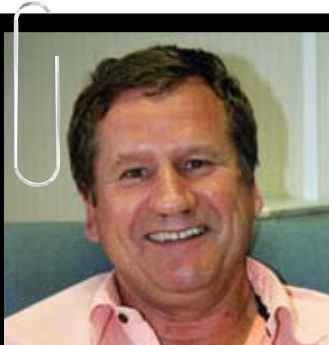


# the **MARTIN & EAST** SIGNPOST 2008/9



## MESSAGE FROM **JOHN MARTIN**

"I believe that we must never lose sight of our primary goal which is to survive and to aim for a much longer time scale than is the norm in business. If we set our goal and design our business to last 1000 years (and we have already passed the 5.8% point!) our chances of surviving the next 50 years are very good. Within this vision there is plenty of scope for individual enterprise and development. Our ever present challenge is to persuade all the role players - wage earners, salaried staff, shareholders, customers, subcontractors, suppliers and banks to understand, share and benefit from our philosophy".

## NEWSFLASH



After more than 30 years at the helm of the Martin & East group, CEO John Martin will be stepping down to concentrate on company special projects. Since succeeding his father Bertie, the effect of John's vision can be seen in the success and credibility the company now enjoys. We salute John's integrity and wisdom, sense of fairness and ability to think clearly in even the most challenging of times.

## STRENGTH THROUGH TENACITY AND PROFESSIONALISM

"The purpose of this newsletter is to record the Martin & East group of companies' core values and give practical examples that enhance and give meaning to these values. In the last fourteen years the group of companies has grown significantly from employing about 40 monthly staff and 200 hourly staff, to over 200 monthly staff and 1000 hourly paid staff. We believe that Martin & East's continued success is thanks to a clear and unambiguous strategy based on these core values."

Mike Winfield, group CEO, Martin & East.

## GOING FOR GREEN

Thanks to the ongoing commitment of staff at the Granger Bay site, Martin & East continues to have a strong presence here and is a major player in the completion of the surrounding precinct. 2009 will see over R250 million worth of work here for the company and approximately 200 000 m<sup>2</sup> of brick paving to complete with all the associated works.



Some of the team on the busy Granger Bay Site  
From left to right: Wellington Nteka; Nichola Vellem; Elliot Nyanga; Phumlani Nkanjeni; Mbulelo Lutshiti

## CORE VALUES >>

- >> Investment in people
- >> Innovation
- >> Customer driven organisation
- >> Positive work ethos & group pride
- >> Safety & environmental awareness
- >> Creating industry synergies

## TEAM WORK

Established in 1950, Martin & East is one of the oldest civil engineering construction companies operating in the Western Cape. Over the years a number of additional companies associated with Martin & East has been established, including Zebra Bituminous Surfacing, Tiffany Construction, Isidima Civils and TT Innovations. • Zebra was established in 1984 and is now a leading asphalt paving specialist in the industry • Established in 1996, Tiffany Construction is a specialist building contractor for both domestic and small commercial projects • Isidima Civils is an empowerment company where the Historically Disadvantaged staff from the group own 100% of the shares • TT Innovations is a construction company founded in 2005 that specialises in repairing and installing underground pipes without digging open trenches. Backed by a rich history, the company's strategy for the future is focused on continuing to adapt and thrive in the new South Africa.



Mike Winfield



Geoff Tinker

2009 will also see **Mike Winfield** step up to the plate as group CEO while **Geoff Tinker** steps down as director to pursue part time interests within Martin & East. A stalwart for some 30 years, Geoff's role in the preparation of many hundreds of tenders has helped significantly shape the group and his presence will be sorely missed.

## STAFF CHANGES FOR 2009 >>



## DEVELOPING AND MOTIVATING TEAM PLAYERS

“ Martin & East has always focused on recruiting and training staff from within – our company student training programme has been in existence for approximately 30 years. What differentiates us is that we offer a career as opposed to mere employment whereby individuals determine their own rate of personal development through either internal or external training opportunities.” Chris Escreet, Martin & East

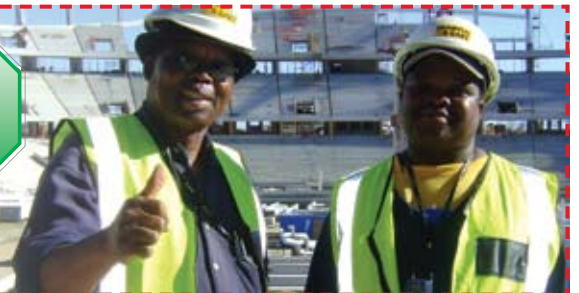
## STARS OF TOMORROW >>

Once again Martin & East is committed to helping promising students improve their marks for gaining entrance to tertiary institutions and this year the company sponsors 50 learners to attend Star Schools. Held at the Cape Peninsula University of Technology campus every Saturday morning, these classes have a 95% attendance rate and quarterly progress marks indicate that grades increase by an average of 20% per subject. Star Schools has one of the highest grade averages in maths and science amongst previously disadvantaged learners in the country. All sponsored students receive a travelling allowance and supplementary learning material published by Star Schools.



## DYNAMIC DUO

Eric Ncethelo (left) and Fred Senti (right) both began their careers at Martin & East as labourers. Joining in 1987, Eric showed leadership and dedication from early on and was promoted up the ladder until he was eventually made a shareholder in Isidima in June 2005. Fred joined the company in 1983 and his mentoring abilities and construction proficiency were noted early on in his career. Fred became a shareholder and director at Isidima in 2003 and a shareholder in TT Innovations in 2005.



Left to right: Bukhosi Ngquobe; Neil Wolter; Phiwayinkosi Mabaso; Jacques Maree; Werner Rix.

## WORKS IN PROGRESS

The Martin & East technician programme creates an opportunity for students to successfully complete their mandatory in-service practical year with the company and typically employs up to 35 students per annum. On-site assessment reports guide our decision to offer bursaries for students entering their final academic year. From 2009 Martin & East will be expanding the company's Learnership programme for permanent labour and supervisory staff by offering courses in concrete, formwork, layer works and site surveying.



02 December 2008

The 2008 Community Chest Twilight Run saw more than 10 000 people turn out for charity – among them the Martin & East Batman and women!



## PAVING THE WAY WITH NEW TECHNOLOGIES AND APPROACHES

“At Martin & East we aim for a combination of a high level of technical ability and the best in modern technology to achieve improved production levels. Our platform of extensive training, strong equipment management and regular plant replacement provides a solid base upon which to innovate.”

Justin Spreckley, Martin & East and TT Innovations.

### >> ON SHOW



TT Innovations held a well-attended open day at their Fisantekraal site for some 80 industry players who were impressed with the applications and capacity of the company's new 24" Pipe Rammer as well as their D36 x 50 Horizontal Drill Rig and the CCTV Inspection Van.



### DEMAND & SUPPLY

2008 saw Martin & East form a concrete supply chain for both internal and small external subcontractor use on a number of sites, ranging from:

- 15 MPA concrete for kerb mix – a competitively priced mix that maximises plant use on site
- 20 to 30 MPA concrete: for bases, headwalls, thrust blocks, top slaps
- Kerbs and channels.



### SHUTTLE SERVICE

The Zebra team first spotted a 'shuttle buggy' on a trip to the US more than ten years ago. With the price for one of these remaining exorbitant, the workshop team did the next best thing – they built their own! The asphalt material transfer vehicle is designed to aid in continuous asphalt supply, smooth unhindered delivery to the paver, and a resultant improved ride quality. The result is an efficient piece of plant that the workshop mechanics understand intimately and we hope will prove to be invaluable.



### THE BIG IDEA

TT Innovation's successful completion of the Fisantekraal Pipe Ramming project involved the importing of the largest pipe rammer of its kind in South Africa. This impressive piece of machinery enabled TTi to install a 46m long, 1.0m diameter steel pipeline some 10m below road level without disrupting traffic flow along a busy thoroughfare.



### STAMP OF APPROVAL

**FrictionPave™** is an ultra-thin asphalt friction course (UTFC) with a 25-year international track record and provides skid resistance, water spray reduction, noise reduction and waterproofing. Together with Power Construction and Rand Roads, and technical partner Arcus Gibb, Zebra Bituminous Surfacing has established the **FrictionPave™** Agrément Consortium which will provide Agrément Certification on many of their projects – offering clients an even more valued service than ever.



### >> STEP AHEAD

**Micropave™** is a thin layer asphalt application for residential areas that was developed by Zebra in 2001 as an alternative to slurry seals. The product has enjoyed considerable success over the years as it provides a superior surface at a comparable price to chip and spray. We have covered approximately 2.5 million square metres for a variety of clients stretching as far as Knysna with our major work in the southern Cape, especially Mossel Bay. This has necessitated extensive travelling and staying away from home on the part of our crews which is greatly appreciated.





# CUSTOMER DRIVEN ORGANISATION



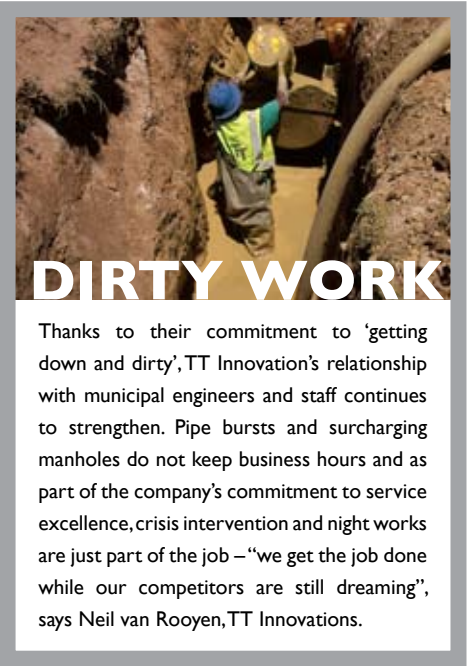
## CREATING A CULTURE OF COMMITMENT TO OUR CONTRACTS AND CUSTOMERS

“The magic around being customer orientated is that of a genuine understanding of the customer’s requirements and his budget limitations. Add to this a desire to surprise the customer with service that he does not expect, and top it off with business dealings that promote flexibility transcending the strict letter of the contract.” Andrew Thompson, Zebra Bituminous Surfacing.



### CENTURY CITY SUCCESSES

Martin & East’s presence at the Century City Link Project continues with an exceptionally productive year there. Since 2004, close to seventy jobs have been successfully completed.



### DIRTY WORK

Thanks to their commitment to ‘getting down and dirty’, TT Innovation’s relationship with municipal engineers and staff continues to strengthen. Pipe bursts and surcharging manholes do not keep business hours and as part of the company’s commitment to service excellence, crisis intervention and night works are just part of the job – “we get the job done while our competitors are still dreaming”, says Neil van Rooyen, TT Innovations.

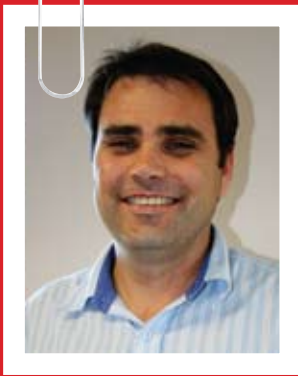


### GREEN POINT GEARS UP

It’s less than a year until the completed Green Point Stadium is unveiled and Martin & East is making sure they play the game according to the rules. Kudos to Site Manager Jason Haveman and his team who have had to deal with a host of unusual demands on the project and has done so with commitment and tenacity.



### A-CLASS ACCOUNTABILITY



The Martin & East group’s accounting department has had a major overhaul with the arrival of financial manager Dries van Niekerk (pictured here with the ‘number crunching’ team). Dries has successfully introduced a new Accounts Payment Procedure that has helped streamline systems significantly and has resulted in vast improvements in client satisfaction levels.





## ENCOURAGING WORKPLACE PRIDE AND COMMITMENT

“ Our goal is to promote an honest, healthy and open interaction amongst employees and I am always proud to see the work ethic and satisfaction in working for Martin & East that everybody from the guys on site to management displays. ” Deon Fontini, Martin & East.



## KRUGER RAND AWARD WINNERS

We salute these members of staff who have excelled in their spheres during 2008.



**HENNING VAN ASWEGEN**  
→ Company Safety Officer

Henning's high level of conscientiousness and determined efforts to heighten the group's safety awareness ensures that we maintain our good track record and that we are OSH compliant.



**DEBBIE CLAASENS**  
→ Salaries Administrator

Over and above taking full responsibility for the company's complex payroll system, Debbie fulfils a host of essential HR functions in the company. Her level of service is a benchmark.



**JONATHAN ASHWORTH**  
→ Estimator

Having begun his career as a student technician in 1998, Jonathan is now an integral member of the tendering department which submitted an unprecedented R3.4 Billion worth of tenders in 2008.



## NEW & IMPROVED

Included among a number of significant changes in the workshop are some new faces, among them Tommy de Bruyn, whose experience with truck maintenance is certainly valued and Sadia Bull, who is the new small plant administrator.



## The workshop has seen significant improvements in 2008:

- Truck roadworthiness has vastly improved this year.
- A new operator training program was launched – feedback from the Training Institution indicated that 2008 was the best group of trainees to date
- Oil condition monitoring has vastly improved – reducing breakdowns and repair costs
- Automation of the lubrication of pins & bushes on our larger loaders and excavators has become standard. Extending the lifespan of these wearing items
- Brian Locke joined the workshop in the beginning of the year adding to our ability to look after our small plant
- Thanks to Abraham Samson, the functioning of the store has improved dramatically

The Martin and East annual end of year function was held in the Whale Well at the Iziko South African Museum in December 2008.



## END YEAR FUNCTION





## SAFE AND ENVIRONMENTALLY FRIENDLY BUSINESS PRACTICE

“ At Martin & East we place a high value on the health and safety of our staff. We strive to make it a company way of life and hence our slogan ‘Safety is a team effort’. We expect the same sense of safety consciousness from sub-contractors working for us and we do our best to instil this value also in the entities on our enterprise development panel. ” Henning van Aswegen, Martin & East Group

**Red Cross First Aid courses** offer essential skills in medical emergencies - this year saw 30 staff members take part in these courses that are held of a 2 and a half day period and which qualify them to offer first aid assistance should the need arise.



### SAFETY FIRST

In an effort to improve health and safety awareness in the company, topics including Aids awareness, hazardous chemical handling and on-site decibel control are presented by different members of staff at the company's monthly meetings.

Internal audits conducted by dedicated safety officers ensures ongoing improvement in this area and has resulted in a healthy competition between sites.



Neil Malan, safety officer, Green Point stadium

### AIR FORCE >>



With work commencing on the runway only after the last scheduled flight had taken off for the evening, the teams on the ACSA site at Cape Town International Airport excelled in following strict safety protocol and working under challenging night time, potentially hazardous conditions.



### SAFETY IN NUMBERS

Martin & East is committed to creating a safety-conscious work environment and the volume of staff undergoing training is certain proof. Over the past year, the company has trained 20 Safety Officers, 8 Incident Investigators, 30 Safety Representatives, 50 Flagmen and 15 First Aid Specialists. Two members of staff completed a Safety Management Training Course (SAMTRAC).



### CRUSHED AND SORTED

The custom built 24 x 36 (610mm\*914mm jaw) crusher and screening plant is an invaluable piece of plant that has crushed approximately 25 000m3 of rock this year. The crusher has a number of environmental kickbacks: transport to dumpsites is eliminated, it reduces the dumping of materials that can be reused and it reduces quantity of material that is quarried from the mountains, relying instead on rock and rubble excavated during the normal course of development



## NOTHING VENTURED NOTHING GAINED

“ We believe in being interactive rather than confrontational and working as a team with our consultants, suppliers, sub-contractors and clients. ”

Lawrence Tennis, Director, Martin & East



### WONDER WOMEN

Theresa Cupido at the awards ceremony.

Roni Apsey receives her award from MEC Koleka Mqulwana.

A highlight this year was the success that our joint venture partners Abakhisi and ATN Roadmarking achieved at the Women in Construction awards. Roni Apsey of Abkhaksi achieved 2nd place category three (CIDB 5 or above) while Theresa Cupido of ATN Roadmarking won the COCT division for category three (CIDB1-2) and was second overall in the category.

### TEAMWORK >>

Martin & East and Exeo Khokelo entered into a 70-30 JV for the construction of Table Bay Boulevard, another essential 2010 fast track project worth R140 million - sure to improve traffic flow into the city immeasurably.



### BRIDGING THE GAP

The Oscar Mpetha Road Over Railway Project is part of the broader Khayelitsha Railway Extension Project which aims to provide mobility to an additional 20 000 Khayelitsha residents on its completion in early 2009. Martin & East joined forces with Abakhisi to construct a 390m long tarred bridge over the railway line with a 70m span reinforced concrete deck.



### TO THE POINT



The JV between Martin & East / Bradis proved a success with the original bulk earthworks completed well within the contract time. The contract has also given Martin & East the opportunity of pricing very competitively on Granger Bay Boulevard and the Greenpoint Common contracts. We have also recently finalised a negotiation on the external hard landscaping contract.

### LIGHTS CAMERA ACTION!



Working together with JV partner Darson on the Cape Town Film Studio project in the Faure area near Stellenbosch, Martin & East completed the modification of the N2 ramps and R310 ramps, the construction of new access off the R310 and the demolition of the existing bridge and construction of large culverts across the canal. The job was a first for the company with the launch of our own concrete supply with the use of our Karoo batcher and concrete mixer truck.



### INDUSTRY INSIGHT

Newly appointed Martin & East CEO and current Western Cape chairperson for SAFCEC Mike Winfield says that some of the activities driven by SAFCEC that have direct benefit on the industry include: skills development initiatives, developing of emerging construction companies, liaison with employer bodies and related construction organisations and providing a service for contractual issues that may arise for members.





# 2008 JOB HIGHLIGHTS



## MARTIN & EAST CONTINUES ITS ROLE AS A LEADING CAPE TOWN CIVIL ENGINEERING CONCERN CONTRIBUTING TO THE IMPROVEMENT OF THE CITY'S HORIZON.

### ZEBRA HOSPITAL BEND



#### N2 HOSPITAL BEND

Zebra is very proud to have been appointed as the asphalt paving sub contractor to Haw & Inglis on the N2 hospital bend project. The project has required precise planning and many small establishments by the paving crew to allow for the complicated traffic control requirements. There will also be extensive night work involved. It is prestigious for Zebra to be so clearly in the public eye on this important project.



Aerial view of Hospital Bend; picture courtesy of Bruce Sutherland, City of Cape Town.

### ENGEN CAPE TOWN

#### TERMINAL UPGRADE PROJECT (PHASE THREE)

A new development for Martin & East is its foray into the concrete sphere. The Engen Cape Town terminal upgrade project at the company's depot in Montague Gardens involved the construction of some 500m<sup>3</sup> of bund walls, 170m<sup>3</sup> of concrete tank ring beams and a new loading rack for product tankers at the plant. Despite the abnormal winter rains the team on site including managed to maintain the project's time schedule.



#### BROADWAY BOULEVARD

The Broadway Boulevard contract in Somerset West entails the upgrading of the existing road and services through an established residential area. Large storm water pipes have been installed in order to accommodate the rainwater runoff the nearby mountains. The contract is challenging due to the high number of old existing services (including an 810mm Steenbras water mains pipe located within 40% of the road box cut). The completed road will eventually form part of the link from Somerset Mall to Gordon's Bay.

#### FISANTEKRAAL PUMP STATION

This Martin & East project consisted of the intricate construction of a 900mm diameter GRP rising main and a 900mm concrete gravity main along with a concrete pump station. The 19m deep pump station excavation required 472 tons of steel and a massive 2012m<sup>3</sup> of concrete!



#### BERG RIVER PIPELINE CROSSING

A wet West Coast winter and an ever-shifting riverbed (9m deep in places) were a few of the challenges that presented themselves to TTI in their endeavours to install a 168m long pipe under the Berg River for electrical contractors Racec. Using state-of-the-art drill rigs, the project team managed to successfully install 4 pipelines – the first time to our knowledge that such a large body of water has been crossed in the Western Cape.



MARTIN & EAST AND ITS SUBSIDIARY COMPANIES ARE ALSO MEMBERS OF:



Society for Asphalt Technology



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