

Umbonowethu

USM is a Great Employer - page 2

Meet our new CFO - page 3

Paperless office drive - page 4

SNAP SURVEY:

Let us know what you think about USM's paperless, cost reducing, electronic edition of Umbonowethu by sending your YES or NO vote to info@usm.co.za 0794957126 via WhatsApp or SMS before or on 1 June 2015.

Safety Hero's - page 5

STOP 5 minutes - page 6

Work Above The Line - page 7

**SAFETY
FIRST**

The First Word

*By Adey Wynne
(Chief Executive Officer)*

The off-crop is behind us and we are already fully operational in the 2015/16 crushing season. Our busiest time of the year is behind us. Well done to the team for the hard work and commitment done in the off-crop, the final result was a good one, thank you. In total, we did more work than anticipated, which was important and necessary. Although I am confident that we achieved the right balance and met our objective of ensuring USM remains sustainable in the long term, we need to continually keep a watchful eye on our expenditure. The balance is achieved through ongoing investment and care of our plant and equipment but at the same time taking due care of the plant and equipment during operations. I trust that this investment will provide the necessary foundation for improved operations in the 2015/16 season because real sustainability can only be achieved through results. Simply put, relative to last season, USM needs to improve on its daily and weekly crush rates. The drought has constrained the expected total crush tonnage for the season but there is opportunity to meet the weekly crush target of 37'500 tons to win the 'chicken challenge' and the monthly crush targets in the new TUB that will result in a bonus payment to all eligible staff in the following month. Check the notice boards and TV screens for more information and let's celebrate our successes! The drought will pass and Team USM needs to be ready for the bumper crop that lies ahead. I trust you will be encouraged by the many wonderful articles in this edition of the Umbonowethu, which demonstrates that in addition to results, having fun is also an important part of our work life; it appears we have managed to get this balance right too! I am proud to be a part of Team USM.

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

Adey



USM is a great employer — let us count the ways

Clinic service to employees goes above and beyond

With health and safety at the very top of USM's priority list, the company clinic is responsible for a wide array of essential tasks to ensure employees are, or at least get, as fit as a fiddle. Each day, the health center sees between 15 and 20 staff members – up to 300 individuals per month. It does pre-employment medicals as well as annual health assessments; exit medicals; employees' paperwork for worker's compensation claims and attends to injuries on duty. Staff members suffering from chronic diseases such as diabetes, hypertension, asthma or HIV/AIDS related ailments also get treated.

We are blessed to have an Employee Assistance Program for any workers with family problems, alcohol and drug addiction or other struggles making them unable to perform their best at work. The program offers treatment, counselling and referrals for professional help. First aid boxes are maintained and first aiders get trained to keep boxes fully equipped at all times. And during Wellness Week, staff coming in to get tested for cholesterol, diabetes, hypertension and HIV gets free t-shirts and hampers. In emergency cases, our medics rush to scene to treat any injuries and assess the incidents. We offer first aid training for sports events and conduct health and safety audits at the USM Village and Canteen. On Wednesdays, we are assisted by a doctor who addresses occupational related illnesses and treat serious ill-health retirement cases.

The team

In 2012, Sister Rachel Calitz (far right) joined the USM team and Pronola Vadival (right) became part of the team last year. This team of health experts greatly contribute to the success of the clinic.



Meet Sister Calitz

Sister Calitz started her nursing career in 1970 and worked as an occupational health practitioner since 1983. She is also qualified in Industrial Psychology and was awarded Occupational Hygienist of the Year three years in a row. After this, she won an Occupational Hygienist award internationally and the company she worked for received the reputable Noscara status. It certainly looks like we are in good hands!

Sr Calitz recently completed her Course in Dispensing through the University of Limpopo's Pharmacy Department after it became a legal requirement for any medical person that prescribed and dispensed medicine to have a dispensing license. The course in dispensing complies with the approved standard of the South African Pharmacy Council and allows the holder to apply for a license in dispensing.

USM expresses their strong condemnation at the violence and verbal attacks on foreign nationals in South Africa. These attacks are not in line with the values of the Company or the South African Constitution and USM supports the respect for basic human rights.

STOP XENOPHOBIA



You can be yourself – your authentic self – and be happy

You do not have to fit into some artificial mould.

What's more, if you can accept (and even amplify) your own weirdness, if you let your sense of humour leak through, if you try hard to pursue opportunities based on your authentic talents you will build stronger connections. You will gain better results. You will enjoy your work more.

ON THE COVER USM recently held their annual end of the season get together now dubbed the "USM Fun Day" on 6 March 2015.
Action photos by Les Roberts and JP Brouard.



The team picture at Snackworks.

Shared Learning

During the annual off-crop maintenance USM's evaporator and bagging station operation teams visited TSB Sugar Pongola Mill and Snackworks. The visit to TSB was undertaken by the process team in February to look at their equipment and processes and make improvements at USM. The juice clarification and evaporation stations were also observed where we discovered TSB only uses one evaporator train where USM employs two trains. They do not suffer from evaporator fouling compared to USM. Their most fouled vessel only had 280 blocked tubes and they use caustic soda for cleaning, which was discontinued at USM for safety reasons. TSB does mud recycling to eliminate sugar loss in their filter station. I believe there is a lot we can learn from other mills to continuously improve our operations. The challenges we encounter have also been encountered by other mills and sometimes solved by them.

*by Sabelo Acabashe
Engineer In Training
Chemical*

A visit to Snackworks by the process team took place in March. Snackworks uses a lot of USM's 25kg bagged sugar. The company makes biscuits, including Toppers and Romany Creams. Our team was happy to taste their new Good Morning Biscuits. Snackworks is currently erecting a silo for bulk sugar storage so they can buy sugar in 1-ton bags. Food safety there is highly endorsed and their plant is very clean with speed doors for hysters. The use of USM sugar was also looked at and improvements to the quality of USM sugar were pointed out.



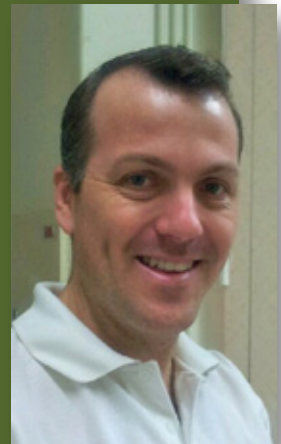
Vessel tube inspection at Pongola



Magnets and screens at Snackworks.

Get to know the CFO, Anthony Fowlds

After taking the 'hot seat' a few weeks ago as the company's Chief Financial Officer, Anthony Fowlds is still getting to know USM inside and out. The financial whizz, who grew up in the Eastern Cape, joined the Mill after working for Barloworld Equipment as their Financial Manager for almost seven years.



Asked what he so far thinks of the Mill, Anthony labels it 'very professional' and has a 'wonderful team of people'. 'USM is a great employer, and Adey did not make me say that,' he joked. 'I'm very impressed and excited to be on the USM team.'

Joining the company in a 'dry' year with cost cutting measures while thriving for high quality product, Anthony said all employees should always consider themselves stakeholders in the company. 'Treat the company as if it is your own. Question every cost – consider if you would spend the money if it was your own business. Don't assume that because a cost has been incurred in previous years it is necessary. On personal costs, the first place to look is your debt. Work out which debt has the highest interest rate and pay that off first – interest costs can be a big saving.'

USM can look forward to Anthony setting his sights on driving innovation at the Mill and ensuring operations work as efficiently as possible. Every day, he is motivated by setting high standards to never to let himself or his team down. 'These words have inspired me since I arrived at USM and they keep popping into my head as I see how the Mill operates as a business against far larger competition in this industry. 'Though she be but little, she is fierce! By William Shakespeare.'

Anthony has worked in various African countries, including Malawi, Lusaka and Zambia. He has also been to Namibia, Zimbabwe, Botswana and Mozambique for business assignments as well as personal travels.

'My wife, Eliska, is a teacher and our families are scattered throughout the country.'

USM Employment Equity

The Employment Equity Committee has signed and implemented the USM Employment Equity Plan as required by the Act and employees and line managers are to direct any Employment Equity matters or enquiries to Employment Equity Committee members. It is USM's intention to stay compliant with any South African legislation.

Toward a paperless office and beyond...



Jacques de Beer (Management Accountant) is on a mission. A mission to get rid of paper. A mission to save money. A mission to save trees — for future generations. The “evolution” of meetings as displayed here by Jacques are ring bound files, to smaller wire bound files to electronic minutes, reports and meetings. VIVA technology!

Lookatwhatalotoffunwehad

USM recently held their annual end of the season get together now dubbed the “USM Fun Day” on 6 March 2015. A great team effort later and various fun activities took place with a bit of everything for everyone to enjoy and take part in.



Apart from just taking a break from the demands of the annual maintenance shutdown the fun day was also a good opportunity for everyone to test their hand at traditional Isicathamiya (is an A Capella singing style that originated from Zulus), Zulu Dancing and fun events such as egg and spoon racing and Umlabalaba (a classic Zulu board game - for more info go to www.umlabalaba.wordpress.com). Traditional sports such as netball and racing guaranteed a few laughs and it was not long before the fires were ablaze and the meat sizzling for a great ending to an absolutely fantastic day.

Burning up the tar

It is no secret that USM employees are multitalented, seen here during the Nelson Mandela Race is Sipho Tembe, USM Driver and Xolani Mahaye, Maintenance Worker in Power Gen.



In the community

USM sugar “crowned” all pancakes prepared during the St Lucia Carnival held on 4 April 2015. Seen here shaking the company’s light brown sugar on the pancakes is Jacques du Preez - Maintenance Foreman, equally handy behind an electric beater in the kitchen as behind a power tool in the company’s workshops.

New watchdog protects personal information

While many may not know about this pending legislation, the Protection of Personal Information Act (POPI) will let consumers rest a little easier at a time when cyber leaks, spam mail and hacking threats are running rife.

The Act signed into law 18 months ago aims to safeguard South Africans’ personal information from misuse by other parties. It will radically change the way in which both government and business deal with individuals’ private content. Companies or direct marketers breaching the privacy law could face a fine of up to R10-million or a decade in jail. Organisations could also suffer the nightmare of reputational damage if their customers’ information was leaked. The compliance start date is expected to be published this year — after an Information Regulator gets appointed to deal with consumers’ complaints and appeals concerning breaches of the law.

Privacy power

It will truly be a two-way street for consumers in two big ways. Firstly, organisations will now need an individual’s explicit consent to market their products or services to that person. Without it, they will not be allowed to contact that individual. If a direct marketer received a list of peoples’ contact details from a company that collects and sells marketing information, the data vendor would itself have infringed POPI. Secondly, marketers will only be allowed to use their direct customers’ information. What this means

is that an organisations can only capture, use and store personal information after getting clear permission. Anything that can be used to identify an individual in any way, like names, an ID number and address, or even religious affiliation, sexual orientation, medical history or educational and financial history will essentially be that person’s ‘business’ to share or not to share.

Security measures

Companies asking for information will be responsible for ensuring that it is kept safe and updated. Financial institutions will be required to consistently check that these details are up to date to, for instance, ensure statements are always sent to their client’s correct address. They also have to take reasonable security measures to secure that data from the moment it has been captured. When the information is no longer needed, it has to be destroyed.

Exceptions to the rule

All public and private organisations will be required to protect personal information, except certain groups such as journalists using the information in the public’s interest; artists and writers, judges and state bodies involved in crime prevention.

Tips to the everyday consumer

Never dump personal documents or old office records, without first shredding or cutting it up, in the bin. Employees must be vigilant in protecting their employer’s information as well as their own. Experts have also advised people not to fill out any forms with personal information from strangers in shopping centres and on the street.

Master Tembe Young Artist

Kwenzile Tembe Grade 8, Mtuba High School is the artist of the USM HIVAids posters 2014. Kwenzile’s father is the well-known face behind the wheel of the company minibus Sipho Tembe.



**USM IS A
GREAT
EMPLOYER**

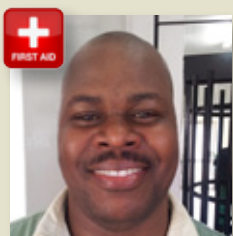
Safety's Super Heroes

Safety, Health and Environment (SHE) representatives, in essence, ensure all USM employees work in a safe working environment. They review health and safety measures; identify potential hazards and potential incidents; examine the causes of incidents at the workplace; investigate complaints relating to an employee's health and safety; make representations to the employer by means of departmental and SHE committee meetings held once per month; inspect the workplace once per month and record all findings in the section SHE Rep report books.

Our safety hero's and areas of responsibility:

'I really want to encourage our employees to remember they are responsible for their own health and safety in the workplace as well as the safety and wellbeing of their colleagues and contractors,' said Risk Control Officer Karin Kruger.

'Our role is incredibly important as we inspect the workplace, liaise with other workers and report back to management on all aspects of safety, health and environmental issues.'



*Sibusiso Ntimbane –
Panfloor*



*Nokuthula Shange –
Process*



*Thuli Manukuza –
Safety Assistant*



*Sipiwe Gumede
- Laboratory*



*Pieter Steyn –
Electrical*



*Bhekani Dlamini
- Power Gen*



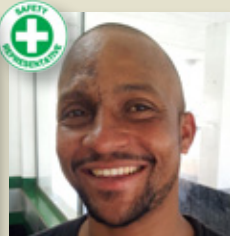
*Lungile Dzimiri –
Panfloor*



*Nozipho Khoza –
Process*



*Blessing Mhlongo
- Stores*



*Elgino Linden –
Civils*



*Magolide Matfonsi –
Front End*



*Rodney Mayere –
Instruments*



*Thuthukani Mazibuko –
Front End*



*Lindani Khumalo –
Front End*



*Joseph Hlatshwayo –
Process*



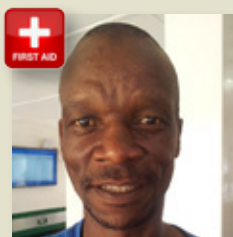
*Phumla Boo –
CTS*



*Xolani Mbokazi –
Excel*



*Sindisiwe Gumede –
Pre Pack*



*Bangifa Msane –
Power Gen*



*Ntokozo Mngomezulu –
CTS*



*Mthandeni Mlambo –
Front End*



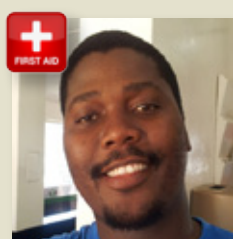
*Hudson Mabanga –
Back End*



*Andile Malaza –
Pre Pack*



*Rosemary Msweli
- Front End*



*Themba Mabika –
Instruments*



*Sabatha Zuma –
Administration, Cane
Supply and Clinic*



*Zikhethele Mabika –
Front End*



*Nhlakanipho Sibiya –
Planning and Engineering
Office Block*



*Joel Moonsamy –
Panfloor*



*Wendy Stander -
Administration, Cane
Supply and Clinic*

Cane Supply Outlook

by Nhlakanipho Dlodlo, Cane Supply Manager

The USM cane supply catchment area experienced unfavourable growing conditions throughout last year, particularly with respect to below average rainfall received. Although January (this year) was above long-term average, February experienced low rainfall below long-term average. A comparison of previous season final tonnages and the outlook for the 2015/16 season is presented below:

ESTIMATES

Suppliers Excl. Diversions:	Final 2014/15	Estimate 2015/16
Trams – LSG	692 462	674 635
Trams – SSG	8 427	6 000
Road – LSG	262 928	250 692 (Ex. 25k Senekal HC)
Road – SSG	154 986	102 300
Total Cane	1 118 803	1 033 627

Detailed Diversions per Supplier:

Inward	Senekal	115 405	155 000
	PG	36 103	65 000
	SSG Amatigulu	716	
Outward UVS		(165 952)	(155 000)

Mill crush	1 105 075	1 098 627
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Cane quality is expected to be affected at the beginning of the season, mainly because of the short 'stick' of cane, meaning that cane did not have sufficient time to accumulate sucrose.

The cane quality grower awards took place on 17 March (Large Scale Growers) and 19 March (Small Scale Growers), where USM acknowledged the effort put in by growers to ensure they deliver clean and high quality cane to the factory. The winners of the day were:

Large Scale Growers achieving highest Recoverable Value (RV) or Best Estimating and Truck Weights

1. Qalakahle Farming, Hill Farms (RV - 13.23%)
2. UCOSP, Upper flats (RV - 12.94%)
3. Forest Hill Sugar Estate, Middle Flats (RV - 13.62%)
4. MTE Farming, Green Island (RV - 12.79%)
5. Harrison BL, Lower Middle Flats (RV - 12.54%)
6. Kirkoroy Sugar Estate, Lower Flats (RV - 12.87%)
7. Raiden Farming CC, Best Estimating and Truck Weights

Small Scale Growers achieving highest Recoverable Value (RV) or Best Purity.

1. Mr NB Mantengu, Far North Region (RV - 15.49%)
2. Mr VQ Msweli, Central Region (RV - 14.44%)
3. Mr SG Nyawo, North Region (RV - 15.12%)
4. Ms KB Makhunga, South Region (RV - 14.78%)
5. Mr MJ Mbuyazi, Far North Region (Best Purity - 90.99%)

Five minutes to protect limb and life

"Risk assessment requirements at USM are simple to follow," says Jean Erasmus, Engineering Manager, "and yet the area where most of us try to take shortcuts, just to get the job done."

Risk Control Officer, Karin Kruger (below) says that stopping for just five (5) minutes before a specific task is undertaken to do a risk assessment can save time, protect employees from harm and result in a more productive and safe environment.

The USM risk assessment template allows any person to collect, analyze, interpret, communicate and implementing information gathered in those precious five (5) minutes in order to identify an incident which could occur. Once these possible hazards are identified, measures are taken to remove the risk and reduce or control the potential causes of an incident.

Recipients of SSG Awards for the 2014/15 season



Brian Harrison (Winner) & Alan Williamson



Senzo Mahlinza & Masango Sifundza



Ronald Harrison & Alan Williamson



Bheki Nyawose & Alan Williamson



From left to right are, Nhlakanipho Dlodlo (USM), Senzo Mahlinza (USM), Mbuyazi Joshua, Preserve Dlodlo (Dept. of Agriculture), Msweli Qatha, Don Dalglish (USM), Beatrice Makhunga & Mr Makhunga, Mr Nkumbuzi (Dept. of Agriculture), Nyawo Ngwaleni, Mr MZ Gumede (MCC), Sihle Myeni (USM).



Aim to work above the line

by Vusi Tembe, HR Executive

In a recent USM Staff presentation by the CEO, he spoke about the 'Above the Line and Below the Line' concept.

Everything begins with you. If you want to operate above the line, be punctual at work and aim for excellence. Be proactive, enthusiastic and innovative to improve your department. Take ownership and be responsible to be a 'victor'. Learn as much as you can, be solution-focused, future orientated and maintain a good level of performance. If you feel your department is not performing at its best or there are problems affecting productivity, take on the challenge to make the difference. Blaming others will not change things – instead it could make the problem much worse.

Let's look at absenteeism, for instance, and how it affects productivity. It is every employee's responsibility to minimise absenteeism. Measuring the company's absenteeism rate is a Team USM Bonus (TUB) performance factor. If the rate of being 'absent' is not kept below 4%, NO BONUS can be attributed to this TUB factor. If you operate below the line, or believe in blaming others, people will see you in a negative light. People operating below the line tend to have no eagerness to learn new things, are problem focussed, look to the past and perform below par. They always play victim.

Here are some examples of 'Below and Above the Line' behaviour

Below the line	Above the line
I see a problem only	→ Focus on a solution and outcome
Passive behaviours	→ Proactive behaviours – being action-orientated, caring and sincere
Closed mindedness	→ Open to new challenges and experiences
Dependency	→ Empowered to make decisions and to act decisively
Solo mind-set	→ Collaborative and commit to team orientated decisions
Fixed mind-set	→ Learning mindset – always learning and improving
I can't change	→ I can always improve, learn and grow
Fear of failure	→ Use mistakes to learn and grow. Challenge yourself
Individual focus	→ Team focus
Busy and unfocussed	→ Productive and focussed on what matters
Transaction focussed	→ Build relationships and be aligned with others

Since we should all aspire to operate above the line, each of us could start by taking accountability for all our actions.

It is easy to blame others when things do not go well around your department.

Let us rather aspire to make a difference in our areas of work and inspire others. Just think about your department and making it one of the best in the company in terms of performance and conformity to company policies and procedures.

**OAR - OWNERSHIP,
ACCOUNTABILITY &
RESPONSIBILITY**



Enabling the disabled

South Africa, like most countries, needs every skilled worker to contribute towards the prosperity of the country. Persons with disabilities have an important role to play to make a positive contribution in the workplace. It is generally found that a person with a disability develops into a well-adjusted, productive worker in an atmosphere of acceptance, cooperation and goodwill. It is often found that workers with disabilities are more productive than their co-workers. They are less absent from work and show loyalty towards their company.

Equal rights

The Employment Equity Act, 1998 defines people with disabilities as 'people who have a long-term or recurring physical or mental impairment, which substantially limits their prospects of entry into, or advancement in, employment'.

The purpose of this Act is to remove unfair discrimination and to promote equity in the workplace. This Act protects people with disabilities and, as a previously disadvantaged group; people with disabilities are eligible to benefit from affirmative action programmes.

The importance of education and awareness

The only way to overcome fears, myths and negative attitudes regarding the abilities of employees and applicants with disabilities, is through vigorous education and training. Furthermore, people with disabilities are the best qualified persons to be the drivers of such education and awareness programmes.

HR Executive, Vusi Tembe, "I wish to encourage employees with disabilities to feel free to visit the company clinic to disclose their disabilities. No employee at USM will be discriminated because of it. I also wish to thank the current Employment Equity Committee for their contribution and asking important questions to make effective change. Keep up the good work!"

Because they care

After a brief meeting between USM CEO, Adey Wynne and Colonel Mngomezulu, Station Commissioner of Mtubatuba SAPS earlier in the year, the USM team jumped on board to help both their local police officers and the public by upgrading the SAPS toilet facilities in little more than a month.

Mngomezulu was at a loss for words during a brief handover ceremony on Thursday, 16 April and expressed his gratitude on behalf of the station for the improvements made by the USM civils team, including Civils Foreman Terry Bayzley and Operations Director Alan Williamson. Before the make over, the station commissioner said that he was even too embarrassed to let members of the public make use of the ablutions because they were in a shameful state.



Photo: Tamlyn Jolly, Zululand Observer.

After the official handover of Mtubatuba SAPS' fully refurbished toilets, Umfolozi Sugar Mill staff were handed a certificate of thanks by Station Commissioner, Colonel Mngomezulu, and his team.



Upcycling

Munroe Rammaryian (Procurement Manager) seen here with Jacques de Preez, (Maintenance Foreman) and Leonard Mthembu, MCA Principal with trophies to be upcycled and used by the school.



Bye-bye Joey

Good friends and colleagues of Joey Adams, handyman in the Civils Department was given the opportunity to say farewell to him at a farewell function during March. Joey's retirement date 31 January 2015 and after 5 years of service with USM will be dearly missed – especially on Mandela Day during the refurbishments of the company's CSI Crèches.



Goodbye

A USM Trainees breakfast was held on 9 December 2014 to conclude their one year in-service training with the company. Taking a well-deserved break just before the start of the annual maintenance off crop is USM mentors and trainees during an early summer breakfast arranged by trainee coordinator, Sylvia Zulu.

A good day's fishing is better than...

Over 73 USM anglers, friends and families took part in the USM Fishing Competition to encourage a healthy balance between work and life on 23 and 24 January. The event's organisers Albert Peters and Johan Bester, work relentless to provide USM staff and their loved ones a great time at the popular Cape Vidal where the competition is held every year. Bester would like to encourage more employees to take up the sport of fishing and invite employees that are keen to take part next year, to contact him now for details on how to start out the hobby of camping and fishing in the great outdoors.

"USM is a great employer, but work takes its toll so that is why the company wants its staff to take a break to relax and get strong again by sponsoring events that will help them do so.

"We work and live close to one of the few natural heritage sites in the world, the iSimangaliso World Heritage Site and should make use of every opportunity to visit and use it. Few people in the world are able to do so," said Bester.



Shane Vadival (USM) receiving his prize for the heaviest bag at 10.1kg from Albert Peters.



Hello

Meet the class of 2015, in-service trainees recently appointed to USM are a welcome face at USM. We wish them all the best for a great learning experience during their stay.