

MURRAY & ROBERTS – 2020 GRI CONTENT INDEX

The Murray & Roberts 2020 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, at a core application level.

Key:

IR: 2020 Integrated Report

AFS: 2020 full annual financial statements online

SR: 2020 sustainability disclosure online

CGR: 2020 full corporate governance report online

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE REFERENCES (PAGE NUMBERS IN INDICATED REPORTS)	EXPLANATORY NOTES
WORLD-CLASS HEALTH AND SAFETY PERFORMANCE				
OCCUPATIONAL HEALTH AND SAFETY				
Management approach			SR: 11 (approach to safety management) SR: 17 (approach to health management)	
403 Occupational health and safety 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	IR: 10 (<i>Engineered Excellence</i> for strategic advantage) SR: 15 (2020 safety performance) SR: 19 (2020 health management performance)	We do not measure our safety performance in line with the GRI's breakdown by region, gender and third party workers. However health and safety is a strategic objective for Murray & Roberts and we use a robust set of leading and lagging indicators to measure our performance. These indicators and our initiatives to improve our health and safety performance are thoroughly reported in the sustainability report.
403 Occupational health and safety 2016	403-3	Workers with high incidence or high risk of diseases related to their occupation	SR: 17 (approach to health management) SR: 19 (2020 health management performance)	

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EMPLOYER OF CHOICE				
Management approach			IR: 10 (<i>Engineered Excellence</i> for strategic advantage) SR: 22 (approach to human resources management)	
EMPLOYMENT				
401 Employment 2016	401-1	New employee hires and employee turnover	SR: 53 (key data)	In South Africa, where 51% of our workforce is based, employee appointments are robustly documented and measured for employment equity purposes. The reasons for the 6% reduction in permanent headcount in FY2020 are some large projects coming to an end and the restructuring of the PIW platform. The Group does not report an overall employee turnover.
LABOUR/MANAGEMENT RELATIONS				
402 Labour/management relations 2016	402-1	Minimum notice periods regarding operational changes		In South Africa, the minimum notice period in terms of the country's Labour Relations Act, 66 of 1995 is four weeks for employees who have been employed for more than one year. We are fully compliant with this legislative requirement, as well as any related legislation in other jurisdictions.
TRAINING AND EDUCATION				
404 Training and education 2016	404-2	Programmes for upgrading employee skills and transition assistance programmes	IR: 10 (<i>Engineered Excellence</i> for strategic advantage) SR: 26 (grow leadership and technical capability)	
404 Training and education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	SR: 22 (performance management and remuneration)	
DIVERSITY AND EQUAL OPPORTUNITY				
405 Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	IR: 18 (Group leadership) SR: 28 (drive diversity and inclusion) SR: 53 (key data) CGR: 5, 14	The age of employees is not disclosed as this is not considered material, however this data is readily available on request. Diversity data is provided for employees in South Africa only, where 51% of the Group's workforce is located.
MARKET PRESENCE				
202 Market presence 2016	202-2	Proportion of senior management hired from the local community	SR: 28 (drive diversity and inclusion) SR: 53 (key data)	Our commitment to broad-based black economic empowerment in South Africa ensures that we drive employment equity at all levels of the South African operations. We are also committed to promoting 'localisation' at our other global operations. In South Africa, 95% of employees are South African.

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TRUSTED PARTNER				
Management approach			SR: 31 (ensure responsible and ethical conduct) SR: 33 (approach to maintaining our social legitimacy)	
NON-DISCRIMINATION				
406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	SR: 31 (ensure responsible and ethical conduct)	In line with our zero tolerance to any instance of unfair discrimination, all reports and complaints relating to discrimination are investigated and appropriate action taken in every instance in which unethical behaviour is confirmed.
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
407 Freedom of association and collective bargaining (2016)	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	SR: 31 (ensure responsible and ethical conduct)	<p>We have not identified any operations within the Group where freedom of association or collective bargaining have been found to be at risk. Our human resources and labour policies, support and respect the rights of workers as enshrined within the South African Bill of Rights and international standards. We also comply with the business principles set out by the United Nation's Global Compact.</p> <p>Information relating to suppliers is not available.</p>
CHILD LABOUR				
408 Child labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	SR: 31 (ensure responsible and ethical conduct)	<p>We have not identified any operations within the Group where child labour has been found to be a risk. Our human resources and labour policies, align to international human rights standards and with the South African Constitution.</p> <p>Information relating to suppliers is not available.</p>
FORCED OR COMPULSORY LABOUR				
409 Forced or compulsory labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	SR: 31 (ensure responsible and ethical conduct)	<p>We have not identified any operations within the Group where forced or compulsory labour has been found to be a risk. Our human resources and labour policies, align to international human rights standards and with the South African Constitution.</p> <p>Information relating to suppliers is not available.</p>

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TRUSTED PARTNER continued				
RIGHTS OF INDIGENOUS PEOPLES				
411 Rights of indigenous peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples		There have been no incidents of violations involving rights of indigenous peoples.
HUMAN RIGHTS ASSESSMENT				
412 Human rights assessment 2016	412-2	Employee training on human rights policies or procedures	SR: 31 (ensure responsible and ethical conduct)	Training on the Group's Code of Conduct, which covers human rights, is delivered to all new employees and graduates. We do not track the hours spent training employees on the Code of Conduct as we do not consider this as an effective measure of our investment in training. Each employee completes an online assessment of their understanding of the Code every two years.
LOCAL COMMUNITIES				
413 Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	SR: 34 (develop local partnerships) SR: 38 (maintain meaningful community support)	All businesses across the Group invest in the development and wellbeing of the economies and communities located near our projects.
SOCIOECONOMIC COMPLIANCE				
419 Socioeconomic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	SR: 31 (ensure responsible and ethical conduct) CGR: 10	No material fines or non-monetary sanctions for non-compliance with laws and regulations were received during FY2020.
INDIRECT ECONOMIC IMPACTS				
203 Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	IR: 45 (business platform reviews)	As an engineering and construction Group, the nature of our business facilitates the development of infrastructure, which in turn, contributes to the socioeconomic development and sustainable growth of the economies in which we operate. These projects are commercial engagements. Examples of the platform projects can be found in the 2020 Integrated Report.
203 Indirect economic impacts 2016	203-2	Significant indirect economic impacts	SR: 26 (grow leadership and technical capability) SR: 38 (maintain meaningful community support)	

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PROCUREMENT PRACTICES				
204 Procurement practices 2016	204-1	Proportion of spending on local suppliers	IR: 120 (statement of value created) SR: 34 (develop local partnerships) SR: 53 (key data)	We aim to procure locally in all countries of operation and in South Africa we drive preferential procurement with black suppliers as part of our transformation efforts.
ANTI-CORRUPTION				
205 Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	SR: 31 (ensure responsible and ethical conduct)	In line with our zero tolerance to any instance of corruption, all reports and complaints relating to corruption are investigated and appropriate action taken in every instance in which unethical behaviour is confirmed.
ANTI-COMPETITIVE BEHAVIOUR				
206 Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	SR: 31 (ensure responsible and ethical conduct)	A complaint referral against the Company, to the Competition Tribunal ("Tribunal"), in regard to the disposed of business Much Asphalt, was dismissed by the Tribunal on the 25 July 2019.
ENVIRONMENTAL MANAGEMENT				
Management approach			SR: 44 (address climate change) SR: 46 (approach to environmental management)	
ENERGY				
302 Energy 2016	302-1	Energy consumption within the organisation	SR: 48 (2020 environmental performance) CDP: https://www.cdp.net/en	Additional information can be found in our response to the CDP.
WATER				
303 Water 2016	303-1	Water withdrawal by source	SR: 48 (2020 environmental performance) Water Disclosure Project: https://www.cdp.net/en	Additional information can be found in our response to the CDP Water Programme.

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EMISSIONS				
305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	SR: 48 (2020 environmental performance) CDP: https://www.cdp.net/en	Additional information can be found in our response to the CDP. Greenhouse gas emissions have been calculated and reported in accordance with the GHG Protocol using an operational control approach.
305 Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	SR: 48 (2020 environmental performance) CDP: https://www.cdp.net/en	Additional information can be found in our response to the CDP. Greenhouse gas emissions have been calculated and reported in accordance with the GHG Protocol using an operational control approach.
EFFLUENTS AND WASTE				
306 Effluents and waste 2016	306-2	Waste by type and disposal method	SR: 48 (2020 environmental performance)	
ENVIRONMENTAL COMPLIANCE				
307 Environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations	SR: 46 (approach to environmental management)	No material fines or non-monetary sanctions for non-compliance with environmental laws and regulations were received during FY2020.
OTHER ECONOMIC INDICATORS				
ECONOMIC PERFORMANCE				
201 Economic performance 2016	201-1	Direct economic value generated and distributed	IR: 120 (statement of value created) SR: 53 (key data)	Direct economic value generated and distributed is disclosed in the value-added statement and the community development projects table in the data section of the 2020 Sustainability Report.
201 Economic performance 2016	201-3	Defined benefit plan obligations and other retirement plans	IR: 84 (remuneration report)	
201 Economic performance 2016	201-4	Financial assistance received from government		The Group did not receive any significant financial assistance from the South African Government during the reporting year.