumption of fibre and vitamin-rich fruits and vegetables. These help the body cope with stress.

3. GET ENOUGH SLEEP - Sleep eight hours per day. Insufficient sleep leaves you feeling sluggish, tired and unproductive.

4. GET SUPPORT - Support from friends can help boost your self-esteem. Good friends often make us feel better about ourselves and our circumstances. When we share information with others, we also learn how to cope with issues. And by sharing time with loved ones, we take our minds off the problems.

5. AVOID NEGATIVITY - Feeding your mind with negative perceptions about yourself, adds to your stress levels. Try to replace abusive self-talk with happy, positive thoughts.

Finding Sugar Man in Mtubatuba

Sugarcane farmer Jacob Mategu leaves the USM Small Scale Growers Awards in March to cycle a 5km journey home to his farm. He is seen here with USM CEO Adrian Wynne during a Small Scale Grower Awards ceremony held in March. Mategu has been farming his 12-hectare sugarcane farm in the Nqopheni Zone since 1982.



Adey Wynne and Jacob Mategu high fives after meeting at the farmer's ceremony.