

The Tubular Bell

May 2022

The latest news, views, and announcements

INSIDE

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Chairman shares
Continuous Improvement
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Factory news
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Resilience
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Health & Wellness
Birthdays



Anyone can contribute to our newsletter; employees are invited to send their articles to:

joep@cta.co.za

or

sibusiso@cta.co.za

or

delight@cta.co.za

We just do not do advertising of any sort whatsoever.

PROSPERITY EDITION

Our readers will see that the 2019 version of CTA has been transformed into a prosperous entity now in 2022. It has been a tough, long and sometimes frustrating journey, but very worthwhile. The Executive and supporting Management team, along with their work teams, have really answered the call for “all hands-on deck” made in late 2019. The efforts of all have culminated in a comprehensive turn around result to put CTA on a sustainable growth path into the future. It is now up to us to make sure that this momentum is not lost so that CTA remains in business for infinite generations.

The articles presented in this edition mostly all have a common thread of prosperity. The key to CTA’s success continues to be the resilience of its people, commitment and providing service excellence to our customers.

Prosperity is the condition of being successful or thriving, especially economic wellbeing. We find ourselves in this realm but with enough humility and a realization that sustainability is largely dependent on consistency in everything we are doing and should continue doing. Transforming into an innovative company means we must continuously improve – success hinges on these things, and if we live by our values, shown below, success will continue to prosper!

- **Integrity and Mutual Respect**
We act with integrity and engage with mutual respect
- **Performance and Quality of Work**
We prioritize quality and encourage high level performance
- **People**
We promote teamwork, embrace diversity and are passionate about co-creating a positive workplace
- **Sustainable Development**
We promote wellness, work safely with passion, commitment and attention to detail driving change to meet and exceed customer requirements

CHAIRMAN'S LETTER



The financial year ended in February and besides some issues around our security and stock management we have had a very good financial year. The word in mind is **resilient** to the very core of CTA. The things that have come around included Covid-19 waves 2,3 and 4, July civil unrest, NUMSA initiated strike, ZAR weakness, copper price surge, copper supply disruption, load shedding, water interruptions, supply disruptions, hijackings, shipping delays, surcharges on pricing out of China for their own power problems, potholes and more potholes and counting. The in-house vaccination philosophy has been mostly successful with now 80% of employees vaccinated. This is a wonderful accomplishment for a company that was at the point of closure in late 2019. To a large extent CTA's performance has only been possible through the absolute efforts of all CTA staff. Well done. Let us celebrate our wins and learn from our mistakes. Let's also see what exciting projects are underway.

CTA teams over the 2-year period since the lows of 2019 have achieved such a lot. The business has been restructured with all the non-core businesses sold and moved out. The space created by the sale of the SWP assets has created potential for the packaging department to flex their wings and gear up for the strategy of growing full basket products. The new area created for accessory stock and security system around it is stunning. The housekeeping has made wonderful strides in the past year and the competitive spirit between the departments is good for all. We have reset the standard of inspections on housekeeping to create a common base and I believe the race is on for the next year. If the Casting Department does not win successive months after the commissioning of the Upcaster I will be astounded. Talking of the Upcaster, we received the machine in containers and boxes in December after the delays experienced in the manufacture due to "computer chips" and load shedding in China, then there were shipping delays. The Chinese commissioning engineers have not arrived due to Covid-19 restrictions, so CTA has decided to build the whole system on their own. Progress is magnificent and what the team has managed to do so far is amazing. We expect to complete commissioning by the end of May. This is going to make a **10% difference to the profit performance** of the business boding well for the year ahead.

We have had a broad-based performance management and incentive scheme operating for the past year which I believe has been successful and everyone knows what their role is in the business. Functional areas of IT, preventive maintenance, HCM, Health, Safety, Quality, Laboratory Services and Security have been revitalized. We are implementing Syspro our new IT system which has been a major challenge. Thanks to all the folks directly involved with this process as it comes with extra work on top of everything else. The fantastic in house developed xls planning model and scheduling system is being converted to a complete bespoke system outside of Syspro which will interface with Syspro. Visual Overall Equipment Effectiveness (OEE) shop floor measurement has had to be replaced and we are in the process of implementing the Per4Ma system which is widely used in the automotive component supply industry. On Time in Full (OTIF) measurement is seeing significant benefits from the short-term feedback to management and the workforce. We will start managing this by Customer Group now, as there are some unhappy customers. Price management through the volatility of the copper US Dollar price and the rate of exchange has been proactive which has been a major factor in CTA's financial performance and we will have to keep this going. Electronic customer interface (EDI) systems have been slow and we hope that the Syspro environment which will kick in fully by April which will speed this along.

A very important part of our strategy is medical exports and the process of obtaining global accreditation and the process has got underway. Another part of our strategy is selling full basket products and the concentration will also be on non-SABS. To achieve the growth planned in the next years a lot of effort is going to be put into forecasting and managing the right stock. Actions are already underway in this regard. In terms of learning from our mistakes, the structure surrounding inventory management is going to be reviewed and stock takes are going to become a regular part of all our lives.

I believe that we can do anything with the help of you, our staff, our suppliers, our shareholders and partners. Be conscious Covid is not over so be aware, vigilant and keep up the good work.

Robert Spoon

CONTINUOUS IMPROVEMENT (CI)

CI is the ongoing improvement of products, services or processes through incremental and breakthrough improvements. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once.

At CTA since 2019 there have been various projects designed to increase efficiencies, streamline processes, review protocols, revive EHS, HR and improve Safety and Security. Thus far all of these initiatives have borne fruit and we are in a much better position. This is important because progressive and prosperous companies thrive on innovation all the time to keep the forward momentum going. Prosperity is very much dependent on CI.

It is vital that we do not become static, rest on achievements to date and think there is little more we can do. On the contrary, there can be improvements on improvements, new ideas can be submitted, evaluated and implemented if practical and of mutual benefit to employees and the company. A company which runs out of ideas will become stagnant and affect future growth negatively. Employees are encouraged to talk to their managers about work, how to do it better so that we do not lose our creativity or momentum.

Continuous Improvement implies change. Change is good; we should all be used to that by now. At the time of writing this article, many employees are busy with helping to get our new ERP system [SYSPRO] embedded in the company. Several other examples of innovation are described below, beginning with one by our MD, Mark Wynn.

1. SOLAR KITS - Mark Wynn, Managing Director

CTA has partnered with Solar Seven to develop a Solar Kit for water heating. Solar Seven has developed the "perfect" flat plate collector. The CTA team has for many years shared its experience with developing its own flat plate collector with Solar Seven. About five years ago CTA decided to exit the manufacturing of flat plate collectors in favour of supporting its solar customers with product and its own expertise in this area.

The kit will allow the installation of the solar panel and geyser without error and to be highly effective. CTA has always believed very strongly in the concept of using copper by way of a flat plate collector to heat water. Using the sun's energy to heat water saves significantly on electricity costs in the home or business and is environmentally friendly.

The kit includes a 100 litre or alternatively a 150 litre SUPAHOT geyser. The SUPAHOT range of geysers are of the highest quality and are currently undergoing quality tests at on site at CTA. Please feel free to go and have a look during your lunch break at the demonstration kit.

About four years ago CTA formed a relationship with Advanced Valves and now promotes the full Advanced Valves product range to our customer base. The Solar Kit includes the high quality and cost-effective Advanced Valves products.

The CTA copper tube used in the solar kit is well recognized as the best South African copper tube for solar use and is able to withstand the elements and retain heat by being protected by Coplon Insulation.

CTA SABS Fittings used in the assembly of the solar kits are of the highest quality and will result in an installation that is easy to install and robust enough to keep the kit together in high winds.

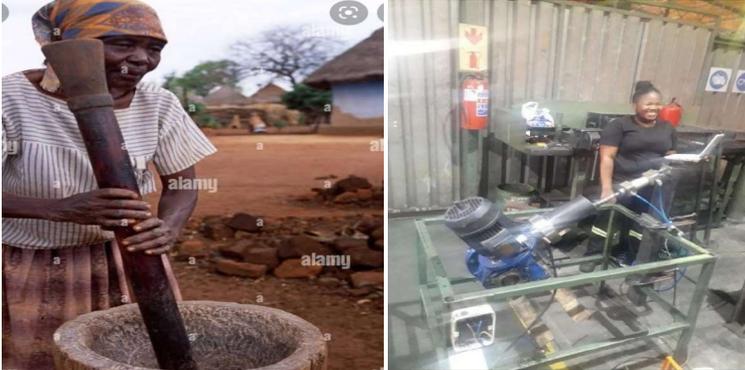
Glen Le Roux is our technical adviser on the project and has made a valuable contribution to the design and construction of the yet to be named Solar Kit.

You are all invited to submit your suggestion for a name for the Solar Kit by sending it to zee @cta.co.za



2. THE PHOSPHOR CHALLENGE – Lewis Herbst, Technical Support Manager

The Maintenance Department had a bit of a headscratcher recently but thanks to an employee's rural upbringing (living with granma), Zama, a qualified Electrician, came up with a simple idea to crush phosphor. She had recently completed Electromechanica on VSD. She remembered how granny crushed corn and came up with a workable solution as a back-up plan until such time that the team can design or source something more sustainable.



Zama with her innovative temporary solution

The concept she came up with was to programme a PLC which made an air cylinder move up and down, incorporated an electric motor and gear box to rotate the machine which impacts on the product, smashing / crushing it. Simple “thinking out of the box” and once again proves the old adage that it pays to train people!

3. RINGING THE CHANGES – Gary Laing, Operations Manager

Just a quick follow up on the progress of the Polycop fittings sales to Cashbuild, we have dealt with three different variants of COVID and have managed to merchandise and train staff in all ten Cashbuild stores. The sales are slower than we expected. We changed our focus from the Limpopo stores to the other regions, James has visited Cashbuild stores and has contacted the divisional managers of these regions. We have definitely made an impression with the Polycop fittings, so much so that Cashbuild head office have asked us to back off for a while as they are getting calls from the divisional managers to list the fittings into various stores. We will pursue this with the buyer at Cashbuild head office.

As we dealt with the changes that COVID brought with it, so we have made operational changes to improve our service to the ever-changing market we are competing in. Our warehouse staff and drivers have put in a massive effort to ensure that these high standards are maintained. They have changed their working hours keep up with the demands of the customers.

CTA has come a long way in the past two years, one major change that has and will affect the way we operate in the future is the implementation of our new operating system “SYSPRO”.

The fittings warehouse has gone through major changes in order to accommodate this new system. We have all heard the saying “everything happens for a reason” the timing of S.W.P moving out when they did was perfect as it created space for us to make a bulk stock warehouse. This gave us a chance to change our original fittings warehouse into a finished goods and packing warehouse. We have added bin locations and barcodes to our products in each warehouse, we are looking forward to taking this to next level “scanning”.

We all have to deal with change in the workplace and in our personal lives, let's treat change in a positive way so we can all benefit from it.

4. ERP PROJECT – SYSPRO UPDATE, Reitz Van Zyl, Project Leader

If you have not yet heard about our new SYSPRO ERP system, where have you been?

Our project team has been working very hard to design and implement a new Enterprise Resource Planning system, commonly known as an ERP system, to replace our ageing and outdated COSMO Soft package.

SYSPRO was our choice of software package, mainly because it is widely used in South Africa, has a broad-based support system and should meet all our business requirements.

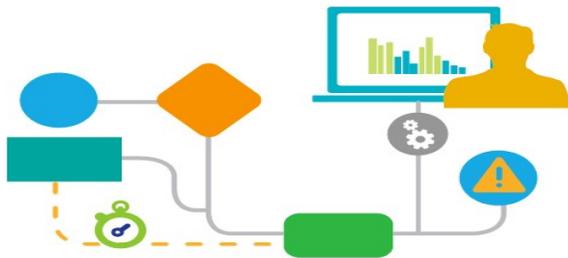
On a high level, SYSPRO provides solutions, processes and tools to assist us to manage our data to make informed business decisions. It also assists with providing key data to enable strategic planning to ensure our business remain sustainable and profitable.

Put in a more practical way, SYSPRO delivers quick access to easy-to-view information, ensuring quick response to customer demands, beating our competitors, and reducing our operating costs through streamlined processes.

These cost savings and improved customer satisfaction will ultimately result in better profits, thereby ensuring our business can keep on employing people and providing them with a livelihood.

One of the key features of SYSPRO is the integrated nature of the package. It means that information entered in the sales order system, will immediately update the stock on hand as well as invoice the customer account. This ensures all modules remain in balance. It reduces admin work and ensure the integrity of our information. With reliable and accurate inventory information, we can better service our customers. If we meet or exceed our customer expectations, they will continue to support us. This is beneficial for both parties as customers know they can depend on us to deliver to them what they need, when they need it. CTA in turn will get the profit generated on these sales. A win - win situation.

Let's keep working together to ensure a successful SYSPRO implementation.



5 - ENVIRONMENT – Wilton Dlamini, SHEQ Manager

Copper Tubing Africa (Pty) Ltd supports government's commitment to waste reporting and tracking as a means of ensuring the protection of South Africa's environment as defined in the National Waste Management Strategy, government's National Environmental Management Act, and the Waste Management Bill, not excluding other relevant environmental legislation and international agreements to which South Africa is a party of. Effective waste management is pivotal to the well-being of industry, society and the environment. An integrated approach is required to minimize and manage waste and the associated risks in an environmentally acceptable and cost-effective manner.

Policy

		DOC NO	05.04
		REV DATE	01/03/2020
		ISSUED	01/03/2018
		PAGE	1 of 1
SECTION	RISK MANAGEMENT STANDARDS		
SUB-SEC	HSE STANDARD GUIDELINES		
SUBJECT	ENVIRONMENTAL POLICY		

ENVIRONMENTAL POLICY

PHILOSOPHY

COPPER TUBING AFRICA (PTY) LTD is committed to the practice and management of its business in a manner compatible with the broader goals of the social, economic and natural environment and to the integration of environmental management into all its activities.

Environmental management will thus be regarded as a key performance area for all operational sites.

OBJECTIVES

- Promote the education, training and motivation of employees to raise their environmental awareness.
- Conduct the activities in an environmentally responsible manner.
- Execute environmental management systems on all operations, which include environmental auditing, and monitor these systems.
- Ensure compliance with regulatory standards, environmental legislation, company policies and philosophy by means of environmental auditing.
- Develop and maintain positive relationships with clients, employees and all affected neighbours, government departments and the public.

Progress thus far:

- SAFE DISPOSABLE OF FLUORESCENT TUBES.

Fluorescent tubes from CTA premises are disposed of at a registered hazardous waste site.



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Randburg
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www.wastework.co.za

Safety & Disposal Certificate

This certifies that the below listed load of waste has been received and was safely disposed in accordance with local & national regulations as well as the Waste Worx disposal methods and procedures.

The recovery and disposal of the Safety /Trademark waste collected on behalf of **COPPER TUBING (PTY) LTD** on the date specified below.

Receiver	WASTE WORX	Date	24/11/2020
Customer	Copper Tubing (PTY)LTD 36 Hospital Street Cleveland 2094	Time	10.15
Waste Type	Safety/Trademark Waste	Vehicle Reg.	FWT 883 GP
Total Qty	150 Fluorescent Tubes	Safe Disposal Supervisor	PRAVEN NAIDOO
Disposal Method	Safety /Trademark (Chloorkop Landfill)	Reference/	INV0015291

I, PRAVEN NAIDOO (Supervising Person) hereby certify that the above information is correct and that the above load has been received whilst under my direct supervision.

Signature _____ Date 24/11/2020

Welcome to the Waste Management Experience!



- WATER SAVING INITIATIVE



6 ENVIRONMENTAL SURVEY 2022

1.1. Noise Survey

A noise survey for hearing conservation purposes was undertaken in accordance with Regulation 7 of the Noise-Induced Hearing Loss Regulations, 2003 of the Occupational Health and Safety Act, 1993 (No 85 of 1993). No defects were found and the company were found to be compliant, in other words, the noise levels were found to conform within statutory specifications for a manufacturing entity.

1.2. Illumination Survey

An illumination survey was conducted in accordance with the requirements of Regulation 3 of the Environmental Regulations for Workplaces of the Occupational Health and Safety Act, 1993 (Act No 85 of 1993)

1.3. Indoor Air Quality Survey

An indoor air quality survey was undertaken in occupied areas in order to test compliance to Regulation 4 & 5 of the Environmental Regulations for Workplaces of the Occupational Health and Safety Act, 1993 (Act No 85 of 1993).

The following indoor parameters was tested:

- Carbon dioxide
- Carbon monoxide
- Dry bulb temperature
- Relative Humidity

The company had no adverse findings and are compliant with limitations set out in the regulations.

1.4. Ventilation Survey

A ventilation survey of local extraction systems was undertaken in accordance with Regulation 12(b) of the Hazardous Chemical Substances Regulations and Regulation 4 of the General Safety Regulations of the Occupational Health and Safety Act, 1993 (No 85 of 1993).

This included the monitoring of capture and/or face velocities as per method standards.

The result ended up as compliant with the regulations.

1.5. Hazardous Chemical Substances Exposure Survey

A hazardous chemical substances exposure survey was evaluated in accordance with Regulation 6 of the Hazardous Chemical Substances Regulations of the Occupational Health and Safety Act, 1993 (Act No 85 of 1993).

The company was found to be compliant with regulations.

The pleasing aspect of this entire survey is that employees do not work in an environment which may impact negatively on their health. It does not mean that we can relax the control measures and protocols in place to regulate compliance. All safety and PPE requirements must continue to be observed and deviations will be subject to consequence management. Managing the environment is a dual responsibility of the employer and the employee.



MANUFACTURING DIVISION - W Harris Manufacturing Manager

The Uplifting Nature of the Up Continuous Casting Machine

Nothing worth achieving is easy to attain.

The UCC project kicked off in October 2020 with the official order for the plant placed on March 2021. Retrospectively looking back of the past year and a half really allows one to digest all the work carried out by the manufacturing team, who have gone above and beyond to get this project rolling. Below are some key mile stones attained by the team.

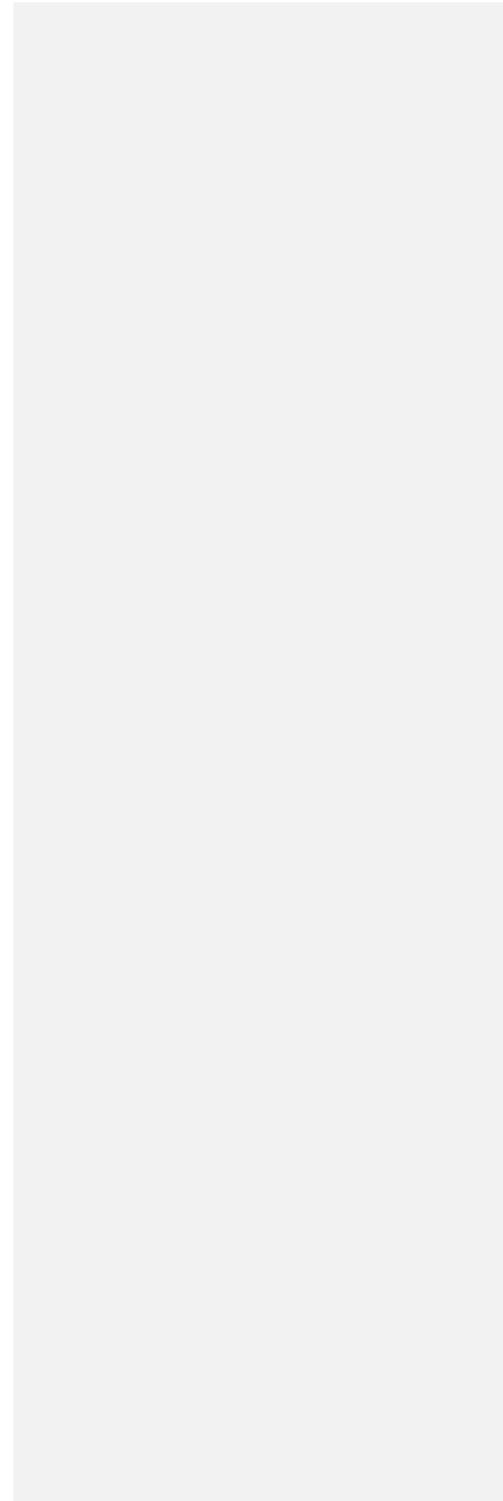
Phase 1: Pit Excavations. Due to the large number of mine shafts located under CTA an extensive survey was undertaken to ensure no surprise mine shafts were underneath the excavation. Bedrock was hit after 1 meter after which a hydraulic picker was used.

A Pit is born:

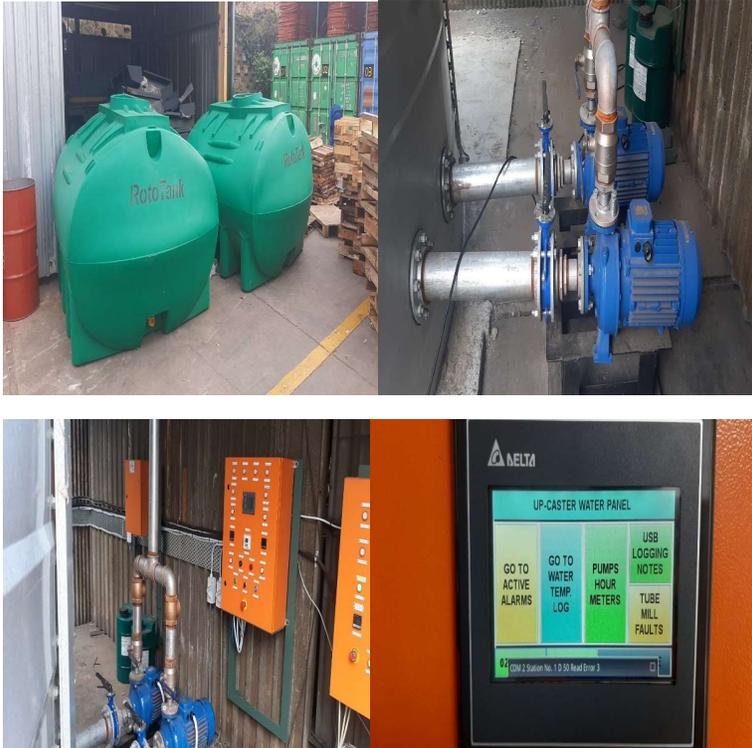




- The Foundation of the Pit base is 500 mm thick and designed to support a load of 100 tons.
- The foundation is mounted directly on virgin bedrock; the only virgin bedrock left on the CTA Cleveland site. The dimensions of the pit are 5 x 5 x 2m deep.
- The concrete used is 40 MPA and it is the strongest available. Inside the pit a sump was installed to drain in water accumulation.
- The purpose of the pit is to absorb the extreme height of the Upcasting furnace in order to clear the factory roof.



Phase 2: Water Cooling System. The installation of the 100KL reservoir and supporting water network.



The Water-Cooling system was designed with multiple redundancies to ensure continued supply of cooling water to the UCC. The system can be thought of as a power plant where supply can never be interrupted.

- Two pumps where one serves as a backup.
- Back of generators for the Pumps
- If the pumps fail municipal water is flushed and dumped directly through the UCC machine. This is operated by a normally closed solenoid which will open even in the case of a power failure.
- A 100 000-litre reservoir with an additional 25 000 litres of back up water providing several days of water redundancy.
- A web/Scada integrated pump control system with wireless notifications to cell phone-based apps in the case of issues and controls.
- The system is fully automated.
- Two cooling towers with inline filters fitted to the high-pressure pump side ensuring continuous filtration of the UCC water system.
- 10 000 litre auxiliary support tanks to enable self-regulated pumping action.

Phase 3: UCC machine Platform Installation.



Platform Installation

A platform was installed in the pit to serve as the primary UCC machine base support.

Ventilation grills were installed to mitigate against overheating and Vastrap was specified to aid in boot grip for increased safety.

The furnace inductors are situated below the platform base. A trap door was installed to assist in inductor installation and retrieval.

Phase 4: UCC machine Installation.

Below: The Control Consoles for the UCC machine.



Installation of the Capacitor Banks and Control Consoles.



The UCC Furnace Base.



The UCC machine in all its Glory.





The UCC Machine Commissioning Team.



On the left, Louis Van Zyl

Above photo:

Back row:

Lewis, Mandla Junior, Etienne, William, JP, July, Tala,

Front row:

Reinald, Zama, Tshebana, Reece.

A massive shout out goes to the brilliant manufacturing teams in the Tube Mill, Casting Department and Technical Services department. Without your support this amazing progress would not have been possible.

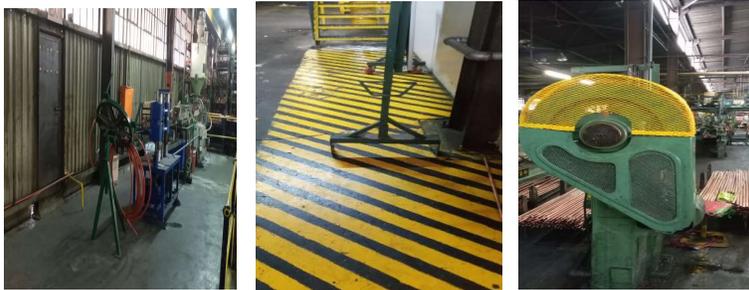
Manufacturing Housekeeping efforts and results

The Tube Mill has done an outstanding Job in the form of Continuous improvement to its house keeping score and clenched the house keeping award for February 2022.

The Tube Mill triumphed on the back of continuous improvement projects during the year: See ensuing pictures.....Canteen, ablutions, Casting, demarcations, machine guards



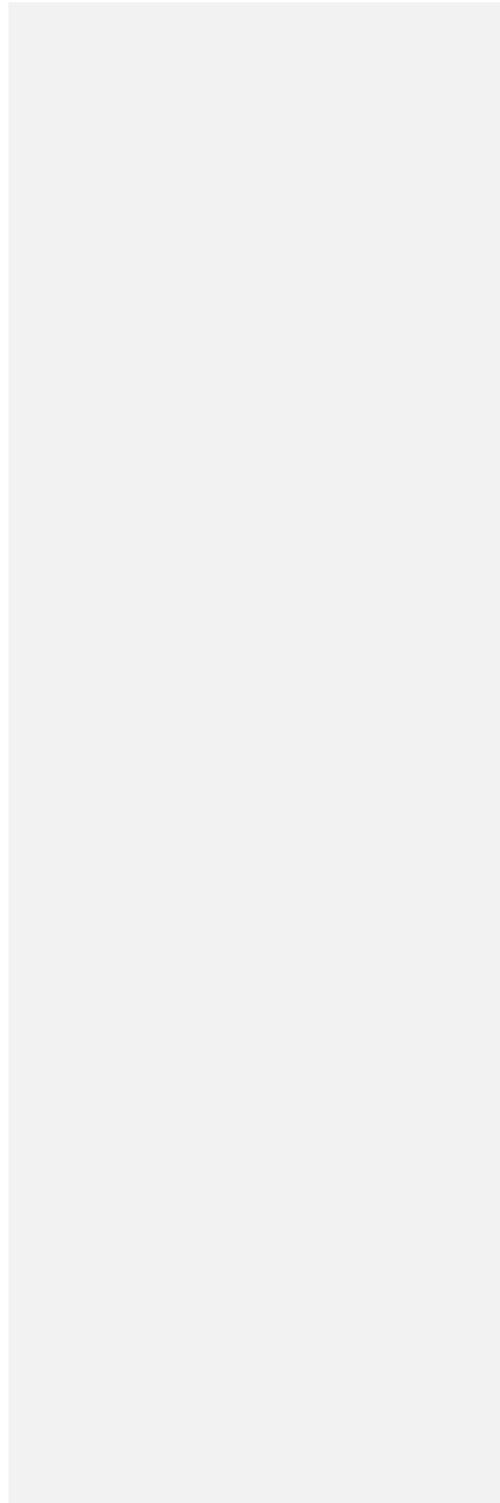
Commented [A1]: These pictures should have a little bit of a description associated with them and maybe put them into a collage of them.





The Maintenance Department has played a massive part in the UCC Construction and all improvement projects in the Factory; without their help, ably led by Lewis Herbst, this team has produced wonders for the safety and working environment.

Congratulations!



CUSTOMER RELATIONS

We are pleased to include a new category in our newsletter. A series of articles will be run in forthcoming editions on our customers. In this edition we tell the story of our association with Aubrey Sacks, a company in the Eastern Cape as told by our sales representative in the PE Branch.

It all started with a passion for plumbing and a yellow Toyota Corolla...

By Michael Steenkamp – PE Branch

The first time I walked into Aubrey Sacks was in 2008. A rookie sales rep, fresh from college dabbling in the plumbing supply trade. I was met by the biggest trade counter I have seen in the industry, and it was full of customers being served by sales staff on the other end. Sales staff armed with printed copies of pricelists and calculators doing deals. I wouldn't lie, but this intimidated me tremendously, and I knew that this would be a challenge. So, I gained my experience in the deep end of the pool, and learnt a lot of things dealing with Aubrey Sacks. It's just been over 13 years to this day, that I have been dealing with Aubrey Sacks as a customer, 6 years of that being a Copper Tubing Africa sales representative.



A glimpse of a "not so busy" trade counter at Aubrey Sacks

With COVID-19 and its challenges, we managed to expand our products with Aubrey Sacks, and added Medical Tube & Fittings into the store. Thys van der Merwe (Co-owner) identified a gap in the market and started supplying the contractors. To this day they carry the full range of medical stock and still service the market.

Celebrating their 30th anniversary this year, Aubrey Sacks Plumbing Supplies have built on these humble beginnings to become a trusted name in the local industry. Today this Kempston Road outfit stocks a big range of CTA products including the whole range of Tube and Fittings.

Thinking back on the beginning days, co-owner, trustee and director Thys van der Merwe - who has been with the company since schooldays - recalled how his father, Aubrey Sacks, started the business.

"My dad saw a gap in the market and armed with the sound background experience he got from working for a local plumbing supplier, he rounded up a 16-member core team who built up the business through blood

sweat and tears to where it is now. I remember how my mom, Virginia, worked two jobs and burnt the midnight oil seeing to the financial and admin side of things.

"In the beginning, we only did deliveries of 4m-long pipes as the Corolla's roof racks could not carry 6m pipes!" Van der Merwe said, adding with a chuckle that the delivery service which the business offer, as has come a long way since then.

This hands-on approach is today still reflected in Aubrey Sacks Plumbing Supplies going the extra mile to satisfy customers' needs.

"Our able team of specialists (all qualified plumbers) focus closely on meeting the needs of clients - many of whom we have established a familiar relationship with over the years," said Van der Merwe.

"We can be counted on when there are special needs and are especially passionate about not just helping contractors, but also to take care of the man on the street."

"I can vouch for it that the Aubrey Sacks team will try their utmost best to source any local product in sanitary ware, plumbing and piping that we do not have in stock," Van der Merwe continued.

The business's core values of service excellence and integrity are reflected in the work ethic of the "Aubrey Sacks family" of 27 staff members, many of whom has been with the business since inception. Aubrey, who is semi-retired, still has his finger on the pulse helping out every now and again.

"We've always had a very strong contracts department run by Louis Klopper (30 years' service) and Glen Sa-joe. Another stand-out is our general sales department run by Clive Gustafson (30 years' service).

WHAT MAKES A RESILIENT COMPANY TODAY?

CTA has embarked on a program of management development and succession planning. This has involved a certain amount of personal self-scrutiny and looking at how the team performs and managers within this team. The purpose of the whole exercise is to ensure everyone understands the business strategy and the roles individuals play in making this strategy succeed. This will make CTA more resilient to a future where ongoing hurdles will have to be overcome. An interesting take on creating this resilience was penned by *Michael Evans who has been with Newport LLC:-*

All though we are approaching the proverbial "light at the end of the tunnel" of the Covid-19 pandemic, the global economy is still months, if not years, away from being restored to the state it was in early 2020. Most businesses the world over have been forced to adjust to significantly lower revenue levels, depleted capital structures, and reduced employee productivity and morale. They have also needed to adopt new approaches to obtaining and serving customers due to Covid-19 quarantine mandates.

While some well-positioned businesses, such as Amazon, Alibaba, and Zoom, have thrived during this period, most middle-market businesses have not. As the world emerges from this exceptionally long "tunnel," business leaders need to prepare for both **growth and resilience** in 2022.

Most of us have a good idea of the definition of growth, but resilience is a relatively new addition to our business vocabulary. So here is a good definition to start: "Resilience is the ability to protect and grow value in the face of rapidly changing external conditions."

To build and maintain resiliency in your business, you must minimize the downside while maintaining the ability to act on opportunities that may present themselves to your business. Business resilience involves financial, operational, strategic, and psychological elements.

To build and maintain resiliency in a business, focus on four things that will be key to success:

1. Culture
2. Leadership
3. Change
4. Discipline

Let's take a closer look at what each of these entails, and how they can improve your business resiliency.

Culture: The personality of your organization

Culture is the sum of all of the beliefs and behaviours—at every level of the organization—that shape your company's strategy and actions. Your culture is like your company's "personality," and it can be a help or a hindrance to your success.

Start by revisiting the pillars of your culture: your mission, values, and vision. (ed: - this process has been initiated in CTA) Here are a few insights as you do this:

- Validate or revise these three pillars based on the impact of Covid-19 to your business.
- Make sure you have buy-in across the entire organization, clear two-way communication between you and your employees, and agreed-upon accountability.
- Create deep connections for all employees by identifying specific ways they can contribute to your company's mission, values, and vision.

Next, make sure your culture and your strategy are aligned. A top-down culture is not likely to support a strategy that relies on creativity and innovation. Things you can do to align culture and strategy include:

- Deliberately weave messaging about your mission, values, and vision into your planning process, operations, and business development; as a leader you should consistently "walk the talk."
- Be sure to protect and support the cultural elements that propel your company to success. At the same time, be quick to change or eliminate those parts that are impediments.

Leadership: Lead with empathy and awareness

Culture and leadership are inextricably bound together, so pay close attention to leadership at all levels of the organization. Culture is affected by line managers as much as by executives, and your company culture plays an important role in business growth and business resilience.

As was the case in the previous year, 2022/23 is likely to present plenty of uncertainty, so as you focus on leadership, keep these insights in mind:

- Stay nimble and attuned to the challenging circumstances, changes, and uncertainty that will still be with us for the foreseeable future.
- Be aware of how the pandemic has negatively affected your employees. They have been through a lot in the past year—they may have suffered economic problems, emotional issues from isolation, or even lost friends or family members. You can't have a successful business if

your employees aren't supported, so develop and incorporate a strong sense of caring and commitment to employee well-being.

Change: Assess what needs to change, and how fast

Before you can enact positive change, you must determine exactly what change is needed in your business and how fast you need to accomplish it. As an example, brick-and-mortar retailers with physical store locations have had to quickly adopt internet retailing, new efficiencies in goods delivery, and new approaches to customer acquisition in order to survive the sudden drop in in-person shopping. And many of those retailers that could not change fast enough were forced to file for bankruptcy.

Once you have defined your current state and where you want to get to, you can begin to map the change process. There are lots of different change techniques and methodologies, but the best change programs have the following four traits:

1. **They are logical and tactical:** Be aware of the key levers available to effect the change you want. Some examples include increased revenue due to an improved customer-retention program, or increased employee retention thanks to a stronger employee-incentive program.
2. **They well planned out:** Map out a clear and understandable plan with logical milestones and meaningful metrics. If not jointly developed by you and your employees, make sure your milestones are feasible and acceptable so you will get buy-in across the organization.
3. **They focus on people:** Ensure you have the right people in the right positions—you may want to choose people based on their mindset as much as for their skills and abilities. Consider rotating people into new positions to give them the opportunity to be challenged and grow.
4. **They include recognition and rewards:** Don't neglect the ongoing support of your team; this may be in the form of resources, recognition, or guidance. And don't forget to celebrate successes with something more substantial than an "employee of the month" reward. Consider incentive plans with real value, such as [phantom stock plans](#) or equity in the company.

Discipline: A relentless focus on execution

Discipline has two facets: a relentless focus and pursuit of your goals, but also an unwavering attention to the tools, processes, and financial resources that protect your business from threats and challenges.

Every company should have a formal risk-management plan in place that evaluates the economic risks to the company. In addition, along with your Board of Directors, you should evaluate your risk level quarterly. For example, companies that had evaluated the risk of a recession before the pandemic likely adjusted to the downturn better than those that were surprised by a recession as a result of the pandemic.

Achieving business resilience

Remember that the world is still a very uncertain place, so you need to be prepared to succeed whether the wind is at your back—or the wind is in your face. Use the four core elements of culture, leadership, change, and discipline to map your way to business growth and business resilience in 2021.

CTA SOCCER TEAM

Coaches

Mpilo Mthombeni
Mandla Dlamini
Goodwill Gazu
Mandla Sibeko

Squad:

Sanele Buthelezi
Trevor Shisandaku
Simon Sikhosana
Sabelo Kunene
Gundo Nefale
Sakhele Nonjaca
Nhlanhla Dlamini
Albert Makhura
Moses Maphoto
Qalo Mgaga
Petros Mbuyisa
Siyabulela Ncapayi
Lindelani Madlala
Sabelo Khowane
Zamakahle Cebekhulu
Sandile Majozi
Thapelo Thusi
Tereso Mkwane
Sfundo Zulu
Sandile Shangase
Samkelo Mgaga
Deneivan Neiwenhuis
Lindani Kunene
Andries Luvuno
Sanele Magangane
Njabulo Magubane
Sandile Masuku
Advocate Hlongwane
Melusi Mdakane



2022 Fixtures and results

<i>Stores and Maintenance vs Tubemill</i>	<i>Copper Tubing vs Umlilo</i>	<i>Copper Tubing VS Gina</i>
Date: 11/02/22 Score: Stores 3-3 Tubemill (2-1 Stores won on penalties)	Date: 04/03/22 Score: Umlilo 5 -2 CTA	Score: CTA 0 – 1 Gina won



Congratulations to Tsipang, apprentice tool and die maker, who qualified as an artisan earlier on this year.

Congratulations to Keegan Mentoor who recently took part in the annual Argus Cycle race in Cape Town (no photo or further detail available at the time of publishing)

HEALTH AND WELLNESS

Good health is not just the absence of disease or illness, it is a state of complete physical, mental and social well-being. This means eating a balanced diet, getting regular exercise, avoiding tobacco / drugs and getting plenty of rest.

The Importance of Getting Enough Sleep – Werner Gerbach, Cape Town Branch

Most adults need between seven and eight hours of sleep a night, but this can vary by up to two hours. When a person does not get the amount of sleep they need, they build up “sleep debt”. People with “sleep debt” tend to feel very sleepy by the afternoon.

Long-term sleep deprivation can quadruple the risk of a stroke, it can increase the risk of obesity, diabetes, heart disease and some cancers. Sleep deprivation can lead to mood disorders, a lower sperm-count, and increase mortality risks.

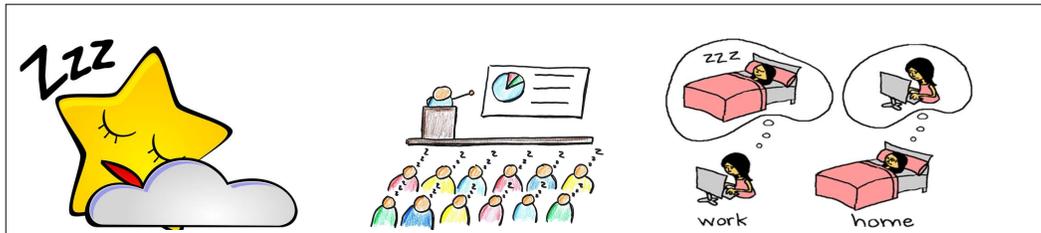
Sleep quality is poorer when one has to sleep during daylight hours due to the body’s natural biological rhythm which causes it to want to sleep during the night.

Between midnight and 04:00 (and, to a lesser extent, between 14:00 and 16:00) the body has a greater need for sleep. At these times of day, there is a natural tendency to sleep. You are at your most tired during the pre-dawn period, between 04:00 and 06:00.

How Much Sleep Do Humans Need?

The right amount of sleep largely depends on your age. The National Sleep Foundation recommends the following daily sleep allotment for different age groups.

New-born	0-3 months	14-17 hours
Infant	4-11 months	12-15 hours
Toddler	1-2 years	11-14 hours
Preschool	3-5 years	10-13 hours
School-age	6-13 years	9-11 hours
Teen	14-17 years	8-10 hours
Young Adult	18-25 years	7-9 hours
Adult	26-64 years	7-8 hours
Older Adult	65 years+	7-8 hours



HAPPY BIRTHDAY

January

Tebogo Majola: 01 Jan
Fanelesibonge Zondi: 02 Jan
Kenny Manganye: 03 Jan
Gcinokwakhe Khumalo: 04 Jan
Valentia Tshabalala: 06 Jan
Ayanda Masondo: 08 Jan
Deniro Van Wyk: 08 Jan
Sakhele Nonjaca: 09 Jan
Bernard Ntuli: 10 Jan
Sibusiso Mtshali: 15 Jan
Samuel Makgopa: 19 Jan
Sphamandla Mahlinza: 19 Jan
Sandile Mthombeni: 20 Jan
Siwakhile Buthelezi: 20 Jan
Mohamed Cassim: 24 Jan
Hlayiseka Shisandaku: 25 Jan
Msizi Gazu: 26 Jan
Manzolwandle Ngubane: 27 Jan
Wiseman Masikane: 27 Jan
Wilton Dlamini: 28 Jan

February

Joel Lebese: 02 Feb
Sifiso Ngozo: 06 Feb
Loyiso Peyi: 10 Feb
Sabelo Magudulela: 10 Feb
Kwenzakufani Manqele: 11 Feb
Siyabonga Makhombotsi: 12 Feb
Thamsanqa Mthethwa: 22 Feb
Clement Sebashe: 25 Feb
Lewis Herbst: 28 Feb

March

Patrick Chindomo: 09 March
Thapelo Mnisi: 09 March
William Harris: 09 March
Ashley Mogapi: 10 March
Mandla Ntokoza Dlamini: 10 March
Lindelani Madlala: 12 March
Siyabonga Mthethwa: 12 March
Chinoda Mjeza: 13 March
Mohau Mesi: 14 March
Sifiso Mkhwanazi: 02 March
Urban Booysen: 03 March
Ngalava Chabalala: 03 March
Mbongiseni Msimango: 04 March
Robert Spoon: 04 March
Isaac Ngubo: 05 March
Lunga Motloung: 06 March
Sabelo Kunene: 06 March
Thapelo Tshabalal: 06 March
Busisiwe Dhlamini: 07 March
Advocate Hlongwane: 08 March
Reginald Shilabje: 08 March



