



**Murray
& Roberts**

**CORPORATE SOCIAL
RESPONSIBILITY**

ANNUAL REPORT 2019

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GROUP CORPORATE SOCIAL RESPONSIBILITY



As a multinational specialised engineering and construction group, Murray & Roberts is committed to being an ethical organisation that consciously measures its impact on society. For this reason, our group-wide corporate social responsibility (“CSR”) initiatives are monitored and regular feedback is provided to the Murray & Roberts Limited (“MRL”) Board and the Murray & Roberts Holdings (“MRH”) social & ethics committee.

EFFECTIVE DELIVERY OF OUR RESPONSIBILITY

Our CSR strategy is delivered via two methods:

- A head office fund managed from the corporate office in Johannesburg, through two trusts:
 - The Letsema Khanyisa Employee Benefits Trust (“Letsema Khanyisa”)
 - The Letsema Sizwe Community Trust (“Letsema Sizwe”)

These trusts were formed to uplift historically disadvantaged South Africans and consist of flagship initiatives where we partner with well established non-profit organisations to deliver a sustainable solution.

- Corporate social investment (“CSI”) is done globally across all our businesses in support of local host communities’ priorities and needs. CSI is not only done through sponsorships and funding, but also through employee volunteer programmes. Employees are encouraged to share their time and professional skills to the benefit of the communities in which they work.

PRIORITISING EDUCATION AND SKILLS DEVELOPMENT

Murray & Roberts believes that quality education is essential to access opportunities and to reduce poverty. Research shows a direct correlation between education and economic growth and stability. Education promotes personal and financial independence and enhances individual potential to make a difference. For this reason, Murray & Roberts prioritises education and skills development for our CSR activities.

We support a range of educational initiatives from early childhood development programmes to postgraduate funding. Sporting and cultural programmes are also funded as they promote life lessons such as discipline, responsibility, self-confidence, accountability and teamwork.

*“Give a man a fish, and you feed him for a day.
Teach a man to fish, and you feed him for a lifetime.”*

GOVERNANCE

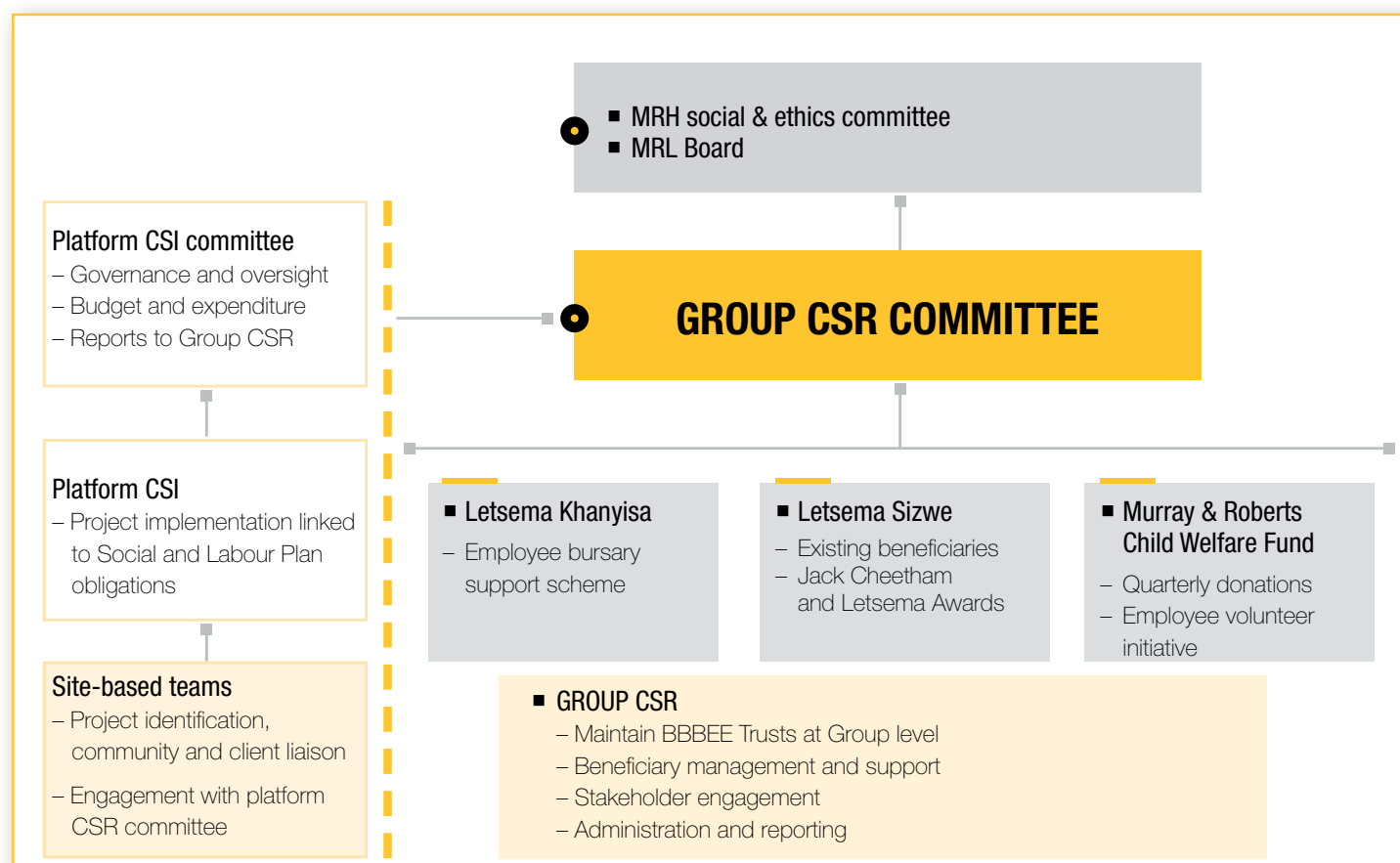
Good governance is at the heart of our CSR activities as it is essential that funding provides a sustainable solution and benefits to the community.

Before a donation is made, a detailed review of the beneficiary organisation is performed as well as a site visit where possible. For larger projects and initiatives, regular reporting is required to ensure that funds are being utilised for the purpose agreed to.

Quarterly CSR committee meetings are held to review financing, new initiatives or changes to the strategy. The MRL Board and MRH, through the social & ethics committee, have oversight of all CSR activities and spend, and participate in supporting activities and visits.

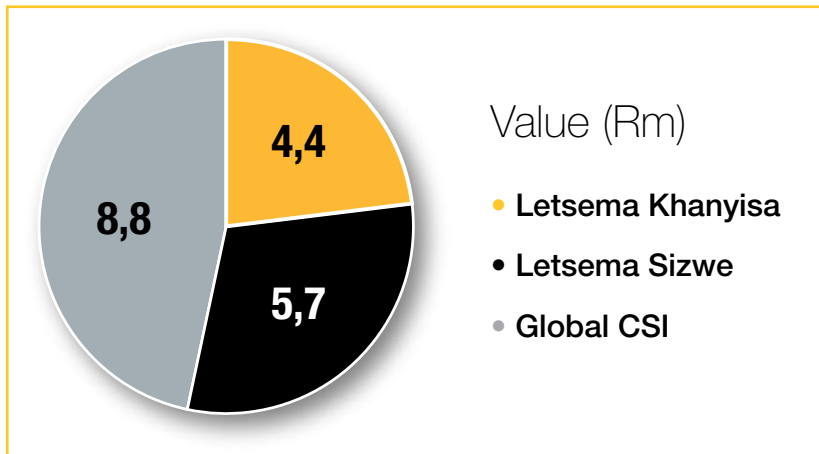


Front row from left to right: Mike da Costa, Zelia Soares (Chairman), Brenda Mantje and Ed Jardim. Back row from left to right: Steve Harrison and Cheryl van Bosch.



FINANCIAL SUMMARY

TOTAL GROUP CSR SPEND FOR 2019



R18,9
million

GLOBAL CSI CONTRIBUTIONS



CANADA
AND USA



ZAMBIA
R398 925



SOUTH
AFRICA
R3 946 950

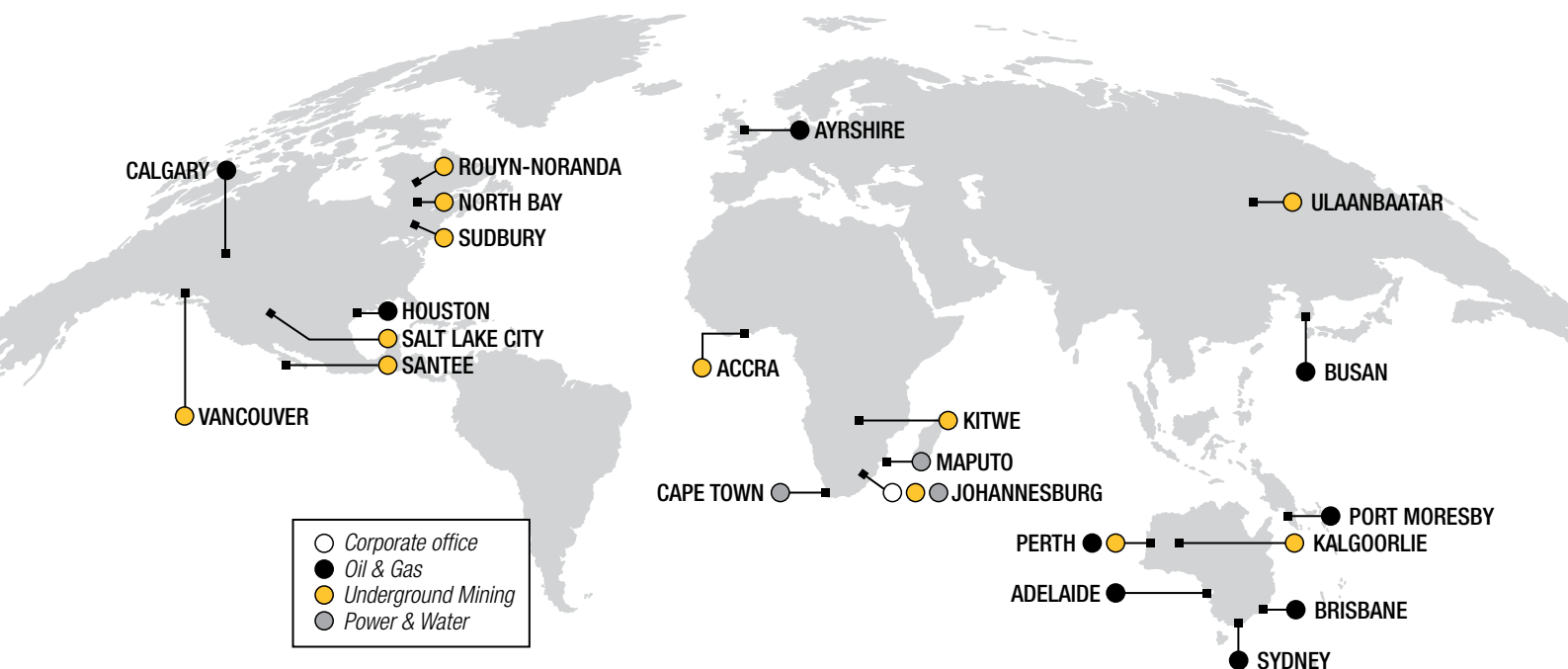


AUSTRALIA
R3 376 362



R1 107 103

MURRY & ROBERTS GROUP OPERATIONS



LETSEMA KHANYISA

Letsema Khanyisa was established in 2006 to support the dependants of qualifying employees in accessing quality secondary and tertiary education.

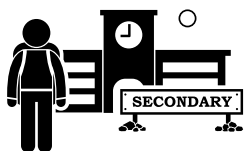
The scheme not only pays for tuition fees, but also covers the cost of textbooks, provides a student and transport allowance, and in some cases accommodation on campus.

We partner with an external bursary management company that provides a full administrative service, as well as providing the learners with support where required. We engage with the students on a one-to-one basis and monitor their progress throughout the academic year.

SECONDARY SCHOOLING

We currently fund 36 secondary school learners (grades 8 – 12) at various schools, comprising 14 males and 22 females.

In 2019 we introduced comprehensive career counselling provided by a psychologist. Each learner was assessed and, together with their parents, given feedback on possible career choices and what subjects they should be pursuing. This was very well received, giving many learners a renewed focus.



TERTIARY EDUCATION

A total of 18 learners are being funded at tertiary institutions. Seven of these are male and 11 are female.



THANK YOU FOR THE BURSARY

I am writing this letter with gratitude as I am thankful to the Letsema Khanyisa Scholarship for funding me throughout my high school up to the completion of my matric which I managed to pass exceptionally well. The bursary was a source of motivation for me to study hard and prove to you that I deserved it.

One of the highlights in my high school life was getting awarded for my academic performances every term. I remember when my fellow classmates elected me as their class representative – this gave me confidence as it showed me that they saw the leadership skills I had in me.

I really enjoyed the interviews as the interviewer always gave me inspirational words which kept me going in life and not to give up. My high school was smooth, and I thank the Letsema Khanyisa Scholarship for making it possible.

I am currently studying Industrial Engineering at the University of Pretoria.

Rifumu Shaun Mhangwani

OUR TOP FIVE 2018 TERTIARY LEARNERS

Rogers Nkosi (74% average, with four distinctions) BSc Agriculture

Palesa Mochana (73% average, with seven distinctions) BA Education

Zandile Cindi (72% average, with one distinction) BA Psychology

Violet Sekhaulelo (71% average, with one distinction) ND Clinical Technology

Itumeleng Nthupi (60% average) ND in Business Management

LIFE AT VARSITY

Varsity life is tough, especially leaving my family and going to stay at the residence. I did this because I want to pursue my career. Yes, I would say it came with a lot of challenges but it was all worth the sacrifice, like staying in doors on weekends in order to push my work, having sleepless night because I want to complete a task.

I would like to tell fellow young people to grab the opportunity of studying with both your hands. What I can say helped me to achieve my seven distinctions was persistence and even when it felt like it was too much, I reminded myself what I want in life, and that kept me focused and pushed me every day.

Palesa Mochana



LETSEMA SIZWE

Letsema Sizwe enables social upliftment of communities, focusing specifically on education initiatives and skill development projects. Funding is delivered primarily through partnerships with established non-profit organisations that have the expertise in the fields we wish to fund.

WE FUND THREE FLAGSHIP INITIATIVES:

- Tomorrow Trust
- Technology Research Activity Centre ("TRAC")
- Jack Cheetham and Letsema Sports Development Awards

TOMORROW TRUST

The Tomorrow Trust provides holistic academic and psychological support to vulnerable children through a Saturday school and holiday programme. We have partnered with the Tomorrow Trust for eight years as we value its absolute commitment to changing children's lives. We are currently sponsoring 120 children who benefit from not only the academic support, but also receive leadership workshops, which teach them confidence and the ability to dream. Children are also provided with nutritious meals and transport to and from the venue.



TRAC

TRAC South Africa is a national, non-profit Physical Science intervention programme of Stellenbosch University. The objective is to support and uplift science, applied mathematics and technology education in South African secondary schools. TRAC boasts a national footprint of 21 TRAC points. More than 7 000 learners from disadvantaged communities are exposed to the programme annually. TRAC implements an approach of utilising computer technology to enhance and simplify the execution and understanding of the practical component of the Physical Science curriculum.

JACK CHEETHAM AND LETSEMA SPORTS DEVELOPMENT AWARDS

The Jack Cheetham Award provides financial support for development projects that have a focus on sport and assist able bodied athletes. The Letsema Award also provides financial assistance to development projects but to differently abled sports and athletes.

Murray & Roberts is proud of its support for sports development projects and, more importantly, the positive impact and difference the finalists and winners have had on their beneficiaries and extended communities over the 38-year history of the awards.



TOMORROW TRUST

TOP ACHIEVER

TUMELO TLHABANYANE

Tumelo lives in Orlando West in Soweto. He has been part of the Tomorrow Trust Saturday and Holiday School Programme since primary school. In grade 8, Tumelo's marks were low with a Mathematics average of 43%, and an English average of 49%. After a stern wake-up call and the loving support of the Tomorrow Trust, Tumelo started to focus on his academics and became a young leader within the programme. He passed his National Senior Certificate with a Bachelor pass improving his Mathematics to 63% and English to 69%. Tumelo will continue with the Tomorrow Trust and has been awarded a bursary to study radiography at Wits University.



TOP ACHIEVER

OMPHILE MOHUBE

Omphile is from Molapo in Soweto. She has been with the Tomorrow Trust since primary school. In grade 8, Omphile was struggling with her Mathematics, averaging 43%. She was a dedicated young lady who loved attending the programme. She writes: "waking up early is not easy but because I have a burning desire to succeed, I ensure that I do wake up and attend." Omphile has a 100% attendance rate over the last four years. She passed her Senior National Certificate with a Bachelor pass and increased her Mathematics mark to 63%. She is currently enrolled at Wits University studying teaching for the intermediate and senior phase.

TOMORROW TRUST

TOP ACHIEVER

SIMPHIWE KUNENE

Simphiwe lives in Zola, Soweto. He lives with his mother and three siblings. He joined the Tomorrow Trust Saturday and Holiday School programme in grade 10, on the recommendation of his school teacher. He was averaging 55% with his Mathematics average at 40% and his English average at 49%. Simphiwe passed his National Senior Certificate with a Bachelor pass, increasing his average from 55% to 74%. His dream is to become a mechanical engineer and he is currently enrolled at the University of Johannesburg.



TOP ACHIEVER

PHUTHI MAHLABA

Phuthi lives in Tembisa in Ekurhuleni. She has been part of the Tomorrow Trust Holiday and Saturday School programme since grade 10. She really battled academically, with her baseline test results averaging 34%, with Mathematics average of 11% and English average of 57%. We provided Phuthi with a hands-on tutor who worked closely with her. Phuthi has passed her National Senior Certificate with a Bachelor pass. Her Mathematics went from 11% to 56% and English improved from 57% to 62%. Phuthi is currently enrolled at Wits University studying education in the senior phase.

TRAC



The Murray & Roberts Musina project takes TRAC to the furthest north it has ever been in South Africa and the Murray & Roberts Kuruman project gives TRAC an operational presence in the Northern Cape after some years of absence from the area.

The Kuruman and Musina projects are located in communities that experience desperate poverty and a lack of resources. TRAC provides mobile laboratories in areas that have no laboratories in schools, allowing learners to discover mathematics and physical science by conducting a range of experiments with sophisticated sensory equipment and laptops. The TRAC intervention is implemented in the same manner across all 19 project points. This ensures that a learner in Kuruman will have the same experience as a learner in Musina. The Murray & Roberts projects in Kuruman and Musina were both rolled out in January this year and after a process of identification, schools were short-listed for evaluation and five schools were selected for each area of operation.

In early 2019, parent meetings were held at the schools and grade 12 learners completed online vocational guidance testing and then were interviewed by the TRAC learning facilitators. The purpose was to guide each learner in their specific desired career paths so that their tertiary study choices and academic abilities aligned. This will improve the likelihood of a successful tertiary application that is appropriate for the learner. The grade 11 and 12 learners wrote physical science progress tests with the aim of highlighting gaps in understanding of the content, to direct remedial intervention, and to ascertain the impact of the TRAC intervention to date. Learners who are identified as being at an academic risk are provided with additional interventions.

Learners also completed the Stellenbosch University application process and 19 of the 21 TRAC learners who were identified to apply have already been provisionally accepted. Phemelo Tlotlo Kekgoba, one of this year's top academic TRAC learners has been provisionally selected for BCom Actuarial Science. Phemelo achieved a grade 11 average of 89% and Stellenbosch University will gain a bright young mind.

THIS YEAR

21 learners have been identified to apply to Stellenbosch University

19 of which have already been accepted



TRAC LABORATORIES	LEARNERS		
	Grade 11	Grade 12	Total
Delmas	239	207	446
Kuruman	232	174	406
Musina	148	131	279
			1 131

JACK CHEETHAM AND LETSEMA SPORTS DEVELOPMENT AWARDS

The Jack Cheetham Award was initiated by Murray & Roberts 38 years ago in recognition of the special qualities of Jack Cheetham, a former director of the company and the inspirational captain of the South African cricket team in the 1950s who was able to instil in young people the belief that they could win.

The Murray & Roberts Letsema Award was first awarded in 2009 following the outstanding performance of athlete Hilton Langenhoven who captured the attention of the world at the 2008 Paralympics in Athens.

The Jack Cheetham Award, which recognises sports development projects that have the potential to change the lives of young able bodied athletes, was awarded to INK Hockey Club. The club uses hockey to encourage youth participation in sport which then exposes them to learning and education opportunities.

Made for More, an organisation that empowers and equips the differently abled to pursue a sporting career across a diverse range of sports, received the Letsema Award. The award was established in 2009 and celebrates sports development projects for people with disabilities.

The first runner up in the Jack Cheetham Award was Langebaan Athletics Club, which uplifts the local community and youth through athletics. Welkom Wrestling Club was the second runner up in the award and uses the sport of wrestling to teach discipline, respect and life skills to young people in the surrounding areas.

SASAPD, an organisation that reaches the severely disabled through the sport of boccia, was awarded first runner-up in the Letsema Award. Second runner-up went to Thuthukani Special School. Located in Empangeni, the school provides holistic education for learners with profound intellectual disabilities.

Winning the Jack Cheetham Memorial Award encouraged the players of INK Hockey Club to work even harder to develop hockey in the INK area, even securing an additional sponsor taking the club to new heights. Their achievements during 2019 included:

- Played their first international game against Namibia and won by four goals to two.
- Received a visit from Sportgarten, from Bremen, Germany.
- Eight players were selected for the KwaZulu-Natal team in the Inter-Provincial Tournament.
- Sihle Ngubane, has been offered a scholarship to attend TUKS in 2020, and has been selected for the U-18 South African squad.



EMPLOYEE COMMUNITY INVOLVEMENT

Employee community involvement creates an opportunity to help worthy causes while building moral and camaraderie among employees.

MURRAY & ROBERTS CHILD WELFARE FUND

The Murray & Roberts Child Welfare Fund has a proud track record of making a meaningful difference. The fund has a small base of supportive donors including employee payroll donations and a popular fundraising golf day held annually in Johannesburg. Funds raised by events and employees are matched by the Letsema Sizwe Trust.

During FY2019 the fund has:

- raised R78 310 from Murray & Roberts employees
- raised R213 157 from Murray & Roberts matching all funds raised; and
- donated R360 000 to organisations supporting vulnerable and orphaned children.

The FY2019 Murray & Roberts Child Welfare Fund beneficiaries included:

- Children of the Dawn
- Matome Pheeha Drop-in Centre
- Orange Babies Montessori Pre-school
- Philenkhosini Educare
- Girls & Boys Town
- Siyanda Educare Centre
- Swavana Children Project
- Wings of Inspiration Care Centre
- Masibambane Home for Disabled Children



CEMENTATION CANADA AND USA

Cementation Canada and USA have a philosophy "if our employees get involved in it, then we will support it..." Employees and their families are encouraged to participate in charitable projects in the communities where they live and work. This results in a very wide-reaching charity and support programme where R1,3 million was spent.

Schools, hospitals, local sports and underprivileged children benefited from their endeavours.

COMMUNITY SOCIAL INVESTMENT

Murray & Roberts Group companies work with the local communities to fund and support projects that provide lasting benefits.

CRECHE FOR KELETSE KE MME VILLAGE

Murray & Roberts Power & Energy in collaboration with Mitsubishi Hitachi Power Systems Africa, committed to the design and construction of the Setungwane Crèche in Keletse Ke Mme Village. The project began in February 2019 and was completed by the end of June 2019. The Setungwane crèche covers an area of 255m² and consists of two classrooms for minors and toddlers, a baby room and five toilets and bathroom facilities. Other features include a playground with a jungle gym and secure fencing around the facility.

The crèche can accommodate approximately 100 children and will not only provide employment but have a positive impact on the surrounding community.



BACK TO SCHOOL AT KRANENBURG PRIMARY SCHOOL

Murray & Roberts Cementation donated school uniforms to the Kranenburg Primary School located in Musina Limpopo, South Africa. The value of the donation was R50 800 and included 80 pairs of trousers, 80 shirts, 80 pairs of shoes and 100 pairs of socks.



CENTRE OF EXCELLENCE AT CHRIS HANI BARAGWANATH ACADEMIC HOSPITAL

Murray & Roberts Cementation donated R500 000 to the Stanley & Daphne Nkosi Foundation. The foundation, in partnership with the Chris Hani Baragwanath Academic Hospital and the Gauteng Department of Health have built a haematology and oncology facility to care for patients with related diseases. The Zakithi Nkosi Clinical Haematology Centre of Excellence was launched in June 2019 and is a first of its kind in South Africa and focuses on the treatment of different types of blood disorders.

COMMUNITY SOCIAL INVESTMENT



GIRLS ACADEMY AUSTRALIA

The Clough Foundation supports organisations, communities and causes that provide sustainable benefits to society and represent the company's diverse operations. During the year, Clough continued to support Role Models & Leaders, Australia's Girls Academy, with AU\$35 000. Girls Academy is an in-school programme that runs from grade 7 to grade 12 and increases the skills, employability, mental health and well-being of Aboriginal and Torres Strait Islander girls throughout Australia – providing them with better opportunities to contribute to the social and economic outcomes of the wider community.



SKILLS FOR THE FUTURE

RUC Cementation Mining in Australia, along with funding partners, is sponsoring Fire Tech Australia, a leading STEM education provider, to offer STEM lessons to low and mid socio economic status schools. STEM is an acronym for Science, Technology, Engineering and Maths, and grade 9 students are currently being introduced to the world of robotics and drones, thus offering future career opportunities. According to a recent report, 75% of all future work roles will require STEM skills. RUC spent AU\$ 72 384 on this initiative and believe that they are not only providing children with essential skills, but are also building future skills for the industry.



VORENTOE RUNNING ACADEMY



NURTURING THE NEXT GENERATION

Murray & Roberts took ownership of an elite running club at the end of 2018. The club is home to more than 30 elite athletes including Olympians Rene and Christine Kalmer, three-time Comrades gold medallist Rufus Photo and 2016 Comrades champion Charne Bosman.

As part of this sponsorship, Murray & Roberts has also taken ownership of the Vorentoe Running Academy. This Auckland Park-based team of talented runners has produced multiple champions over the last few years. The academy forms part of the running club's development squad and there is so much potential in this academy for the team to nurture and develop. The athletes come from disadvantaged areas with very little to no financial resources and are given bursaries to attend Vorentoe High School, with funding provided for their basic hostel facilities, medical care and meals.

In Potchefstroom, in the Northvaal Championship at the North West University's cross country course, the Murray & Roberts Vorentoe Running Academy had to pull a rabbit out of the bag. They dominated the junior girls' race when they took six places in the top ten. However going into the boys race the "Vories" were 24 points behind but came storming back to win comfortably, making it eight wins since 2010! A truly remarkable performance!



In a display of our principle of *Engineered Excellence*, former "Vorie" Tshwanelo Maruping received a scholarship to study at the Central Arizona College in the USA.



The principle of
Engineered Excellence
informs all our decision-making.
It means we **engineer** or plan
everything we do, in such
a way that we achieve an
outcome of **excellence**.

**ENGINEERED
EXCELLENCE**

**Murray
& Roberts**