

ROBUST



SEPTEMBER 2021 MURRAY & ROBERTS GROUP MAGAZINE

LOOKING FORWARD WITH CONFIDENCE

THE PAST 12 MONTHS CAN BE CHARACTERISED AS A YEAR OF REMARKABLE CHALLENGE FOR THE MURRAY & ROBERTS GROUP, BUT ALSO ONE OF SPIRIT AND TENACITY.

THE ROBUST EXCHANGE

CYNTHIA CALDERON FROM CLOUGH AND AIMEE DOOLE FROM BOOTH WELSH SHARE INSIGHTS INTO THEIR CAREERS IN COMMUNICATION AND STAKEHOLDER ENGAGEMENT.

NEWS

SIGNIFICANT ORDER BOOK GROWTH, RECOGNISING AND CELEBRATING SAFETY ACHIEVEMENTS AND EXCELLENCE IN FINANCIAL REPORTING AND COMMUNICATION.

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LOOKING FORWARD WITH CONFIDENCE



We recently reached the end of our financial year and looking back, the past 12 months can be characterised as a year of remarkable challenge for the Group, but also one of spirit and tenacity.

It has been approximately 17 months since COVID-19 was declared a global pandemic by the World Health Organization, with the devastating impact of the pandemic on livelihoods and businesses, including Murray & Roberts, experienced almost immediately and unrelentingly. However, Murray & Roberts and its people are resilient and we are steadily working to right the bow of the ship. I am starting to believe that the planets are aligning for Murray & Roberts.

I would like to highlight a few themes, which I believe will play a particularly important role in achieving successful outcomes for the Group in the year ahead.

RESHAPING THE GROUP

Over the past few years, we worked to reshape the Group into a multinational engineering and construction group, with a substantial global footprint. Limited investment in the South African economy over many years has spurred this shift. Over the next three years, we expect almost all of the Group's revenue to be derived from our two international business platforms, which have established credible positions in regions and sectors with sustainable growth prospects. Broadening the Group's market focus over the last few years has served us well.

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by Bastion
Tel: +27 11 778 5800
E-mail: mary-jane@bastiongroup.co.za
www.bastiongroup.co.za

EDITOR
Lisa van der Linde
Tel: +27 11 456 1336
E-mail: lisa.vanderlinde@murrob.com

MURRAY & ROBERTS
Physical address
Douglas Roberts Centre
22 Skeen Boulevard, Bedfordview, 2007
Republic of South Africa

Postal address
PO Box 1000, Bedfordview, 2008, Republic of South Africa
Tel: +27 11 456 6200
E-mail: info@murrob.com

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If you are a Murray & Roberts pensioner and you would like to update your details, please contact Old Mutual as follows:
Email: pencare@oldmutual.com | Telephone: 0860 40 60 90

FEATURE

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- The Energy, Resources & Infrastructure platform's order book reflects its thriving markets, with Australia leading in infrastructure.
- The multinational Mining platform has done well to protect its order book from deterioration due to the impact of COVID-19. The order book is relatively strong and the near-term project pipeline is robust and growing.
- The sub-Saharan focused Power, Industrial & Water platform continues to face significant challenges to its viability and sustainability. The platform will continue to focus on achieving stability and sustainability in the next three years, in line with its business plan.

DELIVERING ON A RECORD ORDER BOOK

The consistent implementation of our strategy over the past few years culminated in significant order book growth over the past financial year, with the Group securing a record order book and significant near orders.

However, project delivery carries inherent risk that increases as order books and project size grow. Given the execution risk associated with a substantial order book, platform leadership must be focused on *Engineered Excellence* through disciplined tendering and project execution.

Our philosophy of *Engineered Excellence* means that nothing should happen by chance – we plan the outcomes we wish to achieve. To fully embrace this thinking, we must bring rigor and discipline to everything we do and remove chance from the results we want to achieve.

UNLOCKING TECHNOLOGY'S POTENTIAL

Murray & Roberts faces the uncertainty of rapid technological advancement to no lesser extent than any other business. We

choose to embrace this as a manageable opportunity to remain a contractor and an employer of choice. Critically, our ability to compete depends on staying ahead of the technology curve, both in delivering our projects and attracting the brightest talent, especially among a younger generation of leaders and employees.

Unlocking technology's potential to contribute to sustained success is now a heightened priority. We are excited about the role digital solutions will play in our Group as inevitable business enablers.

SAFE OUTCOMES FOR ALL

Achieving safe outcomes in everything that we do is a critical driver of our position as contractor and employer of choice. I am proud of the Group's safety performance, as it compares to some of the best in the world in our different market sectors. We have, however, in the past year noticed a deterioration in our safety performance.

Zero Harm is also becoming more of an expectation and the possibility of achieving it is growing among our leaders, managers and employees. In the year ahead, we will continue to contribute to the maturity of our safety culture and work hard to improve our safety performance.

LOOKING FORWARD WITH CONFIDENCE

Even though the planets are aligning for Murray & Roberts, we know there is no room for complacency in delivering on our commitments to our people, clients, communities and shareholders.

Our strategic efforts, especially over the past five years, are starting to bear fruit and the Group is well positioned for strong growth in profitability in FY2022 and meaningful earnings growth in the medium term. **R**

BUSINESS PLATFORMS

CLOUGH POWERS UP ON AUSTRALIA'S EAST COAST



Clough recently celebrated the award of two engineering, procurement and construction (EPC) projects on Australia's East Coast.

With the company's focus on renewable energy projects, these two awards are a significant contribution to both Clough and Australia's greener future.

In May this year, Clough, in consortium with its partner GE, was awarded the EPC scope for Tallawarra Stage B, Australia's first hydrogen and gas capable power station in Yallah, New South Wales (NSW).

Tallawarra Stage B will be Australia's first net-zero emissions hydrogen and gas capable power plant, with direct carbon emissions from the project offset over its operational life.

Peter Bennett, Energy, Resources & Infrastructure platform CEO, said, "Clough works closely with its clients to future-proof their assets by focusing on sustainability in design. We are very excited to be part of Australia's first hydrogen and gas capable power station."

At the peak of construction, the project is expected to create hundreds of jobs and inject AU\$300 million to the local economy.

Once commissioned, the 300+ megawatt (MW) plant will start generating electricity for 150 000 homes with only 30 minutes' notice.

The project will address the need for fast-start flexible capacity to complement renewables coming into the system.

In June, the Clough Elecnor joint venture, SecureEnergy, was awarded the EPC contract for TransGrid's Project EnergyConnect.

Project EnergyConnect will build critical electricity transmission infrastructure, which will save NSW residents AU\$180 million a year and create 1 500 new construction jobs in regional NSW.

Peter said, "This is another significant milestone within the Australian energy-sector that will support the country's commitment to reducing emissions, bringing savings to local households, creating jobs and a myriad of opportunities for regional businesses."

SecureEnergy is a 50/50 integrated joint venture between Clough and Elecnor. Elecnor is a leading international EPC contractor responsible for delivering some of the largest transmission lines in the world.

TransGrid's Project EnergyConnect is building backbone infrastructure for the future South West NSW Renewable Energy Zone, enabling connection of a further 4 950 MW of generation capacity.

"Together with our delivery partners, we have unrivalled capabilities that will support our commitment to sustainability, as well as the continued transition to new sources of energy in Australia and importantly, a reduction in CO₂ emissions," Peter concluded. **R**

BUSINESS PLATFORMS



R3,2 BILLION CONTRACT AWARDED TO BOIPELO MINING CONTRACTORS

Boipelo Mining Contractors has been awarded a five-year, R3,2 billion contract for the provision of underground mining services at the Arnot coal mine in Mpumalanga, South Africa. The mine produces coal for Eskom's Arnot power station.

Boipelo Mining Contractors, a BBBEE Level 1 underground mining contractor, is a joint venture between Murray & Roberts Cementation and Amandla TM and provides contracting services to the South African coal mining industry.

Says Charles Makgala, executive partner Boipelo Mining Contractors, "This is a key award for Boipelo and with our industry-leading capabilities across the underground coal contract mining value chain, we look forward to delivering project excellence, safely and on time."

The Murray & Roberts Group understands the global implications of climate change and is committed to reducing its carbon footprint and growing its service offerings in the cleaner energy sector. Considering the shortage of electricity in South Africa and Eskom's dependence on its fleet of coal-fired power stations to generate electricity to meet base-load demand, the Group has decided to limit its coal mining service to the South African mining sector. **R**



BOOTH WELSH LAUNCH ENVIRONMENT 4.0

To reflect the global focus on sustainability and the UN climate change conference, COP26, being hosted in Glasgow in November this year, Booth Welsh launched its Environment 4.0 initiative as an extension of its technology offering.

The UN Sustainability Goals have been developed as a blueprint to a better and more sustainable future for all. They are becoming key drivers of both global governments and business strategy and are reflected in the net-zero aspirations of organisations and countries alongside commitments to reduce reliance on coal, and move towards renewable energy resources and a circular economy. This represents a significant market opportunity for Booth Welsh as businesses seek to reduce their environmental impact, as well as improve their business efficiency in a post-pandemic world.

Booth Welsh technology is utilised globally and has enabled clients to operate in a business-as-usual manner during the pandemic. They have also supported new clients with collaborative technology, and as clients look to reduce travel risk, costs and minimise their carbon footprint, uptake of this technology will grow. Booth Welsh has also delivered mixed reality solutions to a new global client in the maritime industry, supporting its critical remote specialist inspections.

Scotland and the UK Government are investing significant resources to encourage more sustainable ways of operating and Booth Welsh is well positioned to participate in developing funded solutions in this area. **R**



BUSINESS PLATFORMS

CEMENTATION AND COMPASS MINERALS

WIN THE HATCH-CIM MINING & MINERALS PROJECT DEVELOPMENT SAFETY AWARD



The Hatch-CIM Mining & Minerals Project Development Safety Award is a prestigious award presented to the project team that carries out a major mine and mineral plant development project in Canada that best excels in safety.

The award criteria requires the project to be completed in Canada within the past two years and with over 300 000 work hours. Cementation's application was the Goderich Mine Shaft Relining Project No 1 and No 2 Shafts, which was a complex and challenging scope of work, executed with 543 474 work hours and no lost-time injuries. The overall project duration was 1 673 days and achieved safe substantial completion by mid-February 2019.

From the beginning, there was full support and involvement from the mine operator, Compass Minerals, and its project management group, Bemac Construction Corp. Richard Bartlett, Cementation's

project manager for the project, said, "The culmination of achievements on this project were the result of a true team effort. Cementation, Compass Minerals and Bemac, along with our subcontractors and suppliers, embraced common goals to make this project a notable success for all stakeholders."

The scope of work included demolishing and replacing two headframes, relining both shafts and installation of full circumference steel liners in both No 1 and No 2 Shafts, as well as related infrastructure to provide ventilation upgrades.

"Over and above all the expertise of the people and the teamwork between organisations and departments, what stood out for me from the Goderich Mine Shaft Relining Project, was the care that the teams showed to each other. Their commitment to ensure everyone made it home healthy and safe allowed this complex project to be



completed without high potential events," said Steve Wrixon, health and safety manager, Cementation. Safe work execution was a result of planning and dedication to health and safety as the team went beyond a culture of compliance, to one of commitment.

"It is a great achievement to receive safety recognition for a project of this scale, complexity and duration," said Peter Baker, vice president, operations, Compass Minerals' Goderich Mine. "This team effort required discipline, camaraderie and focus, with safety as a primary objective. Compass Minerals is proud of everyone involved in helping us operate as safely and efficiently as possible." **R**

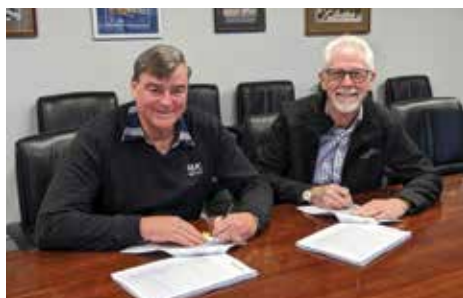
BUSINESS PLATFORMS

RUC CEMENTATION INKS

SUBCONTRACTOR AGREEMENT FOR TANAMI EXPANSION PROJECT



RUC Cementation Mining has signed a subcontractor agreement with GE Engineering Services for construction works at the Newmont Mining Tanami Expansion Project.



Newmont's Tanami mine is located in the Tanami Desert, 540 kilometres from Alice Springs in Australia's Northern Territory. It is a fly-in fly-out underground gold operation in one of Australia's most remote locations.

Geoff Jones, GR Engineering Services managing director, says, "This is our first subcontractor agreement with RUC and we look forward to working together towards a safe and successful outcome for Newmont."

GR Engineering Services is a leading engineering consulting and contracting company specialising in engineering design and construction services to the mining and mineral processing industries. Headquartered in Perth, it has offices in Brisbane and Indonesia and has successfully delivered projects in over 20 countries.

Barry Upton, RUC Cementation Mining managing director, says, "We are excited to engage with Newmont, the world's largest gold producer, on this project."

Barry continues, "RUC and GR Engineering are both aligned in delivering safe projects, on time and to budget, while maintaining the highest health and safety standards and we are pleased to be partnering on this project for Newmont."

The Tanami Expansion Project includes the construction of permanent surface facilities such as winders, conveyors and headframe and the equipping and lining of a 5.5 metre diameter, 1 400 metre deep shaft. The contract is valued at approximately R2,3 billion. The project team has recently begun site preparations and the expected completion is in April 2023.

The Group's Mining platform holds a leading position in most major regional underground mining markets in the western world and is well positioned to benefit from the expected improvement in market conditions. **R**



BUSINESS PLATFORMS

WAITSIA GAS PROJECT STAGE 2 SMOKING CEREMONY AND BULK EARTHWORKS AWARD



Earlier this year, Clough was awarded the engineering, procurement and construction scope for the Waitsia Stage 2 development in the northern Perth Basin, near the town of Dongara, approximately 350km north of Perth and 65km south of Geraldton in Western Australia.

The Waitsia gas field is ranked as one of the largest gas fields ever discovered onshore in Australia and is forecast to bring significant economic benefits to the Mid-West region.

The project includes a new 250 TJ/day gas processing plant with a 20-year life cycle, that will convey gas via the nearby Dampier to Bunbury natural gas pipeline.

Clough, together with the Waitsia joint venture, Mitsui E&P Australia and Beach Energy, marked the occasion with a customary Smoking Ceremony and Welcome to Country, which was performed by the local traditional owners, the Yamatji nation.

Clough recently awarded the bulk earthworks scope for the project to Garla Barna Civil & Mining (GBCM), a local Mid-West Indigenous business.

Peter Bennett, Energy, Resources & Infrastructure platform CEO, said, "Clough and the Waitsia joint venture are committed to delivering a high-performing project, while providing opportunities to the local community at every stage of the project."

GBCM was established in 2019 as an emerging regional-based Aboriginal services contractor, offering project solutions in Western Australia. GBCM respects the land, the traditional owners and the



Aboriginal culture in all the areas in which the company operates. Its intent is to maximise opportunities for Aboriginal people in the construction industry, creating hope and career paths for future generations.

Fred Taylor, GBCM director and shareholder, said, "GBCM is pleased that Clough has provided our company with this opportunity on a project that is being built on our traditional lands. We are excited to be working with Clough in the delivery of this venture and look forward to the engagement this project brings to the Mid-West and the Southern Yamatji people."

Clough's first Reconciliation Action Plan was endorsed by Reconciliation Australia in January 2020 and drives its commitment to create meaningful opportunities with Aboriginal and Torres Strait Islander peoples by providing employment, education and business opportunities.

John Galvin, Clough executive vice president Australia and Asia Pacific, concludes, "GBCM is a local construction business that demonstrates the capabilities needed to perform this scope of work and we look forward to partnering with them on this project." **R**

THE ROBUST EXCHANGE



CYNTHIA CALDERON

HEAD OF CORPORATE AFFAIRS AND STAKEHOLDER ENGAGEMENT AT CLOUGH

WHERE DID YOU GROW UP?

I grew up in Lima, Peru.

WHAT WAS YOUR FIRST JOB?

My first job was for a not-for-profit organisation that supported micro and small businesses in the agricultural industry. I was responsible of creating packaging, branding, and marketing campaigns for them to commercialise their goods.

WHAT WAS YOUR CAREER JOURNEY TO WHERE YOU ARE NOW?

My first job was for a non-for-profit organisation as a marketing assistant and then I moved into fast consumer goods for a couple of years. After that I had the opportunity to join Shell's Graduate Program. That was a career changing opportunity as it gave me a different perspective of the energy industry.

In 2006, I moved to Perth, Australia and worked again for Shell in a business development role. After Shell, I worked in marketing and communications coordinator and advisor roles for engineering firms including AECOM and WorleyParsons. In 2012, I joined construction company CB&I as marketing manager for Australia. It was a huge role working with various operators. At that moment, CB&I was delivering EPC scopes for almost every oil and gas project in Australia, including the Chevron operated Gorgon Project.

After CB&I I joined Clough and this year I celebrate five years of service. I joined Clough as a marketing manager and since then the scope of my role has evolved into the head of corporate affairs and stakeholder engagement. My current role includes managing the reputation of the Clough brand and all its subsidiaries, increasing brand awareness across our regions and the industries in which we operate, developing and implementing internal and external communication campaigns, and ensuring Clough is a good corporate citizen working closely with the communities in which we work and live.

WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

There are two career milestones that I am proud I have achieved. Firstly, being appointed to a communications advisor role in an English-speaking country, considering English is not my first language, and secondly, joining Clough's EXCOM and participating in the development of the strategy for a prestigious pioneering engineering and construction company.

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

Managing communications and marketing for global stakeholders in a fast-paced industry with ever-changing technology.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

What excites me most about our industry is the role we are playing in creating a sustainable energy, resources and infrastructure future.

Whether it is smart engineering that challenges the norm and delivers reductions in CO₂ emissions, efficient and safe construction practices, working closely with the communities where we work and live, or creating a workplace where everyone feels welcome to bring their true selves, we hold the key to ensuring future generations will enjoy environmental, social and economic conditions that are better than those we have now, and that is exciting!


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

Whatever the problem be part of the solution.

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

I enjoy outdoor activities like trekking and hiking and I also have a passion for yoga.

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

People will be surprised to know that I played basketball representing Peru in a couple of international championships and it will not be much of a surprise to those who know me, but I am quite short for basketball standards. 

Stakeholder engagement, communication and marketing play critical roles in an organisation. The Robust Exchange gets to know two of the Group's communication and marketing leaders, Cynthia Calderon from Clough and Aimee Doole from Booth Welsh.



AIMEE DOOLE

STRATEGY,
COMMUNICATIONS &
MARKETING HEAD AT
BOOTH WELSH

WHERE DID YOU GROW UP?

I grew up in Scotland on the West Coast in a small town called Kilwinning.

WHAT WAS YOUR FIRST JOB?

When I was 16, I started a Christmas position as a customer assistant at a local toy shop. In the lead up to the festive period, there used to be queues out the door every day and often irate customers when certain toys were out of stock. It definitely gave me a good early grounding on how to work fast, deal with high pressured situations and hold my nerve with unhappy people!

WHAT WAS YOUR CAREER JOURNEY TO WHERE YOU ARE NOW?

I studied Marketing and Management at Strathclyde Business School and I joined Booth Welsh on a university placement, using the business as a case study for my Marketing Honours dissertation. This was an amazing way to get under the skin of the business from the beginning. My initial challenge from our MD was to get rid of the 'Booth who' question, often the retort given when mentioning the company name at events or in meetings.

From an early stage, I was given a lot of responsibility and autonomy to shape the marketing and communications department at Booth Welsh, which I loved and this really fitted what I was looking for in a career. My role continued to evolve and fast forward 10 years, I now head up the strategy, communications and marketing function.

Although having been with the business a long number of years, no two days are the same. My role is very diverse and although it is hard work, it has been very satisfying to see the impact of my ideas coming alive over the years.

WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

After graduating, I joined a successful engineering business that delivered process control systems and instrumentation and electrical services. However, there was no marketing department, which was a challenge. After 10 years I am proud to have built the Booth Welsh brand to where it is today. I am very grateful to have had lots of fantastic opportunities to lead on strategic initiatives that have helped both myself and Booth Welsh grow. This includes great experiences travelling abroad and representing the brand across the US, the Middle East and Australia, as well as contributing to Clough global brand international marketing strategies.

I have also been fortunate to be asked to speak on global stages about Booth Welsh's growth story, a proud "pinch me" moment reflecting on how far both myself and the business has come in a relatively short space of time.

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

The pace of change is both exciting and challenging. Booth Welsh is a business which has always used technology as a differentiator and therefore in the current Industry 4.0 digitally disruptive world, the challenge is how to stay ahead. The COVID-19 pandemic has also completely changed the way we look at things and how we approach work. Virtually engaging with stakeholders, both internal and external, has become an unintended new skill. Fortunately, our early investment in digital platforms and tools such as Microsoft Teams have helped tremendously here. These skills are here to stay as we bask in the learnings from this transformational global event and continue to adapt.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

As we build back stronger after the pandemic, both our work and our home lives have changed dramatically. The future certainly will not look like the past. We now enter an exciting phase of opportunity and growth fuelled by both the impact of digitalisation and the disruptive influences from the global pandemic situation. At Booth Welsh, we now focus our differentiated offering to our markets on sustainable technical solutions that will positively impact on people, planet and profit, a strategic development we have launched called 'Environment 4.0'. This is exciting as it will generate new involvement with clients as they focus on transforming their operations longer term to meet the UN Sustainability Goals while continuing to deliver projects successfully.

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

Always treat others as you would like to be treated.

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

My role can often be very desk-based and particularly has been this past year with home working, so getting up and away from the screen is something I prioritise. I enjoy Barre, a ballet-derived workout, and practice this regularly as well as 5km runs down the harbour estuary where I stay. During lockdown, I also got quite into cooking, so often have friends and family round to trial new dishes I am experimenting with.

Now lockdown is ending, I look forward to going out again for meals with friends and family, as well as perhaps ordering the occasional French Martini!

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

Despite our well known British afternoon tea culture, I have never had a cup of tea or coffee before. I also don't like whisky, which is of course our national drink in Scotland! **R**

NEWS

SPOTLIGHT ON OUR LETSEMA KHANYISA STARS

Letsema Khanyisa was established in 2006 to support the dependants of qualifying employees to access 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.

Murray & Roberts partners 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.

In 2019, we introduced comprehensive career counselling provided by a psychologist. Each learner is assessed and, together with their parents, given feedback on possible career choices and what subjects they should be pursuing.

Tshiamo Marumule is in grade 12 and Nkanyiso Malukotsa is in grade 1 and both learners are excited about their future studies. **R**

What do you like best about your new big school?

I like that we play and my classroom is so big and colourful and I have new friends.

What is your favourite subject and why?

Mathematics, I love to count and break down numbers.

What do you want to be when you are big and why?

A doctor, I would like to take care of sick people and make them feel better.

What do you like to do for fun when you are not at school?

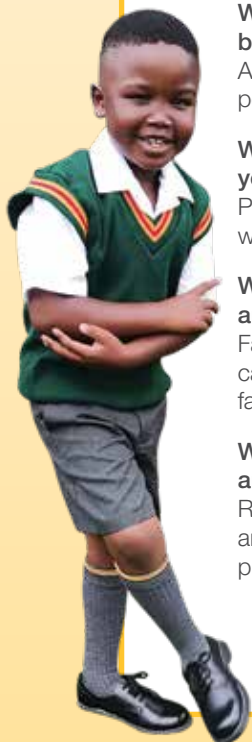
Playing with my toys outside and also watching cartoons.

What is your favourite movie or story and why?

Fast and Furious. I love all the different cars in the movie because they are very fast.

Who is your favourite soccer player and why?

Ronaldo, because he is a good player and scores so many goals every time he plays.



NKANYISO MALUKOTSA

Tell us about what studies you would like to pursue in the future and how these studies will impact your life?

I would like to study my first six years of medicine at one of the top universities in South Africa. I then plan to finish the rest of my studies at the University of Cambridge in England where I will obtain my degree in OB-GYN. I believe that medicine is a step in the right direction for my passion of dedicating my life for the greater good of others.

What are your career goals?

I have had a passion for medicine for as long as I can remember. Children normally swap around careers, one year they want to be doctors and the next they want to be lawyers. I have always stayed on the medicine career path. It was either a general practitioner, a surgeon or gynaecology. Right now, I plan to specialise in OB-GYN. I have also developed a passion for entrepreneurship and plan to become a professional investor in real estate. Ultimately, I plan to combine these two career paths and establish a non-profit company that has to do with medicine, but I am still figuring that part out. I believe that medicine will grow my passion for philanthropy and I will volunteer my life for the greater good of others. This non-profit company I want to establish should be as well established as the well-known organisation, Doctors without Borders.

Who has been a role model for you?

My mother, after Jesus Christ. The only way to God is through the Lord Jesus Christ. I thank God for blessing me with the mother that I have. She has been my biggest motivator and critic in everything I do. Countless times, she has reminded me that my current circumstances do not matter and that I should look up into the horizon and realise what is really meant for me. The way she lives her life inspires me the most.

What personal achievement makes you proud?

Leadership. I never thought it was meant for me, until the people around me pushed me to apply for prefectship at my high school. I do not regret sending in that motivation application video of the events that occurred thereafter, laughter, tears and all... the experiences were pure blessings.

What words of advice would you give your younger self?

- Take reading your bible more seriously.
- Take time to learn about the power of fasting. It is not just something that adults do.
- Start preaching, it does not matter what you think you lack, just begin and God will do the rest.
- Stay humble, appreciate the little you have.



TSHIAMO MARUMULE

NEWS



BIRDIES AND PARS FOR A FUNDRAISING HOLE IN ONE

The Murray & Roberts Child Welfare Fund was very fortunate to be able to host the 2021 fundraising golf day before the third wave of the COVID-19 pandemic arrived in Gauteng.

Thanks to our donors and sponsors, the fund was able to raise much-needed resources to support the organisations that reach out to us for assistance.

Over the past 12 months (July 2020 – June 2021), the fund raised R306 000 and assisted 11 organisations. This was possible due to our employees who donate through payroll giving, funds raised through the golf day and the Murray & Roberts Letsema Sizwe Fund, which matches the funds raised during the year.

Good governance is important to the fund. Every application is reviewed by the committee which ensures that the organisation is properly registered with a strong track record of community involvement and good governance structures. The committee regularly follows up with beneficiaries to ensure the funds have been used for their intended function and where possible, the committee hosts an annual site visit to the organisations.

Says Ed Jardim, Murray & Roberts Child Welfare Fund chairman, "We are immensely grateful to our employees, clients, suppliers and partners who make it possible for the Child Welfare Fund to continue with its work." **R**

The fund assisted these organisations during the first six months of 2021

Waumbe Youth
Development

R25 000

East London High
Transmission Area Project

R25 000

Children
Aloud

R30 000

Arebaokeng Multipurpose
and Palliative Care

R30 000

East Rand
Children's Fund

R23 250

NEWS



CARTRIDGE RECYCLING PROJECT GROWS RESOURCES FOR SCHOOL VEGETABLE GARDEN

Each year, approximately 375 million used printer cartridges end up in landfills.

To help in the battle against electronic waste, Kyocera Document Solutions South Africa, in partnership with Carbon Footprint Recycling, are encouraging businesses to participate in their recycle, reduce and re-use programme.

“Consumption of toner is on the rise and the volume of waste is increasing,” says Paul Wendlandt, customer services support manager, Kyocera Document Solutions South Africa. “How we treat toner waste today is important, both for corporate citizenship and the environment. We need to start changing our habits and finding useful things to do with this waste.”

As part of the responsible recycler programme, companies that sign up receive a recycling bin from Kyocera to collect used printer cartridges. These are then collected and recycled by Carbon Footprint Recycling into concrete-based planter boxes, which are donated to community projects.

To date, 13 585 kilograms of collected material have been recycled into planters, benches and pavers and importantly, have been diverted away from landfill sites.

Fergus Slattery, director at Carbon Footprint Recycling, says, “We can’t think that when we throw things away, they are gone. They have to go somewhere and I wanted to find a sustainable way of recycling printer cartridges.”

As the first company to sign up, Murray & Roberts has collected and recycled 148 kilograms of cartridges. Sixteen recycled planters were donated to Ithembelihle School in Germiston, Gauteng, to assist the school’s vegetable growing project.

“The planter boxes will be used to grow seedlings that will later be transplanted to raised tyre gardens for further growth,” said Leonor Ngozi, principal at Ithembelihle School.

“Most days, scholars arrive at school without having had breakfast. Healthy meals are important for building the learners’ immune systems, particularly those who are on chronic medication. We are so excited about this project and wish more companies would get involved, so that we can expand our garden to be able to send vegetables home with our learners.”

Hilton Currie, Murray & Roberts chief information officer, says, “This project aligns with our corporate social responsibility and commitment to reduce our carbon footprint.” **R**

EXCELLENCE IN FINANCIAL REPORTING: MURRAY & ROBERTS BAGS ANOTHER SQUIRREL



The Investment Analysts Society of South Africa (IAS) began in 1968 with three primary objectives: to improve the quality of investment analysis and analytical techniques; to establish and maintain professional standards in the profession; and to foster the exchange of ideas with a view to solving common problems within the industry.

The IAS represents investment professionals throughout South Africa and hosts an annual award to recognise public companies that have excelled in demonstrating expertise and transparency in financial disclosure and communications. The society hosted its 36th awards ceremony this year – although due to the COVID-19 pandemic and lockdown restrictions in place, the event was held online.

Murray & Roberts was voted by the IAS and its members as the leader in communications and financial reporting in the industrials sector. This is the fourth time since 2009 that Murray & Roberts has received an award, affectionately known as a “squirrel” due to the fact that these awards are made in the likeness of the IAS logo.

Says Ed Jardim, Murray & Roberts Group investor relations and media executive, “Maintaining stakeholder trust given intensifying activism, public scrutiny and expectations of greater transparency and reporting is critical to the Group’s resilience and sustainability and we are delighted to be recognised again for our financial reporting and communication.” **R**

NEWS

WORKING TO A ZERO HARM MINDSET



Engineered Excellence and passionate, effective leadership are at the centre of Murray & Roberts' commitment to Zero Harm. Leaders are expected to set high safety standards and to lead by example and they are accountable for developing a culture that drives a Zero Harm mindset.

The annual Group Safety Conference was hosted online this year. The conference brings together safety leaders from across the Group to share innovations and challenges in their areas of operation. The conference also recognises and celebrates safety achievements with the Murray & Roberts Group CE Safety Recognition Awards.

Congratulations to the category winners!

BEST EMPLOYEE PARTICIPATION PROGRAMME

Clough – Koodaideri Rail Project North
RUC Cementation Mining – Vivien Mining Project
Murray & Roberts Power & Energy – Kusile

BEST SAFETY PERFORMANCE AT PROJECT LEVEL

RUC Cementation Mining – Shaft Sinking
Clough – LNG Canada
Murray & Roberts Power & Energy – Sappi Saiccor

ZERO HARM PROJECTS

Clough – Main Road Koodaideri Bridge
Clough – BHP South Flank NPI
Clough – Bayu-Undan
Clough – Oyu Tolgoi 3A Underground Material Handling
Clough – Enterprise Dehydration Unit
Clough – LNG Canada
Cementation America – Hope Bay
Cementation America – Musselwhite
Cementation America – KUC
Cementation America – Amaruq
Cementation America – Henderson
Cementation America – Lucky Friday
Cementation America – Bradshaw
RUC Cementation Mining – Burrungubugge Project Snowy River
RUC Cementation Mining – InCycle
Murray & Roberts Cementation – B2 Gold Namibia
Murray & Roberts Cementation – Underground Drilling (various sites)
Murray & Roberts Cementation – Raise Boring (various sites)
Murray & Roberts Cementation – Khutala Colliery
Murray & Roberts Power & Energy – Kusile Main
Murray & Roberts Power & Energy – Sappi Saiccor
Murray & Roberts Power & Energy – Polokwane SO₂ Abatement

SPECIAL RECOGNITION

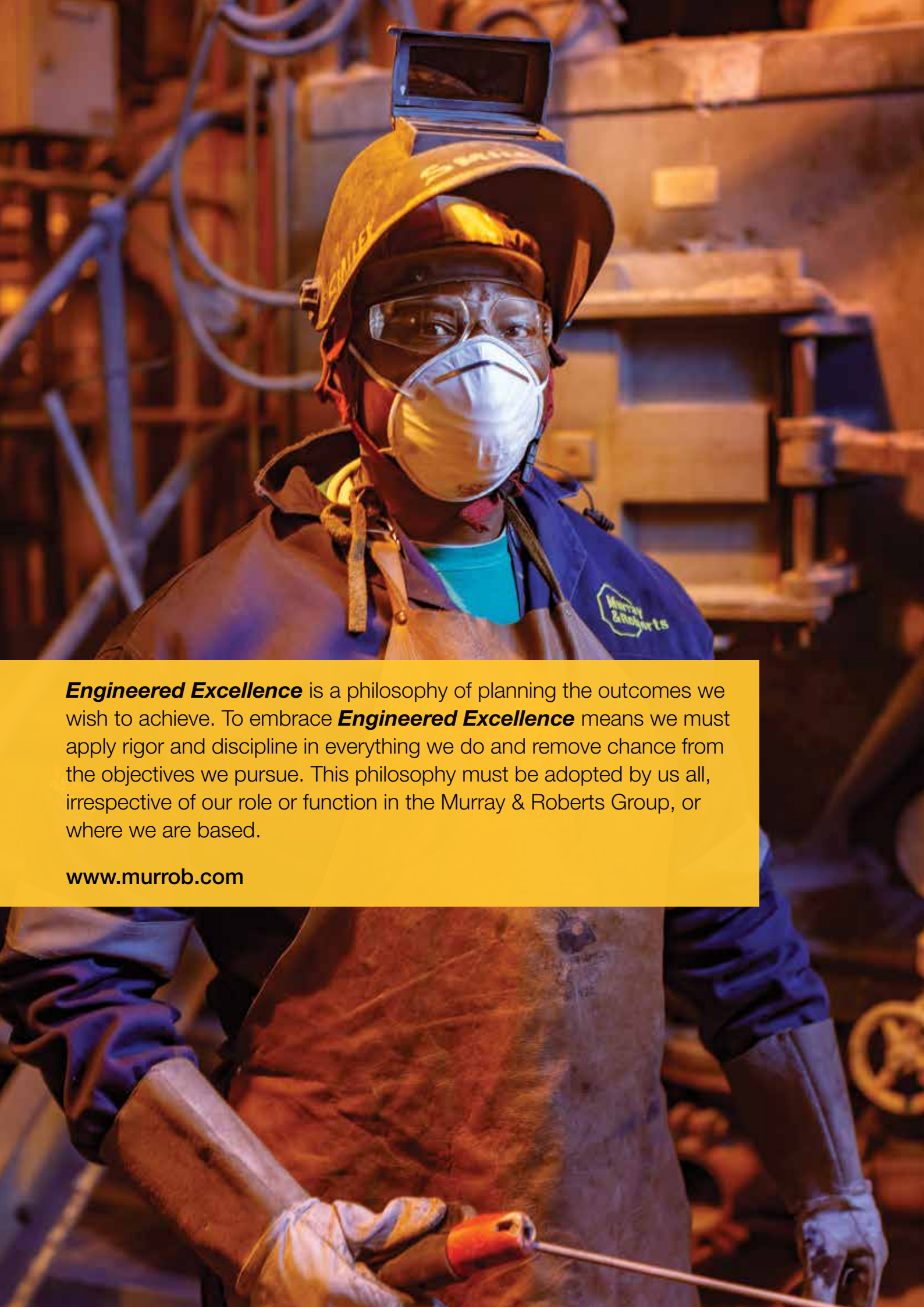
Energy, Resources & Infrastructure – Jason Ponosh, Clough
Energy, Resources & Infrastructure – Alan Caddies, Booth Welsh
Energy, Resources & Infrastructure – Hank Leach, Clough
Mining – Los Gatos, Cementation America
Mining – Murray & Roberts Cementation
Mining – Peter Sutherland, RUC Cementation Mining

MOST IMPROVED SAFETY PERFORMANCE AT PLATFORM LEVEL

Mining

BEST SAFETY PERFORMANCE AT PLATFORM LEVEL

Energy, Resources & Infrastructure



Engineered Excellence is a philosophy of planning the outcomes we wish to achieve. To embrace **Engineered Excellence** means we must apply rigor and discipline in everything we do and remove chance from the objectives we pursue. This philosophy must be adopted by us all, irrespective of our role or function in the Murray & Roberts Group, or where we are based.

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