



News for SAPREF employees, neighbours and stakeholders

Columns



JUNE 2017

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MD's Message

The planned statutory shutdown during the second quarter of 2017 cost in excess of one billion rand. This significant investment has placed SAPREF in a state of readiness for future investment such as clean fuels.

Managing Director, Ton Wielers briefed Columns readers about this quarter's activities.

How is this Turnaround year any different to the non-Turnaround years?

Every second year, we stop our core activity, which is the production of crude oil products to carry out mechanical inspections, repairs and equipment upgrades.

Turnarounds require thousands more people, who are experts in their fields, to execute the work scope all within a rather limited timeframe, and all having to work together in tight work areas. At the height of the Turnaround event we had 5 000 people on site from different backgrounds. For many, this was the first time that they had worked on our site and were therefore not familiar with our organisation's culture.

We managed this by establishing a world-class onboarding facility where everyone working on the Turnaround underwent a safety induction to understand our rules and regulations. More specific orientation was carried out depending on the specific job requirements. Our Service Providers took on this initiative and delivered an excellent practical onboarding programme, giving our Shareholders, Shell and BP, the assurance that the high quality of onboarding provided enabled people to understand our rules and regulations.

That said, no Turnaround could be executed without a wide range of people delivering on their commitments. To mention a few, our security team managed badging and providing access to the refinery, canteen services provided daily meals and of course, our SAPREF staff who were either seconded full-time to the Turnaround or who supported the event part-time.

Our dedicated Turnaround team, working with our Main Mechanical Contractors and receiving support from many international Shell and BP subject matter experts, orchestrated this mega rand event. We are grateful to them and their families for the long hours sacrificed to landing another successful Turnaround.

What is the purpose of a Turnaround?

Technology is consistently evolving, with new processes and materials being introduced. Although we have statutory requirements to meet during each Turnaround event, we also use the opportunity to carry out other maintenance work across the refinery that we could not do while the refinery is in operation. This helps to improve the overall operational reliability and eliminates operational constraints of our refinery, thereby making our goal of Safe Reliable Operation possible.

Most of the one billion rand investment by our Shareholders for this Turnaround was converted into steel in our units. This demonstrates our Shareholders confidence and commitment that upgrading our refinery will catapult us into a better position to be ready for future clean fuel investments and that robust reliable operations will impact positively on our margin growth in the coming years.

Turnarounds are also learning platforms for our people. When opening equipment, our technical disciplines, including Technology, Engineering and Inspection, get an indepth look into the units and this experience sharpens their process understanding and grows their skills in future troubleshooting.

How was safety encouraged during the Turnaround?

Safety is always the top priority for everyone working at SAPREF and we made a concerted effort to ensure that everyone working on our site gained an appreciation of our safety rules and regulations. We were therefore very saddened and disappointed to have had lost time injuries during our Turnaround. All those injured have fully recovered. These injuries included trips and falls, falling objects and putting one's body in the Line of Fire of moving objects or objects under tension. The learnings from these unfortunate events were shared through daily tool box talks to prevent repeat incidents.

Throughout the Turnaround we had lucky draws for outstanding safety performance. An Aveng G-LTA employee, Thulani Kenneth Ngubelanga from Umlazi, earned a brand new motor vehicle simply for following the basic tenets to a solid safety culture by showing up every day to do his job, complying with the rules and intervening when he saw something wrong. This reminded everyone on site that safety is everyone's business.

Any closing thoughts?

I thank everyone who was involved in any way in helping us complete another Turnaround event. For those who worked temporarily on our site, take our safety onboarding training with you onto new sites and into your homes. Be safe.

***Ton Wielers - SAPREF's
Managing Director.***



Pioneering Females Leading The Zones

History at SAPREF is being rewritten. For the first time in SAPREF's 53-year history each of the five zones now has a female Production Team Leader.

Charity Mkhize (Island View), Lucia Govender (OMUTDE), Prebashnee Moodley (Central Zone), Marlynee Nadasen (North Zone) and Thobile Sishange (South Zone) are blazing a trail after years of training and working at the refinery. All of them are home-grown, having joined SAPREF as trainees.

Charity, who joined SAPREF in 2000, has been at the company the longest of the five Production Team Leaders. She was promoted to Team Leader in 2014. She says: "For me, leadership is about mapping out where we need to go and then inspiring and exciting people as we create the future together. I am very grateful to everyone who has played a role in my development." Lucia concurred, saying, "We have made history as pioneering women of SAPREF. Each of us has a unique way of handling situations, and this diversity can contribute positively to the company's success."

A delighted John van Belkum, SAPREF's Production Manager, applauded this milestone and emphasised that the female Team Leaders had earned their stripes. He said: "Through hard work, dedication and determination these Team Leaders have shattered the glass ceiling in this predominantly male environment. I am honoured to have been part of their developmental journey. But this is not the end of the road. Watch this space for the day when we appoint our first female shift manager."

Human Resources Manager Lindiwe Khuzwayo, who herself was SAPREF's first female HR Manager, congratulated the Team Leaders, saying: "This is a proud moment for all of us at SAPREF."

Ton Wielers, Managing Director, lamented the fact that it had taken SAPREF so long to reach this milestone. "It has taken us too long to get to this point but we celebrate the fact

that this moment has arrived at last. We know that diverse organisations are successful organisations and we are proud to have this exceptional representation of our first females in Production leadership. They are now role models for the younger women in our organisation and are able to bring their individual perspective and management style to the table."

“For me, leadership is about mapping out where we need to go and then inspiring and exciting people as we create the future together.”



John van Belkum is honoured to have been part of the developmental journey of Marlynee Nadasen, Prebashnee Moodley, Thobile Sishange, Lucia Govender and Charity Mkhize.

Safe Change Out Of Underwater Hose

The shutting down of the refinery for Turnaround 2017 provided an opportunity to replace the sub-sea hose on the Single Buoy Mooring (SBM), which had reached the end of its design life.

Marine Manager and Subject Matter Expert, Captain Rajan Dandekar, gives details of the project. “This significant multimillion-rand investment by oil companies BP, Engen, Sasol, Shell and Total ensures security and supply of crude oil discharged from tankers to SAPREF via the SBM. It also ensures that marine, diving and aviation assurances are complied with. These assurances safeguard that this operation is executed in a safe efficient way optimising the use of the resources.”

“A team of 55 divers, working in 24-hour cycles, had to battle with nine days of inclement weather during the change-out.

But despite this, they executed the work in less than a month to allow for the discharging of crude oil to resume from the SBM. We acknowledge the team from African Marine Solutions who executed the work,” says Rajan.

“We are always on the lookout for innovative more efficient ways to carry out sub-sea work, and we are now exploring the possibility of saturation diving – which will reduce the SBM down-time thus ensuring security of supply to the three refineries,” adds Rajan.



The team of divers involved in the sub-sea hose (pictured above right) replacement project.



Fuelling The Nation During The Turnaround

The SAPREF Island View team performed a critical role during the Turnaround by ensuring that there was sufficient refined product to ‘keep the country wet.’

IV Production Unit Manager, Suleman Asmal, said, “In preparation for the greater volumes of product coming through, we overhauled Berth 7 and 8 before the refinery units were shut down. During the weeks of the Turnaround, our team achieved the following milestones:

- Handled 892 118 metric tons of product;
- Managed the berthing of 43 ships;
- The numbers of jetty personnel were increased;
- Special arrangements were put into place for the batching and release of products;
- Increased the complement of berthing scheduling / supervision staff.”



The Island View team that helped ‘keep the country wet’ during the Turnaround.

Island View Personnel Supporting Turnaround And Restart

Although the Island View team were not directly involved with the mechanical scope of the 2017 Turnaround, many team members were released to support the Turnaround.

IV Production Unit Manager, Suleman Asmal, is proud of their noteworthy contribution to the success of the Turnaround. He said, "Members from Maintenance and Operations were seconded to the Turnaround in various roles. Their expertise and experience was used to support the Turnaround and Refinery start-up preparations."



Proudly Island View team members, Msizi Msomi, Vernon Green, Desmond Govender, Rodgers Ngcobo, Mbongiseni Ndlovu and Dustin Byroo supported the Turnaround.

A First In SAPREF'S History: A Geodesic Dome For Tank 1118

A geodesic dome roof equivalent to the size of 480 car parking spaces and weighing 50 000kg was installed at the end of June 2017 on T1118. Not only was this installation a first for SAPREF but so was the manual lifting of this massive dome to a height of 22 metres.

The project was initiated in 2013 by Stephen Chetty, SAPREF's then Tankage Area Engineer and stemmed from the need to upgrade the existing tankage infrastructure. Stephen explained, "The Geodesic dome is an innovative design made from aluminium and has been designed in corporation with Shell Global Solutions. Due to the dome shape of the roof, one of its salient features is that water slides off easily thus eliminating the need for a roof draining system. This all leads to safer and reliable operations on site, which is our number one priority."

Mark Meyer, current Tankage Area Engineer, added, "With the dome not being subject to degradation nor climate conditions the inspection, maintenance and repair costs are low." Ton Wielers, SAPREF's Managing Director concluded by saying, "This dome is state-of-the art technology installed during the overhaul of the crude tank. It helps to solve our issues around tank draining to avoid tank LOPCs. This is a further example of how we continue to upgrade our infrastructure and invest in the future of the refinery. Many thanks to the teams that have safely carried out this work."



The multidisciplinary team that worked on the Geodesic Dome Project.

New 60 Ton Ring Main For Furnace 7701

You can be forgiven for thinking that you have stumbled onto a scene of ‘Honey, I Shrunk the Kids’ when standing alongside the giant structure on one of the Turnaround laydown areas at SAPREF.



A multidisciplinary team stand proud in front of the pre-assembled F7701 ring mains and coil outlets.

The 12-metre structure looks just like an upright ‘kettle element, but it is actually the new ring main and coil outlets ‘walking sticks’ of furnace 7701. The components of the 60-ton ring main were fabricated in Germany, flown to Durban in an Antonov An-124 cargo aircraft and then transported to SAPREF in a five-truck convoy. This was the largest delivery ever made to the Dube Trade Port. Koogan Govender, SAPREF Projects Head, detailed how SAPREF managed the job. “We set up an assembly area where we put all the components of the structure together. The pieces ranged from four to 16 metres in length, one to three metres in width and from two to nine metres in height. It was like putting giant 3D puzzle pieces together. By doing this, we would be assured that the structure would fit when lifted and installed on the furnace.”

“After assembly completion and inspection, the walking sticks were dis-assembled and the ring main was moved close to the furnace via a 16 axle self-propelling trailer, where a 75 m crane was erected to lift the whole structure onto the furnace. This replacement of the F7701 furnace coils and walking sticks is one of our key projects of the Turnaround so we had to find innovative ways to execute the task. As part of the planning, we established that by replacing the furnace ring main as well as pre-assembling the ‘walking sticks’, we actually reduced the execution complexity and hence the overall Turnaround project schedule by about 20 days,” adds Koogan.

Fluor Igoda, SAPREF’s Project Alliance partner, was responsible for the engineering of the project and managed the material procurement and construction of the ring main. SAPREF received support with this project from both Shell and BP experts from refineries around the world.

SAPREF Bags Shell Safety Award

SAPREF recently received a well-deserved pat on the back for its performance on personal safety.



The SAPREF Safety team and BBS observers continually prioritise and improve workplace safety.

Ton Wielers, SAPREF's MD, received the best personal safety performance award on behalf of SAPREF at the Shell Global Awards dinner in Houston, Texas.

This global annual award is meant to encourage staff and Service Providers to continually prioritise and improve workplace safety. For SAPREF, this award is a celebration of how everyone on site has embraced the culture of safety excellence.

Field Risk Advisor, David Radebe said, "We share this award with all our Service Providers on site. Together with our SAPREF Safety team and BBS observers, we have a large number of safety practitioners from our Service Providers, who engage throughout the day with people in the field. Through interventions such as EYETHU – being your brothers' keeper, Behavioural Based Safety (BBS), Last Minute Risk Assessments, Permit to Work Reviews and Lock Out Tag Out (LOTO) done by Safety Advisors and all SAPREF team members we aim to keep everyone safe."

Winning Safety Behaviour Recognised In The Turnaround

The life of Thulani Ngubelanga, a father, husband and bread winner working at the SAPREF Turnaround took a change for the better when he became the winner of a brand spanking new Toyota Quest valued at R250 000 in the SAPREF Turnaround Safety Incentive Competition.

Upon being announced the winner out of 6 600 entrants, an overwhelmed Mr. Ngubelanga said, "I just wanted a job to take care of my family. I never expected to win a car. I know how important it is to work safely, to take care of your fellow colleagues and to comply with the rules and that is all I did to be recognised for this competition."

Rutger van der Kloes, SAPREF's Turnaround Safety Manager, explained how the competition was structured, "To encourage safe working behaviour throughout the Turnaround, the safety incentive focused on recognising good safety behaviour through weekly draws, which eventually culminated in the grand draw. During the weekly draws, a voucher was issued to artisans in the field who displayed safety behaviour. Weekly winners received a laptop as a first prize, a tablet as a second prize and a R500 Pavilion voucher as a third prize.

Everyone that was given a safety recognise voucher for the weekly draws then stood a chance to win the grand prize. However, the criteria for the grand draw was zero safety, alcohol and drug violations as well as 100% attendance for the duration of the Turnaround."

SAPREF's Managing Director, Ton Wielers, had a chat with Mr. Ngubelanga after handing over the car keys to him. Ton said, "The grand vehicle safety draw was a huge success. The winner, T.K. Ngubelanga who was over the moon, said to me, "I was grateful to have the opportunity to work in the SAPREF Turnaround and I was only doing my job by showing up for work every day, doing my job properly, complying with the rules and caring for my colleagues'. This is an excellent example of excelling at the basics and doing things right the first time."



Rutger van der Kloes and Ton Wielers congratulate Thulani Ngubelanga on working safely and winning the grand prize.

Prioritising Career Choices For A Brighter Future

A group of SAPREF employees and their friends have banded together to form an NGO whose primary objective is career guidance for learners.

Lethu Magasela, Dominic Hlophe, Londi Myeza and some of their friends are founding members of Ikusasalihle, which means 'bright future'. They go around to schools encouraging learners to make informed career choices.

Lethu tells Columns readers more.

How I got involved in the project

After matriculating, I pursued a national diploma, not really being aware that at the time I actually qualified to pursue a degree. While studying towards my national diploma, I decided that when I completed it I would study further towards a degree. A chance discussion with Dominic Hlophe in 2002 while doing in-service training in the Inspection department at SAPREF, was a turning point for me as he assisted me with my application to study at UKZN for my degree, which I completed at the end of 2006. Together, we realised that there must be so many more young people in the same predicament so we teamed up with our colleagues and friends to try to change this situation. Initially, we focused on career guidance at schools and last year we decided to assist matric learners with tertiary institution applications. We then branched out to raising funds to pay for the registration fees needed before students could apply for government funds.

Why we registered an NPO

We wanted to formalise our efforts so that we could reach out and ask for funding. We know people are more likely to support a registered organisation than one without any formal accountability structures.

Progress so far

At the beginning of the year, we helped to pay for the registration fees of one learner from KwaHlabisa. Recently, we also hosted our launch event, which was attended by 100

learners from across the province. The day was structured with presentations from various professionals, all of whom volunteered their time. We then divided learners into smaller groups to enable them to interact with people in their fields of interest. Through this engagement, one of the group facilitators pledged to finance the tertiary fees of one of the females in his group who had expressed an interest in studying Mechanical or Electrical Engineering. Not having to worry about finances while pursuing tertiary education will transform this young person's life.

Where to from here

This year we hope to attract more funding to pay for our programmes so that we can impact many more lives.



Industry role players engage with learners during the launch.



Founding members Dominic Hlophe, Sindy Khanyile, Londi Myeza, Mfundo Sithole and Lethu Magasela at the launch of Ikusasalihle.

Supervisory Development For Frontline Leaders At SAPREF

It is important to strike a good balance between supervisors' capability to carry out the nuts and bolts of the job and their ability to be great leaders who are able to engage and win the hearts and minds of their team members.



The first cohort of front line leaders are eager to take on their leadership roles.

Knowing this, SAPREF has continued to make significant investments in developing the leadership skills of the frontline leaders in various disciplines. Learning and Development Manager, Buyi Sibiyi said the following about the various leadership development programmes, "In September 2014, we started the role-out of the six-month Evolve leadership programme for the Extended Leadership Team (ELT) members and the majority of our ELT have now completed this development programme.

"In September 2016, we introduced Supervisory Development for frontline leaders as a continuation of

leadership capability building.

32 of our supervisors have been certified after completing an assessment at the end of the five-day supervisory development course. Some of the areas covered included managing team performance, discipline handling and team motivation. This will strengthen the foundation upon which further leadership development of the frontline leaders will be based."

One of the participants was Internal Auditor, Varachia Frank. She said, "While I am not currently a supervisor, this course has equipped me to better handle

myself in my role. As an Internal Auditor, I am always faced with difficult conversations and sensitive issues. To perform this role effectively and get results through people requires key leadership and people skills. Supervisory skills training helps participants to make the transition from team member to an efficient and respected leader.

The ability to handle and minimise conflict, as well as dealing with the issues instead of emotions in an assertive manner, is of paramount importance when realising that our actions affect the behaviour of others."

This 'Big Brother' Has Your Back

We often only say thank you to a person who has impacted positively on our lives at their funerals, when it is too late for them to hear.

This was not the case with SAPREF colleagues, friends and family of Inspector Dominic Hlophe. His colleagues arranged a surprise thanksgiving event to share with him how his actions over the years have made a difference to their lives. IT Risk & Compliance Manager, Nombasa Hewana explained, "All of us have people along the way that impact our lives or thinking in some way. For me, one such person is Dominic. As a graduate coming into SAPREF, he assisted me with transport and was a "Big Brother" watching and encouraging me during the initial career ups and downs. He is a great example of quiet generosity and selflessness."

Dominic said, "This really came as a huge shock to me. I did not know that I had touched the lives of so many people, both here and outside of SAPREF. For the rest of my life I will cherish the messages that I received on the day."



Colleagues, friends and family thanked Dominic Hlophe for being an inspiration to them.

Forty Years Of Service: Here Is How To Achieve It

Don't bother trying to distract Reliability Manager, Graeme Merrick, when he is game watching out of the office. There he knows he must be patient, tenacious and eagle-eyed.

But engaging with Graeme, one quickly realises that he portrays much of the same characteristics in his work environment, where he proudly displays a picture of a bulldog with a spade on his office door, signifying tenacity.

Graeme, who has worked at SAPREF for 40 years, shares with Columns readers some of the highlights of his career.

Tell us more about the bulldog picture.

During the 2015 Turnaround, I headed a team working on the live flare spading activities. The team teased me for being a bit of a bulldog, never letting go until we completed the job. It did not take them long to come up with a cartoon of a bulldog leaning on a spade, which is displayed on my door for all to see.

Tell us about your start at SAPREF?

After completing a Higher National Diploma in Electrical Engineering Light Current I applied for employment to various companies. I received eight offers of employment and selected the SAPREF offer because it was R5.00 more than any of the other offers. I started on 17 January 1977, earning a salary of R180 per month and a R10 travel allowance. With this money, I rented a two-bedroom flat and paid instalments on a car, and I still had money left over!

My first job was as a trainee Technician in the Instrumentation field.

What have been some of your career highlights?

During the years of sanctions against South Africa, through much trial and error, we became proficient in repairing equipment such as transmitters, controllers, recorders

and PROSS computer hardware and we took ownership of managing early data communication, line drivers, modems and site telephones.

In 1988, I spent five years and three months at the Stanlow Refinery in the UK. There, I was a member of the Institute of Petroleum (Dynamic Measurements), working closing with the Custom and Excise Department on Stanlow's fiscal measurements.

I managed to persuade Custom and Excise to move from traditional turbine measurements to Coriolis and Ultrasonic flow metering.

In 1997, I spent seven months on assignment with Shell Global Solutions in the Hague. The world-class technical knowledge and experience I had gained from SAPREF held me in good stead during these overseas assignments.

What has been your game watching highlight?

My wife Avril and I have been nicknamed 'Eagle-eye' and 'Hawk-eye' because of our ability to sit patiently and spot game hiding in the bush.

Last year was the first time we saw a cheetah kill and watched the close working relationship between the parent and cubs as the experience also turned into a 'how to' lesson for the cubs to kill the impala.

Any advice for readers?

I realise that even though I have worked for 40 years I should have focused earlier on my retirement goals. It is too late at 55 to start considering your retirement. If you are still

working, my advice is that you take time today to examine your retirement plan to check if you really are on track to being able to afford your desired retirement.

“The team teased me for being a bit of a bulldog, never letting go until we completed the job.”



Graeme Merrick loves animals.

In Memory Of Babini Skosana

We honour the memory of our beloved colleague, Babini Skosana, who passed away on 21 June 2017 at the age of 51 due to a long-term illness.

Through a cruel turn of events, his wife, Thuli Primrose Skosana tragically also passed away on the same day in a fire at their family home, leaving behind their four children.

Babini started his career at SAPREF in the Technology department as an Advanced Process Control Engineer and also held the position of Reliability Engineer. He is remembered by his colleagues and friends for his infectious smile, good nature and sense of humour.

Rest in peace, our dear friend and colleague Babini Skosana.



Long Service Awards

Congratulations to the following SAPREF colleagues for their long service achieved during April, May and June 2017.

Honouring Dedication

40 YEARS	
Benu Nirmal	Margin Growth Economist

35 YEARS	
Mike Naidoo	Finance and Project Controller

25 YEARS	
Calby Ncama	Hydrocarbon Accounting Manager
Mani Naicker	Management Accountant
Mackie Shaik	Procurement Manager
Paul Munsamy	Process Technician

20 YEARS	
Faisal Munsur	Core Contracts Manager

15 YEARS	
Kuben Chetty	Mechanical Supervisor

10 YEARS	
Mohammed Mayat	Finance Focal Point Production
Bernard Grobbelaar	Mechanical Field Technician
Thuthukani Mlambo	Mechanical Supervisor
Paulos Dladla	Team Leader
Nicky Captain	Process Technician
Nicola James	Engineering Assistant
Andre Brendon	Process Technician
Leena Sewnarain	Cost Engineer



Celebrating their long service at SAPREF are Mike Naidoo and Benu Nirmal.

Rands And Sense

Emergencies are inevitable. But saving for unforeseen emergencies can keep you out of trouble financially and help you to sleep better at night.

Here are five habits to help you create your emergency fund:

1. Carefully examine your income and expenses and use this information to develop an emergency fund goal. Experts suggest a minimum of six months' expenses.
2. Develop a plan to start saving, with specific and measureable targets to work towards.
3. Make saving a non-negotiable expense by creating a monthly debit order off your bank account into your emergency fund account.
4. Shop around for an account where your cash is easily accessible but still able to earn interest. Consider using an access bond if you have this facility on your bond as paying extra money into your bond will also help you to reduce interest payable on the loan.
5. Set up regular intervals to examine your emergency fund plan to make sure that you are on track for where you want to get to.



Comrades On The Run Together

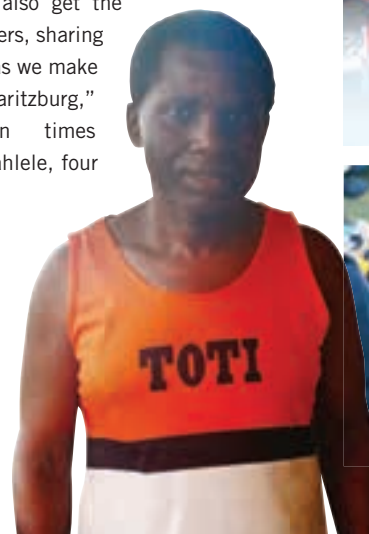
If you want to discover strengths you never knew you had, try training for and running the annual Comrades Marathon, which is not known as the Ultimate Human race for nothing!

This year, Lloyd Gonde, Mbulelo Yokwe, Bongani Mvelase, Mphahlele Ngobeni, Sihle Ntedi, Patrick Makhaya and Enoch Ntuli joined approximately 20 000 people from around the world on this uphill 90km ultramarathon from Durban to Pietermaritzburg.

This is the fifth run for Lloyd Gonde, Field Compliance Coach. He said, "We all start with one goal in mind, finish the race within 12 hours. You have to mentally and physically condition yourself for this endurance race but standing at the start with thousands singing 'Shosholoz' together, and thousands readying themselves for the long day of foot-pounding makes it all worthwhile."

"Every year, spectators line up at the long route, cheering every runner on. Hearing your name called out by someone who knows you definitely keeps runners moving ahead, despite the sore feet. We also get the chance to talk to fellow runners, sharing advice and encouragement as we make our way up to Pietermaritzburg," concurs Bongani, seven times Comrades runner, and Mphahlele, four times Comrades runner.

Some of SAPREF's Comrades participants were (from top): Mphahlele Ngobeni, Bongani Mvelase, Lloyd Gonde and Mbulelo Yokwe.



Changed your address?

Pensioners, has your address changed?

Email us at public@sapref.com so that we can amend our mailing list.

SAPREF Toll-free number: 0800 3300 90

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