

The Thorburn North

Festive Edition

December 2015

MESSAGE FROM DOLF SCHEEPERS

Dear Valued Customers,

Another challenging year is drawing to a close as we reflect on the highs and lows of an extraordinary 12 months. Although every year seems to bring its own set of challenges and opportunities, each one is markedly different and brings our strengths and weaknesses to the fore, teaching us valuable lessons along the way.

This year we have dealt with and tried to overcome the difficulties of the market place and the ever-increasing demands on us as a service provider by customers and the industry in general. I would love to be able to say that we have emerged victorious, however we will **never stop learning and improving!**

In the latter part of this year we had a few serious business decisions to make with regards to retaining some of our existing mining customers. The mining industry is in decline due to the weakness of the Rand, poor production results and the falling price of product on the international market. This resulted in some of the mining houses granting their suppliers lower than requested annual contract increases, despite the suppliers having to pay increased wages and other costs. Sometimes it is not solely our performance that is a guarantee of keeping a customer, but our willingness to assist by being supportive during tough times. This puts enormous pressure on the company as we have to find **effective** ways of **cutting costs**. We can only do this if we can rely on our controls on fuel costs by eliminating unnecessary or reckless driving, minimising vehicle repair costs by decreasing the number of accidents, and doing everything possible to save costs in general. The state of the economy in 2015 which dramatically deteriorated in the past two weeks has had an impact on Thorburn operations which must be overcome by working smarter, financially. The pressure that users of security feel, impacts directly on us. The impact of community violence in rural areas also impacted on us and required operational adjustments – training in crowd facilitation, the purchasing of riot control gear, inclusive of an armoured vehicle. In many instances Thorburn vehicles were damaged by angry community members. Paying attention to community violence and delivering a service is extremely challenging.

Another focal point this year has been **Health & Safety** in the workplace, endeavouring to reduce the risk of injury and subsequently the number of incidents by renewed efforts and initiatives implemented to ensure the safety of our personnel. This has been a continual focus for us, but unfortunately with intense security operations, comes risk and not all incidents are unavoidable (see the article "High Intensity Operations").

The festive season is upon us and the Thorburn team would like to wish you a peaceful, joyful and blessed holiday season, and a very successful **2016**.



Dolf Scheepers

NEWS AND STORIES

High Intensity Operations

The execution of security operations, especially crime prevention, crime identification and crime incident follow-up has an impact not only on the individuals involved but on security services provider as well. Areas of high crime in high density operational circumstances (e.g. mining) and difficult terrain, require special skills, dedication, passion and persistence. It is gruelling, mentally and physically demanding and intensifies when highly demanding SLA's or KPI's are involved. These can be great measuring or management tools but when the execution of a service becomes target-related, the quality of the service is sometimes sacrificed for the sake of achieving statistics and targets.

There has to be some sort of compromise in terms of human expectation and capability, especially since security personnel are amongst the lowest paid workers across all industry sectors. The risk of "things going wrong" is also a lot higher in these environments than on other sites, and there exists a high "fall out" of these specialist Officers, due to difficulty coping with the pressure of the expectations, which impacts on the recruitment and training process and creates manpower shortfalls. This increases the pressure (high levels of overtime) which takes its toll after 3 months, culminating in burn-out. Included in this toll is a higher margin of error that could lead to safety incidents – all stress results in fatigue which in turn leads to negligence – negligent driving or falling asleep.

Whilst high intensity operations add enormous value to the risk profile of a business, the impact is visible, leading eventually to a negative financial impact due to resource shortages, coupled with the expectation by some customers that the security service provider will weather these impacts. Success is great but the price is multi-fold.



Security Officers Receive Security Industry Alliance Awards

Thorburn was privileged, for the 3rd consecutive year, to have security personnel recognised by SIA for their acts of bravery and crime prevention in what is a dangerous working environment. This year's recipients were **Elijah Manana** (left) deployed at Vanchem, and **Gift Rambowane** (right) from Palabora Copper. Both Officers played major roles in apprehending criminals at their respective security operations. Present to congratulate them was Thorburn Director, **Thabang Moropa**. **At Thorburn we are extremely proud of our Super-heroes, and also of our everyday heroes who put their lives on the line.**



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We Showcase Our Specialised Support Services

Security services in South Africa have to constantly adapt to changing circumstances, customer demands and changes in risk profiles. Attitudes have to adapt to these and unfortunately capital layouts are required.

The Security Officer at the gate or on patrol is not necessarily the ultimate deterrent anymore – it is about evolving and new innovative ideas that could change the approach of the would-be criminal. The presence of a camera is a deterrent, as a perpetrator is scared of being identified – it has been experienced that where cameras are deployed, protestors or strikers are less militant. Thorburn recently deployed mobile cameras at the **Hyatt Regency Hotel** in Rosebank as an early warning system for possible actions against US citizens in SA.

Levels of community violence places enormous pressure on business leaders, especially mining Managers in rural areas, and the fear of being taken hostage or being the target of attacks on office premises is eminent. For that purpose, the capability to evacuate management or any other employees is essential. Thorburn has recently acquired various products to adapt to changing circumstances, such as our **Mobile Command Unit** complete with on-board CCTV systems and remote surveillance facilities, as well as an **armoured vehicle** for executive evacuation, have been added to the Thorburn Northern Region product range.

The mobile command unit deployed at the Hyatt Regency Hotel



The newly acquired level B6 Mercedes G Wagon



New Wage agreement Reached

As was reported in the national media, the private security industry concluded a three year collective agreement with the various trade unions in our sector, effective from 1 September 2015. The salient aspects increased are as follows –



- **Grade D salaries** will be increased to those of Grade C Officers in the 3 year period, thereby eliminating Grade D as from the third year;
- The **3 labour areas will reduce to 2** (urban & rural);
- The cleaning allowance increased from Sept 2015, while the night shift allowance will increase in year 3;
- **Special allowances** for Mobile Supervisors, Armed Officers, Armed Response Officers, NKP Officers and Control Centre Operators, will increase each year of the agreement (minimal);
- Grade C and D Officers will be earning the same wages by year3, with Grade D's basically becoming obsolete

*You don't just get paid
for the hour you work...
You get paid for the value
you bring to the hour*



OTHER NOTEWORTHY NEWS



Supervisor Training Commences

In an endeavour to raise the standard of our Supervisors and future Supervisors, Thorburn Training Manager *Christo Badenhorst* embarked on a comprehensive training campaign across the Northern Region. Beginning with Supervisory personnel at our Sasolburg operation, this course has been presented to personnel in the Northern Cape, Limpopo, Mpumalanga and Gauteng.

The course comprises of the following:

- ✓ Role, characteristics & leadership qualities of a Supervisor
- ✓ Leadership, planning, decision-making & organising
- ✓ Communication, motivation & control
- ✓ Problem solving
- ✓ Report writing
- ✓ Maintaining discipline
- ✓ In-service training
- ✓ Quality control
- ✓ service excellence



Supervisor
Solution

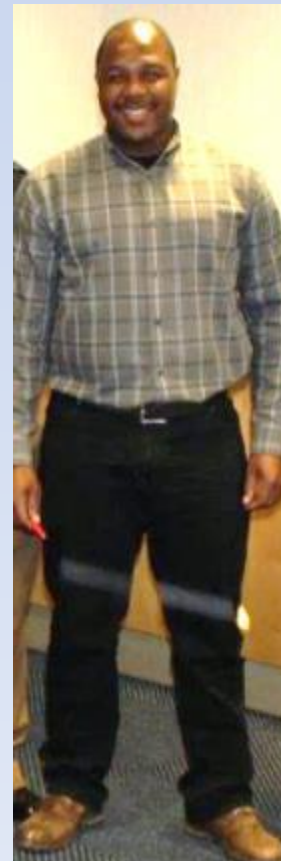
Receptionist Upskilling

To stay current with the latest training techniques and trends to ensure that our personnel remain more than adequately skilled, a group of Thorburn ladies performing receptionist functions attended a one-day customer service orientated training session. The course covered:

- ✓ concept of customer service
- ✓ interacting and engaging with a customer
- ✓ verbal and non-verbal communication skills
- ✓ responding to customer needs



Security Manager Selected for Future Development



We are as proud as punch to announce that Thorburn Security Manager, *Tebogo Mdluli*, has been selected by our holding company, Tsebo Outsourcing Group, to complete a Management Development Course through the *Gibbs Institute*. The development course will be fully paid for by Tsebo, and take place over a 2 year period.

Currently the Security Manager in charge of the SASOL Rosebank head office contract, Tebogo has steadily progressed through the ranks and has long since been identified as a future leader in Thorburn. With 19 years of experience in the private security industry, he is a fountain of information and expertise and is well liked and respected by customers and colleagues alike.

We are proud to have such talented individuals in our organisation and we wish him all the best with his upcoming course.

**WE DON'T JUST TRAIN OUR PEOPLE, WE DEVELOP THEM
AT ALL LEVELS**

Crowd Facilitation Training

A group of 30 Thorburn Security Officers were trained in Crowd Facilitation techniques at the *ECM Winterveld Club* sports grounds by external trainers in early December 2015. This brings to 40 the number of trained Crowd Facilitation Officers in the Steelpoort Area alone. This training included intensive physical training, and it was also conducted in the extreme heat conditions brought about by the recent heatwave. The Thorburn philosophy is to train personnel in various crowd handling techniques, as a first line of defence until the SAP arrives on the scene. Many a company fails to train their Crowd Facilitation Officers to also operate without a shotgun and armoured vehicle, whereas at Thorburn we believe that the handling of crowds must be with done with minimum force and that the "hard core" approach should be left to the SAP.



CCTV Controller Skills Training

17 Thorburn employees attended a 2-day CCTV Surveillance Course in Pretoria, presented by industry specialist *Dr Craig Donald*, an Industrial Psychologist and specialist CCTV trainer in body language and the detection of incident behavior. The purpose of the course was to develop essential skills for supervisory and operator personnel. The course incorporated elements of security risk factors, observation skills, psychology and body language, as well as profiling activities.



SAMTRAC Accreditation

Join us in congratulating *Benford Thobejane* on his successful completion of the SAMTRAC Health & Safety certification course. Benford is the Thorburn Security Manager at our Mapochs Mine operation and is a prime example of how we develop our people, having started off his career as a Security Officer. Well done on your achievement!



Tsebo Director Pays our Operation in Secunda a Visit

Chris Jardine, Executive Director on the Tsebo Board, paid a visit to our personnel at SASOL when he was in the area taking care of group business. As with the Thorburn culture, evidence that **Tsebo have the same hands-on approach** to operations and customers.



Thorburn Sponsors Feeding Program

"GOING BEYOND THE CALL OF DUTY"
Thorburn Security Solutions participated in the World Aids Day events country wide.

In the Northern Cape, Thorburn donated food supplies for 150 children to the *Dingleton Networking Group*, for their World Aids Day 2015 program.

Thorburn Security Manager, Azaf Mgiba set the example by having himself tested for HIV, followed by security personnel and surveillance operators.

Our Boys in Blue - Special Ops Team Sports a New Look

Special Operations team members in the Northern Provinces are sporting their new blue camo uniforms, which makes them visibly different from the security guard force.



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Best practice sharing

The management team in the Northern Cape, under the guidance of Regional Manager, *Wilhelm Pieterse* and Training Consultant, *Chandre Klaase* recently participated in a sharing of **BEST PRACTICES**. Managers all prepared and presented on various subjects such as *safety, legal compliance, risk management, training, human resources, incident management, record keeping and data management and auditing*. The Managers interacted and shared various ideas on how to improve service delivery, employee care and how to maintain standards. MD, Dolf Scheepers attended the session and was impressed at the level of presentations and individual interaction. One of Thorburn's contributors to the "winning recipe" of customer service excellence, is the sharing of best practices across a host of industries.



REGIONAL OFFICE

Due to the size of the Fleet and the impact on the logistical function, **Christina Mohale's** duties have been expanded as she takes over many logistical functions from Andre Malan. This is another phase in her development and with the exception of the fleet and other functions, she will soon almost be in total control of logistics.



ASSISTANT HEALTH & SAFETY MANAGER

Andy Sebetseba was promoted to Assistant Manager responsible for Health and Safety at Thorburn's *UMK Mine* contract in the Northern Cape recently. Andy not only holds a **SAMTRAC** qualification, but is also a qualified safety auditor, a Level 3 Incident Investigator and is studying for his Safety Diploma!



We Retain our Level 2 Status



Thorburn Northern Regions is audited and reaccredited as a **LEVEL 2 BBBEE** contributor!
Afri BEE
Verification Services

Thorburn Security Solutions (Northern Region) successfully passed the SABS audit and remains certified!



The **ISO 9000** family of standards is related to quality management systems and designed to help organisations ensure that they meet the needs of their customers and other stakeholders while meeting statutory and regulatory requirements related to the product.

New Appointment

NEW SALES MANAGER POSITION

We are delighted to welcome **Julie van Zyl** to Thorburn, as **Sales Manager** for the Northern Region. With in excess of 16 years of experience in the security industry, we are confident that she will add great value to the team.



If Julie can assist you with any sales or product-related requirements, please feel free to contact her at: jvanzyl@thorburn.co.za

PROMOTIONS

AREA MANAGER POSITION IN STEELPOORT

Piet Makhakhoane, former Security Manager at Palabora Copper is now the Area Manager for the Eastern Limb. Other changes in the Eastern Limb operations include the following:



- **Simon Ngobeni** was transferred from EHSV at Witbank to the Security Manager positions in Palabora.
- **Job Masinga** from EHSV replaced **Lybia Monyela** as Security Manager (who was transferred from Tshikondeni Mine to Steelport Special Operations Team Leader)

Simon Ngobedi

Job Masinga

Lybia Monyela



Service Excellence



SASOL Rewards Our Service Excellence

An awards function was held at **SASOL** Head Office (Rosebank) in October 2015 in recognition of Thorburn service excellence. The function was hosted by **Dumisani Sibuyi** (VP Safety and Security), **Quintin Solomons** (Security Manager), and **Bruce Laurie** (Assistant Security Manager) from **SASOL** Rosebank.

There were 30 Thorburn Security Officers who received awards in acknowledgement of service excellence and Thorburn is very proud of these accolades. Well done to Manager **Tebogo Mdluli** and his team, under the guidance of **Tefo Setshedi** and **Reinardt Rall!**



Anglo-owned Sishen Airport Rewards Security Personnel

Thorburn Aviation Officers at *Sishen Airport* receive certificates of appreciation from the pilots, for excellent service and the confiscation of banned items. So proud!



Anglo Platinum Housing - Rustenburg

As a long time service provider to *The Royal Bafokeng Administration* in the greater Rustenburg area, we were very excited to be awarded the Anglo Plats residential security contract in Rustenburg. Start-up was 1 October and Reinardt Rall and his team led by Albert Labuschagne, did a sterling job in not only preparing for the commencement of the service, but also of finding premises and **opening a new Thorburn office** in the local town. We welcome Anglo Plats to the Thorburn family!



Ngululu Bulk Carriers

The 1st of July brought an early morning start-up at *Ngululu Bulk Carriers (NBC)* in Mpumalanga. NBC is a provider of logistics solutions and are transporters of raw and beneficiated mining commodities, mostly for exports via Maputo, Richards Bay and Durban ports. Their clients are major global producers and they also have strategic contracts with coal producers to transport coal from the mines to the several plants. We are proud to be associated with NBC and extend a warm Thorburn welcome to them.



Thorburn-protected Estate Declared Safest in the Region



Brian Sharkey (SMC) is of the opinion that security at *"The Rest"* is the best of any other residential development in the Lowveld, and that the developers (Sanlam) have met their objectives of making it the "safest estate in the region".

MARKETING & EVENTS

Thorburn participates in 2015 Career Expo

For the 3rd consecutive year *Eastern Chrome Mines (ECM)* near Steelpoort in the Limpopo Province hosted a **career expo** for learners from Grade 10 – 12 to assist them in future career choices. More than 3 000 children from areas stricken by high unemployment rates, visited the exhibition at the *ECM Winterveld Club* facilities. Thorburn has been supporting this Career Expo initiative for the last 5 years, since initially presented by *Modikwa Platinum Mine*. The efforts specifically by *ECM* to make this a huge success, is commendable.



Golf

Thorburn hosted its annual *Thorburn Community Golf Day* in June at the Tubatse Chrome Club for businesses, leaders and associates in the Sekhukhune Area. This is the 7th consecutive year that Thorburn presented this event. Influential businessman and community leader *Tim Marobane* assisted with getting the golf players arranged from the community and local businesses. Twelve teams participated in the event where the winners each walked away with a lamb food hamper valued at R1,000.



Sponsorship to Kathu High School

As part of the sponsorship of tournament and accommodation fees for two scholars (from Dingleton near Kathu) at the Schools Golf Tournament at Sun City, Thorburn Security Solutions provided the team with golf shirts and caps as well.



The shirts and caps were handed over by *Dolf Scheepers* at a ceremony at the *Nyati Sports School* near Brits. A group of 22 teachers, scholars and the Headmaster gathered at the *Nyati Sport School* from where they commuted to Sun City for the tournament.

Annual Trail Run

The annual **Mathaithai Marathon** was held at the **Lebone II College of the Royal Bafokeng** in September. It was a highly publicised and participated in marathon and this year two of Thorburn's most avid harriers took 1st (**K. Mtolo**) and 3rd (**K. Molete**) position in the 5km marathon.



Both Thorburn Officers are deployed at **Legato Palace** and their achievement was a sense of pride not only for Thorburn, but for our customer, **Royal Bafokeng Administration** as well. As a company we strive to encourage a healthy lifestyle amongst our employees as this forms part of the **Thorburn Wellness Program** and also contributes towards combatting fatigue.

Winners

Participants



Soccer

As is tradition at Thorburn Northern Region, we participated in the annual **Kasie 7-a-side** soccer tournament on Heritage Day. This event was held in **Atteridgeville** in Pretoria and this year we entered 2 teams to compete in the competition, captained by **Thabo Nkgoeng** and **Godwin Khuti**. Although the teams did not fare as well as they did in the **Jab-Jabu** tournament earlier this year, they nonetheless played with heart and soul and gave their best.



Thorburn Sponsors Soccer Kit in the Northern Cape

Not many people would know where **Groenwater** in the Northern Cape is! It is 30km from **Postmasburg** on the way to **Barkley West**, near the small town of **Danielskuil**. The Thorburn Security Manager at **Jasper Solar**, **Henta Greeff**, handed over the Thorburn sponsored kit to the **Ward Councillor** and the team management in September.



For the third consecutive year, Thorburn security personnel showed a strong presence at the event by acting as marshals on the route through **Willow Acres**. Our customer at Willow Acres, Estate Manager **Braam Lotter**, was very complimentary and thanked the Thorburn team for their participation in what has become a popular annual event in Pretoria.



LONG SERVICE AWARDS



- **Alfred Nmutamba**
- **Lawrence Monyane**
- **Nolwazi Jakuta**
- **Naomi Magazi**
- **Thabisile Gabuza**
- **Thabo Nkgoeng**
- **Nicholas Nkala**
- **Sikheto Chavalala**



This year we had 118 loyal and valued employees with 5-year service, who were acknowledged at the yearend awards function!
Congratulations!



As with every year, Thorburn entered a team of runners into the annual **Business Relay Challenge** for 2015. The race takes place in the first week of **October**, and this year fell on **Saturday 2 October**. Last year we had 24 Thorburn entrants, this year 18 braved the heatwave to form 3 teams. The day was a great success and enjoyed by all participants and



our EVERYDAY HEROES

Patrick Maseko, winner of R50 Scratch card after he arrested three suspects for theft of Contractor's property at our *Nkomati Mine* contract. Well done Patrick!



Lazarus Tsoai at SASOL in Sasolburg received High praise from SASOL's security department For the great example he sets with his positive Attitude and pride in his work. Once you take Pride in your work, your working environment Changes, you will feel happier at work and Help create positivity in the workplace. You Give security a GOOD name, Lazarus!

Aids Workers . . . the Unsung Heroes

1 December was **World Aids Day** and a good time to salute those who work tirelessly behind the scenes to assist those infected with AIDS, orphans who have lost parents through AIDS, and those that dedicate their lives to the prevention of the spread of this disease.

At various operations Thorburn participated in the annual World Aids Day awareness events country wide.

As with previous years, we also had commemorative / awareness posters delivered to our operational sites to mark the day and create awareness amongst our Personnel.



Special Ops Success at Palabora Copper

A successful loss-prevention action led by Special Operations team Leader **Gift Rambuwani**, saw the arrest of perpetrators at PMC and the recovery of copper products. Upon the detection of 4 suspects, the Special Operations Team and 5 other Thorburn Security Officers mobilised to plan the response. Whilst some team members covered the rail way line, others approached the suspects, arresting 2 of them. A total of 9 bags and other loose copper items were retrieved. Well done Team!!



Gauteng Award recipients



Thorburn receives a **Merit Award for Excellence** in Health, Safety & Security from *SASOL Real Estate Services*. To accept the award from SASOL's Quintin Solomons at their head office in Rosebank, is Thorburn MD Dolf Scheepers and Security Manager Tebogo Mdluli. A proud moment for the Thorburn team!



LOSS REDUCTION

Efforts at our new Rustenburg Operation

Since start-up on the Anglo Platinum Rustenburg residential contract, we have experienced many successes and arrests, a testimony to the Thorburn standard:

- 🔍 On a routine patrol at a vacant house one night, Mobile Supervisor **Raphadi** chased down and arrested perpetrators that had removed a door from the house
- 🔍 3 men with stolen property were arrested by Thorburn Mobile Supervisor **Ngobeni** & Officer **Maditse**, after Officer **Rantao** reported seeing the 3 suspicious-looking characters
- 🔍 Officers **Tshepo**, **More** and the Thorburn Contract Manager for Anglo Rustenburg arrested a suspect after a house-break in progress was reported. The stolen items were recovered and the suspects handed over to SAPS
- 🔍 After receiving a tip-off that straight after our mobile unit left an empty house, a criminal entered the property and was breaking into the house, alert security personnel mobilised the troops. Together with Mobile Officers **Raphadu** & **Chosi**, caught the thief in the act of removing taps from the bathroom and he was arrested. Members of the local community witnessed the incident and started assaulting the suspect. The Mobile Security Officers then prevented the community from further assault by placing him in their vehicle

The Perils Our Everyday Heroes Face

Spare a thought for the lowly paid Security Officer who works longer hours than most, is a prime target for criminals and is in a profession which many consider to be the "bottom of the barrel" on the job front. This is the dedicated **guardian of your and my safety** and assets, the first (and last, sometimes) line of defence at the coalface, so to speak. This is the Officer who takes abuse from the general public when doing his job properly and following instructions, the eager-to-please individual who works the night shift alone on an isolated site; and the one who comes under intimidation and attack.



Throughout this year we have reported about, and kept our customers updated on the spates of community violence and unrest which have irrevocably tarnished the landscape of our region with unprecedented frequency. These are the communities in which our personnel reside, or have to travel past to get to their job, the same people that they share a taxi with on occasion, the same ones that they protect our customers from. Intimidation is a daily occurrence for these brave everyday heroes. **Spare that thought . . .**

