



ROBUST

MARCH 2020 MURRAY & ROBERTS GROUP MAGAZINE

FOCUSED ON ALL STAKEHOLDERS

OUR SOCIAL LICENCE TO OPERATE IS INSEPARABLE FROM
OUR PROFIT ASPIRATIONS

THE ROBUST EXCHANGE

MARTIN WELSH AND GREG ROEMER TALK ABOUT THE CHALLENGES THEY
EXPERIENCE AND THE FUTURE OF THEIR INDUSTRY

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ROBUST MAGAZINE COMPETITION

The Robust Magazine competition is now an annual competition and will be published in the August edition of the magazine. Congratulations to the winner of the Builders Warehouse voucher from the August 2019 competition.

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FEATURE

FOCUSED ON ALL STAKEHOLDERS

IN THE MORE RECENT EDITIONS OF ROBUST, I HAVE DISCUSSED IN SOME DETAIL VARIOUS DEVELOPMENTS THAT WERE TAKING PLACE WITHIN MURRAY & ROBERTS AND MORE SPECIFICALLY, ELABORATED ON OUR *NEW STRATEGIC FUTURE PLAN*, WHICH IS NOW WELL ENTRENCHED IN THE GROUP. THIS TIME ROUND, I DECIDED TO SHARE SOME THOUGHTS WITH YOU ABOUT SUSTAINABILITY AND STAKEHOLDER RESPONSIBILITY.

We live in a volatile world and Murray & Roberts, as a multinational organisation, is exposed to the uncertainty that this brings to our business environment. As a South African domiciled company, we are exposed to the effects of a struggling local economy within a volatile social and political landscape. The global economic, social and political sentiment is not doing much better. Trade wars, cybercrime, contagion and geopolitical “divorce” are just some of the important developments to look out for this

year. Considering the above, what role can corporates play in meeting stakeholder needs and balancing the scales of economic and political instability to ensure sustainability?

At this year’s annual meeting of the World Economic Forum, the theme “Stakeholders for a Cohesive and Sustainable World” was presented. More than 3 000 global leaders, including some heads of state, assembled in Davos to deliberate on “stakeholder capitalism”. This theme points to the division of thoughts between the traditional and narrow “shareholder-only” or “purpose is profit” view and the broader consideration for all stakeholders – customers, employees, suppliers, communities and shareholders.

The importance of serving all stakeholders is becoming increasingly central to the way that corporates understand the larger role they can play in society. At Murray & Roberts, we have for many years had a sense of responsibility and duty towards all stakeholders and believe that our social licence to operate is inseparable from our profit aspirations.



FEATURE

Engineered Excellence, our philosophy which underpins the Group's competitiveness, resilience and reputation as a well-governed, values-driven and ethical organisation, is central also to our consideration of stakeholder matters. The quality of our corporate citizenship and sustainability stewardship is a function of how well we are applying this philosophy across all activities:

- We expect from everyone who works for us, or who acts on our behalf, **to adhere to the highest ethical standards**. Our Code of Conduct, incorporating our Values and Statement of Business Principles, gives guidance in support of ethical decision-making. Despite the reality of many different operating environments, all our businesses across the world are expected to align to the Group's Values, frameworks and standards as a minimum requirement.
- We aspire to be **recognised by our clients as a specialist provider of services and a contractor of choice**. Our ability to attract and retain the best management and technical expertise is critical to this aspiration and our duty to successfully deliver projects for our clients. This includes competitive and fair pricing of projects, concluding contracts on reasonable commercial terms and achieving predictable project outcomes in line with expectations.
- Being an employer of choice supports the **recruitment, development and retention of competent and high-performing employees**. We provide our employees with career advancement opportunities through experience on high-profile projects, as well as training, education and mentorship, which together with our Values, best people practices and diversity policy are all important aspects of our employee value proposition.
- We believe that **a diverse workforce improves business performance** and supports our social licence to operate as a multinational, multicultural organisation. Our diversity policy guides businesses in their responses to the specific diversity priorities of the many different countries in which we operate.
- We **support undergraduate and post-graduate bursaries and offer scholarships and internships** across all our operations, thereby providing employees with work experience and on-the-

job training. Apprenticeships are aimed at addressing a growing and global shortage of tradesman by creating an opportunity for learners to master a technical trade which will support their long-term employability.

- We **create value for societies** through local employment and by establishing permanent infrastructure which has a considerable positive impact on socioeconomic development. In addition, our emphasis on commercial partnerships with and **procurement from local businesses support enterprise development and the upliftment of communities** located near our projects. Continual engagement with members of these communities is important to understand local norms and practices and to ensure that our initiatives respond appropriately to specific community needs and expectations.
- We **are responding proactively to environmental concerns** through the identification and implementation of environmental improvement initiatives in areas where we have influence. Although our operations have a low carbon footprint, we can play a role in assisting our clients to transition to a lower carbon future. We support the Paris Agreement on Climate Change, which requires a collaborative approach among all stakeholders. In this context, we have decided not to participate in coal-related projects, other than in South Africa considering our economy's dependence on the use of coal.

A strong sense of social purpose and commitment as outlined above, helps a company to better understand and adjust to the changing demands of society. We believe this to be a fundamental requirement to ensure sustainability, to deliver long-term profitability and ultimately fulfilling our responsibility to our stakeholders.

Murray & Roberts is a remarkable organisation, staffed by incredible people. We are prepared and ready to engage the changing needs of a volatile economic, social and political world and to respond to our stakeholder's collective needs along the way. **R**

HENRY LAAS
Murray & Roberts Group CEO





BUSINESS PLATFORMS

THE GROUP HAS A WIDE INTERNATIONAL FOOTPRINT ACROSS DIVERSE LOCATIONS AND PROJECTS. ROBUST MAGAZINE INVESTIGATES INTERESTING STORIES AND PROJECTS ACROSS THE BUSINESS.


CELEBRATING A CENTURY OF CLOUGH

Clough was established in Perth, Western Australia in 1919. In its early years Clough built a reputation developing residential and commercial properties and in the 1950's diversified into civil and heavy engineering. Clough entered the resources sector 10 years later and today is a global engineering and construction company.

2019 marked 100 years of Clough and to celebrate, Clough hosted a curated collection of photographs, videos and an interactive timeline at the Perth Town Hall. The event was made even more memorable by the attendance of Harold Clough, son of Clough founder, John Oswald Clough.

Celebrations for employees and clients were also hosted in Brisbane and Sydney. Clough cemented its position as a tier 1 contractor in New South Wales early in its centenary year through the award of the iconic Snowy 2.0 project. The Sydney team are looking forward to executing this landmark project in 2020.

Clough's delivery of over 2 000 projects for the energy, mining and infrastructure industries across the globe has been made possible by its people, the cornerstone of the organisation.

Peter Bennet, Clough Managing Director said, "It is no coincidence, nor the result of good fortune or a stroke of luck that has brought Clough to its centenary. It is the result of hard work, perseverance, adaptability, resilience, and countless people the world over, believing in the company's capabilities as well as their own. It is a true privilege and honour to be leading Clough during this significant anniversary." 



Scan the QR code with your camera to watch 100 years of Clough on YouTube.



BUSINESS PLATFORMS



INSIG PARTNER WITH RUC TO DEVELOP UNDERGROUND MINING TECHNOLOGY

Insig Technologies (InSig) recently installed reliable underground WiFi networks at the Mount Morgans and Edna May underground mines in Western Australia. RUC Cementation Mining (RUC) is currently providing full underground services to both mines.

Access to fibre optic networks and underground WiFi provided Mount Morgans and Edna May with the ability to remote control bidders (load haul dumpers) from the surface. This also removed the need to place a physical control station underground. Before the installation of underground WiFi, operators were only able to control one bidder at a time. However, now they can have one operator controlling two bidders from the surface.

Production has increased due to the ability to keep the bidders operational over shift changes, along with the ability to keep the bidders working when conditions would not normally be safe after blasting. This also makes conditions safer for employees, an important tenant of RUC SAFE, which strives for continuous improvement in safe working practices.

The next step for InSig is to use this same network to deliver ventilation on demand. This includes the ability to monitor air quality from the surface, remotely turning the primary and secondary fans on and off, which will allow for quicker re-entry times back into the mine.

The Insig underground mining technology platform provides RUC the ability to control ventilation fans, dewatering pumps, remote access of bidders and drills and to measure air quality. Mobile assets can also be monitored for changes in condition.

Working with a technology partner that understands IT/OT and IOT has been an important differentiator for RUC and has given it a business advantage over many other contractors and this year the partnership celebrated a year of project success.

Murray & Roberts also recently acquired 30% of InSig to accelerate the application of digital technology within the Underground Mining platform. **R**



BUSINESS PLATFORMS



MURRAY & ROBERTS CEMENTATION BENTLEY PARK ENGINEERING SERVICES DELIVER ENGINEERED EXCELLENCE

The Murray & Roberts Cementation Bentley Park Engineering Services team is based West of Johannesburg and delivers services which include rebuilds of load haul dumpers (LHDs), dump trucks, bolters, drill rigs and utility vehicles.

The team comprises qualified and experienced employees and also offers specialised mining plant electrical maintenance, specialised fabrication, and field services, including rigging, winder services and steel work manufacturing.

The team was recently tasked with a challenging request from a client to rebuild six 5.5 tonne capacity low-profile LHDs. The job specification was demanding with a lead time of only six weeks to complete the work. Additional conditions included the lowest cost of repairs with no compromise on safety and quality.

A successful outcome was going to require *Engineered Excellence* from all departments across the Engineering Services team, including marketing, warehousing, risk, finance, administration and human resources, transport and engineering.



Thanks to teamwork, a commitment from employees and suppliers to our Values and goals and a solid project plan, all six machines were delivered and commissioned within the six-week timeline.

Concludes Edward Tashayawedu, Technical Sales at Engineering Services, "Detailed planning and diligent execution from all employees meant that the rebuild challenge was a great success and we are proud of our record-breaking achievement." **R**



BUSINESS PLATFORMS

EMPOWERING AFRICA WITH TECHNOLOGY-DRIVEN WATER SOLUTIONS

With key technology partners in place and expanded capabilities, Aquamarine Water Solutions' 2020 mission is to empower Africa with technology-driven water solutions.

Clive Govender of Aquamarine Water Solutions explains, "Our aim is to provide tailor-made water solutions for South Africa and the rest of the African continent and to overcome water-scarcity challenges through the provision of process or potable water for our clients."

In addition to its traditional containerised water treatment plants, Aquamarine Water Solutions provides chemicals and componentry for a wide range of water treatment plants, as well as the operation and maintenance of containerised and brick and mortar plants. Water treatment solutions also include made-to-order services in addition to a standardised range of products for brackish and sea water treatment.

"Strategic relationships with original equipment manufacturers and technology partners, many of whom are at the forefront of research and development, enable us to develop refined solutions that are custom-made to our clients' specific needs," continues Clive. Clients also benefit from the team's expert knowledge and aftersales service leading to fewer stoppages and breakdowns.

Critical engineering skills and technology partners are not the only enhancement to Aquamarine's services. The newly-introduced Digital



Strategy manages information received from treatment plants, facilitating more informed and accurate decision-making and improving communication across work flows and task management.

"Reliable, real-time data and information exchange leads to streamlined costs, faster processing and response times and better reporting, all of which drive an exceptional level of service and client experience which we believe is an important differentiator and value-add in our markets," concludes Clive.

Aquamarine Water Solutions has relocated to Johannesburg and, along with a specialist logistics and distribution partner, is able to accommodate national and African delivery within very short lead times.

Aquamarine Water Solutions is working towards an increased market share both locally and across sub-Saharan Africa in the short to medium term. **R**



BUSINESS PLATFORMS



DEVELOPING YOUNG ENGINEERING TALENT IN MOZAMBIQUE

Murray & Roberts Mozambique has partnered with the Portugal Mozambique Chamber of Commerce to establish an internship programme for young Mozambican engineering graduates.

The programme began in 2018 to support the integration of Mozambican graduates studying in Portugal and to facilitate the sharing of knowledge between local companies and graduates, contributing to the academic success of the participants and exposing companies to young minds and fresh thinking.

Murray & Roberts Mozambique recently hosted three students on a short-term basis as part of the programme.

Says Fernando Padilha, Technical Director, Murray & Roberts Mozambique, "Hosting the graduates was an excellent opportunity to enhance our human resources and to contribute to the development of young engineering talent in our region. In turn, the graduates gained valuable on-the-job training with experienced professionals."

Emerson Libombo, civil engineering graduate, commented, "Learning about the work methodology that Murray & Roberts uses was inspirational and I found it to be a very organised and detailed company that values its employees."

Shelisa Lange, environmental engineering graduate continues, "Murray & Roberts Mozambique provided me with an exceptional opportunity to acquire new knowledge during the internship programme."

Wilma Quiba, geology engineering graduate concluded, "I chose Murray & Roberts as it is a multinational company working across the project value chain and the experience I gained helped me understand a multidisciplinary context and how these areas are related in achieving a successful outcome."

In addition to on-site project experience, the participants were exposed to the Murray & Roberts principle of *Engineered Excellence* and learnt about the importance of the Group Vision and Values and how these components contribute to the successful delivery of Group strategy. **R**

THE ROBUST EXCHANGE

MARTIN WELSH

MANAGING DIRECTOR – BOOTH WELSH



WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

Joining the business in year one I had little idea that I would one day be managing director, a role I am very proud to have achieved. Twenty years of succession planning does help though and by occupying a number of roles in a fast-moving business you do learn quickly.

Operating safely is critical to the success of any business today and I remain very proud of our 13 years without a lost-time accident. Complacency can be the enemy here and therefore we have kept a strong focus on our safety performance.

Taking a company that started as a family business to grow into an international business with great capability and great people, many of whom I have known and worked with for decades, has been extremely satisfying. The acquisition by Clough in 2014 was a milestone for myself and the business. The company was acquired as a centre of excellence for controls and instrumentation and proved just how far we had come. I am very proud of our people here in the UK and what we have achieved together.

WHAT ARE SOME OF THE CHALLENGES YOU FACE IN YOUR CURRENT ROLE?

There are a lot of uncertainties just now within the geopolitical landscape, especially here in the UK. Dealing with uncertainty does seem to be one of the skills required to lead a business in current times. In our business this unpredictability means some clients are withholding investment and being more cautious when it comes to executing projects, which makes business growth more challenging.

Another big challenge is the fast-paced nature of today's change. Continuing to stay innovative and look ahead to the future, as well as balancing the shorter-term day to day demands is always a difficult one. Balancing the need to innovate with the drive to increase profitability can be a test. Fortunately, we are able to receive some incentives from our government to support us with innovation initiatives and we have taken full advantage of this to position ourselves for the digital future.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

Today I think there is so much to be excited about within our industry. Digital technology has the potential to be game changing and open up fantastic new business opportunities for us all. Booth Welsh has focused on achieving "thought leadership" in this new and exciting area and has already had uptake from clients, both old and new.

The idea of "collaboration over competition" has also been a big feature and today we are working across a much wider network from academia and industry bodies, as well as businesses across the Murray & Roberts Group. It can be immensely powerful when we combine our strengths and come together for mutual benefit. Internally we have a number of young employees joining the business who are shaking things up and challenging traditional ways of thinking, which is helping develop our strategy for the future of work.

WHAT IS THE BEST PIECE OF CAREER ADVICE YOU HAVE RECEIVED?

As I have grown the business over the years, one mantra which has always been in the back of my mind is "one step at a time". This is something my father always said. It has allowed us to move forwards and develop the business, while always being able to take a step back if it does not work out.

Another one I have personally learned over the years is "don't respond on the same day". Taking time to fully reflect on a difficult situation or communication and respond evenly rather than rushing in and responding emotionally. A response written the following day is always much better. **R**



GREG ROEMER

PRESIDENT – CLOUGH ENERCORE

WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

My career has included many exciting and challenging experiences and has shaped the person I am today. I am most proud of the team we have assembled, sharing values and principles that guide our business practices with a culture that sets us apart from our competitors.

WHAT ARE SOME OF THE CHALLENGES YOU FACE IN YOUR CURRENT ROLE?

- Adapting to an ever-changing energy industry
- Growing our business from predominantly an engineering company into a full-service engineering, procurement, construction company while transferring capabilities into new markets
- Promoting our true capabilities versus our perceived capabilities
- Ensuring that our people buy into the overall company strategy and vision
- Navigating the Canadian political landscape.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

There is so much opportunity for growth in this industry and, it is really up to us collectively to realise opportunities and leverage the experience and strengths of the Clough and Murray & Roberts global family. We are entering a period of change and evolution in the energy industry with the benefit of diversifying markets and transferring our skill sets and experience. With the introduction of digital transformation, and our progressive strategy working with and partnering with indigenous businesses and communities, it makes the journey all that more exciting as we continue to grow and evolve.

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

I love spending quality time with my significant other, Laurie, and our dog Harley. I also like playing the occasional round of golf and enjoy watching sports, especially American football.

WHAT IS THE BEST PIECE OF CAREER ADVICE YOU HAVE RECEIVED?

Stay true to who you are, live your values, and surround yourself with likeminded people who believe in the same values and want to accomplish a common goal.

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

I do not always show it, but I am incredibly proud of our company's accomplishments and thankful for the people over the years who have helped us get to where we are today. I am also not an engineer and I do not have a university degree.


WHAT WAS YOUR FIRST JOB?

My first true paying job was at the age of 16, where I worked in a restaurant called the Chocolate Bar as a dishwasher.

WHAT WAS YOUR CAREER JOURNEY TO WHERE YOU ARE NOW?

I started my industry career working as an HVAC drafter for my father's engineering company on mostly commercial, light industrial, and institutional facility projects. During my four years of working for my father's company and another similar company, I started taking night classes for process piping drafting so that I could make a progressive move into the oil and gas industry. I worked for a couple of different engineering, procurement, construction management companies in varied positions, one major, and one start-up. After my experience with the start-up, I decided to start my own company (with some convincing and support) in 2006 and we began operations as Enercore Projects Limited in 2007. I was the President of Enercore Projects from 2007 to 2015 and subsequently in the same position with Clough Enercore after the acquisition by Clough in October of 2015.

WHERE DID YOU GROW UP?

I was born and raised in Edmonton, Alberta until I was 15 years old. My family moved to Calgary, Alberta when I was 16 and this is where I have spent most of my life. 

NEWS

CELEBRATING A VICTORIOUS YEAR

Having recently celebrated its first year of existence, the Murray & Roberts Running Club can look back on an outstanding first year of racing that delivered more than 100 wins and 250 podium positions and gold medals in all the major races in South Africa.

INSTANT SUCCESS

At the first official outing for the club at the Dis-Chem Half Marathon in Johannesburg in January 2019, Philani Buthelezi announced the arrival of the new club by winning the men's title, with teammate Benedict Moeng finishing third. In the women's race,



Charne Bosman led a wave of Murray & Roberts athletes home to sweep up positions two to eight! On the same day, Nolene Conrad won the Nutribullet Bay to Bay 15km in the Cape, and a week later Kesa Moletsane finished first in the women's 10km race at the SA Cross Country Trials in Pretoria.

WOMEN SWEEP THE PENINSULA

In February the Murray & Roberts women's team put on a display of dominance in the Cape Peninsula Marathon in Cape Town, with the first five positions going to the team, and a further two in the top 10. First home was Jenna Challenor, followed by Charne Bosman in second place (and first veteran), and Kerry-Ann Marshall rounded off the podium, with Mia Morrison fourth and Janie Grundling fifth. Finishing seventh was second veteran on the day, Ulrica Stander, to claim the Western Province Champs title in the process, and she was followed home by Salome Cooper (third veteran).

MIDDLE DISTANCE MEDALLISTS

Continuing his fine year, Philani Buthelezi won the national 10 000m title in April at the SA Senior Champs in Germiston. Two days later he lined up in the 5 000m and added a silver medal to his haul. Another Murray & Roberts silver medallist was Tumisang Monnatlala, who finished as runner-up in the men's 3 000m steeplechase, while Kesa Molotsane, in her first race back in SA after representing the country at the World Cross Country Championships in March in Aarhus, Denmark, earned a bronze medal in the women's 5 000m.

THE NEXT GENERATION

Athletes from the Murray & Roberts Vorentoe Running Academy raked in a number of medals at the SA Schools Championships in Port Elizabeth and the SA U18 and U20 Championships in Paarl, both held in March. This included national titles for Tshepo Ntuntwana (Boys' U18 2 000m steeplechase), Lethabo Makgoga (Women's U20 3 000m steeplechase) and Frans Matlala (Men's U20 400m), and Dipuo Mashamaite (Women's U20 5 000m).

GOLDRUSH AT COMRADES

The club made an impressive debut at the 2019 Comrades Marathon in June, with eight women in the top 20, several podium positions across the different categories, as well as first place in the women's team competition and third place in both the elite and veteran men's team competitions. The highlight of this was Jenna Challenor finishing sixth in the women's race (and first KZN woman over the line), with Charne Bosman (eighth and first veteran) and Mary Hourie (10th) also claiming gold medals. Val Watson won the women's grandmaster category.

VORIES RETAIN THEIR TITLE

At the annual North Vaal Cross Country meet in Pochefstroom in August, the Murray & Roberts Vorentoe Running Academy continued its mastery of this prestigious meet. Having won no less than 17 overall titles in the previous 18 years, the Vories youngsters weathered the early pressure from several strong schools to once again take the title for a record 18th time.

OUR FIRST WORLD CHAMPS ATHLETE

Having already represented SA at the 2015 Track and Field World Champs in Beijing, Benedict Moeng became the first

NEWS

Murray & Roberts club member to make Team SA for the World Champs when he was selected to run the marathon in Doha, Qatar, at the end of September. With his personal best of 2:10:21, run in 2014 in Xiamen, China, Benny is one of just 21 SA men ever to post a time of 2:10 or faster for the marathon.

END OF YEAR AWARDS

In November, the club celebrated by holding its inaugural Annual Awards and top road, cross country and track performers, Kesa Molotsane and Philani Buthelezi (pictured), walked away with the 2019 female and male athlete of the year awards respectively. **R**



THE GIFT OF MOVEMENT THROUGH THE TOPS AND TAGS INITIATIVE

The Tops and Tags initiative began in 2017 and encourages employees to collect plastic waste that would otherwise end up in landfills. For every 450kg of plastic collected, we are able to donate a wheelchair to an organisation that cares for patients with mobility challenges.

The Little Eden Society provides life-long care to approximately 300 children and adults with profound intellectual disability and was the recipient of our second wheelchair.

After several fittings, the wheelchair was given to Jabu from the Boitumelo Wing. Jabu was born in 1993 and has been at Little Eden since 1997. He is a happy child and loves to receive visitors. He loves cars and spends most of his time reading magazines and will call you to “come here” to look at the pictures with him.

Jabu was overwhelmed with his new wheelchair and had to be calmed down before being helped into his chair.

The Tops and Tags campaign continues and while we may think nothing of throwing away plastic bottle tops and lids, for people like Jabu and the Little Eden Society, that piece of plastic makes a world of difference and brings enormous happiness. **R**



NEWS



ADDRESSING SOCIAL CHANGE THROUGH SPORT

In its 39th year, the Jack Cheetham and Letsema Awards recognise and celebrate development projects that impact and transform the lives of young people from at-risk communities through sport. The Jack Cheetham Award commemorates able-bodied athletes and the Letsema Award, differently-abled athletes.

Fight with Insight, winner of the Jack Cheetham Award, is an open access boxing gym that creates a safe place for the children of inner-city Johannesburg. With a focus on the boy child, the programme aims to develop responsible men and to end the cycle of violence. The Fight with Insight approach provides a life skills programme to all children who attend the gym, as well as mentorship to access opportunities in education and employment.

Jumping Kids, winner of the Letsema Award, provides amputees and children with limb mobility deficiencies with the tools to be successful contributing members of society through access to prosthetic and mobility devices, education and training, and sporting opportunities and coaching. Having the physical confidence to navigate the barriers in their communities, develops capable youngsters better able to access schooling, bursaries and the opportunities that become available with education.

First runner-up of the Jack Cheetham Award was Amandla Safe-Hub, a world-class facility that provides a physically and emotionally safe space for young people to

access services, opportunities and support from strong role models through a soccer-based after-school programme. Second runner-up was CoolPlay, an initiative that uses netball and rugby alongside the CoolPlay ethos to provide participants with social emotional learning, enabling them to navigate the challenges they face.

First runner-up of the Letsema Award was Mandeville Para Swimming, which focuses on special needs and disadvantaged schools, encouraging learners to adopt swimming as a sport and has produced a number of medallists across national competitions. The second runner-up was the South African Disabled Golf

Association and its First Swing Programme, which uses golf as a means of rehabilitation for severely disabled juniors and introduces golf as a potential sport and career option.

Says Zelia Soares, Chairman of the Adjudication Panel, "Murray & Roberts spent R19 million on corporate social responsibility initiatives in the last financial year and for the panel, giving is not just about making a donation but very much about making a difference."

The awards continue to shift to a more holistic approach by using sport to address broader social issues, uplifting children and by extension, their communities. "Sporting champions are often born from these projects, but sometimes it is also an opportunity to give a vulnerable child a sense of belonging and purpose and sharing a glimpse of what is possible," concludes Zelia. **R**



NEWS



REGISTER YOUR FOURBALL AND JOIN THE MURRAY & ROBERTS CHILD WELFARE GOLF DAY ON FRIDAY 8 MAY AT THE GLENDOWER GOLF COURSE.

The Murray & Roberts Child Welfare Fund is hosting its popular annual fundraising golf day at Glendower Golf Course on Friday 8 May.

The fund has a proud record of making a meaningful difference to the lives of vulnerable and orphaned children through a small base of supportive donors, which includes employee payroll donations and the golf day.

All funds raised by employees and fundraising events are matched by the Murray & Roberts Letsema Sizwe Trust. During the last financial year the fund has:

- Raised R78 310 from employees
- Raised R213 157 from Murray & Roberts matching all funds
- Donated R360 000 to beneficiary organisations

Good governance is a cornerstone of the Murray & Roberts Child Welfare Fund and each year the committee visits the beneficiaries to ensure funds are being utilised as planned and to gain a better understanding of the work they do. In November 2019, the committee visited three organisations who received funding during the year.

NEW BEGININGZ BABY HAVEN

The baby haven provides love, care and attention to abandoned, neglected and abused babies. Initially geared towards caring for six babies and toddlers at a time, the haven took in 83 babies over the 2009 and 2010 period and aims to have as many as possible adopted into loving homes.

ORANGE BABIES MONTESSORI

The school offers a learning and development programme based on the Montessori curriculum to the children of the New Jerusalem

Home in Midrand as well as the children from the surrounding community, many of whom are unable to afford any school fees.

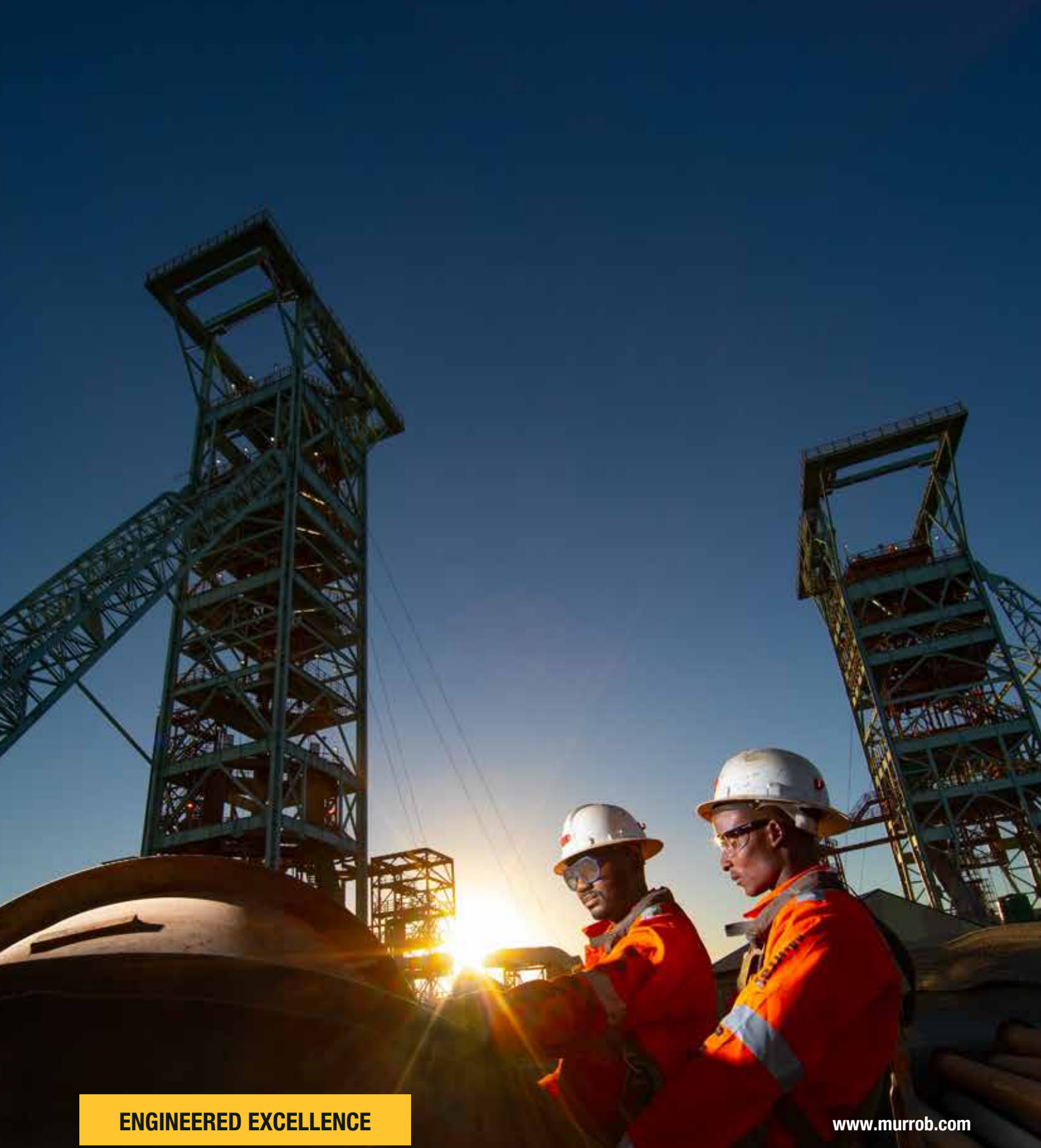
COACH

The Coalition of Anglican Children's Homes is an amalgamation of three children's homes, St George's Home, St Nicolas Home and St Joseph's Homes. The Children's Homes have over 100 years of experience in providing residential and therapeutic support to children who have been placed in their care by the Children's Court.

Says Brenda Mantje, Murray & Roberts Corporate Social Responsibility Coordinator, "There is a tremendous need in our country for organisations like the three that we visited today, and we are humbled by the people who do so much with very little. We are proud to be able to provide them with support and look forward to being able to assist more organisations over the next financial year."

Contact Lisa van der Linde at lisa.vanderlinde@murrob.com and book your fourball for Friday 8 May. If you would like to get involved but you are not a golfer, then consider a sponsorship opportunity or donate a prize. We look forward to an enjoyable day out on the course while raising funds for organisations who need our help. **R**





ENGINEERED EXCELLENCE

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Our Values guide us individually and collectively in everything we do, in every country we work, and our philosophy of *Engineered Excellence* informs our management approach at every level of the organisation. This underpins the Group's competitiveness and reputation as a well-governed, values-driven and ethical multinational organisation.

COMMITMENT – CARE – RESPECT – ACCOUNTABILITY – INTEGRITY