

THE TUBULAR BELL

DECEMBER
2023
EDITION

Tis the season to be jolly!
The festive season conjures up parties, endless fun, socializing, drinking, food, presents and fun.

It is actually also a season to be very careful out there—not to overeat or over drink or be too silly so that we hurt ourselves or others.

Everything in moderation.

Take the time to rest; spend time with family, have fun, but be careful in everything you do—we would like everyone to come back from the festive break whole and hearty ready to tackle 2024 with gusto and enthusiasm.



BE CAREFUL AND SAFE IN
EVERYTHING YOU DO

MESSAGE FROM THE EXECUTIVE



Did you know that:

Of all the continents Africa loves Christmas more than the rest of the world, with Rwanda, Kenya, Uganda and Cameroon leading the way

Netherlands spends the least on Christmas

**MERRY CHRISTMAS
AND A
PROSPEROUS 2024**

We wish our employees, suppliers and customers a happy safe festive season and a prosperous 2024

Chairman's Update

We are touching the end of 2023, once again reflecting on the year that has passed and where we are going. We have learnt and experienced a lot. Heavens, nobody can say our company is boring. There are new faces in our teams, new products on our shelves, new processes in our business, new layouts, new customers and new assets. A roller coaster ride all in the last 12 months. Nobody would have dreamed this storybook at this time last year. Let's celebrate what has been achieved and look forward to what is going to come in 2024.

On the downside, the war is still in progress in Ukraine and a new one has erupted in Palestine. Global developed economies are still seeing a significant GDP pressure with rising inflation. Recession in some sectors of the world is happening and even China is still showing economic stress. Although there are pockets of real growth, these are few and far between across all the stagnant countries.

In our own country, our economy is still not doing well and all of us are feeling the struggle daily. We continue to experience high food and fuel prices, unplanned and sometimes significant levels of Eskom load shedding with water restrictions and pump breakdowns having become a daily story. Transnet are performing very badly and are jeopardizing commodity exports, with the result that trucks are replacing rail transport, damaging the main roads across SA. The 20% decline in DIY consumer spending in our markets that has been seen since 2022 has not yet recovered and maybe it never will. On the positive side, interest rates have stopped rising, the R/\$ exchange rate is recovering so inflation is on a decline, recent loadshedding has been less than half of what it was 6 months ago and there is a notable amount of activity starting to be seen in the areas of service delivery as SA heads towards the general elections next year. SA won the world cup Rugby and the men and women's teams have qualified for the Olympics in Hockey.

In CTA, the UCC machine has been rebuilt and redesigned. I can honestly say that this machine is now a whole generation ahead of the original supplied machine. More improvements on the cards after the visit to Finland. A full factory SCADA monitoring process is in progress, the new Syspro IT system issues have been resolved, the generators are running well; inventory control, storage and dispatch completely redesigned and new vehicles as well as a side lifting forklift has been received. We have a spanking new branch in Port Elizabeth with a new team managing this. Our branch in Texas, USA is open and led by Johan Coetzee and product is on the water.

The CTA business has worked so very hard at many initiatives and the whole team has performed well. I'm so very proud. All the new management appointments have integrated well. Cash management, stock control and margin retention in a softer market environment has gained a significant headwind that the team will continue to manage in their customary full-hearted commitment to the business. A very important part of our strategy is selling full basket products and the concentration will also be on Non-SABS.

We are putting a lot of emphasis on the relationship between the leadership of the company and you, our partner employees. Improved communication, toolbox talks, workplace forums, 5S continuous improvement and an employee assistance program from KAELO which gives Counselling, Coaching, Care and Support free of charge. I encourage you to make use of this benefit if in need. Its completely confidential.

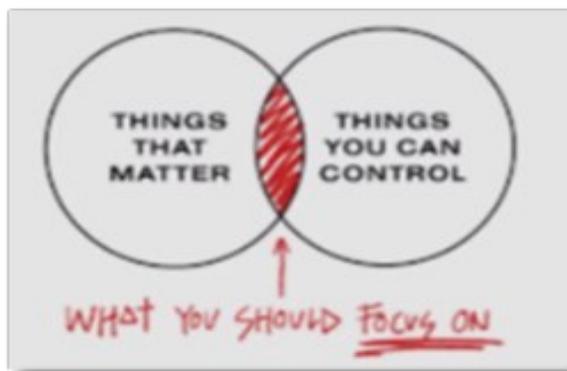
As stated previously, there are many things we have no control over. There are also many things that do not matter. **Focus on what you can change and what matters** and we will all win. I believe that we can do anything with your help as well as that of our staff, our suppliers, our shareholders and partners.

Thank you to all for your contribution to our company's successes. I sincerely hope that we will grow from strength to strength.

Robert Spoon

CONTINUE to be the best you ever are—A poem by Maya Angelou

<p>My wish for you Is that you continue Continue To be who and how you are To astonish a mean world With your acts of kindness Continue <i>To allow humour to lighten the burden Of your tender heart</i> Continue In a society dark with cruelty To let the people hear the grandeur Of God in the peals of your laughter Continue <i>To let your eloquence Elevate the people to heights They had only imagined</i> Continue To remind the people that Each is as good as the other And that no one is beneath Nor above you Continue <i>To remember your own young years And look with favour upon the lost And the least and the lonely</i> Continue To put the mantle of your protection Around the bodies of The young and defenceless Continue <i>To take the hand of the despised And diseased and walk proudly with them In the high street Some might see you and Be encouraged to do likewise</i></p>	<p>Continue To plant a public kiss of concern On the cheek of the sick And the aged and infirm And count that as a Natural action to be expected Continue <i>To let gratitude be the pillow Upon which you kneel to Say your nightly prayer And let faith be the bridge You build to overcome evil And welcome good</i> Continue To ignore no vision Which comes to enlarge your range And increase your spirit Continue <i>To dare to love deeply And risk everything For the good thing</i> Continue And by doing so You and your work Will be able to continue Eternally.</p>
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Never give up, we keep pushing on...!!!

Don't let the noise of others' opinions drown out your own inner voice."
— Steve Jobs"

"Tough times don't last. Tough teams do."
— Robert Schuller

"You may live in the world as it is, but you can still work to create the world as it should be."
— Michelle Obama

"Be a yardstick of quality. Some people aren't used to an environment where excellence is expected."
— Steve Jobs

From the Finance desk:

We are seeing the effects of interest rate increases taking its toll on our economy together with increased food, fuel and electricity prices, which just makes it a bit more difficult for the consumer to be making any discretionary spending apart from servicing debt such as personal loans, mortgage bonds and vehicle finance, however we continue to remain positive despite the continued load shedding which has also taken its toll on productivity.

The first quarter was a tough one with May being the best month for the quarter. June showed some resilience and turned out to be quite a good month for CTA, however July was not so good with a much-depressed market condition.

Our debtor's team have done very well with maintaining a good track record in ensuring that our customer pay us on time and our creditor's team are keeping up with prompt payments.

Investment in newer assets for distribution was a welcome relief for improvement of service levels to our customers.

Monitoring and maintaining appropriate stock levels at all times is a must for good cashflow management.

Keeping it Real:

When we look at what is happening in the world around us, especially with the ongoing war in Ukraine, and now the war that has started out in the middle east between Israel and Hamas, it is just so unreal to even think that we have such devastating destructive going on in this day and age. For South Africa, we can count our blessings because apart from the load shedding and thankfully that is slowly dissipating, inflation which are both controllable and in the power of government and business, we are in a much better place than other parts of the world.

Unemployment in South Africa is at an all-time high amongst the highest in the world and we should be thankful that we still have jobs, always believe that half a loaf is better than none.

With the war escalating, the chance of a major global recession is high, it is best we protect our jobs now which will try and do by remaining competitive through strategic pricing, "par excellence" customer service and cost efficiencies.

Wishing you and your families everything of the best over the festive season. Please take time to rest, reflect on the year that has past and also to plan for the year ahead. Stay safe and make sure that you come back in the new year with lots of energy to take on new battles.

Be positive and stay positive, half your battle is won by having a positive mindset.

Thank you all, for your efforts. It is greatly appreciated.

Preggie Nair
CFO



TAKING ON A NEW CHALLENGE by Gary Laing, Sales Executive

It is true what they say, “we learn something new each day”. I have started a new chapter in my CTA journey, on the 1st of September 2023 I changed roles from Operations Manager to Sales Manager. I feel privileged to have been given the opportunity and have accepted it gladly.

I have found that there is a definite need to change my approach from managing internal processes to understanding the market and customers’ needs. Dealing with and managing sales staff requires a new set of skills, this is where learning something new each day definitely comes into play.

The transition of moving from one role to another can be exciting and rewarding, it also brings its own set of unique challenges that require a new set of skills. As an operations manager you have distinct responsibilities, and focus on managing the day-to-day activities within the company, where as a sales manager you are tasked with driving sales, building customer relationships, and meeting sales targets. This transition requires a different mindset and a completely different set of challenges.



During my time at CTA I have had the opportunity to work with a number of sales managers, sales representatives and internal sales staff, one of my key functions was to look after one of our key accounts being Cashbuild, this has given me a good insight into managing and negotiating with customers.

I have had the privilege of working closely with the sales team for several years, engaging with them on daily basis, which has allowed me to establish a strong rapport. As an operations manager, I have gradually developed the necessary mutual trust and respect that are vital for fulfilling the responsibilities of a Sales Manager.

MLP Newsletter By Mark Wynn - New Business Executive

CTA has launched its own branded Pex Pipe, also know as multi-layer pipe. CTA Pex is a high quality and durable product that is guaranteed to be effective if applied correctly. The pipe has an outer layer of plastic, followed by a layer of Aluminum and an inner layer of plastic.

The Pex needs to be installed with inserts to prevent the Aluminum layer from corroding.

The piping is suitable for both hot and cold water and has a pressure rating of 52 bar.

Pex is expected to take business away from copper tubing as it is cheaper and easier to use. CTA is offering our customers both alternatives. It will at the same time compete with other systems in the market.

Pex will be sold alongside our Brass compression fittings thereby offering the market a complete system at a reasonable price.



Manufacturing Update December 2023 – by William Harris

1.1 Manufacturing sustainable Resilience

After a challenging final 6 months of 2023, my main take away from this was the manufacturing teams inspirational efforts to keep this plant operational and our customers supplied. This was only achieved through unity and cohesiveness.

2023 really through everything it had at CTA in terms of electricity outages, generator failures and water cuts. Our focus was to build redundancy into this plant. Below are just some of the actions we undertook.

- Electrical booster pump fitted to casting to ensure water supply.

- Fitment of water filters to all UCC and municipal pump stations to ensure blockages are eliminated.

- A new Tube Mill cooling tower was designed and fitted in house to replace the old tower.

- Modification of the 100KL reservoir to enable usage of its full capacity in time of water outages.

- Health and Safety system overhaul with an increased focus on high impact training.

- New PPE for the casting department to protect our workers from hot splashes.

- New loading ramp for the dispatch department.

- Additional diesel storage tanks to ensure a sufficient quantity of fuel on hand for extended power outages.

I would like to thank Lewis and his technical services team for their contestant and dedicated work in getting much of the infrastructure projects listed above off the ground.

1.2 Tube Mill Update

The Tube Mill has made strives in productivity improvements of the past 6 months. I would like to personally thank my team members for their efforts over the past year to get production out to our customers despite the numerous challenges that confronted us:

Lucky Mamba, Papi Mokoena, Issac Ngubo, Adriaan Fransch, Golden Mdlalose, Bernard Ntuli, Abesai Masango, Freddy Mkhize, Siyabonga Mthethwa, Simphiwe Nkosi, Phumlani Sithole, and Amos Sibiya.

A big thanks to all the Tube Mill General workers for their effort and work during the year!

1.3 Upcast Oy Visit

In line with CTA's policy of continuously broadening our horizons and looking to the future we undertook a visit to the inventor of Upcast Technology, Upcast Oy in Pori Finland.

We learnt a great deal about the work and innovation the team at Upcast Oy have put into developing and refining the Upcast Technology. The main facts of the system that stood out are listed below:

- 3000 TPA on only 3 strands casting a 42x2.5 casting with superior grain structure.

- The casting of this thin wall casting allows the bypassing of several standard production steps.

- A lining that lasts for 10 years.

- Large single loop 250KW inductor utilizing a propriety system allowing for a balanced 3 phase power draw. This loop is also air cooled for extra redundancy.

- A removeable and replaceable induction channel attachment.

- Tiltable furnace body allowing the emptying of the furnace during maintenance and shut down periods.

The trip was an eye opener in terms of where the rest of the world is concerning technological direction.



CTA SUCCESS STORY WITH ENTERPRISE DEVELOPMENT

Phambili Solution [Electrical Steel Conduit Fittings and Accessories](#) was established when the SWP product, the manufacture of steel electrical product within Copper Tubing Africa was closed as a division and the assets equipment and tooling was to be sold off to willing buyers.

SWP product at the time of closure comprised of three leading product lines which are as follows: Copper Lugs, Steel Shims, and Electrical Steel Conduit and Fittings. The first two product lines were sold off to a buyer that took both Copper Lugs and Steel Shims. Phambili Solutions took an opportunity that was offered by Rob Spoon, Chairman, for the sale of all assets which included equipment, tooling, and stock plus raw materials for steel electrical products.

I, Floyd Mdhuli with my female partner took on the opportunity and challenge that was being offered. We wanted to rebuild and re-establish the business to its former glory with its customer base. SWP product was the leader in electrical conduit steel fittings and accessories.

Phambili Solutions was solely operating with the mining industry specializing in training operator of remote-controlled underground Drilling rigs and bolters. Phambili Solutions was founded by Lucia Mdhuli after she had negotiated a business deal with SANDVIK Mining Equipment to take the after sales of training the underground operator on the fleet of machine being sold to the mining industry within the platinum and the chrome industry. The business has been operating for more than ten years.

The challenge after the sale agreement was concluded, was to take on the re-establishment of the neglected market penetration of the SWP product electrical conduit steel fittings and accessories. Phambili Solutions had to find a new home for SWP and move the acquired assets.

The task was going to be difficult as both myself and my partner had never run a production manufacturing facility before on our own.

As we all know, the entire world was on a recovery from being gripped by the COVID 19 pandemic which led to the total shutdown of all industries and all other human social activities. That period led to a lot of industries to close their operation and a lot never returned. Those firms that returned, their business where never to be the same. Most firms had to restructure to avoid shutting down and others downsized.

During that time of COVID 19 most commercial business instituted a work for home principle which made it very difficult for factories to function.

Manufacturing firms mostly that manufactured engineering products were forced to close and experienced a dramatic loss of income. The timing could not have been more unsuitable to venture in this new opportunity. The construction industry had complete shutdown with projects had abandoned and closed. SWP product business model depended on the construction industry.

Despite the challenges and the obstacles highlighted when the proposal was made to me to have a look at the assets on offer and the product line. I liked the business assets and the product line. I spoke to my partner, and we made the offer. I was given one condition which was to look at the past previous performance before the COVID pandemic and do projected financial statement and demonstrate the understating and what input I would make to the business.

REGISTRATION NO: 2013/036009/07

VAT NO: 4170264925



So, I generated the information required and Copper Tubing Africa proceeded with sale. We relocated and moved all the equipment from Cleveland to Brakpan.

During the that time of making an offer to purchase the SWP equipment I was still employed, and we did not have premises to relocate the business. I had to try and find a place that would be suitable to accommodate the equipment. The equipment was heavy engineering industrial machines presses 30 ton to 100 ton, two guillotine machines including tooling and stock plus raw material. Moving the whole factory equipment took the machine moving company a week or two using super link heavy equipment machine moving company. Not all the equipment and machines were fully moved. Some remained at Copper tubing Africa for months before we could move everything.

I had to take a chance and purchase property which was used as a Dancing Academy Studio with the hope of converting the place into a workshop. When the trucks arrived to deliver the machines, we only realized then that the place could not accommodate all the equipment that led a further cost of building a new workshop shed in the exiting car park with the new acquired property which would take a few months to complete. That led to more delays and a logistical problem, I had to move most of the stock into my garage after months of collecting it from Copper Tubing Africa.

When the building was completed, we moved in and arranged the equipment in its proper place. We washed cleaned and repainted most of the machinery. We had to apply for a three-phase power upgrade for the local municipality the maximum we could secure was 88 KVA. The installed capacity has proven to be sufficient for now, but I think we would soon exceed the capacity available. We have also installed solar panels 8kv to ensure that the offices and other small equipment is kept running smoothly during load shedding.

We needed to generate income as most of the capital expenditure was funded by my pension contribution and my partner's savings. We also had depleted our funds. We looked at the stock and re-cost most of it base on current raw material cost input. We pulled out the existing customer list, made calls and visited electrical wholesaler. As a new supplier to most of the clients it was not ease on the first take to convince them and persuade them to buy the product. We kept pushing also making market analysis on pricing and trying to suitable suppliers of raw materials.

As a new sourcing company for raw materials, we found it very difficult because we are new to the supplier of input material, they would not allow us to be on extended payment terms we had to pay cash on their minimum order quantities. The challenge was that we still had too much stock holding in various stages and it would not make any sense to buy more without turning around current stock holding. The material inputs in the electrical conduit fitting and accessories are a niche product and is not readily available of the shelf. The tubing input material has a very limited pool of manufacturing and it very difficult to find a suitable supplier. As time has progressed, we are developing partnerships that are relevant to our needs as a business for long term relationships.

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Above: some of the machinery transferred to Floyd



Floyd Mdhuli—Owner of Phambili

What we have learned the local competition on the manufacturing of electrical conduit steel fittings and accessories is limited and monopolistic and other companies have found it difficult to continue after Covid 19 with the power crisis that all business have had to endure over the last few years. The construction industry is slowly returning, and construction of new warehousing properties is on the rise, shopping centres and malls are being built in the townships is driving the demand for our product.

We have progressively sold the stock all on the box's taper tite range including bends and coupling. We have entered a manufacturing phase we have consumed most of the unfinished goods and the products in our production line have standing orders. We are now learning how to forward plan and what product mix do we need to manufacture as buffer stock including cost implications to the business. The last three month have been good with record sales we also manage to secure two big electrical wholesalers namely ARB Electrical Wholesale and WACO part the Bid vest group.

We have manufactured and supplied over 100 000 saddles for WACO, more 20 000 dome leads, over 20 000 hexagon lock nuts. We have also finished premanufactured boxes and supplied them to various customer. We have manufactured coupling and bends. We are upgrading and improving our manufacturing capacity.

We started visiting active construction sites that are in progress across Gauteng and we have managed to secure the supply of product with the appointed electrical contractors. We plan in the next coming year to visit more site across the country. We are also preparing to find other customers in the export market in the SADAC Region.

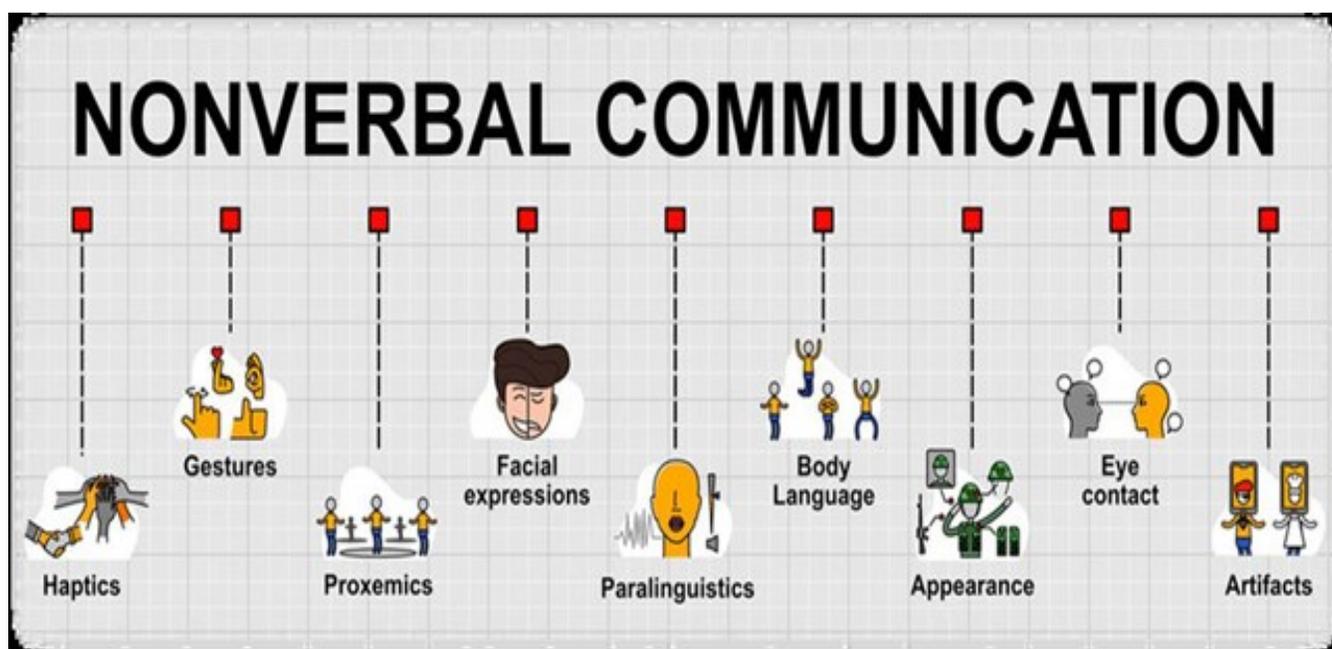
We have also diversified our product and added the manufacturing of Transformer Radiator Oil cooling tubes. Our first customer is Actom Distribution transformer. We have equipped our manufacturing facility with an elliptical pipe forming machine.



Non-Verbal and Verbal Communication

Most people would guess that verbal communication makes up the majority of communication. Studies show, however, that the majority of communication is actually non-verbal. This non-verbal communication is linked to the actual words we say. The Non-Verbal Group states, “Dr. Albert Mehrabian, author of Silent Messages, conducted several studies on nonverbal communication. He found that 7% of any message is conveyed through words, 38% through certain vocal elements, and 55% through nonverbal elements (facial expressions, gestures, posture, etc.)”

While this statement makes the claim that we overwhelmingly communicate non verbally, much of the communication is delivered through how we talk, not so much as through what we say. When is the last time you gave thought to the link between how you communicate and the effect it has on the people around you?



Verbal Communication Safety Talk

Every single day we are communicating with the people around us, regardless if we actually speak to them. The way we look at people, what we wear, our facial expressions, and our body language are just a few ways we communicate with others outside of spoken word. It is important to be aware of what message we are sending to those around us and how it is affecting them or the work you are completing



Communication safety toolbox talk Why We Need to Be Aware of How We Communicate

Everyone has worked with someone who is consistently negative and is hard to approach about anything. Oftentimes, most people do not want to approach these individuals or communicate with them due to how they communicate verbally and nonverbally. When an individual snaps back or approaches communication with others in a negative manner, it is difficult to get any message across. Going back to the statistic about how communication is more about how we say something and less about what we actually say, everyone should be aware of how they are coming across to others.

When we pay no mind to how we communicate with each other, messages are lost or not conveyed at all. At work, communication is vital in being able to work safely and efficiently. When everyone feels comfortable being able to approach each other, it creates a healthier working environment. Effective and open communication creates a working environment that can lead to individuals feeling comfortable stopping work when needed, more hazards addressed, higher morale, less stress, and better cohesiveness between work groups.

Think about how you come off to others you are working with. Almost any problem in the workplace can be solved with effective and respectful conversations. Try to adjust the way you communicate verbally and nonverbally with others at work to enhance your working environment, not hurt it.

EMPLOYEE ASSISTANCE PROGRAMME

Launched in July 2023 the company has partnered with wellness company KAELO to manage employee wellness in CTA at all its sites through the AskNelson concept.

Kaelo Lifestyle through our AskNelson programme provides valuable psychological, legal and financial support to Members and their families to best assist them in coping with life, work, or school challenges that may be affecting their well-being.

Counselling

Lifestyle Services	Benefit
Telephonic Counselling	The AskNelson support line provides unlimited telephonic counselling and guidance 24/7/365 from our registered health professionals. Support is available in all 11 official languages.
Virtual Counselling	Members and their Dependents have access to unlimited virtual counselling, via appointment only.
Offsite Face-to- Face Counselling	Upon a comprehensive clinical and risk assessment, there may be a referral for face-to-face counselling with a Treatment Professional. Plan rules apply.
On-site Counselling	On-site face-to-face or virtual counselling can be arranged by your Employer in certain instances. Plan rules apply
Children and Teenagers Support	Counselling support with the use of age-appropriate therapeutic tools and techniques for children and teenagers to help them better cope with the life challenges they may encounter. Plan rules apply.

Coaching

Managerial and Leadership Support Services	Coaching support and guidance for managers and leaders including manager orientation sessions. Plan rules apply.
Soft Skills Knowledge	Soft-skills coaching and knowledge for managers to manage interpersonal work conflict, career goals and work/life balance. This may include either a face-to-face session, an interactive webinar or a pre-recorded online video.
Life Coaching	Life coaching helps Members and Dependents to identify goals and develop an actionable plan to achieve them. Plan rules apply.
Parent Coaching	Confidential support to help parents navigate the challenges of successful parenting. Plan rules apply.
Career Guidance	Guidance to individuals to help them acquire the knowledge, information, skills and experience necessary to identify career options, and narrow them down to make a career decision. Plan rules apply.
Leadership Coaching	This benefit assists in personalised developmental coaching to help leaders achieve their goals as an effective leader. Building high-performance teams and personalised with a specific purpose. This benefit is provided telephonically or virtually by qualified coaches in the clinical consultant team, no off-site referrals will be facilitated for any coaching elements of the program

Care

Lifestyle Services	Benefit
Workplace Trauma Intervention	The trauma intervention benefit provides support to Members in the event of a work-related trauma incident such as injury on duty, death, assault, suicide, armed robbery etc. Plan rules apply.

Support

Lifestyle Services	Benefit
Financial Advice	This benefit is in partnership with a financial services provider. Comprehensive financial support and guidance are provided. Plan rules apply.
Legal Advice	This Legal Advice benefit, in partnership with a legal services provider, provides comprehensive support. Plan rules apply.
Road Accident Fund Cover	In partnership with a third party provider, this benefit assists Members with legitimate claims against the Road Accident Fund. Plan rules apply.

KAELO is funded by the company and available to all employees **free of charge**.

Everything is confidential - no personal and / or private matter is communicated to any managerial person in the company.

It is important that employees have the opportunity to confide in advisors other than their work colleagues or bosses. There are just somethings that require special attention outside and independent of the workplace.

KAELO, through their Ask Nelson programme, provides this opportunity; if for some reason a AskNelson Counselor cannot fully assist s/he can refer the troubled employee to the appropriate professional for help to resolve the issue and restore balances lacking in the employees life.

In the sad reality of every day living not all people can afford medical insurance / aid and as such this is one way the company seeks to address the imbalance - providing an advisory assistance service to employees and their families to promote employee wellness in their lives at work and at home.

Employees are therefore encouraged to utilize this service:

AskNelson is contactable on 0861 635 766 or dial *134* 928# - it could change your life!

SEXUAL HARASSMENT

SEXUAL HARASSMENT IS UNWANTED SEXUAL CONDUCT AND IT CAN HAPPEN ANYWHERE, AT ANY TIME. IT CAN INCLUDE...

UNWANTED
FLIRTING

Pressing
someone
after being
told to "stop"

Saying "you
know you
want it"

CAT
CALLING

Telling
someone
they have
"nice legs"
or to "smile"

Whistling,
shouting,
and leering

TOUCHING
WITHOUT
CONSENT

Pinching
their butt

Giving them a
shoulder rub
(all without
permission)

SEXUAL
FAVORS

Asking for
sexual
favors from
a coworker

Being polite
doesn't mean
she's into you

CRUDE
GESTURES/
JOKES

"Dick" jokes
or "humping"
gestures

Other
unwanted
crude
comments

**SEXUAL HARASSMENT IS A FORM OF SEXUAL VIOLENCE.
SHARE BECAUSE IT'S CLEAR TOO MANY PEOPLE STILL DON'T KNOW**

SOCIAL ACTIVISM

16 Days of activism is an annual designed to spur citizens into action and improve life experiences in communities and society at large. ACT NOW!!



Eight extreme sports to try in South Africa

When it comes to being adventurous, there aren't many places that can compete with Africa.

If you're an adrenaline junkie or are simply looking for your next great life experiences, then here are a few extreme sports to try when you're in South Africa.



Sand Boarding

Wish you could go snowboarding but without the cold and snow? Well, unfortunately sandboarding is not quite the same, but it is pretty cool nonetheless! Jeffrey's Bay is a great place to go sandboarding thanks to its awesome dunes – there's different sized dunes to suit everyone from beginners to advanced snowboarders.



White Water Rafting

If you haven't been white water rafting before then you simply have to try this awesome activity for yourself! There's nothing quite as fun as tearing down the river, through the Richtersveld, and feeling the raft drop down the cascades and bounce through the currents. You'll find plenty of prime locations for this activity in South Africa, from the Orange River to the Parys white water or even the Palmiet River running through the Kogelberg Nature Reserve.



Quad Biking

What better way to explore the great outdoors than sitting on a quad bike and making your way through tough-to-negotiate terrain. These tours take you through forests, mountains, valleys and streams to give you great views of South Africa's beauty. Pick the Eastern Cape to see the Amatola and Stormberg regions, head to the Drakensberg Mountains or go to the Limpopo region and enjoy your adventure!



Shark Cage Diving

Want to face one of the world's greatest predators on their own turf? For the adventurous travellers out there, Shark Diving is a great opportunity to face your fears. This isn't a pure adrenaline trip however, expect a bit of time on a boat and cold water – but all of this will disappear from your mind the moment you see a Great White Shark stalk up to the cage.



Spelunking

Cave diving to me and you, is also known as spelunking and allows you to explore some of the best sights of South Africa – underground! That's right, you can go on a full-on adventure in some of the most stunning caves in the world. If you want to get really extreme, take the Adventure Tour at Cango Caves where you wind your way through tight twists and turns with some points narrowing to just over 70cm high and 30cm wide!



Abseiling

Mountain climbing is fun, but it can be a bit tedious coming down. That's not the case with Cape Town's Table Mountains! Here you can abseil from 1,000 meters above sea level into pure vertical space. Not only is this a speedy, fun way to get down, but it gives you a chance to see South Africa from a perspective that's completely different to the norm.



Ostrich Riding

You read that right, ostrich riding. Not only is this a pretty unique sport for South Africa, but it's something that you're unlikely to forget in a hurry! Take one for a stroll, go on an ostrich tour or maybe even take part in an ostrich derby and you'll be sure to have a thrilling time. This is only available for people who weigh less than 75kg, for obvious reasons but this is a great experience that's well worth trying.



Bungee Jumping

Thrill seekers rejoice! The world's highest bungee jumping bridge can be found in South Africa, allowing you to drop a staggering 216 meters. Whether you've been bungee jumping before or if it's your first time, the Bloukrans Bridge provides an experience like no other, providing you with a stunning view of the majestic valley juxtaposed by the excited screaming of adrenaline seekers launching themselves off a bridge attached to a long bungee cord.



Toleration of dissent rather than "brilliance"

by **Jon Foster-Pedley**: Dean and director of Henley Business School Africa, article extracted from the Daily Maverick

A thousand yes-men, as the saying goes, cannot equal one honest adviser. The saying in question is, as so many are, drawn from Chinese history and was used to explain the success of rulers such as Shang Yang and Taizhong of Tang.

These two historical characters are known for not just allowing advisers to disagree with them and disparage them in public, but also for positively encouraging it. Their reputation is not based on their own greatness and ability to single-handedly carry the empire to glory, but on their ability to bring together people smarter and more skilled than them and, critically, to get them to think intelligently collectively.

South Africa could learn a thing or two as we lurch from one leadership crisis to the next. Service delivery in our most important metro is at an all-time low owing to a dysfunctional city council, and Transnet and Eskom do not have full-time CEOs. In the private sector, too, there has been an unusually high attrition rate in top jobs at major corporates, including Naspers and Pick n Pay.

Yet, rudderless as the organizations may be, we must be cautious when searching for heroic saviours who can rebuild a broken country or business with their supposed brilliance rather than their toleration of dissent.

Masters of populist rhetoric the world over have propelled themselves to power by confidently offering false solutions to crises, from Donald Trump and Liz Truss to Robert Fico in Slovenia.

Here in South Africa, with elections just around the corner, the scaremongers are louder, pushier. As Nazi leader Hermann Göring said: "The only thing that needs to be done to enslave people is to scare them. If you manage to find a way to scare people, you can make them do what you want."

These are the kinds of leader that modern business schools warn their students against becoming. Because anyone who has really tried to lead a large and complex organisation knows that the secret to creating long-term value is not to be brilliant at everything, but to be good at a few things and make sure you are surrounded by similarly brilliant and focused people, get them to think well together, and listen to them.

Good leadership is about getting three things right: adhering to the highest possible standards and delivering consistent quality; prioritizing workloads effectively; and planning so that action happens.

The ordinariness of these last three points is why the down-to-earth Warren Buffett remains revered and successful into his 10th decade, whereas more flamboyant characters are almost always revealed to be less than they seem.

At the time of writing, Sam Bankman-Fried, the cryptocurrency entrepreneur who once enthralled investors through the appearance of brilliance, rather than the delivery of quality, is likely to see his centenary in from behind a barred window.

Counterintuitively, however, the pursuit of ordinariness does not mean the pursuit of comfort, but quite the opposite. Buffett is famous for a relatively spartan lifestyle, whereas Bankman-Fried blew investor cash on every kind of luxury indulgence known to humankind.

Just like the emperors of old, keeping the business or country moving forward means constant shifts, moving away from the agreeable yes-men. Cultivating a culture of dissent doesn't mean a descent into anarchy.

Good leaders help their followers to challenge them in appropriate and non-judgmental ways.

They remember that, as important as processes and procedures are, long-term value is not created by your choice of Kanbanning application, but by the people who use it to drive value and progress.

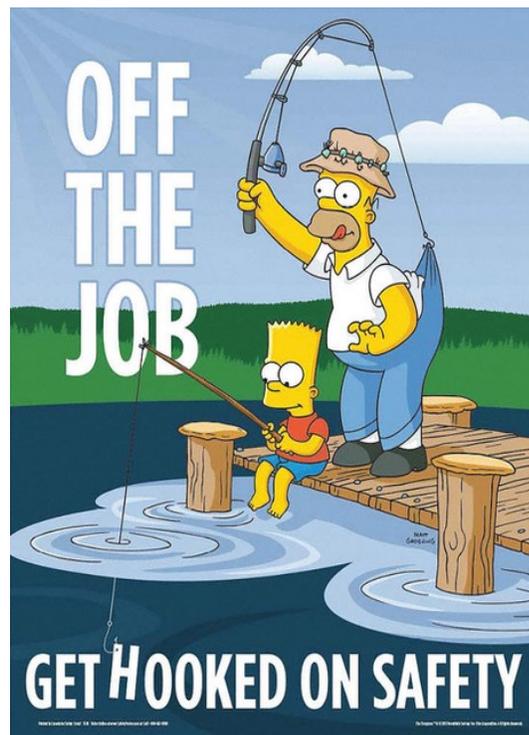
The more often leaders in business and politics remember that, the better off we will all be.

CTA EXCELLENCE AT WORK

Despite all the difficulties and performance issues CTA is starting to deliver results and the business is motoring on nicely.

CTA has progressed far in the last year and this includes but is not limited to:-

- Full rebuild of the Upcaster and downstream saws including redundancy of support systems, PPE and barrier safety, current and pf monitoring, SCADA, handling, crane etc
- Full reorganisation of the whole finished good area, handling, segregation, and layout
- Control room and other security enhancements
- Medical marking and management
- Local Eco, Unitwist and MLP
- Power management, short terms backup with Rand Air and solar
- Interdepartmental holding and control areas. Access management
- Dispatch office
- Sales offices
- Merchandising
- Water supplies and management and the WIP for the ablution water
- SHEQ initiatives:
 - RA's,
 - Lab copper
 - QC management
 - Drawbench IR protection
 - Foundry PPE
 - Extractions systems



**CELEBRATE YOUR
SUCCESSES!**

Effective Communication in the Workplace

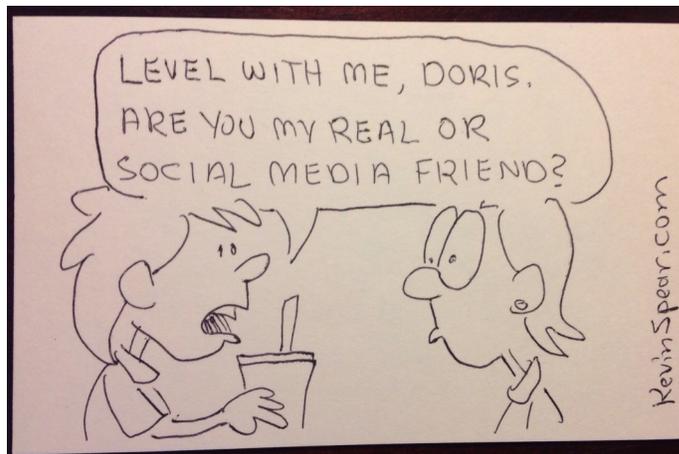
Effective communication in the workplace is when the exchanging of information and ideas is done so in an efficient and effective manner. While information and ideas are frequently exchanged in a workplace setting, they aren't also sent and received in an accurate way. Good communication involves not just relaying information but being able to explain it in a way that ensures the recipient understands you.

Communication at work includes several different methods of transmitting and receiving information. The most common forms of communication in the workplace include:

Written communication, such as memos and emails, Oral communication, such as speaking to another person. Non-verbal communication, such as nodding to show understanding.

Listening skills, including active listening

Additionally, an important component of workplace communication is that employees feel understood and heard by management. Employees who feel comfortable communication with their supervisors and managers are more likely to understand what's expected of them and remain productive throughout the day.



There are several benefits that effective workplace communication provides an organization. These benefits include:

1. Mitigated conflict

Effective workplace communication can help reduce conflict or tension at work. Most conflicts arise due to ineffective communication tactics which lead to individuals misunderstanding what's being communicated. Misunderstandings can result in employees or other members of an organization feeling not understood, disrespected, disregarded or simply not performing in an expected manner.

2. Increased employee engagement

Effective communication does more than just ensure information is accurately received. It also works to connect others and keep open lines of communication between employees and other members of the organization. This ultimately works to create better engagement between employees, which can lead to increased employee satisfaction and healthier company culture.

Ways that communication improves employee engagement are that it:

- Helps management better understand the goals and needs of employees and what motivates them

- Ensures employees' skills and talents are recognized and utilized when possible

- Improves the connection between employees for a more enjoyable work environment

- Creates better relationships between employees and management as well as between management and employees

3. Improved productivity

Employees who feel connected to their work and have a clear understanding of what's expected of them are more likely to be productive and perform efficiently. When employees don't understand their role or expectations in a position or have limited resources to perform their duties, they often feel confused or as if they aren't able to perform their job to the best of their ability. Ensuring information is readily available and communicated in an effective manner allows employees to accurately perform their duties and can increase productivity throughout the organization.



4. Improved client relations

Good communication in the workplace isn't just relevant to employees of the organization. Effective communication also directly affects client relations. Organizations that communicate well with their customers or clients are more likely to build solid relationships and retain clients versus companies that don't prioritize client communication. Customers look for companies that value their relationship and keep them up-to-date on changes and are more loyal when they feel connected to these companies.

5. Healthy workplace culture

Effective communication plays an important part in maintaining a healthy workplace culture. Many workplaces employ people of all different cultures, races and beliefs, and conflict will naturally arise when so many differences are present. A culture of open communication fosters a healthy and accepting environment where all employees feel equal and understood.

6. Improved direction for employees

Open communication in the workplace ensures employees understand their part in the company and have a clear direction in terms of what's expected of them. This empowers employees to take the appropriate steps needed to complete their duties and contribute to the organization as a whole.

7. Boosted employee job satisfaction

Employees who are part of an organization that practices good communication in the workplace are more likely to experience increased job satisfaction. A transparent and trustworthy environment supports employee satisfaction by creating a harmonious workplace that is enjoyable to work in and keeps employees engaged in their positions.

8. Increased innovation

Workplaces that encourage employees to communicate their opinions and ideas tend to foster more innovation than those that don't. Employees who feel empowered to speak up and think in different ways often contribute meaningful ideas and strategies that help not only the employees but the organization as a whole.

9. Strengthened team building

In order to work effectively together, team members must know they can trust the other members of their team. Communication is a major component of trust and ensures everyone is of the same understanding in terms of the expectations and duties of the team. Clear guidelines that are communicated effectively help team members know how to behave as part of the team and ultimately bring team members closer to each other for a more synchronized work effort.

10. Improved public impression

Companies that have a good reputation in terms of communicating both internally and with clients often have a strong and positive public impression. This helps attract talent to the company and can even increase interest from investors and banks.

Practice active listening

Active listening is an important aspect of good communication and ensures employees feel understood and heard at work. Good listening skills support the sharing of information in an effective way and will boost overall communication in the workplace.

Provide positive feedback

Many companies understand the importance of constructive criticism, but it's also important to provide employees with positive feedback to boost communication as well as employee work effort. Positive feedback gives managers the opportunity to point out ways in which employees do their work well and increases the likelihood that employees will vocalize any issues as they arise.

Have face-to-face meetings

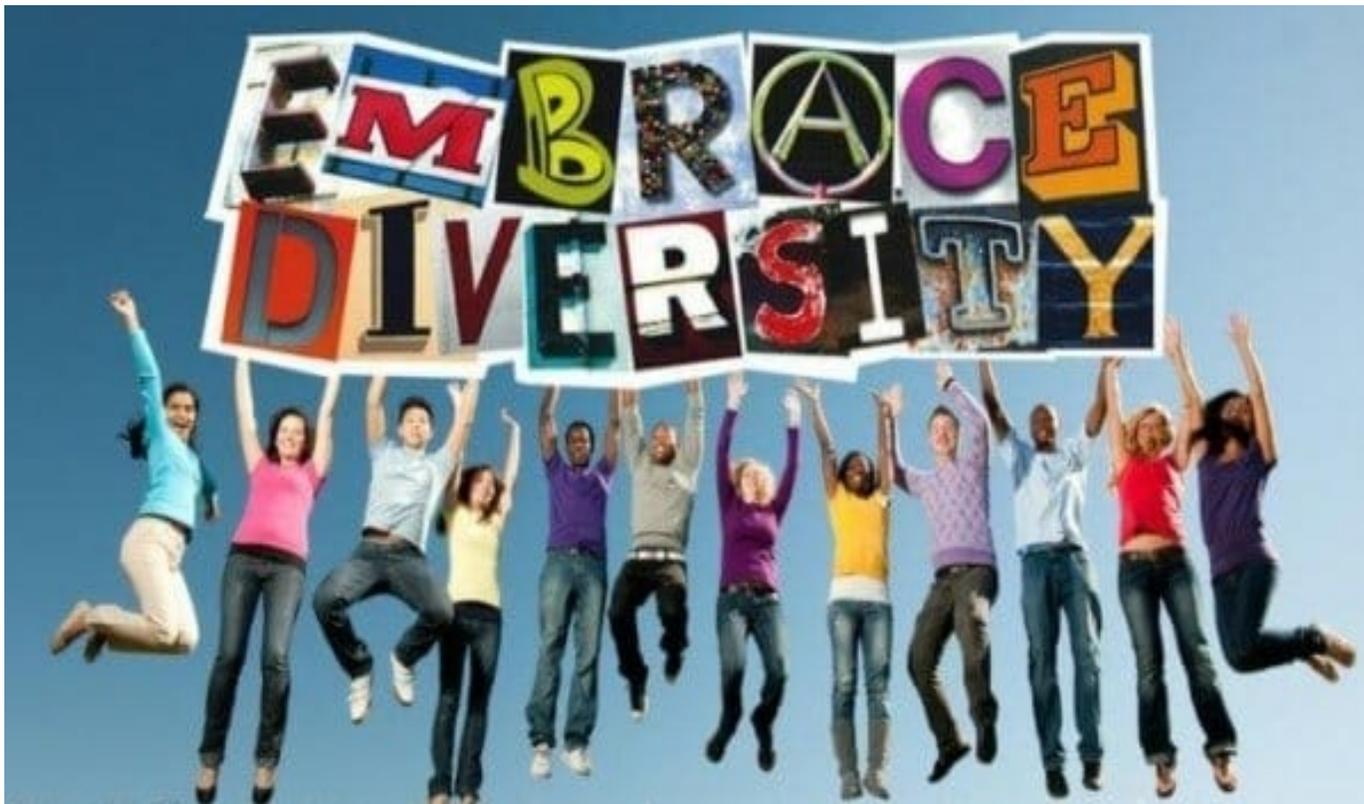
It's easy to send an email to convey a message, but doing so doesn't ensure that the recipient fully understands what's being relayed. Face-to-face meetings provide an opportunity for clarification and encourage employees to communicate with others in a more effective way.

Contribution sourced by Andrew Frank, in part sourced from the internet - An article by the Indeed Editorial Team:

<https://www.indeed.com/career-advice/career-development/communication-benefits>



Merry Christmas



The CTA family - employees, supervision, management and executive wish all customers, suppliers and colleagues families a deserving rest period which is both safe and enjoyable.

