

**Murray  
& Roberts**

**SUSTAINABILITY  
REPORT  
2022**

**CELEBRATING 120 YEARS**



# CONTENTS

## 01

### Environment report

- 02 About this report
- 04 Purpose-led value creation
- 08 Statements from the Board
- 11 Our sustainability framework
- 15 Our ESG risks and opportunities
- 18 Responding to our stakeholders
- 20 Our material issues

## 02

### Social report

- 24 Overview
- 25 Climate change
- 30 Responsible production
- 34 Positioned for a sustainable future

- 39 Overview
- 41 Responsible project delivery
- 43 Safety
- 50 Health and wellness
- 54 People management
- 56 Leadership
- 58 Working conditions
- 61 Learning and development
- 64 Diversity, equity and inclusion
- 68 Sustainable localisation
- 72 Meaningful community support

## 03

### Governance report

- 80 Overview
- 81 Governance of ethics, and environmental and social impacts
- 88 Ethical business conduct
- 91 Data protection

## 04

### Additional information

- 93 Task Force on Climate-related Financial Disclosures Index
- 95 United Nation's Sustainable Development Goals
- 97 Glossary
- 98 Independent Limited Assurance Report to the directors of Murray & Roberts Limited



BOOK REFERENCES



ONLINE REFERENCES





# About this report

**Our sustainability report for the year ended 30 June 2022 (FY2022) is relevant to our stakeholders who have an interest in our environmental, social and governance performance.**

The sustainability report provides an overview of our management, and governance of, and performance in relation to, our material environmental and social impacts that affect the long-term success of our business. Included are the issues that matter most to our stakeholders.

The report covers the Group, including our wholly owned business platforms and the joint ventures in which we have significant influence. Our subcontractors are included in our key performance indicators for health, safety and environmental incidents. Should a material ESG issue arise beyond these metrics and which involves our subcontractors, this is disclosed as part of our narrative reporting.

For the purposes of this report, the term 'subcontractors' refers collectively to our subcontractors, service providers and consultants. The term 'business partners' refers collectively to our joint-venture partners and subcontractors.

The Group defines the short term as the coming reporting period, the medium term as the next three years equating to our rolling business planning cycle, and the longer term as being beyond the planning horizon.

## Materiality

Murray & Roberts defines material issues as factors that substantively affect our ability to sustain our strategic, operational and financial performance, including our impact on society and the environment. These factors and the way we respond to them are likely to influence a stakeholder's assessment of the Group's sustainability and the value it is able to create for stakeholders over time.

Insights drawn from the Group's annual strategic planning cycle for FY2023 to FY2025 were the primary input in determining our material issues and were workshopped by a forum that included the Group chief executive, Group financial director, and the Group executives in charge of risk, commercial and stakeholder relationships. The material issues were then tested against interviews with the executive in charge of risk and health, safety and environment and the executive of leadership and succession, as well as with the chairman to incorporate Board insight.

The material themes and associated issues (set out on page 20) were used to prepare the Group's integrated and sustainability reports, which provide a thorough discussion of, and pertinent performance data for, the issues.

In this year's report, we have linked our material issues to the relevant United Nations Sustainable Development Goals. This has been guided by a review of the individual targets of each SDG and identifying which targets we feel the Group is contributing towards. Our prioritised sustainability goals are reflected below. Detailed disclosure on the SDG's can be found on page 95.



## Reporting frameworks

Our sustainability report has been prepared in accordance with King IV, the Global Reporting Initiative Standards, at a core application level, and the Task Force on Climate-related Financial Disclosures.



## Process disclosures

The integrity of the integrated and sustainability reports is supported by a mature and effective process:

- The reporting team, with support from specialist external reporting partners, is led by the Group investor and media executive, who has unfettered access to the Group chairman, Group executives and business platform leadership during the reporting preparation process.
- A paper setting out the reporting approach and areas of improvement, based on developments in reporting frameworks and the disclosure

expectations of stakeholders, is presented to the Board at the outset of report planning, giving the directors the opportunity to guide the process.

- The material issues identification process described on page 2 is conducted, including an analysis of Group and platform business plans and stakeholder insights from key relationship owners.
- The information in the sustainability report is drawn from various sources: predominantly content submitted by relevant Group functions, the Group and platform business plans, the presentations to the annual safety conference and interviews with the Group chairman, Group chief executive and Group financial director as well as the business platform reviews drafted by the platform CEOs, which can be found in the integrated report.
- The executive for risk and HSE reviews all content during the drafting process, and is assisted by the executive of leadership and succession and others, where required. These reviews occur before formal approval is received from the social & ethics committee whose responsibility is delegated to it by the Board.

1. King IV copyright: Copyright and trademarks are owned by the Institute of Directors in Southern Africa NPC and all of its rights are reserved.

## Assurance

Our independent sustainability auditors, IBIS ESG Consulting Africa (Pty) Ltd, provided limited assurance over selected non-financial KPIs. EmpowerLogic provided independent ratings on our broad-based black economic empowerment performance.



## Approval

The social & ethics committee, which is responsible for ensuring the integrity of the sustainability report, believes that the report addresses all of the Group's material ESG issues. The committee approved the report on 30 August 2022.

### FEEDBACK

The sustainability report is intended to provide the basis for meaningful engagement with our stakeholders. We welcome your feedback which can be directed to Ed Jardim, Group investor and media executive at [ed.jardim@murrob.com](mailto:ed.jardim@murrob.com).

## Reporting suite

### 2022 annual integrated report



Our annual integrated report for the year ended 30 June 2022, presents the strategy, governance, performance and prospects of the Group. The full business platform reviews are included in the report.

### Corporate governance information



- Full governance report, including Board committee reports and record of attendance
- King IV application register

### Full annual financial statements



- Accounting policies
- Notes to the annual financial statements
- Murray & Roberts Holdings Limited annual financial statements
- Notes to the Murray & Roberts Holdings Limited annual financial statements
- Annexures

### Also available online

- Notice of annual general meeting
- Form of proxy

### Information online



**ONLINE** [www.murrob.com/inv-annual-reports.asp](http://www.murrob.com/inv-annual-reports.asp)



# Purpose-led value creation

**Murray & Roberts enables and optimises fixed capital formation that advances sustainable human development, on behalf of corporations, governments and other institutions.**

The Group's Purpose makes sustainable human development the circumference of our market focus. The projects we design, build, maintain and operate empower global communities by delivering the real economy fundamentals – metals and minerals, reliable electricity, transport infrastructure and potable water – on which the modern world depends.

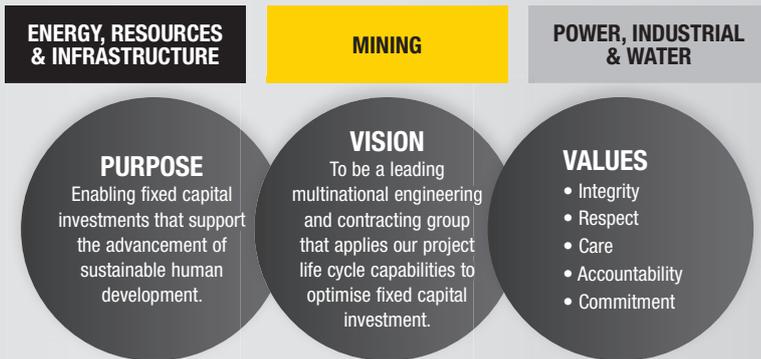
Similarly defined by our Purpose, sustainable human development is central to our governance approach, our competitiveness as a contractor and employer of choice, and our reputation as an ethical corporate citizen with international and local responsibilities.

Our Vision commits us to applying our capabilities to help our clients optimise their fixed capital spending and long-term asset outcomes in the service of human advancement. As the Group moves to realise compelling opportunities for growth, profitability and value creation, our strategic choices will continue to be motivated by our Vision, guided by our Values and led by our Purpose.

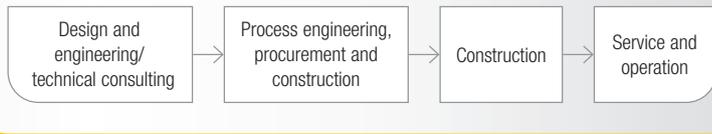
**The Murray & Roberts Group**  
A multinational specialist engineering and contracting group focused on specific target market sectors

**STOP. THINK. ACT. 24/7: SAFE OUTCOMES IN EVERYTHING WE DO**

BUSINESS PLATFORMS



PROJECT LIFE CYCLE



**ENGINEERED EXCELLENCE**

**Our market focus spans sectors attracting accelerated capital investment** in sustainably meeting the needs of a growing and urbanising global population, and addressing socioeconomic and environmental challenges.

**Our commitment to safe outcomes in everything we do**, grounds our aspiration to make Zero Harm a reality. Our safety, health and environmental record, our standing as a desirable employer and our care for community wellbeing, are hallmarks of the Group.

**Our business platforms are expected to align with Group culture**, which is guided by our Values and operationalised by our philosophy of *Engineered Excellence*. This alignment underpins our aspiration to be a contractor and employer of choice and to enhance stakeholder trust in the Group.

**We design and deliver projects across the engineering and construction value chain** that are financially viable, that deliver better outcomes for our clients, and that create lasting socioeconomic and environmental benefits for local communities and host countries.

## Our New Strategic Future

Flowing from our Purpose and Vision, our *New Strategic Future* plan aims to generate positive value for our clients, employees, shareholders and partners, and lasting socioeconomic benefit for our host countries and communities.

The transition to a lower-carbon energy future and the substantial investment in infrastructure-led economic recovery and redevelopment, provide a long-term support to our growth potential. These structural trends are important drivers of our investment case.

### ***A multinational engineering and contracting group...***

Our platforms, with their respected contracting brands, are well positioned in market sectors and regions with the best opportunities for profitable growth and competitive differentiation.

### ***...able to optimise value across the project life cycle...***

As specialist contractors, our platforms are best placed to manage risk and maximise value recognition, while optimising client, local community and host country value.

### ***...through our philosophy of Engineered Excellence...***

Mature policies, management systems, business principles and practices, and shared learning enable our platforms to deliver safe, efficient and profitable projects, responsibly.

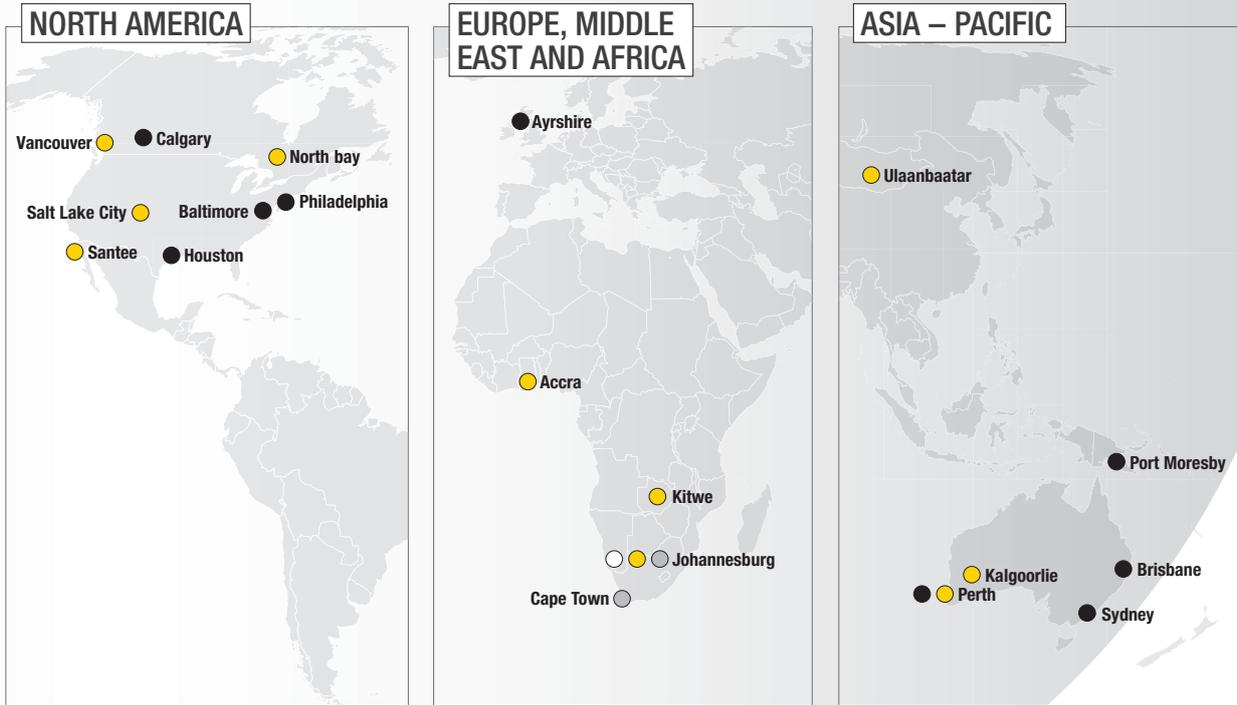
### ***...in market sectors with robust long-term demand drivers...***

Demand for future-facing commodities, infrastructure-led socioeconomic redevelopment and the global energy transition are accelerating capital investment in our market sectors.

### ***...to sustain earnings growth and shareholder value.***

The Group's strategic position and strong prospects, diversified across sectors, markets and capabilities will deliver sustainable earnings growth in the years ahead.





## Global scope and regional strength

The Group's geographic footprint reflects a permanent presence in high-growth regions for our clients. We also support clients in other geographies, occasionally in joint venture with local partners. Our business platforms have the management structures, systems and capabilities needed to thrive in their regional markets. They provide specialised and competitive end-to-end service offerings to clients in our market sectors, while diversifying their revenue and margin mix. Their regional strength also provides some protection from disruptions to global project supply chains and international skills deployment.

-  ENERGY, RESOURCES & INFRASTRUCTURE
-  MINING
-  POWER, INDUSTRIAL & WATER
-  CORPORATE OFFICE

## Our business platforms

	 ENERGY, RESOURCES & INFRASTRUCTURE	 MINING	 POWER, INDUSTRIAL & WATER
MARKET FOCUS	<b>AMERICAS, ASIA, AUSTRALIA, EMEA</b>	<b>AFRICA, AMERICAS, ASIA, AUSTRALIA</b>	<b>SUB-SAHARAN AFRICA</b>
	<p><b>Global capabilities:</b> energy</p> <p><b>Australasian capabilities:</b> energy, resources (metals and minerals) and infrastructure markets</p> <p><b>Capabilities:</b></p> <ul style="list-style-type: none"> <li>■ Detailed engineering</li> <li>■ Procurement</li> <li>■ Construction</li> <li>■ Commissioning &amp; maintenance</li> </ul>	<p><b>Global capabilities:</b> underground and open pit mining services and material logistics in metals and minerals markets</p> <p><b>Capabilities:</b></p> <ul style="list-style-type: none"> <li>■ Detailed engineering</li> <li>■ Procurement</li> <li>■ Construction</li> <li>■ Commissioning &amp; maintenance</li> <li>■ Operations</li> </ul>	<p><b>Regional capabilities:</b> power, industrial and water markets</p> <p><b>Capabilities:</b></p> <ul style="list-style-type: none"> <li>■ Detailed engineering</li> <li>■ Procurement</li> <li>■ Construction</li> <li>■ Commissioning &amp; maintenance</li> </ul>

✔ Improved ✘ Worsened

<b>FINANCIAL PERFORMANCE</b>	<b>2022</b>	<b>% change</b>	<b>2021</b>	
Revenue (Rm)	29 869	37	21 882	✔
Operating costs (Rm)	29 164	37	21 342	✘
Cash and cash equivalents (Rm)	2 256	39	3 697	✘
Operating cash inflow/ (outflow) (before dividends) (Rm)	(175)	107	2 422	✘
Order book relative to revenues (Rm)	2.0 times	29 times	2.8 times	✘

<b>ECONOMIC CONTRIBUTION AND DISTRIBUTION TO STAKEHOLDERS</b>	<b>2022</b>	<b>% change</b>	<b>2021</b>	
Value added to employees (Rm)	12 951	19	10 868	✔
Value added to providers of finance (net) (Rm)	201	3	208	✘
Value added to government (Rm)	266	23	217	✔
Value added to maintain and expand the Group (Rm)	1 236	76	703	✔
<b>Total value added (Rm)</b>	<b>14 654</b>	<b>22</b>	<b>11 996</b>	<b>✔</b>



# Statements from the Board

## Board chairman's introduction

**SURESH KANA**

Murray & Roberts is a purpose-driven multinational organisation dedicated to *Engineered Excellence*. The critical infrastructure we design, build and operate is of undoubted value in the advancement of sustainable human development. Our ESG commitments localise this value, benefitting the countries and communities in which we operate, by ensuring that we conduct our business and run our organisation ethically, inclusively, fairly and transparently.

As detailed in the governance section of this report, we further refined the Group sustainability framework in the year. Specifically, this related to clarifying the governance of ESG; ensuring that the appropriate Board committees are tasked with providing oversight and guidance in their areas of expertise, and that the Board has proper line of sight as the ultimate custodian of ESG.



In the revised structure, the HSE committee is responsible for all aspects of environmental concern (including climate change); the social & ethics committee for all aspects of social concern; the risk committee's scope includes ESG-related risks and opportunities; and oversight of all governance matters, including for environmental and social matters, fall within the expanded purview of the nomination & governance committee.

The Board engages with all material ESG considerations on a quarterly basis. The relevant committees, as the internal voice of valid external concerns, ensure that our deliberations and decisions include and integrate the interests of all our stakeholders. Cross-membership on these committees, besides avoiding duplicated effort, give each committee and the Board a holistic view of our current ESG challenges and bring to light those issues that may affect the Group's sustainability in the future.

Harmonising ESG imperatives with commercial opportunities is seen by the Board as an ethical obligation for the Group. The Board is comfortable that the necessary frameworks and governance processes are now in place to ensure that we have close oversight of sustainability risk and opportunity, and to protect our reputation as a multinational organisation aligned to the advancement of sustainable human development.

My thanks to all Board and committee members, and our excellent management team, for ensuring that sustainability remains a feature of the Murray & Roberts culture.

## From the chairman of the social & ethics committee

**NTOMBI LANGA-ROYDS**

Murray & Roberts leads from a sound ethical foundation: we pride ourselves in being an organisation that complies with the letter and, importantly, enacts the spirit of the laws, regulations, standards, and codes of behaviour across our various jurisdictions. This is the basis for our social conscience, and our reputation, which preserves stakeholder trust both in the Group and in our industry.

Murray & Roberts, through our projects, generates positive outcomes for the communities in which we operate; in essence, our very purpose is to improve socioeconomic sustainability. That we provide employment and localisation opportunities to our host communities is further evidence of an organisation that has an important social role to play across the world.

The Group sustainability framework emphasises important social themes: employee relations; diversity, equity, and inclusion; human rights and dignity; indigenous partnerships and socioeconomic development. These social issues are important to governments and other stakeholders in our main areas of operation. For example, the strict standards the Australian Government demands



in terms of impact on Indigenous communities and BBBEE policy in South Africa. As a multinational organisation, it is useful to see how such issues are governed across the world, and to apply learning and best practices where necessary across the organisation.

The committee affirms the Group's commitment to ensure that our workplaces are inclusive and welcoming to employees of diverse lifestyle choices; whereby we appraise each other on our level of professionalism and not on factors of personal background or personal expression. Murray & Roberts is moving in the right direction in terms of acceptance and integration of diversity – beyond gender and race. In the year, the committee considered the needs of LGBTQI+ employees, to ensure they are free to be themselves in the work environment.

The committee commends the localisation initiatives, and recognition, that our platforms have achieved as relevant to their jurisdictions. Notably, Murray & Roberts Cementation in South Africa met its transformation targets, maintaining a Level 1 BBBEE accreditation. Further, there were no significant strikes at any of our projects in South Africa, or indeed anywhere else in the world.

Importantly, the Group seeks not only to comply with regulation, but also to set our own ethical standards and implement them in all our operations. An example – although the grip of the pandemic has lessened, Murray & Roberts continues to follow strict health protocols and to assist our employees to access vaccines.

I thank the fellow members of my committee and the Board, for setting the tone for a values-based, ethical culture that inspires care for people and communities, and enhances trust, wherever we operate.

## From the chairman of the health, safety & environment committee

**RALPH HAVENSTEIN**

As the pandemic wanes as a global health crisis, our focus on ensuring healthy and safe workplaces for our employees remains acute. In meeting the challenges of hazardous project environments and other emerging health risks, our health and safety standards are judged against those of our global peers and clients. The evidence suggests that Murray & Roberts is well placed in that ranking.

Our aspiration of Zero Harm to our employees and communities commits us to constant improvement in the governance frameworks and Group-wide interventions required to realise this goal, which are comprehensively described in this report. We are deeply gratified that we lost no-one in the line of duty in the year. Further, given the general improvement in both lead and lag indicators, we are confident that the lessons learnt from last year's safety performance have been embedded into our contracting principles and safety programmes.



In last year's report we noted that the trauma and isolation caused by the pandemic had exacerbated mental health stresses. Given that mental health is becoming a global health challenge, we are refining our response accordingly, in line with the priority we give to employee wellbeing.

From the perspective of our environmental credentials, the Group is a low carbon emitter and many of our projects are dedicated to the transition away from fossil fuels and toward renewable energy. However, it is inescapable that the costs of human development are borne by natural habitats, which must make way for wind farms, dams, mines, transport and transmission lines – and all such infrastructure on which modern humans have come to rely. We keep abreast of global debate about how best to balance the protection of our natural environment with socioeconomic growth, and we affirm Murray & Roberts' commitment to playing its part in the energy transition to greener alternatives.

In our policy responses, we acknowledge the right of every local community to aspire to equitable human development within a suitably protected natural environment. Our Climate Change Position Statement speaks to this delicate balance. For instance, it accommodates the reality that natural gas will play a key role in the energy transition. Not only is natural gas a lower carbon emissions alternative, but it also offers important opportunities for socioeconomic development in regions that need it most.

I thank the Board and my fellow committee members for their ongoing support in ensuring that Murray & Roberts is recognised for the respect and care that we show in matters of health, safety and the environment. In particular, I commend our leaders for taking our bold aspiration of Zero Harm seriously, and striving tirelessly to ensure that the culture of the organisation puts health, safety and environment at its core.

# Our sustainability framework

**Our Purpose and Vision place sustainability firmly at the centre of our value creation strategy for shareholders, employees and wider society. We play a key role in developing critical infrastructure needed to achieve global sustainability goals, contributing to wealth creation and better living standards, and supporting the social fabric and vitality of communities in which the Group operates.**

## Our primary drivers of value



We operate under high expectations and stringent ESG guidelines. This enables us to meet stakeholder expectations, and is an important source of competitive differentiation for our business platforms. Our governance structures ensure that sustainability thinking is integrated in the way we execute our projects and conduct our business. This is driven through the Group sustainability framework (on page 12), which provides an overarching and focused approach towards managing the pertinent risks and opportunities, impacts and outcomes related to financial and ESG imperatives across all jurisdictions in which we operate. Shared learning within and across our businesses underpins the framework's consistent application.

The ESG outcomes we expect are integrated with our performance management and development processes, which are linked to our remuneration and incentive schemes. Performance contracts align individual and team performance targets to the Group's strategic objectives across the five performance dimensions below.

01

### Financial

- Satisfied shareholders through value creation.
- Achievement of strategic objectives (per rolling three-year business planning cycle).

02

### Leadership

- Murray & Roberts brand respected internationally.
- Recognised as a diverse, high-performing organisation.
- Renowned for leadership development and capacity.

03

### Relationships

- Stakeholder partnerships leveraged for growth.
- Internal and external trusting and open relationships.
- Recognised as an employer of choice.

04

### Operational

- Global capabilities harnessed to deliver successful project outcomes.
- Effective systems and controls to ensure successful project delivery.
- Sustainability and governance emulated by industry.

05

### Risk

- Recognised for reputable ESG performance.
- Effective risk management.



We strive to achieve industry-leading ESG performance that demonstrates sustainability thinking as a feature of who we are as a Group. In line with our philosophy of *Engineered Excellence*, the Group is committed to continual improvement in its ESG reporting as stakeholder disclosure expectations and sustainability reporting frameworks change.

**The Group sustainability framework** sets out our commitment to achieve sustainable outcomes across our value chain by:

**Group sustainability framework**

**FINANCIAL AND ECONOMIC SUSTAINABILITY**

**ENVIRONMENT**

- Greenhouse gas emissions and climate change
- Resource efficiency, energy and water
- Waste and pollution
- Biodiversity and land
- Regulatory compliance



**SOCIAL**

- Safety, health and wellness
- Employee relations, diversity, equity and inclusion
- Working conditions
- Human rights, dignity and equality
- Indigenous partnerships and socioeconomic development
- Community development



**GOVERNANCE**

- Governance structures
- Board diversity and composition
- Ethical conduct
- Risk and opportunity oversight
- Data protection and privacy
- Cybersecurity

**TRANSPARENCY AND INTEGRATED REPORTING**

**STAKEHOLDER ENGAGEMENT**

Designing and delivering projects that are financially viable, with better outcomes for clients and lasting economic and environmental value for society, in return for maximum value recognition for the Group.

Investing in our employees and maintaining a competitive value proposition to retain and attract critical skills, enabling us to embed sustainability into project delivery and operation.

Applying high ethical standards and global best practice in corporate governance.

Maintaining transparent reporting to ensure that our stakeholders are kept informed of our performance as well as the progress we have made on our commitments.

Valuing the contribution of our stakeholders which we believe is fundamental to the long-term success of our business.



## Stakeholder engagement policy

Our reputation as a credible global operator and respected multinational rests on the value we create for our employees, clients and for local companies, host communities and countries in which we work. We value the insight of our stakeholders and understand that their trust is earned through consistent decisions and actions that engender confidence in the Group's character and competence, and our reliability in meeting our commitments and obligations.

Our Group stakeholder engagement policy ensures that the legitimate expectations and concerns of our stakeholders are placed at the centre of our strategy formulation and execution. It outlines our engagement responsibilities and applies to all our businesses and employees.

### The policy requires that we:

- Comply with King IV's recommended practices pertaining to stakeholder relationships.
- Integrate stakeholder engagement into the Group's ongoing management and business activities.
- Ensure the fair and equitable treatment of stakeholders in line with the Group's Values.
- Create a transparent and honest environment in which stakeholders can interact with the Group.
- Provide complete, timely, relevant, accurate, honest and accessible information while at the same time being cognisant of legal and strategic considerations.
- Proactively communicate with stakeholders and seek their views and feedback using appropriate communication channels.
- Promote internal awareness on the importance and value of stakeholder consultation and relationship management, as well as the methodologies in place to facilitate this.



PG 18 Responding to our stakeholders

## ESG at platform level

### ERI PLATFORM

A key strategic priority for the ERI platform is to assist its clients to achieve their ESG commitments and aspirations. The platform's ESG framework, which is being rolled out over a three-year timeframe, comprises three pillars – investing in our people, supporting our communities and protecting our environment. One of the framework's priorities is to better monitor sustainability performance through improved data and reporting.

In FY2022, the platform progressed the second phase of the framework's implementation which covers:

- Integrating sustainability processes into project life cycle decision-making.
- Developing and implementing a platform-wide reporting tool to better monitor sustainability performance.
- Identifying and implementing sustainable solutions using in-house systems and expertise.

The platform's **objectives for FY2023** are to:

- Define, map and integrate sustainability processes in both engineering and supply chain management.
- Integrate sustainability reporting into standard business reporting systems.

### MINING PLATFORM

Mining operators are prioritising new ways of working that limit the negative impact of their operations on the surrounding environment and communities, and finding ways to positively impact the areas where they operate. The Mining platform's new global strategy is to become more integrated, establishing a single global organisation under a common brand to fully leverage its scale, global presence and reputation as a contractor of choice. This strategic repositioning will include the development of a consolidated ESG framework that is attractive to its clients, bringing together best practice ESG initiatives and frameworks that are already applied at individual business level. The framework will support the platform's aspiration to lead in ESG.

### PIW PLATFORM

As it consolidates its service offering in the renewable energy sector, the platform continues to leverage its experience from large projects to deliver on ESG outcomes. Key focus areas include extending ESG standards to acquisitions and joint ventures to ensure that they are consistently applied across the project life cycle.



## ESG priorities

### Key challenge

Setting meaningful ESG targets at a Group level given the varying business activities of the three platforms, and the varying life cycles and duration of projects.

### Key ESG objectives for the Group:

Embed ESG criteria in risk and opportunity assessments and project execution.

Continue to align to relevant international accountability frameworks, and improve measurement and reporting in targeted areas such as supply chain; environmental and climate change; diversity, equity and inclusion; communities and labour.

Drive ESG performance to meet the expectations of multinational clients and be among the top performers in our industry.

Improve our understanding of the transitions needed by our clients to operate in a lower-carbon economy and how this impacts our business, and drive more expansive ESG thinking, as a critical differentiator across the organisation.

## ESG benchmarking

### CEN-ESG

CEN-ESG (a UK-based ESG and disclosure specialist) assesses the Group's ESG performance and reporting. We achieved a **disclosure score of 39.4 out of 100** (FY2021: 31.5), a **strong score** in line with other companies assessed by CEN-ESG and compared to a best-in-class score of 55.8 (FY2021: 57.4). Key contributors to achieving this score were improvements to our policies and enhanced reporting on climate change (TCFD) and certain social criteria. Good progress has been made to date as outlined on page 81 in the governance report. The exercise continues to provide us with a baseline for improvement.

### 2021 CLIMATE CHANGE CDP

Achieved **Management Level** status with a **B score** (higher than the Global average score and equalling the Africa and construction industry average scores). Management Level is awarded to companies taking coordinated action on climate issues.

### 2021 WATER CDP

Achieved **Leadership Level** status with an **A- score** (higher than the Global, Africa and construction industry average scores). Leadership Level is awarded to companies implementing best practices in water usage.

### IRAS

IRAS provides an unsolicited comprehensive review of ESG reporting in South Africa, using its research and sustainability data transparency index. Within the Industrials, Engineering and Support Services sector, Murray & Roberts **scored 77.78%** in IRAS' 2022 review of ESG reporting. This score placed us second in the sector, well above the average score of 49.76% and an improvement on our 2021 score of 72.06%. The highest score for the sector is 98.99%.

*Note: the Group's current market capitalisation disqualifies it from a rating in the FTSE/JSE Responsible Investment Index Series.*



# Our ESG risks and opportunities

## ESG-related risks

Risks	Our response	More information
<b>SHORT TERM</b>		
<p><b>Skills shortage</b></p> <p>Strong commodity prices and good profit margins have resulted in a very competitive employment market, placing pressure on the availability of skilled resources and driving up labour costs. In addition, as we accelerate our digital strategy we start to compete against other industries for digital skills. The acute shortage of supervisory, specialised and technical skills is a constraint to our growth and ability to deliver sustainable outcomes.</p>	<ul style="list-style-type: none"> <li>■ Career advancement from experience in high profile projects, training and mentorship.</li> <li>■ Appropriate training to instil the Group's high standards for sustainable outcomes.</li> <li>■ Best people practices, including our commitment to diversity, equity and inclusion, and a safe work environment.</li> <li>■ Local recruitment across the culturally diverse regions in which we operate.</li> </ul>	<p>PG 43, 54, 56, 61 and 64</p>
<p><b>COVID-19</b></p> <p>Impacts of the pandemic continue to create uncertainty in our operating environment. Together with other global developments, the pandemic has exacerbated risks associated with global supply chain disruption including material supply shortages, delayed logistics, hyperinflation, rising interest rates and labour shortages. A new variant could compound these challenges. COVID-19 fatigue continues to negatively impact mental health across the organisation.</p>	<ul style="list-style-type: none"> <li>■ A COVID-19 response plan is integrated into our risk management programme.</li> <li>■ Business resilience measures and health protocols protect employees, business partners and communities.</li> <li>■ Vaccination programmes and mental health support for our employees.</li> <li>■ Securing early commitments with suppliers and subcontractors.</li> </ul>	<p>PG 50</p>
<b>MEDIUM TO LONG TERM</b>		
<p><b>Climate change</b></p> <p>We provide specialised engineering and construction services to the metals and minerals sectors, and energy and water industries; markets that are carbon and water intensive and vulnerable to climate change impacts. In addition, extreme weather events can disrupt supply chains and impact our project delivery schedules causing delays and adding costs.</p>	<ul style="list-style-type: none"> <li>■ Climate Change Position Statement – our commitment to playing a meaningful role in addressing climate change.</li> <li>■ New service offerings that deliver environmental improvement.</li> <li>■ Improving our capabilities to deliver projects in renewable energy and water treatment and reuse.</li> <li>■ Reducing environmental impacts where we have influence.</li> <li>■ Managing the physical risks of climate change on project delivery.</li> </ul>	<p>PG 25, 30 and 34</p>

Risks	Our response	More information
<b>ONGOING RISKS THAT ARE CONTINUALLY MANAGED</b>		
<p><b>HSE risk</b></p> <p>Failure to manage HSE risk could result in major incidents that disrupt projects and may harm our employees, reputation and prospects. To be eligible to bid on contracts we must meet certain client safety criteria. Some contracts include safety performance penalties. Unsafe work conditions and lack of environmental stewardship could also have a potential impact on our ability to attract and retain talent.</p>	<ul style="list-style-type: none"> <li>■ Diligent application and continual improvement of the HSE framework.</li> <li>■ Effective leadership programmes to drive Zero Harm.</li> <li>■ Major incident prevention programmes.</li> <li>■ Health and wellness programme.</li> <li>■ Environmental management programme and critical standards for energy, carbon emissions, water and waste management.</li> <li>■ Swift alignment of newly acquired businesses and joint-venture partners with the Group's HSE standards and systems.</li> </ul>	<p><b>PG 25, 30, 41, 43, 50 and 90</b></p>
<p><b>Community discontent</b></p> <p>Unequal distribution of wealth and resources, income loss, poverty and the poor pace of socioeconomic development in some countries may lead to unrest. This can disrupt projects, impact productivity and place our workforce at risk. There is also growing expectation that local people participate in project delivery. Additional factors include socio-political instability in some jurisdictions and more broadly the impact of climate change on vulnerable communities.</p>	<ul style="list-style-type: none"> <li>■ Maintaining our reputation as a respected and credible multinational organisation.</li> <li>■ Value created for local contractors and host communities.</li> <li>■ Effective understanding and management of local dynamics.</li> <li>■ Partnerships with local service providers.</li> <li>■ Corporate social responsibility programmes.</li> <li>■ Enterprise development initiatives.</li> </ul>	<p><b>PG 68 and 72</b></p>
<p><b>Cybersecurity</b></p> <p>Cybersecurity breaches can cause disruption and damage to our reputation. This is an increasing risk as cybercrime becomes more prevalent worldwide. We are also subject to regulations that require that sensitive and confidential information is protected from unauthorised disclosure.</p>	<ul style="list-style-type: none"> <li>■ An independently tested IT security framework.</li> <li>■ Group-wide system and data security controls applied as a minimum standard.</li> <li>■ A vulnerability management programme.</li> <li>■ Cybersecurity training for employees.</li> <li>■ Backup solutions to recover from system failures or breaches.</li> </ul>	<p><b>PG 91</b></p>
<p><b>Unethical conduct</b></p> <p>We sometimes operate in territories where unethical and corrupt practices are prevalent. Employee or partner misconduct or non-compliance with regulations could weaken our ability to win contracts and lead to substantial fines, negatively impacting revenues and damaging our reputation.</p>	<ul style="list-style-type: none"> <li>■ Strict application of the Group's Code of Conduct.</li> <li>■ Training on ethical behaviour.</li> <li>■ A declarations process for all senior executives.</li> <li>■ Whistle-blowing hotlines managed by independent parties.</li> </ul>	<p><b>PG 88</b></p>

## ESG-related opportunities

Opportunities	Our response	More information
The significant stimulus and capital commitments for infrastructure-led economic recovery and redevelopment as the world emerges from the pandemic, and accelerated transition to greener energy sources in the decarbonisation of the global economy, provide immediate opportunities for the Group and underpin our long-term growth potential.	Our market focus includes sectors such as renewable energy that more conscious capital investment will favour in advancing global sustainable development goals. The resources, industrial, energy, water and specialised infrastructure market sectors present the best opportunities for growth, diversification and differentiation for our business platforms.	PG 34
Digitisation improves project design, safety, execution and reporting which improves margins and market share. It also reinforces our ability to compete strongly as a contractor and employer of choice.	Our international businesses have several digital initiatives underway. Unlocking technology's potential is now of heightened priority for the Group.	PG 33, 40, 42, 45, 61, 80 and 91
As an employer of choice in an environment of scarce skills, we are able to provide technical services to organisations who have experienced capacity erosion within their workforces.	The training and development provided by our world-class training centres gives us competitive differentiation by developing specialised skills.	PG 56 and 61

## Strategic trade-offs

Our competitive differentiation depends on how well we apply our philosophy of *Engineered Excellence*. To become more efficient in our processes and resourcing, to deliver on our commitment to Zero Harm and to minimise our environmental impact requires increased financial capital outlay in the short to medium term in digital technology, innovative equipment and the systems and processes needed to secure the increasing amount of data generated. In the medium to longer term, this investment will support our *New Strategic Future* plan, supporting sustainable profitability and delivering value for our stakeholders.

A similar trade-off is required to protect our human capital. The Group needs skilled and experienced employees to deliver safe and financially-sound project outcomes however, the current global skills shortage requires that we pay more to acquire these skills. Much work has been done at a Group level during the year to manage the constraints to our financial capital, brought about by the lingering impact of COVID-19 and international geopolitical events. This has required cash preservation measures which have negatively impacted some of our training initiatives. As an employer of choice and to retain talent, we are required to invest in our employees and this investment will provide a strong employee value proposition and provide the Group with a depth of succession over the long term.

In line with our position on climate change, we do not participate in thermal coal projects unless they are in South Africa, where national and regional economies depend on coal-fired power stations. We are cognisant of the increased institutional funding and reputational risk of this continued participation, but to withdraw would cause increased socioeconomic harm in South Africa. We will also continue to participate in metallurgical coal projects until sustainable alternatives for large scale steel production are available.

Unavoidable trade-offs may align to the expectations of some of our stakeholders but compete with the expectations of others. Where conflict arises, *Engineered Excellence* guides the decisions we make and how we secure and allocate resources to immediate and longer-term strategic priorities to deliver positive value outcomes for all stakeholders over time.

# Responding to our stakeholders



**The Group's resilience and relevance in a dynamic, complex global context depends on our ability to maintain and enhance stakeholder trust in an environment of intensifying activism, public scrutiny and expectations of greater transparency. We understand that we cannot operate in isolation; that we must have the right processes in place to identify and understand stakeholder expectations and needs, and respond appropriately.**

The pandemic accelerated several drivers of global change and highlighted weaknesses in society's response to sustainability challenges, cementing the understanding that ESG has business value. As such, it has demanded introspection across all levels of society, resulting in increased demand for better insight on how companies conduct themselves. For Murray & Roberts, this has meant conscientiously applying what we have learned from managing the impacts of the pandemic to improve our sustainability practices and align them with stakeholder expectations.

How well we apply our philosophy of *Engineered Excellence*, which defines our management approach at every level of the organisation, determines the quality of our stakeholder relationships, corporate citizenship and sustainability stewardship.

## Listening to our stakeholders

Effective and regular stakeholder engagement takes place across the Group.

As a JSE-listed company, our face-to-face engagements with stakeholders include:

- Financial results presentations
- Platform presentations
- One on one engagements with analysts, investors, and shareholders

We also have a wide range of digital engagements including:

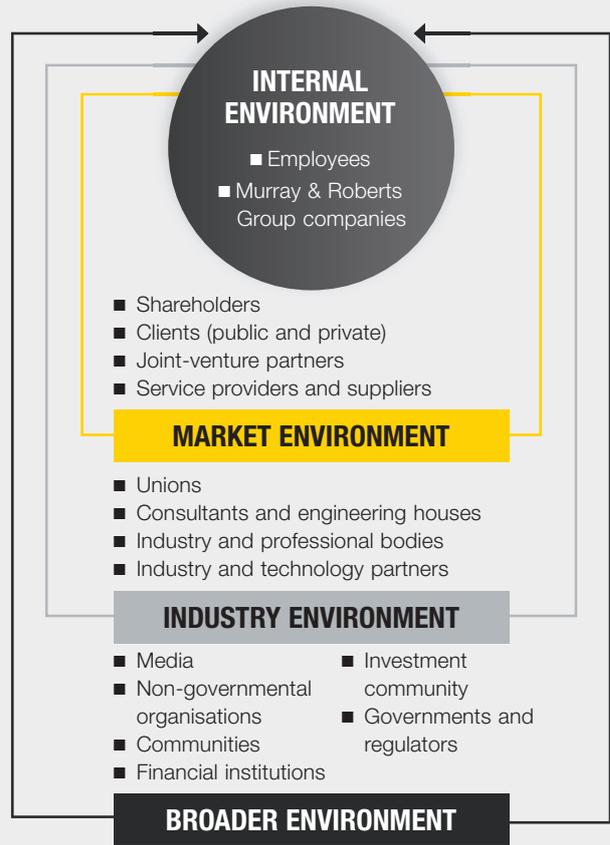
- Webcasts
- Conference calls
- Virtual meetings
- Corporate website
- LinkedIn

Our printed media include annual integrated and sustainability reports, corporate social development reports, Group magazine and business platform brochures.



# Stakeholder engagement framework

The Board considers the legitimate interests and expectations of stakeholders in its decision-making processes. Our stakeholder engagement framework promotes inclusive and proactive engagement to identify, understand and respond to stakeholder priorities, and report and explain our decisions, actions and performance. This includes working with governments and building trust between the public and private sectors, to ensure effective collaboration on solutions that deliver efficiencies, new sources of funding, innovation, and engineering excellence to infrastructure development.

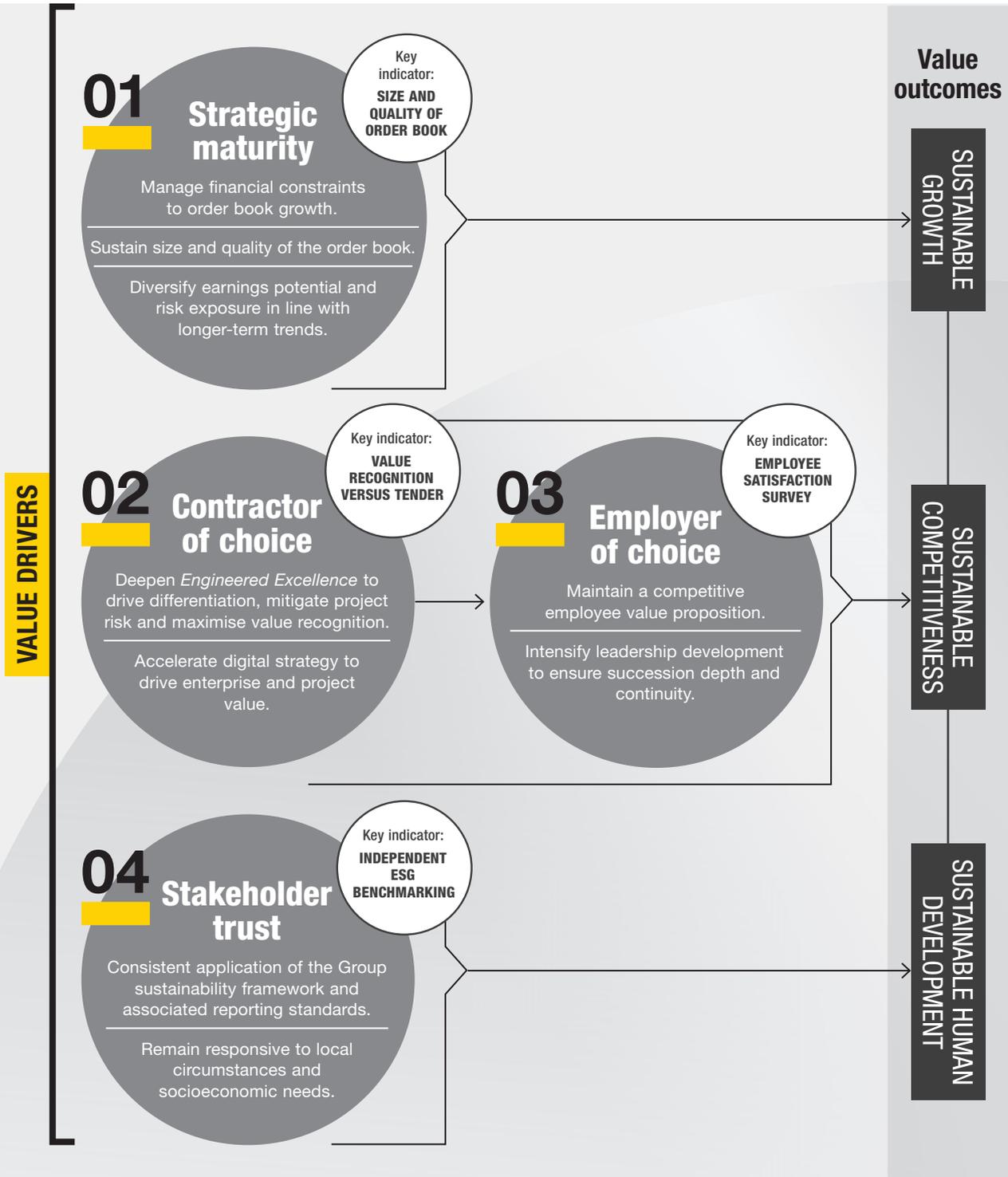


# Stakeholder concerns

Stakeholder group	ESG-related topics of discussion or concern	Our response
All stakeholders	■ Escalating expectations of the role of business in society not only in terms of ESG but also where national policy is failing.	PG 68 and 72
	■ Enhanced disclosures across all ESG dimensions, including safety, local socioeconomic development, ethical business, project and corporate governance, and climate change.	PG 25 and 81
	■ Intensified scrutiny and obligations related to the HSE impact of our projects.	PG 25, 30, 43 and 50
Internal environment	■ Clear and structured career paths.	PG 54 to 67
	■ Flexible workplace models.	
	■ Higher expectation of health, safety and wellness (including mental health) support.	
	■ Visible diversity, equity and inclusion.	
Market environment	■ Embracing innovation and new ideas.	PG 41
	■ Environmental and socioeconomic considerations in project design.	PG 13 and 30
	■ Increasing focus on ESG credentials.	PG 14
	■ Client requests for differentiated service offerings that enhance ESG performance.	PG 34
Industry environment	■ Managing local conditions, constraints and expectations.	PG 68 and 72
	■ Collaboration to reduce the carbon footprint of the supply chain.	PG 25
	■ Wage negotiations.	PG 58
Broader environment	■ Corporate governance, ethical business conduct and the fair treatment of stakeholders.	PG 13 and 79
	■ Compliance with laws, regulations and industry standards.	PG 88
	■ Escalating inclusion expectations from local communities.	PG 68 and 72
	■ Funding and insuring of fossil fuel projects.	PG 25

# Our material issues

The stability in the Group's material themes, and associated issues, reflect the consistency of our strategy over the last decade, even in the face of dramatic change in our operating context during the past two years. Nuanced changes from last year's material issues include an emphasis on resilience, given elevated business and contracting risk; on agility, to position our platforms for the best opportunities for differentiation and growth; and on stakeholder trust, as the currency that underpins all efforts to create sustainable value.



## Link between our material issues and key sustainability matters

## MATERIAL ISSUE

**01 Strategic maturity****Sustain size and quality of the order book**

- Positioned for a sustainable future **PG 34**
- Our ESG opportunities **PG 17**
- Responding to our stakeholders **PG 18**

## MATERIAL ISSUE

**02 Contractor of choice****Deepen *Engineered Excellence* to drive differentiation, mitigate project risk and maximise value recognition**

- |                                   |              |  |              |
|-----------------------------------|--------------|--|--------------|
| ■ Purpose-led value creation      | <b>PG 04</b> | ■ Leadership   | <b>PG 56</b> |
| ■ Our sustainability framework    | <b>PG 11</b> | ■ Working conditions   | <b>PG 58</b> |
| ■ Our ESG risks and opportunities | <b>PG 15</b> | ■ Learning and development                                   | <b>PG 61</b> |
| ■ Responding to our stakeholders  | <b>PG 18</b> | ■ Sustainable localisation                                   | <b>PG 68</b> |
| ■ Climate change                  | <b>PG 25</b> | ■ Meaningful community support                               | <b>PG 72</b> |
| ■ Responsible production          | <b>PG 30</b> | ■ Governance of ethics, and environmental and social impacts | <b>PG 81</b> |
| ■ Responsible project delivery    | <b>PG 41</b> | ■ Ethical business conduct                                   | <b>PG 88</b> |
| ■ Safety                          | <b>PG 43</b> |  |              |
| ■ Health and wellness             | <b>PG 50</b> |  |              |

**Accelerate digital strategy to drive enterprise and project value**

- Our ESG risks and opportunities **PG 15**
- Responsible project delivery **PG 41**
- Safety **PG 43**
- Learning and development **PG 61**
- Data protection **PG 91**

## MATERIAL ISSUE

**03 Employer of choice****Maintain a competitive employee value proposition**

- |                                   |              |  |              |
|-----------------------------------|--------------|--|--------------|
| ■ Our ESG risks and opportunities | <b>PG 15</b> | ■ Learning and development                                   | <b>PG 61</b> |
| ■ Safety                          | <b>PG 43</b> | ■ Diversity, equity and inclusion                            | <b>PG 64</b> |
| ■ Health and wellness             | <b>PG 50</b> | ■ Governance of ethics, and environmental and social impacts | <b>PG 81</b> |
| ■ People management               | <b>PG 54</b> | ■ Ethical business conduct                                   | <b>PG 88</b> |
| ■ Leadership                      | <b>PG 56</b> |  |              |
| ■ Working conditions              | <b>PG 58</b> |  |              |

**Intensify leadership development to ensure succession depth and continuity**

- |                                   |              |
|-----------------------------------|--------------|
| ■ People management               | <b>PG 54</b> |
| ■ Leadership                      | <b>PG 56</b> |
| ■ Diversity, equity and inclusion | <b>PG 64</b> |

## MATERIAL ISSUE

**04 Stakeholder trust****Consistent application of *Engineered Excellence*, the Group sustainability framework and associated reporting standards**

- |  |              |
|--|--------------|
| ■ Our sustainability framework                               | <b>PG 11</b> |
| ■ Responding to our stakeholders                             | <b>PG 18</b> |
| ■ Governance of ethics, and environmental and social impacts | <b>PG 81</b> |
| ■ Ethical business conduct                                   | <b>PG 88</b> |

**Remain responsive to local circumstances and socioeconomic needs**

- |                                   |              |  |              |
|-----------------------------------|--------------|--|--------------|
| ■ Our ESG risks and opportunities | <b>PG 15</b> | ■ Sustainable localisation                                   | <b>PG 68</b> |
| ■ Responding to our stakeholders  | <b>PG 18</b> | ■ Meaningful community support                               | <b>PG 72</b> |
| ■ Learning and development        | <b>PG 61</b> | ■ Governance of ethics, and environmental and social impacts | <b>PG 81</b> |
| ■ Diversity, equity and inclusion | <b>PG 64</b> |  |              |

**PG 95**

Detailed disclosure against the UN SDGs

## 01

ENVIRONMENT  
REPORT**External commitments,  
frameworks and standards**

King IV Report on Corporate Governance  
for South Africa (2016)

United Nations Global Compact

United Nations Sustainable Development Goals

Task Force on Climate-related Financial Disclosures

Climate and Water CDP:

<https://www.cdp.net/en> and [www.murrob.com](http://www.murrob.com)

ISO 14001 (environmental management system)

GRI Standards: 102-12 and 13 / 102-15 /  
201-2 / 302-1 / 303-1 to 3 / 303-5 / 304-2  
/ 305-1 to 4 / 306-2 to 4 / 307-1

OptiPower Projects, Zeerust Solar, North West Province, South Africa

# Overview

## 2022 highlights

### 2021 CLIMATE CHANGE CDP

Achieved **Management Level** status with a **B score** (higher than the Global average score and equalling the Africa and construction industry average scores).

### 2021 WATER CDP

Achieved **Leadership Level** status with an **A- score** (higher than the Global, Africa and construction industry average scores).

### NET ZERO

Expanded our **climate change scenario analysis** research, and took initial steps to develop an **emissions and water reduction pathway** for the Group.

### SCOPE 3 EMISSIONS

**Broadened the coverage** of our Scope 3 emissions data.

### BIODIVERSITY

Undertook a **high-level assessment** of biodiversity reporting and standards.

### SUSTAINABLE FUTURE

Continued to position our business platforms to support and provide services towards a **lower-carbon economy**.

### SOLAR

Installed a **solar PV plant** at the Murray & Roberts Training Academy in South Africa.

### PROJECT IMPACT

Continued to investigate and implement a number of initiatives to **reduce the environmental impact** of our projects.

### ENVIRONMENTAL REPORTING SYSTEM

Clough established an **energy and water reporting system** as part of its sustainability implementation plan.

## Key performance indicators

Energy usage (gigajoules)

**142 100**

FY2021: 83 300 FY2020: 81 700

Scope 1 and Scope 2 emissions (tonnes of CO<sub>2</sub>e)<sup>1</sup>

**15 300**

FY2021: 10 900 FY2020: 11 000

Scope 3 emissions (tonnes of CO<sub>2</sub>e)

**87 420**

FY2021: 45 400

Reported for the first time in FY2021

Water (megalitres)

**43**

FY2021: 25

FY2020: 25

1. Tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

Note: the noticeable increase in FY2022 performance metrics is mostly due to increased business activity, especially in ERI.

## Material priorities

- Apply our engineering and construction services to sectors that are carbon and water intensive and vulnerable to climate change impacts.
- Grow the proportion of 'future-facing' decarbonisation commodities in the Mining platform's order book.
- Leverage our capabilities to participate in emerging technologies such as waste-to-energy and green and blue hydrogen, and in supporting our clients with their energy transition and net-zero expectations.
- Leverage our competitive position to meet South Africa's urgent need for industrial and water infrastructure and renewable energy.
- Actively engage suppliers to promote opportunities that reduce the carbon footprint of our supply chain.



PG 83 and 84

Governance of climate-related issues

# Climate change



## Key challenges

Setting environmental baselines and implementing related targets on individual and unique projects with varying durations.

## Our ability to design, construct, maintain and operate infrastructure that supports environmental improvement enables us support the transition to a lower-carbon economy.

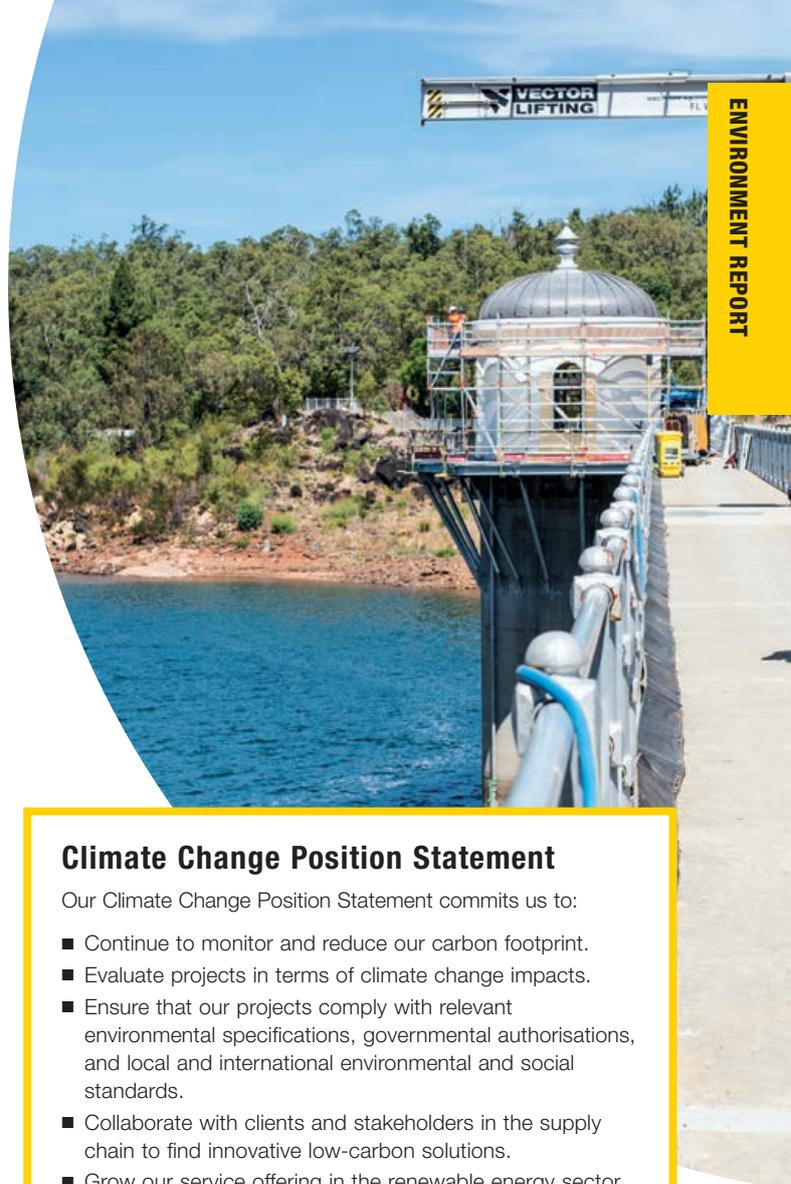
Many of our projects support the energy transition away from fossil fuels and toward renewables. The ERI and PIW business platforms in particular are well positioned to offer our clients low carbon and water efficiency solutions. These platforms are seeing increased opportunities in this growing industry.

Our participation in fossil fuel projects is carefully considered. Two years ago, we took the decision to not participate in thermal coal projects unless the projects were in South Africa, which needs its coal-fired power stations to sustain socioeconomic development. We will continue to support maintenance work on Eskom's<sup>1</sup> ageing coal-based power stations and thermal coal projects for clients who supply coal to Eskom. We will also continue to participate in metallurgical coal projects until sustainable alternatives for large scale steel production are available.

We work together with our clients, business partners and suppliers to deliver low-carbon solutions. We engage with our suppliers to collaborate on opportunities to reduce the carbon footprint of our supply chain, and we encourage them to provide emissions-related information on their products and services to improve our understanding of upstream carbon emissions and the associated risk.

In addition to our broader contribution, we are working to reduce our own emissions. The first step is to identify the material sources of carbon emissions in our value chain. From there, we can plan initiatives and set targets on a project basis.

1. Eskom is South Africa's power utility.



## Climate Change Position Statement

Our Climate Change Position Statement commits us to:

- Continue to monitor and reduce our carbon footprint.
- Evaluate projects in terms of climate change impacts.
- Ensure that our projects comply with relevant environmental specifications, governmental authorisations, and local and international environmental and social standards.
- Collaborate with clients and stakeholders in the supply chain to find innovative low-carbon solutions.
- Grow our service offering in the renewable energy sector to mitigate climate change risks.

## Climate change-related risks

The Group's key transition risk is not meeting the expectations of our clients who are transitioning their operations to be emissions neutral, energy and water efficient, and resilient to the physical impacts of climate change. However, we view this as an opportunity to provide new service offerings aligned to our *New Strategic Future* plan.

Extreme and unpredictable weather conditions can disrupt projects and drive up costs. In February 2022, eastern Australia experienced the worst floods on record. The ERI platform had to close both offices in Brisbane due to unprecedented rainfall and flooding. Localised flooding and road closures caused stoppages at our EnergyConnect and Tallawarra projects, delaying the projects and requiring unplanned dewatering to maintain safe working areas. In addition, RUC Cementation Mining experienced supply chain disruptions which caused delays on the Tanami and Penny projects. In southern Australia, a one in 200 year rainfall event resulted in road and rail links between Eastern and Western Australia being cut off for 25 days in January 2022, causing additional supply chain disruptions for RUC Cementation.

In South Africa, OptiPower Projects experienced project delays and damages to soil conditions at its Nseleni, Mtubatuba and Meerkat SKA projects due to above-average and non-seasonal rainfall events.

## Climate change regulation

Carbon pricing is in place in South Africa, Canada, the UK and California where we have operational presence. With a relatively small carbon footprint and no major industrial facilities, we fall outside of these carbon pricing regimes. However, carbon pricing may impact our broader value chain, resulting in indirect pass-through costs, particularly where we interact with carbon-intensive industries. We monitor developments in climate-related regulations to ensure we are aware of and prepared for future financial implications.

South Africa's carbon tax imposes tax liabilities on companies with a thermal input capacity of 10MW and above. While we are not directly impacted, the carbon tax on liquid fuels (petrol and diesel) is levied at source, resulting in increased fuel prices. Phase one of the carbon tax has been extended to 2026; thereafter the carbon tax rate is expected to increase and allowances will be phased out. This may result in additional increases to electricity and fuel costs, driving up our operating costs.

South Africa's Climate Change Bill, once enacted, will assign mandatory carbon budgets to qualifying entities, with penalties incurred when budgets are exceeded. Carbon budgets will likely apply to sectors and entities in the cement manufacturing, mining, petrochemicals and electricity generation industries, which currently are required to submit pollution prevention plans. We do not expect to have a mandatory carbon budget in the near future; however, budgets may apply to some of our clients and pass-through costs may arise from suppliers in impacted industries. The Climate Change Bill has been introduced to Parliament.

We engage indirectly with governments on climate and environmental policy through industry bodies such as the Minerals Council South Africa and the Australian Construction Association.

## Risk management

The Group's integrated assurance framework is used to identify, assess, monitor and report our complex risks and opportunities, including those related to energy, climate change, water and waste. The framework's three pillars are risk management, regulatory compliance and independent assurance (internal and external audits). Risks are managed through appropriate governance structures, organisational leadership, and planning and effective management, which ensure that the right capacities, controls, systems and processes are in place. Risks are assessed quarterly and considered three to six years into the future.

Project disruption risks and risks relating to changing rainfall patterns and increasing temperatures are considered in the project planning phase. New risks experienced on projects are elevated monthly to business platform level and quarterly to the risk management committee.

## Mining sector scenario analysis

A scenario analysis conducted in FY2021 identified and assessed the climate-related drivers, risks and opportunities the mining sector may face, how our clients may respond to these, and how this may impact our mining offerings. We considered three future climate-related scenarios. During FY2022, we continued to research these scenarios in terms of our reputation, global economic impacts, the market, social impact, policy and legislation, and technology. The three scenarios include an organised transition to sustainable mining by existing operators (based on RCP<sup>1</sup> 1.9 to 2.6), and two disorganised, rapidly changing transitions with disruptions in the mining industry – extreme and most extreme physical climate scenarios (based on RCP 4.5 and RCP 6.0 to 8.5). The scenario analysis was conducted in line with the TCFD framework.

The exercise is providing valuable insight on how to prepare for the capabilities we will need to support our mining clients. Based on the findings, the Mining platform has started to quantify the key revenue and financial impacts associated with each of the scenarios and their implications for the future commodity market, our order book, client commitments to climate change, and climate scenario outlooks.

We plan to expand the scenario analysis to other parts of our business in future.



**ONLINE**

Refer to the CDP for detailed disclosure on our environmental risk management

## Our direct environmental impact

The key sources of carbon emissions from our business activities are purchased electricity and fuel (diesel and petrol) used for mobile equipment and transportation. We encourage our businesses to investigate and implement energy saving opportunities both in their day-to-day operations and in our service offerings.

Water is an important resource for our business activities, particularly for facilities and projects located in water-constrained regions such as Western Australia and the SADC region. Our water management standard guides our approach to water supply, conservation and discharge. Our businesses continued to implement water conservation and recycling initiatives during FY2022. Where required by clients' water use licences, the quality of water discharge is measured by third-party specialists.

Water withdrawal and discharge is monitored per source, and all facilities and projects across the Group are required to submit a volumetric report on water withdrawals and water discharges every month.



**ONLINE**

Refer to the Water CDP for detailed disclosure on our water management

1. A Representative Concentration Pathway (RCP) is a greenhouse gas concentration (not emissions) trajectory adopted by the Intergovernmental Panel on Climate Change used for climate modelling and research.

# 2022 performance

## GROUP

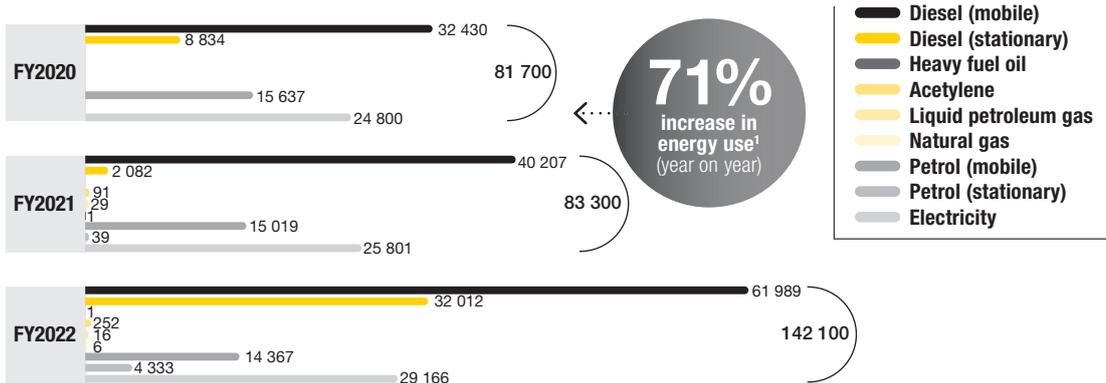
We are developing an emissions and water reduction pathway for the Group focused on identifying opportunities that will provide material reductions. The first step is to develop a comprehensive environmental baseline as the foundation for our reduction plans. We are therefore improving the quality and integrity of our environmental data and reporting systems to align our reporting boundaries and scope of operational control. This work will continue into FY2023.

Metrics for electricity, fuel and water consumption, and waste disposal are monitored and measured monthly. Enhanced accuracy of data, together with a record order book and a significant increase in our business activities, has resulted in increases in energy and water consumption as well as emissions relative to the prior year.

In FY2022, we streamlined our reporting on electricity consumption, disaggregating consumption by power source (grid electricity or self-generated renewable energy) and also updated country-specific grid emission factors.

### Energy

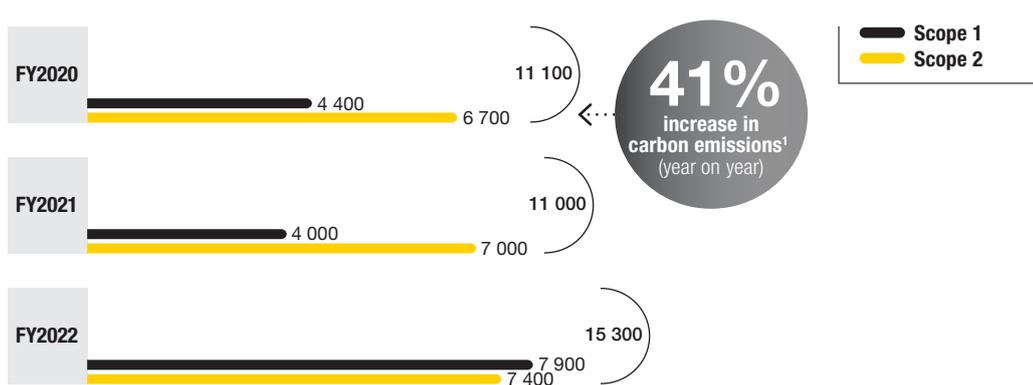
#### Energy breakdown (gigajoules)



Note: total energy consumed includes all direct (all fuel types) and indirect (electricity) energy sources, with the majority of sources used in FY2022 being diesel, petrol and electricity. Reported figures include energy paid for by Murray & Roberts and excludes client purchases.

### Carbon footprint

#### Scope 1 and Scope 2 emissions (tCO<sub>2</sub>e)



Note: Greenhouse gas emissions have been calculated and reported in accordance with the GHG Protocol using an operational control approach.

1. Increase attributed to record order book, enhanced accuracy of data and increased business activity.

2022 performance *continued*

Carbon footprint *continued*

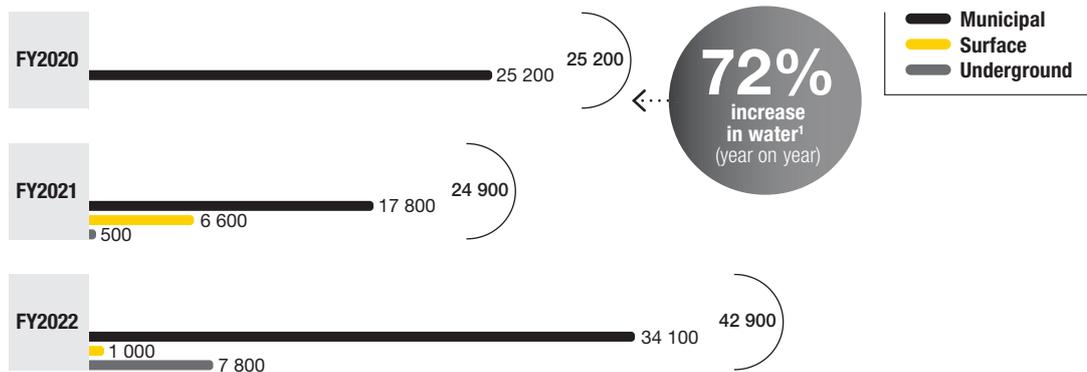
The majority of our Scope 3 emissions are derived from upstream purchased goods and services, with the key contributors being purchased cement, concrete and steel. Our Scope 3 emissions increased by approximately 93% year on year given our improved coverage and reporting, which now includes upstream transportation, purchased capital goods and increased data on Scope 3 emissions categories.

Breakdown of Scope 3 emissions by emissions category (tCO<sub>2</sub>e)



Water

Water withdrawal by source (kilolitres)



1. Increase attributed to record order book, enhanced accuracy of data and increased business activity.

2022 performance *continued*

## ERI PLATFORM

- In Australia, we developed a Sustainability Implementation Plan, which requires that emissions and water commitments are included in project life cycle decision-making between FY2022 and FY2025. This is being facilitated by the platform's new environmental data reporting system. The aim of the plan is to:
  - » Reduce water usage and prioritise non-potable water sources for construction projects.
  - » Use renewable or alternative sources of energy to replace petrol, diesel and fossil fuel-powered infrastructure, equipment and electricity.
  - » Phase out petrol-powered hand tools, construction and garden equipment, replacing these with zero-emission alternatives.
- In the UK, Booth Welsh is developing and implementing a credible carbon reduction plan in its pursuit of net zero emissions by 2045. Its baseline carbon emissions were independently audited and certified by Future Net Zero. Booth Welsh signed the United Nation's Race-to-Zero pledge in June 2022. It has also implemented low-carbon travel solutions, including a fleet of electric



vehicles with electric vans used at client sites, and onsite electric charging infrastructure. It is also exploring the feasibility of an electric bus to transport its employees and the employees of some of its local clients to work.

## MINING PLATFORM

- The Murray & Roberts Training Academy in South Africa is a significant electricity consumer. We installed a solar PV plant at this site to supply around 54% of its energy needs, avoiding 820 tCO<sub>2</sub>e annually. The 726kW plant comprises more than 1 400 solar panels and an 800kW lithium battery backup facility, providing an uninterrupted flow of electricity to onsite equipment.
- Water meters were installed at the training facility to access more accurate data and enhance our understanding of water consumption trends and savings opportunities. Two onsite 10 000 litre water storage tanks and booster pumps provide non-potable water to the facility.

## PIW PLATFORM

- A key focus for the platform looking forward is to enhance the depth of its environmental reporting and provide clients with sustainable energy and water solutions.

## Key data

✔ Improved ✖ Worsened ● No change

ENVIRONMENTAL MANAGEMENT	2022	2021	2020	Assurance
Energy usage <sup>1</sup> (gigajoules)	142 100	83 300	81 700	✖ Limited
Scope 1 emissions	7 900	4 000	4 400	✖ Limited
Scope 2 emissions	7 400	7 000	6 700	✖ Limited
<b>Scope 1 and Scope 2 emissions (tCO<sub>2</sub>e)</b>	<b>15 300</b>	<b>11 000</b>	<b>11 100</b>	✖ Limited
Scope 3 emissions	87 400	45 400	–	✖
<b>Carbon footprint (tCO<sub>2</sub>e)</b>	<b>102 700</b>	<b>56 400</b>	<b>11 100</b>	✖
Scope 1 and Scope 2 emissions intensity by revenue (tCO <sub>2</sub> e/Rm)	0.51	0.50	0.53	✖
Water usage (megalitres)	43	25	25	✖ Limited
Water usage intensity by revenue (megalitres/Rm)	0.00143	0.00114	0.00121	✖
ISO 14001 management system implementation (% coverage)	83	83	83	● Certified

1. Total energy consumed includes all direct (all fuel types) and indirect (electricity) energy sources, with the majority of sources used in FY2022 being diesel, petrol and electricity. Reported figures include energy paid for by Murray & Roberts and excludes client purchases.

Note: Increased figures attributed to record order book, enhanced accuracy of data and increased business activity.

# Responsible production



## Key challenge

Embedding a sustainability mindset in day-to-day business activities.

### **Engineered Excellence and our commitment to continual improvement also applies to environmental stewardship within our operations.**

This includes improving the materials we use, using resources more efficiently and passing these benefits on to our clients. All our businesses are required to adopt internationally recognised environmental management standards.

Environmental management is integrated into our business activities. Our environmental standards guide our businesses on how to manage carbon emissions, energy and water consumption, waste management, environmental risks and incident reporting, regulatory compliance and environmental data. Our employees receive environmental training during induction and on an ongoing basis. This ensures that they are aware of our improvement initiatives, helps to improve their practical understanding, drives conservation and environmental stewardship, and ensures compliance with our environmental standards at project level.

All our businesses are ISO 14001 certified other than RUC Cementation Mining which has an equivalent environmental management system.

We do not use prohibited products and practices. When clients procure input materials and resources, we aim to use these efficiently, and when we procure materials, we aim to procure responsibly, using a broader lens to understand which materials have the least environmental impact. Digitisation, automation, analytics and other innovative technologies will play a key role in supporting sustainable development and will create long-term differentiation for the Group.

## Responsible waste management

Our initiatives to minimise waste generation and disposal include effective engineering designs, recycling and reuse of materials where feasible, and finding alternative uses for waste materials. Our waste streams include non-hazardous, liquid hazardous and solid hazardous waste.

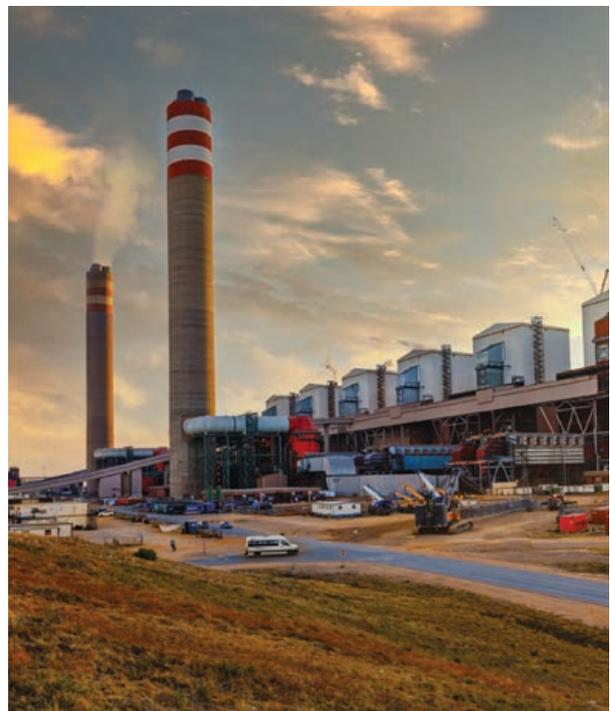
Non-hazardous waste is disposed of at landfill. Hazardous liquid and solid waste is disposed of by authorised third-party service providers and is recorded with certificates of safe disposal and transfer notes. We recycle non-hazardous glass, paper, plastics, steel, timber/wood and used oil. Most of our recycled waste is recycled oil and steel from the Mining platform.

## Biodiversity and land

We consider biodiversity and land impacts during project planning, preparation and implementation. These may include land clearing activities, projects that are located near biologically sensitive areas, and negative impacts on protected and threatened flora and fauna. Our environmental risks and incident reporting standard covers these potential impacts. Flora and fauna-related incidents and follow-up responsibilities are logged in our environmental incident, fines and litigations reporting system.

## End of life

We typically construct large infrastructure for the metals and minerals sectors, and energy and water industries. These assets have a very long lifetime and are not consumed goods that are disposed of in landfill. When these assets are eventually decommissioned and disposed of, the materials are largely inert and will not typically contribute to methane emissions in landfill.

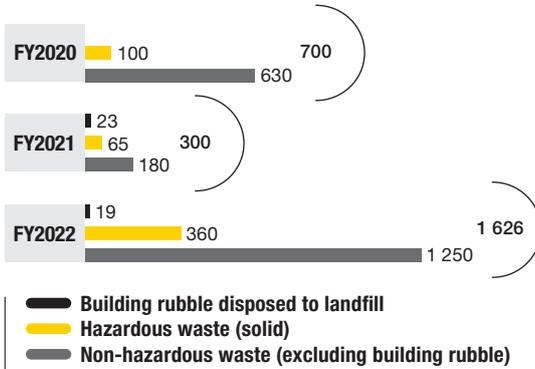


# 2022 performance

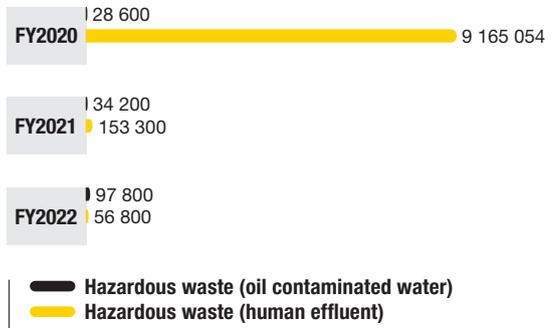
## Waste

Compared to FY2021, solid hazardous and non-hazardous waste increased by 590% and 690% respectively, and solid recycled waste increased by 397%. The increases are mainly attributable to increased business activity in the ERI platform. Oil contaminated water increased by 186%, the biggest contributor was the safe disposal of oil from vehicles and machinery at the Murray & Roberts Training Academy.

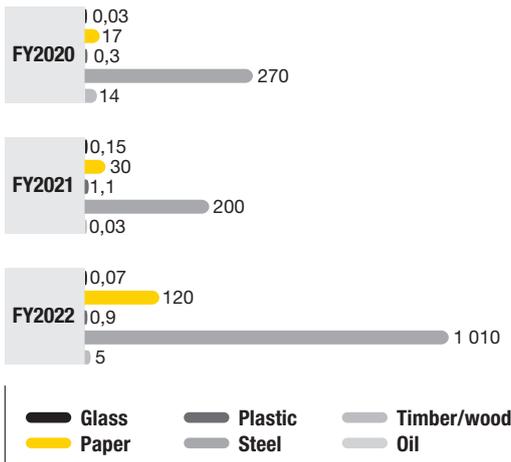
### Solid waste (tonnes)



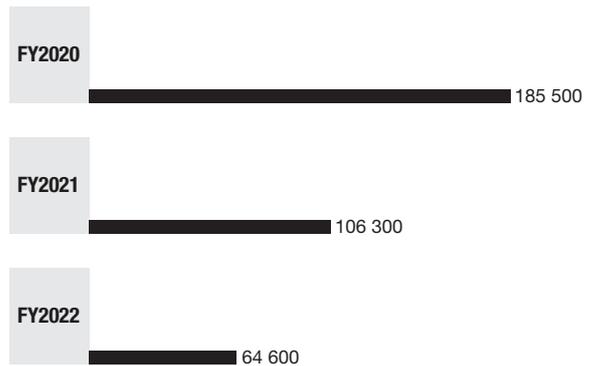
### Liquid waste (litres)



### Solid recycled waste (tonnes)



### Liquid recycled waste (litres)



2022 performance *continued*

## Biodiversity

During FY2022, we conducted a high-level assessment of the latest developments in biodiversity reporting and standards, which highlighted that biodiversity is becoming a key emerging sustainability topic. Similar to climate change, while some of our projects could potentially impact habitats and species, there are also opportunities to participate in projects that enhance biodiversity. Our **focus will be** to increase awareness and build capacity within the Group to manage biodiversity. This will include a review of our environmental policies and procedures.

## Environmental incidents, fines and litigations

We did not receive any fines for environmental transgressions during the year and were not involved in environmental management-related litigations. While no material environmental incidents were experienced, reported incidents increased by 52% compared to FY2021 as a result of environmental awareness campaigns and increased business activity. The incidents were mostly minor oil spillages. The Level 2 incident reported was for irrigation runoff into a creek at the Snowy 2.0 Hydro project.

✔ Improved    ⚙️ Worsened    ⚖️ No change

ENVIRONMENTAL INCIDENTS	2022	2021	2020	
Total incidents	381	250	121	⊗
Serious incidents (Level 3 <sup>1</sup> )	0	0	0	⚖️
Minor incidents (Level 2 <sup>2</sup> )	1	1	0	⚖️
Insignificant incidents (Level 1 <sup>3</sup> )	380	249	121	⊗

1. Level 3: moderate reversible environmental impact which is short term, requiring moderate remediation and is contained within site limits.

2. Level 2: negligible reversible environmental impact, requiring moderate remediation and is contained within site limits.

3. Level 1: negligible reversible environmental impact, requiring very minor or no remediation and is contained within site limits.

## ERI PLATFORM

Sustainability considerations are included in the design phase of all projects. This ensures that critical risks such as land disturbance are minimised during project execution. Outcomes include improved operating efficiency, significantly reduced carbon emissions for the life of constructed assets, and optimised power generation through technologies such as battery energy storage. In its engagements with clients, the platform discusses new technological solutions to support net zero transitions.

Initiatives adopted by the platform include:

- At the EnergyConnect project in Australia, water efficient fixtures will be installed in camp buildings, non-potable water will be used for dust suppression and a grey

water treatment plant will be built from which to draw water for construction. In addition, the camps will be graded so that stormwater can be channelled and captured in detention basins.

- A new methodology to clear the 80 metre wide corridor of land required for the EnergyConnect project will reduce the amount of vegetation cleared by nearly 80% compared to traditional approaches, and soil and potential Aboriginal heritage disturbance will be minimised. For every tree removed, two trees will be planted. Disturbed areas will be re-grassed, re-topsoiled and mulched. Between 500 and 600 bird nest boxes will be installed and waterway crossings will be avoided as far as possible or reinstated to their original condition if disturbed. Where clearing occurs in areas that cannot be replanted, offsite biodiversity offsets will be undertaken. The use of existing access tracks will be maximised to minimise the disturbance of land.

## 2022 performance *continued*

- A programme at the Lombrum Infrastructure project in PNG to harvest over 200 native marine seedlings growing within the vicinity. The seedlings will be cared for and used at the end of the project to rehabilitate the shoreline and minimise degradation caused by climate change and rising sea level.
- Booth Welsh's new partnership with XpertRule to help clients reduce their carbon footprint through intelligent manufacturing. The XpertFactory software automates plant manufacturing processes making it easier to digitally capture, streamline and audit decision-making processes to achieve efficiencies. Using artificial intelligence and machine learning, the software can detect and respond to events, improving the quality and yield of manufacturing and equipment effectiveness.
- Booth Welsh's partnership with social enterprise, Fuel Change, to facilitate collaboration in the workplace on low-carbon innovation challenges. This empowers employees to actively contribute to climate change solutions.
- JJ White's work on a project in Maryland, US, to upgrade the Conowingo Hydroelectric Station's dam fish lift in operation since 1972. The lift operations are part of a private and public cooperation to restore American Shad and other migratory fish to the Susquehanna River.
- An investigation on the merits of using BESS in industrial facilities. The findings are that the solution is technically effective and delivers commercial and environmental benefits, by reducing gas consumption (potentially saving more R7 million annually), carbon emissions (by up to 9 460 tonnes per year) and operational and maintenance costs associated with fewer gas engine generators. Clough has taken the decision to use BESS in future projects.

### MINING PLATFORM

The Mining platform uses digital technology to improve the energy efficiency of fixed assets and mobile mining plant operations in underground mines. Battery-powered equipment is used at a number of client sites to reduce emissions and provide a healthier work environment. On-demand ventilation systems and sensors automatically adjust ventilation in underground locations to where it is needed. This can reduce energy consumption by up to 20%.

Other initiatives adopted by the platform include:

- Water recycling ponds for raised drilling operations in Australia. For example, the concentrator operations on the Freeport project recycles 86% of the water used.

- Terra Nova Technologies' dry stack tailings systems to replace traditional tailings dams and avoid the major HSE risks associated with them. This methodology reduces water consumption and land impact.
- Injection hoisting technology under development in Canada to replace conventional hoisting or trucking rock from underground mines to the surface, reducing carbon emissions by eliminating the need for underground trucks and lowering ventilation demand. The technology has the potential to reduce emissions by approximately 4 500 tCO<sub>2</sub>e annually. The next step for Cementation Canada is to develop a prototype of the technology.

### PIW PLATFORM

The platform implements sound environmental management practices when working on client sites, including the provision of energy and water efficient products and services. The platform's business development initiatives include reduced dependency on diesel and other fossil fuels.

The platform's Nseleni and Mtubatuba projects are located in ecologically sensitive areas in South Africa. The surrounding water resources and vegetation, and the general project footprint, are being managed in line with the client's strict environmental management programme and are independently audited monthly. A strong emphasis is placed on managing the flora, with endemic aloes relocated away from construction activities.



# Positioned for a sustainable future



**Urgent action is needed if the objectives of the Paris Agreement to contain rising global temperature to 1.5 degrees Celsius above pre-industrial levels are to be achieved. The 26<sup>th</sup> UN Climate Change Conference of the Parties (COP26) was held in October 2021 to reach consensus on the actions needed to achieve this objective. The phasing out of coal and fossil fuels was a key focus of the conference.**

With many countries and large organisations around the world committing to net zero carbon emissions by 2050, and new technological advances in energy transition and waste reduction, multi-billion Rand infrastructure programmes are likely to feature in coming years.

Energy transition has two primary enablers – power generation from renewables and transmission. While it will still be some time before renewables are an adequate source of energy on their own, there is demand for large scale solar and wind plants combined with storage and traditional backup power generation. Renewable energy sites are typically far away from load centres and will need transmission lines to bring that energy to consumers. It is expected that mining for ‘green metals’ such as copper and nickel for renewable electrification and BESS will surpass coal mining activities associated with electricity generation.

In Australia, reduced reliance on coal for baseload power is driving flexible and hybrid power generation capacities. In NSW, four out of five coal-fired power stations are scheduled to close within the next 15 years, starting in 2023. The state government's Electricity Infrastructure Investment Bill seeks to incentivise industry to invest more than R320 billion in renewable energy infrastructure by 2030. Significant investment in transmission networks is expected over the next decade to unlock the renewable energy zones, with the construction of a major transmission project expected to start in NSW every year to 2027.

In North America, 88% of planned utility-scale new build generation is scheduled to be renewable energy over the next five years. Clients are also focusing on renewable natural gas, hydrogen, carbon capture and storage, and biofuels. In the next five years, America is expected to build eight anaerobic digesters for renewable natural gas production from organic waste at over R4,0 billion each.

Investment in carbon reduction and greater energy mix from renewables is expected in South Africa and Sub-Saharan Africa through to 2040 with South Africa's investment to occur in the short to medium term. The issuing of requests for proposals associated with South Africa's Risk Mitigation Power Purchase programme and Bid Windows 5 and 6 of the REIPPP, as well as other power generating technologies including gas, reflect the gathering momentum in our domestic market.

In South Africa, the unbundling of Eskom and the creation of a separate transmission business should accelerate investment in the transmission lines needed to support new power generation facilities in remote locations. In addition, Eskom has launched three packages as part of its BESS programme at its existing generation plants.

Mining and industrial companies in South Africa have large project pipelines for plant expansions and are looking for renewable energy solutions to offset carbon emissions, escalating electricity costs and loadshedding risk. Demand for smaller scale self-generation rooftop solar PV systems in South Africa and Sub-Saharan Africa is also increasing, particularly in South Africa where loadshedding is causing disruption for households and businesses.

Climate change is causing an increase in the intensity and frequency of extreme water-related weather events, as well as chronic changes in rainfall and water supply patterns. In addition, population growth is placing increasing pressure on water resources and services. Investment in water-related infrastructure by both governments and businesses is therefore expected to increase.

In South Africa, there is a great need to invest in the country's ageing and dysfunctional water infrastructure. A number of national water and sanitation projects have been identified over the medium to long term. However, the water sector remains largely inactive due to lack of available public sector funding.



That said, there are positive developments including the establishment of a National Water Resources Agency, National Treasury’s streamlined PPP process and the PPP office established by the Development Bank of Southern Africa. It is expected that the water market will gain momentum on strategic infrastructure projects beyond FY2023.

The Australian Government is expected to invest in water supply, sewerage and drainage services over the next five years, mostly in NSW and Queensland. Forecasts put construction activity in the water supply sector at an average of R48 billion per year to 2031, increasing to R53 billion over the five years to 2036.

## ERI positioned for the lower-carbon economy

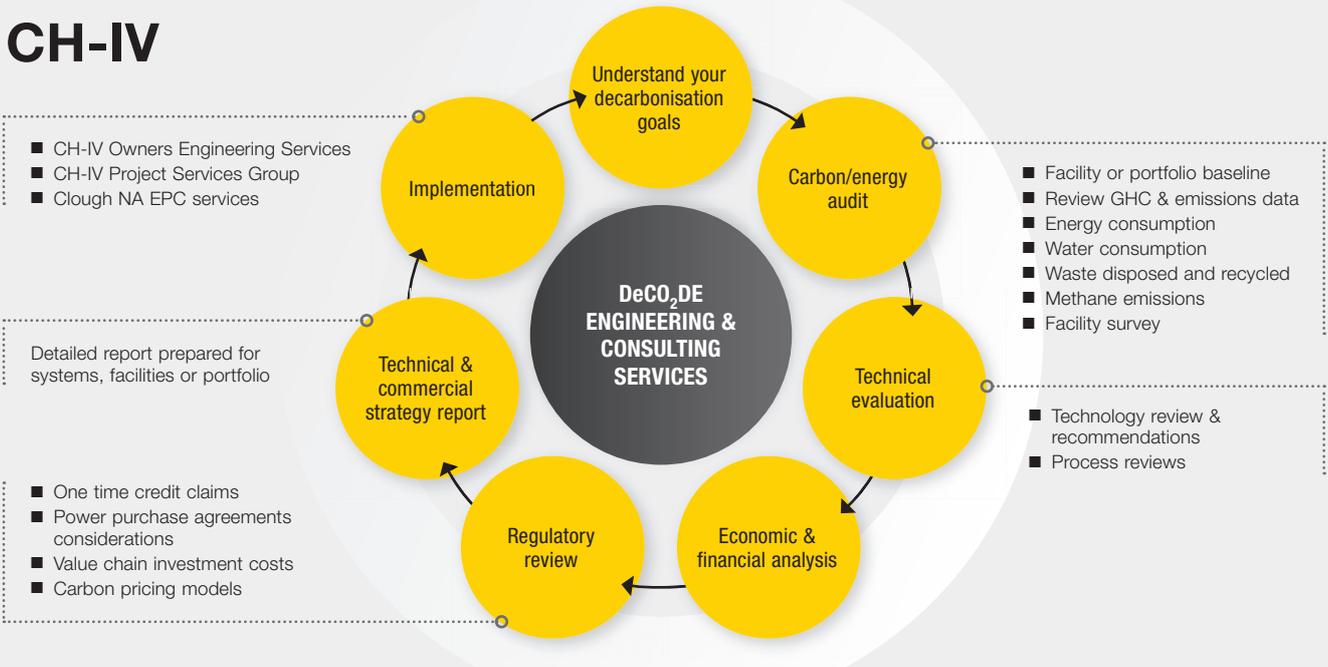
The platform delivers critical projects in energy, resources and enabling infrastructure industries, positioning it to support the transition from fossil fuels to renewable and cleaner sources of energy. The platform provides a full EPC suite of services for large-scale water and renewable power infrastructure projects.

Our work on the Snowy 2.0 Hydro project will position the platform for other water-related projects in Australia, including desalination and wastewater treatment plants and dam upgrades. The platform’s recently acquired JJ White in the United States, offers solar construction and electrical installation, troubleshooting and routine maintenance services through its partnership with TerraSol Energies Inc.

CH-IV recently launched its DeCO<sub>2</sub>DE (decarbonising and diversifying energy) engineering and consulting service offering in the United States, which facilitates conversions from coal and oil-based solutions to natural gas, bioenergy and hydrogen alternatives (illustrated below). CH-IV also offers carbon capture, and utilisation and storage services as a practical solution to alleviate greenhouse gas emissions in large energy-intensive industries.

With natural gas now viewed as a lower-carbon transition fuel, we expect new investment in both natural gas and LNG projects, particularly in North America and Australia, which have significant gas reserves. We expect that the pipeline of opportunities in the Gulf Coast will return to previous high levels in the medium term.

## CH-IV



## Mining positioned for increasing demand in green metals

Decarbonisation has increased demand for certain minerals needed for the new technology and infrastructure required to address climate change. To reach net zero by 2050 would require six times more mineral inputs in 2040 than today. The demand for lithium is expected to grow the most (over 40 times by 2040), followed by increased demand for graphite, cobalt and nickel. A large proportion of the Mining platform’s order book comprises projects in these ‘future-facing’ commodities.

## PIW ready for renewable energy opportunities

The PIW platform’s EPC capabilities have been strategically refocused on renewable energy projects, particularly solar and wind projects. Wade Walker Solar, OptiPower and Murray & Roberts Projects together have the capability to deliver utility-scale mechanical and structural construction, balance of plant, substations, interconnections, BESS, and rooftop and light commercial and industrial solar installations. The PIW platform is well placed to participate in South Africa’s REIPPP and BESS programmes, meeting programme developers’ need for transmission, substation, distribution and full electrical balance of plant services.

Murray & Roberts Water has the capability to treat wastewater and desalinate seawater. The Organica water treatment technology is cost efficient and runs at a higher energy efficiency than traditional wastewater treatment plants.

## 2022 performance

### ERI PLATFORM

- The EnergyConnect project is building critical electricity transmission infrastructure for a future renewable energy zone in NSW, enabling the connection of a further 4 950MW of generation capacity. The project has set sustainability targets under a rating agreement with the Infrastructure Sustainability Council, the infrastructure sustainability body in Australia and New Zealand.
- We are working with Sun Brilliance Power to develop opportunities for green energy facilities in Western Australia. Sun Brilliance has completed the early design for a green hydrogen plant and a green ammonia plant. The plants will be powered by solar and wind energy.
- JJ White completed a heating, ventilation and air-conditioning installation for a client in the US, replacing eight obsolete fans, four of which were replaced with energy efficient electronically commutated motors. The replacement has achieved around 50% in energy savings and up to 75% in cost savings.
- In NSW, we continued to work on the Tallawarra Gas Plant Stage B project, Australia's first net zero emissions hydrogen and gas capable power plant, and the Snowy 2.0 Hydro project (see page 37), a renewable energy project that will provide on-demand energy and large-scale storage for generations to come.
- In the UK, Booth Welsh is realising opportunities in the waste to energy space, and in the United States, Clough, JJ White and CH-IV are partnering on a project to produce benzene, toluene and xylene chemicals from consumer plastic waste using circular economy principles.
- **Looking forward**, we will further develop our capabilities in power, power storage and transmission and renewable energies in North America, with expansion into infrastructure being a longer-term priority. We will also develop our understanding of hydrogen-related technology as these types of investments start to accelerate.

### PIW PLATFORM

- The platform was awarded a 92 kilometre overhead transmission line project for an 84MW wind farm in South Africa as well as electrical balance of plant works within the REIPPP programme.
- Wade Walker Solar completed a 575kW peak power grid-tied solar PV roof-mounted system for a large mining client in South Africa. The system is designed to achieve a maximum amount of PV energy, limiting dependability on the grid and realising significant cost savings for the client.



- OptiPower completed the installation of electrical balance of plant for the Golomoti 20MW solar farm in Malawi, which incorporates highly efficient bifacial solar panels and a utility-scale 5MW/10MWh lithium-ion BESS installation, a first of its kind in Sub-Saharan Africa. The plant enables Golomoti to complement existing hydropower sources, reducing diesel consumption and easing integration of new solar power with Malawi's existing grid. Golomoti reached commercial operation in March 2022.
- The Organica wastewater treatment plant was successfully relocated to the V&A Waterfront in Cape Town, South Africa, where its first commercialised application of the environment friendly technology will treat sewerage water to general effluent standards for toilet flushing. We have secured a 10-year operations and maintenance contract for the plant. The plant will supply an annual average of 4 620m<sup>3</sup> of non-potable water each month. The facility was commissioned for commercial operation during August 2022. The eThekweni Municipality is considering the technology for two PPP greenfield wastewater treatment plants.
- **Looking forward** the platform's focus will be on accessing opportunities in the REIPPP programmes and private sector, to develop a portfolio of independent power producers in Sub-Saharan Africa and to continue engaging with Eskom to position itself for future transmission line projects.



The ERI platform in joint-venture partnership is delivering the civil and electro-mechanical work for the Snowy 2.0 Hydro project in southern NSW. The project will link two existing Snowy Scheme dams, Tantangara and Talbingo, through underground tunnels at depths of up to one kilometre. It will also excavate a cavern for an underground power station with pumping capabilities. The project will add 2 000MW of energy generation and provide 175 hours of energy storage for the national electricity market, enough to ensure the stability and reliability of the system during prolonged weather events, such as wind or solar droughts.

The ERI platform's focus on 'safety in design' aims to identify critical risks early in a project and work with project designers and subject matter experts to eliminate or mitigate the risks. This approach

has benefitted the Snowy 2.0 Hydro project, where the volume of heavy vehicle movements on public roads was identified as a key critical risk. Concrete tunnel liners had to be transported from the manufacturing yard through the centre of a regional town and then 138 kilometres on the public Snowy Mountain Highway to three project sites. Project designers worked to eliminate or mitigate the associated risks, resulting in the volume of movements being reduced by 65% through truck design and configuration. In addition, automated systems were introduced to ensure load security, alternative routes were planned to avoid the town centre, and 'passing' bays were implemented on the highway to reduce congestion behind the heavy vehicles.



ONLINE <https://www.snowyhydro.com.au/snowy-20/about/>



# 02

## SOCIAL REPORT

### External commitments, frameworks and standards

King IV Report on Corporate Governance for South Africa (2016)

United Nations (UN) Global Compact

UN Sustainable Development Goals

ISO 45001 (health and safety management system)

ISO 9001 (quality management systems)

GRI Standards: 102-8 and 9 / 102-12 / 102-21 / 102-30 / 102-41 / 102-43 and 44 / 201-1 / 202-2 / 203-2 / 204-1 / 401-1 / 403-1 to 10 /

404-2 and 3 / 405-1 / 407-1 / 408-1 /

409-1 / 413-1 / 416-1

*Murray & Roberts Cementation, Venetia Underground Project, Limpopo, South Africa*

# Overview

## 2022 highlights

### SAFETY

Our focus on proactive interventions continued to deliver improvements, resulting in **21 projects achieving zero recordable cases** out of a portfolio of around 100 projects.

Achieved a **36% improvement** in lost time injury frequency rate and over **85 000 critical control verifications** were conducted as part of the major incident prevention programme.

### COVID-19

Voluntary reporting of vaccinations indicates that **95% of the Group's employees** have been **vaccinated**, and we continued to support the **wellness and mental health** of our employees.

### HUMAN RESOURCES FORUM

Reviewed the structure of the Group's human resources function to ensure it is **adding business value**.

### EMPLOYEE ENGAGEMENT

Achieved a **score of 3.4 out of five** in the Group-wide employee satisfaction survey.

### ENTERPRISE DEVELOPMENT

R1,6 million was invested in **developing seven black-owned suppliers** at various projects in South Africa.

## Key performance indicators

### Fatalities

**0**

FY2021: 1  
FY2020: 0

### LTIFR

**0.58**

FY2021: 0.90  
FY2020: 0.88

### TRCR

**3.86**

FY2021: 5.14  
FY2020: 4.25

### Occupational disease frequency rate

**0**

FY2021: 0.09  
FY2020: 0.18

### Permanent headcount

**8 394**

FY2021: 9 393  
FY2020: 9 049

### Training and development spend

**R130 million**

FY2021: R99 million  
FY2020: R104 million

### Women representation (Group) (senior management)

**14%**

FY2021: 12%  
*Reported for the first time in FY2021*

### Black representation (South Africa) (senior management)

**19%**

FY2021: 15%  
FY2020: 24%

### BBBEE status (South Africa)

**Level 1**

FY2021: Level 1  
FY2020: Level 1

### Corporate social responsibility spend

**R12,6 million**

FY2021: R15,3 million  
FY2020: R19,0 million



## Material priorities

### Responsible project delivery

- Firmly entrench the culture of *Engineered Excellence* by maintaining a high-performing global organisation with a proven track record of delivering and adding value.
- Develop a workplace culture that embraces new technology, and introduce digital applications to manage project delivery (visibility and control, productivity, ESG management) and provide real-time data to support more proactive approaches to project and ESG management.
- Ensure the Group's projects meet and exceed expectations for safety and health; local contracting partnerships, employment and procurement; training and skills development; the socioeconomic development of local communities; environmental mitigation of project delivery and long-term impact of projects.

### Safety, health and wellness

- Achieve Zero Harm across all projects, continue to focus on lead indicators to prevent safety incidents.
- Continue to develop, enhance and share interventions across the Group to maintain our world-class safety performance.
- Highlight the safety benefits of our innovations and technology that forecast and proactively prevent incidents, supporting our reputation as a contractor and employer of choice.
- Continue to prioritise the health and wellness of our employees and their families.

### People management

- Ensure responsible resourcing (mobilisation and demobilisation) despite market and project cycles, and effective contingency planning to manage constraints to project resourcing and skills mobility.
- Continue to deepen our employee value proposition, focusing on talent recognition, acquisition and retention; supporting and rewarding competent and high-performing individuals from diverse backgrounds; and providing our employees with meaningful work that aligns to our Purpose and their ESG expectations.

- Make smart diversity and inclusion hires, which in turn strengthens Group culture and demonstrates visible transformation, enhancing our competitiveness and relevance.
- Build the organisation for the future through training and capability development while also managing the impact of digital change on productivity and skills redundancy.
- Ensure good labour relations and constructive relationships with employee representatives.

### Communities

- Proactively manage on-the-ground relationships, accelerate localisation and establish local partnerships that contribute to the socioeconomic development of host communities.
- Respond to local requirements and norms within the context of the Group's ambitions and ensure that initiatives are supportive of the needs and expectations of host communities.



PG 84

Management's ESG responsibilities

# Responsible project delivery

**Our competitive differentiation is grounded in the Group's leadership philosophy of *Engineered Excellence*. This leadership philosophy brings discipline and rigour to our decisions and actions and sets our standard at excellence. This means we carefully and consciously plan to achieve the outcomes our clients and stakeholders expect.**

*Engineered Excellence* is applied to all aspects of our business and throughout a project's life cycle from the design and engineering phases through to project implementation, commissioning, operations and maintenance. All our businesses, joint-venture consortia and local contractors are required to strictly adhere to our systems, principles and practices of *Engineered Excellence* in commercial, project and ethics management, and are held to account for deviations. *Engineered Excellence* also requires us to respond quickly to lessons learnt.

Our sustainability framework; risk management framework, health, safety and environment framework and ethics framework all support *Engineered Excellence*. The effectiveness of this philosophy is seen in the 75% year-on-year decrease in project losses achieved in FY2022. The application of these frameworks is governed and regularly updated to respond to shifting realities in the global contracting environment.

## ENGINEERED EXCELLENCE

### Risk management throughout the project life cycle

Our projects are large and complex. Risk management is therefore of crucial importance, and starts from when we first engage in a potential business opportunity and continues throughout the project life cycle to close out. All potential bids are captured on the Group's opportunity management system. The system rates projects against the Board-approved risk tolerance framework, assesses and prices risk, and determines the levels of authority required to approve a tender for submission. All tender proposals consider ESG risks and opportunities.

When we win a tender, the bid team hands over to the implementation team, with there often being executives or senior managers common to both teams to ensure there is good knowledge transfer. The implementation team receives training on the detailed contract requirements, and then prepares a readiness presentation for executives in the business to ensure there have been no misunderstandings on how the project is to be delivered. The operating business conducts a monthly performance review, which covers HSE, financial and schedule performance. When projects are about 20% complete, an independent business platform review is conducted. These processes enable us to identify variances with tender expectations and identify the actual and potential impacts of our services so that they can be effectively managed in partnership with our business partners and clients. In this way, we reduce our liability, ensure compliance with applicable legislation and secure the sustainability of our business through longstanding client relationships.

### Environmental stewardship



PG 23

Despite our low carbon emissions profile, we are working towards developing our own plan to achieve a net zero future for the Group. However, our greater contribution to a lower-carbon economy is our set of capabilities, which position the Group to help our clients meet their climate change goals. We are developing a holistic approach to designing and building low-carbon projects, incorporating resource efficiency, recycling, renewable energy, digitisation and stakeholder engagement.

**ENGINEERED EXCELLENCE** *continued***Employer of choice**

PG 54

Our aspiration to be recognised as a specialist provider of services and a contractor of choice is contingent on our ability to effectively resource projects, attracting and retaining the best management teams and technical expertise in highly contested markets. Our commitment to our Purpose, achieving safe outcomes and advancing our digital and ESG strategies are key motivators for our employees; who want to make a positive contribution to society.

**Our stakeholders and communities**

PG 68

*Engineered Excellence* is how we build trust. It is our promise to stakeholders that we are committed to our Purpose, Vision and Values.

We act fairly and transparently in our business dealings and strive for environmentally and socially sustainable supply chains that ensure safe and fair conditions for current and future generations. Strategic joint-venture partners are essential to secure large and complex projects and to meet local contracting requirements. When working with these partners, we ensure there is alignment between them and the Group's Values, principles and standards.

Over and above the value created from the infrastructure we construct, we strive to create a positive impact that benefits host communities. This is driven through our diversity, equity and inclusion, policy, and localisation and community upliftment initiatives.

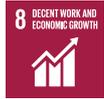
**Ethical conduct**

PG 88

Our Code of Conduct, Values and Statement of Business Principles guides employees on ethical and lawful behaviour in the pursuit of the Group's strategic and business objectives. Our supply chain standard sets out our minimum ESG requirements, and is included in our agreements with our business partners and suppliers.

We do not favour any political party, group or individual. The use of funds to support political candidates or parties is prohibited, and we are not involved in any political activities.





# Safety

**Key challenges**  
 Consistent application of HSE and risk management standards and effectively managing change.



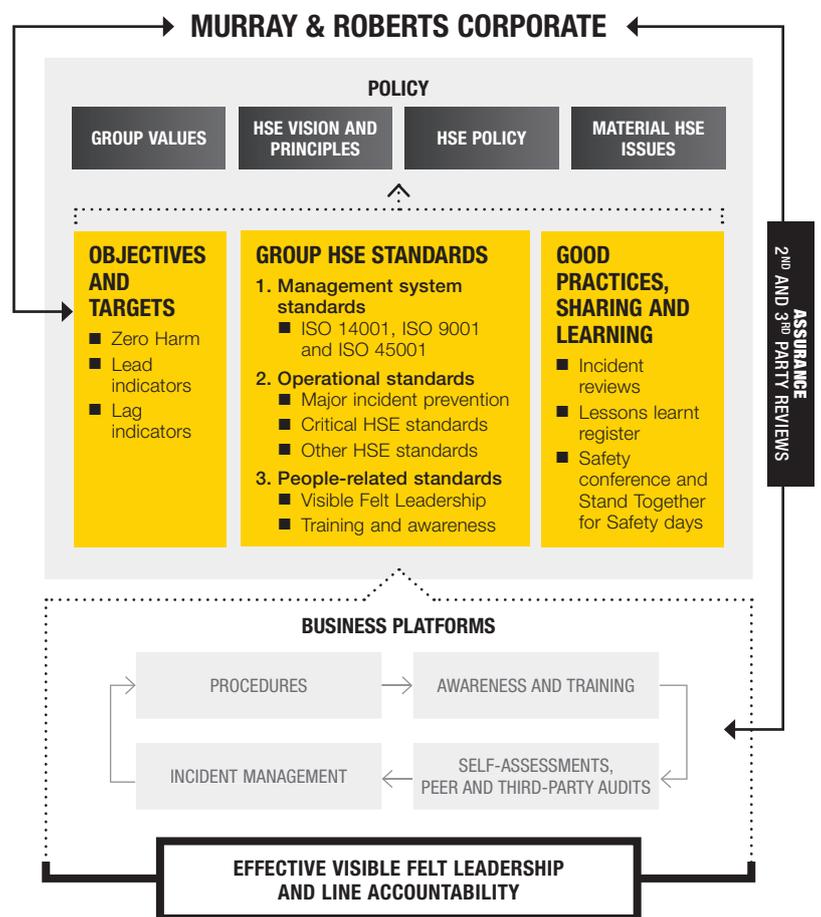
**The Group continues to find clear differentiation in our safety record, which reflects our aspiration to deliver projects with Zero Harm.**

Our commitment to Zero Harm, people-centric leadership and world-class systems and processes is evidenced in our declining injury rates and work-related fatal incidents. Our excellent safety results put us well ahead of our peers and many of our clients.

Lead safety indicators drive proactive action in safety management, which in turn improves lag indicator performance. To fully embed lead indicators in our operations, the Group's safety leaders analysed trends and implemented interventions in FY2022 to proactively improve safety performance. The outcome has been no fatalities, 21 projects out of a portfolio of over a 100 projects achieving zero recordable cases and significant improvements in both LTIFR and TRCR.

A number of factors impact our safety performance, from critical safety risks to the risks associated with change, as well as cultural differences. Our HSE framework ensures that high-impact interventions and programmes are in place to manage these factors. The framework, together with our HSE standards, and recommendations from independent experts provide the foundation for a consistent and sustainable approach to HSE management.

## Group HSE framework



## Our HSE journey towards Zero Harm



## People-centric leadership

Delivering positive HSE outcomes requires a collaborative effort across the Group. We emphasise people centric leadership: our leaders and supervisors are accountable for ensuring an HSE-friendly workplace and cultivating a culture that drives a Zero Harm mindset. They are expected to set high safety standards, lead by example, empower employees to perform their work safely, and spend sufficient time observing, engaging and coaching work teams. To deliver on these expectations, our leadership development programmes include principles on neuroleadership, helping leaders to better understand and influence human behaviour.



## HSE system and processes

To support continuous improvement, we regularly review and streamline our HSE systems and processes, ensuring they are user-friendly and drive safe outcomes. We also keep abreast of health and safety developments, and benchmark our performance against that of our clients, peers and joint-venture partners.

All businesses align their HSE systems and programmes to the Group's standards, which provide guidance on how to manage common material HSE risks. This has resulted in all three business platforms consistently maintaining ISO 45001 certification.

All incidents are thoroughly investigated to determine root causes and corrective measures are taken to prevent re-occurrence.

Employees are frequently reminded of their right to a safe and healthy work environment and are empowered to stop work and withdraw from unsafe environments. The effectiveness of the Group HSE system is assessed through our integrated assurance framework of internal self-assessments and external independent assessments.

## Goals and safety performance metrics

Long- and short-term goals enable the measurement of progress towards our commitment to Zero Harm. Safety performance is measured using the following indicators:

### LAG INDICATORS:

- LTIFR.
- TRCR.
- Total injury frequency rate.
- All incidents frequency rate.

### LEAD INDICATORS:

- Leadership engagements.
- Hazards observations.
- Critical control verifications.
- Critical safety standards violations.
- High potential incidents.
- Work stoppages.
- Audit findings.

## Critical risks control management

Our major incidents prevention programme seeks to proactively manage critical safety risks across the Group. It identifies potential major events and ensures that critical controls are implemented to prevent the occurrence of serious incidents. Its effectiveness is assessed as part of the assurance process. During the year, we increased evaluations of our critical controls to improve the major incidents prevention programme and our incident investigation processes.

## Organisational learning

The Group health and safety forum provides a platform to monitor progress against HSE initiatives, and share information and lessons learnt from high-risk incidents that could have potentially resulted in a major incident. Lessons learnt are captured in a central register. The forum also enables sharing of insights on innovative thinking and new technologies that support our HSE objectives. For example, it was through the forum that the major incidents prevention programme was introduced across the Group. Information from this forum keeps the Board abreast of our safety performance.

Other initiatives that facilitate the sharing of knowledge include:

- **Annual safety conference hosted by the Group chief executive:** business platform leaders meet to review safety performance, successes and challenges of the past year, and agree the focus areas for the year ahead.
- **Stand Together for Safety events:** leaders meet with managers, employees and subcontractors to set expectations, communicate project-specific safety plans and share the key messages and focus areas for the year ahead. These events are held at the start of each financial year in all operations.
- **Annual Safety Recognition Awards:** celebrates and recognises employees and teams who have made a meaningful impact towards the achievement of our safety goals.

## Digitisation

Digitisation and new technology will play a critical role in the next generation of HSE systems. Our targeted interventions include the digitisation of health and safety information, connectivity to enable real-time monitoring of safety parameters and reporting, and remote operations to reduce the exposure of people to harm. Using digitisation and new technology to monitor underground operations enables us to reduce the risk of congestion or collisions, and provides essential information should an emergency occur. In addition, automation reduces administrative burden freeing up our supervisors to focus more on safe operations.

We are installing fibre networks at our major underground mining projects capable of transferring large quantities of data from the underground environment to the control room and back in real time. This enables better decision-making and is driving the rapid adoption of other digital technologies. While this offers a number of potential productivity and safety benefits, we remain mindful that change must be carefully managed.

Some of our digital solutions to improve safety performance include:

- Electronic detonation using the underground communications network instead of electric detonators.
- Remote operation of development drill rigs so that operators are located away from potential hazards underground.
- Remote monitoring of working environments in real time, particularly gas, dust and temperature levels.
- Remote pump monitoring and control and ventilation management to reduce the risk associated with blasting fumes.
- Onboard monitoring of operator behaviour, which informs customised training interventions and provides useful information for further improvements.
- Digitised asset management and maintenance to ensure that machines and safety systems are in good operating condition.
- Equipping supervisors with digital devices that capture checklists, control verifications, hazard observations and incident reports in real time, supporting faster and more accurate analysis of the data and proactive responses to ensure safety.



# 2022 performance

## GROUP

### LTIFR

Our LTIFR of

# 0.58

is marginally above our record performance of 0.52 achieved in FY2017

### Critical control verifications

# >85 000

critical control verifications conducted, providing a large dataset from which to develop management interventions

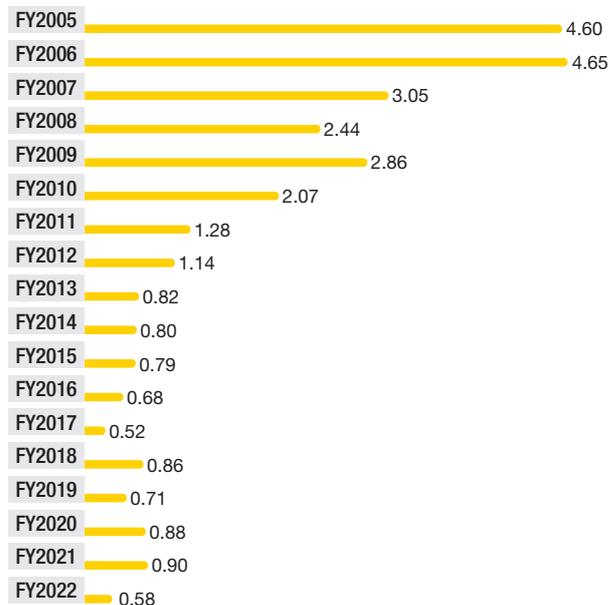
We recorded zero fatalities during the year and our LTFIR compares to the best of our peers in our market sectors. The TRCR of 3.86 is a 25% improvement on FY2021. We achieved positive trends across all lead safety indicators, and 21 projects, out of a portfolio of more than 100 projects, achieved zero recordable cases (FY2021: 22). High potential incidents, most of which were injury free, increased to 13 from seven in FY2021, coinciding with increased activities in the ERI and Mining platforms. All incidents were reviewed by the executive committee and targeted improvement interventions were implemented by both business platforms.

The assurance audits revealed good overall compliance with the Group's HSE standards. The audits have identified areas of good practice and areas requiring improvement, and confirmed that our businesses are making progress in integrating our safety expectations in day-to-day business activities. We made good progress on our FY2022 commitments, enhancing our lead safety indicators and major incident prevention programme, integrating change management processes in our business activities, and driving positive engagements between leaders and employees.

Looking ahead to FY2023, we have prioritised the following interventions to drive further improvement:

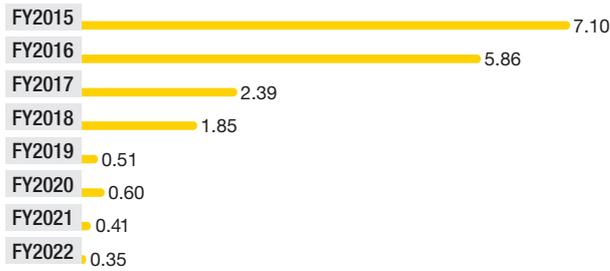
- Unrelenting leadership commitment; visible and felt leadership, engagement and coaching to communicate our safety expectations.
- Enhance the quality of our critical control verifications.
- Further embed lead safety indicators and change management processes.
- Implement effort-based recognition systems to complement our current outcomes-based systems.
- Extend our major incident prevention programme verifications to operator level.
- Gradually replace paper-based systems with digital safety applications at supervisory level.

### Annual LTIFR (per million hours)

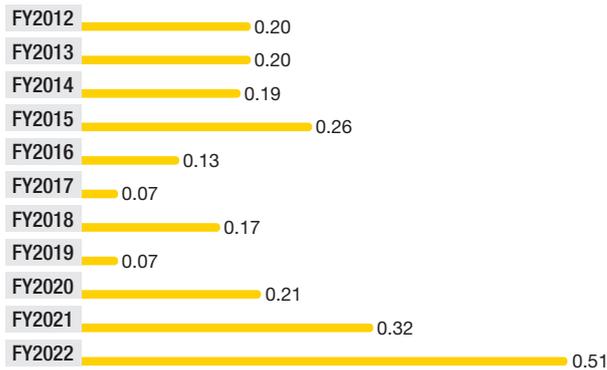


2022 performance *continued*

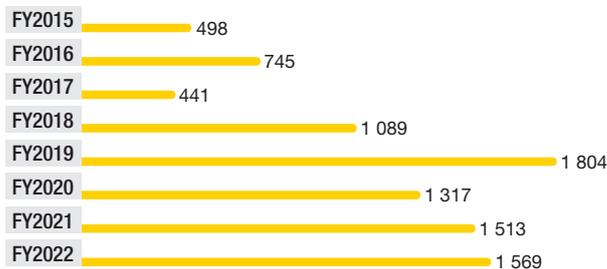
**Frequency of critical safety standards violations at operations** (per million hours)



**Frequency of high potential incidents** (per million hours)



**Frequency of management site visits and engagements with employees at operations** (per million hours)



Note: all safety metrics include our subcontractors.

**ERI PLATFORM**

- The ERI platform achieved an industry-leading LTIFR of 0.32 (FY2021: 0.16), significantly better than the Australian contracting industry average. Eight projects had zero lost time injuries and zero recordable injuries. This was achieved despite COVID-19 disruptions, mobilising new projects in all regions of operation, and integrating a newly acquired business.
- TRCR was 2.54 (FY2021: 3.07) due to safety challenges on one major project brought about by COVID-19 isolation and resource constraints. While the project performed on par with industry average, leadership is committed to better oversight, risk management and engagement with employees to achieve a superior performance.
- The Rio Tinto Oyu Tolgoi project in Mongolia reached eight million LTI-free workhours at the beginning of 2022, an outstanding achievement considering the remote location and the technical challenges of the project, and surface and underground conditions.
- In response to COVID-19 limitations on travel and face-to-face engagements, the platform accelerated the digitisation of its HSE systems and leadership training. Data is now captured digitally, and safety programmes and training are delivered using remote media technology. This is helping our site supervisors to more effectively monitor and track their team's safety performance, identify trends in behaviours and promptly intervene before incidents occur.
- The platform won the award for the best safety performance at platform level in the annual Group Chief Executive Safety Recognition Awards for the third consecutive year.
- **Key objectives** for FY2023 are to further develop our risk-based HSE analytics to enable predictive measurements; leverage new products, programmes and training to support safety performance; and implement an HSE due diligence programme to reinforce the value of our tools to manage HSE risk.

## 2022 performance *continued*

### MINING PLATFORM

- The Mining platform recorded good improvements in LTIFR to 0.76 (FY2021: 1.26) and TRCR to 5.05 (FY2021: 6.63) as a result of its focus on lead safety indicators. The platform has achieved more than four and a half years without a fatal incident. In South Africa, we achieved six million fatality free shifts, a milestone for this operation. In the Americas our safety record is at its most improved to date.
- Five out of 11 LTIs related to finger or hand injuries, prompting increased focus on pre-shift meetings, huddles before commencing a task, communication and visible felt leadership to improve performance. Targeted hand safety training and awareness programmes were also rolled out in Australia and South Africa.
- In Australia, we implemented new software to manage workers compensation and injury management, and introduced a new safety auditing tool. This business uses the 5S system to organise the work environment into clean, uncluttered and well-organised spaces, to enhance safety and productivity.
- Change management training programmes for supervisors were enhanced in South Africa and the Americas, helping them to better manage HSE risks associated with changes in the workplace.
- The platform won the award for the most improved safety performance in the annual Group Chief Executive Safety Recognition Awards for the second consecutive year.
- **Looking ahead** focus will be on the full implementation of the critical risk management programme across all regions, effective management of process changes on project sites to enhance safety performance and compliance, and enhancing the quality of our pre-work planning and risk assessment. An ongoing focus area for the platform is to reduce workface risk exposure through mechanisation, automation and remote control.

### PIW PLATFORM

- After the successful integration of OptiPower Projects, acquired in FY2020, and a strengthened HSE senior management team, the platform had only one LTI. Lag indicator frequency rates have shown a marked improvement with an LTIFR of 0.68 (FY2021: 1.01) and TRCR of 1.35 (FY2021: 3.71).
- The platform maintained the prestigious South African Institute of Welding ISO 3834 accreditation.
- A **key objective** for FY2023 is to improve employee understanding of HSE standards and processes given the platform's strategic repositioning to renewable energy projects. Training will cover the recent improvements to the major incident prevention programme, including the risks associated with renewable energy projects. Other objectives include improving our analysis of lead safety indicators, introducing an HSE resources matrix (job descriptions, skills required and register of deployment), and implementing digital applications to improve safety reporting and real-time recording of data.

### New shaft sinking technology

The Newmont Tanami expansion project underway in Northern Territory, Australia involves the construction of permanent surface facilities and to equip and line a shaft that is 5.5 metres in diameter and 1 400 metres deep. RUC Cementation mining will use new technology to sink the shaft that will provide full Wi-Fi coverage and live data. This will be interfaced with winder movements, and will enable the scanning of the shaft prior to concrete lining and constant condition monitoring on winders, power generation and the hoisting system. The digitisation of safety information will improve monitoring to proactively manage safety. Employee training is key to our safety performance: 15 employees from the project have attended the RUC Training Academy's shaft sinking programme.



## Key data

✔ Improved ✖ Worsened = No change

LAG SAFETY INDICATORS	2022	2021	2020	Assurance
Fatalities	0	1	0	✔ Limited
Fatal incident frequency rate	0	0.05	0	✔
High potential incidents	13 <sup>1</sup>	7	6	✖
High potential incidents frequency rate	0.51 <sup>1</sup>	0.32	0.21	✖
Lost time injuries	15	19	25	✔
Lost time injury frequency rate (measured over a million hours)	0.58	0.90	0.88	✔ Limited
Total recordable cases	99	114	121	✔
Total recordable case rate (measured over a million hours)	3.86	5.14	4.25	✔
% of operations that maintained ISO 45001 certification	100	100	100	=

1. Coincides with increased business activity in the ERI and Mining platforms.

Note: all rates are measured per million hours and include our subcontractors.

LEAD SAFETY INDICATORS	2022	2021	2020	Assurance
Hazards observations	90 593	62 956	26 836	✔
Hazards observations frequency rate	3 529	2 836	941	✔
Leadership engagements	40 268	33 580	37 995	✔
Leadership engagements frequency rate	1 569	1 513	1 317	✔

Note: all rates are measured per million hours and include our subcontractors.





# Health and wellness

Our health and wellness programme is grounded in the Group's Value of Care. It aims to prevent work- and non-work related illnesses and proactively manage identified health conditions. The programme has been reviewed and updated in line with shifting health and wellness trends, particularly those brought about by the COVID-19 pandemic.

## HEALTH AND WELLNESS PROGRAMME

### Occupational hygiene programme

Identifies and manages workplace health hazards and covers aspects such as monitoring, engineering controls, training and awareness and personal protective equipment.

### Occupational medicine programme with limited healthcare

Provides clinical examinations, biological monitoring and specific medical tests to evaluate the health status of our employees and those of our business partners, and the effectiveness of our workplace controls to prevent illness.

### Wellness programme

Provides health and lifestyle education and awareness, facilitates wellness screening, delivers programmes that support mental health and offers employees and their immediate families access to free counselling support and advice on psychosocial issues.

## Occupational hygiene and medicine

Qualitative and quantitative risk assessments and monitoring ensure that we identify and understand the health risks in our workplaces. Hygiene and health risk assessments identify health hazards, and qualified industrial hygiene professionals then implement a risk-based monitoring programme to quantify the exposure in the work environment. Remedial interventions, which include engineering and administrative controls, are then put in place to eliminate or control the identified risks.

Clinical examinations, biological monitoring and specific medical tests enable us to proactively detect and manage various health and wellness conditions. They cover:

- Pre-employment, periodic and exit medical surveillance examinations to support the early detection of workplace-related diseases and facilitate treatment to prevent further deterioration.
- Screening and testing to manage communicable and non-communicable diseases.



## Prevalent health and wellness risks

Our Group standards guide operations on how to manage health risks consistently.

### Our medium to high work-related health risks and mitigation efforts include:

**Noise-induced hearing loss:** mitigated through proactive identification of potential hearing impairment risks, implementation of corrective measures and early detection of hearing impairment in individuals. Control measures include engineering improvements, training and awareness, and PPE.

**Exposure to airborne pollutants and vibrations:** mitigated through measures including engineering controls and PPE.

**Ergonomics:** mitigated through design interventions, engineering and administrative controls and ergonomic risk awareness programmes.

**Fatigue and thermal stress:** mitigants include appropriately designed shift rosters, engineering and administrative controls, fit-for-duty assessments and fatigue awareness initiatives.

**Communicable diseases:** including interventions for TB, malaria, HIV/Aids and COVID-19.

**Non-communicable diseases:** including interventions for chronic illnesses identified through wellness screening. Health and wellness awareness sessions and the employee wellness programme help employees manage these conditions.

### Key challenge

COVID-19 fatigue has increased workforce health risk, with global indications of exacerbated mental health deterioration across various industries.

## COVID-19

Our holistic response to COVID-19, guided by information from leading global health organisations, is embedded in our risk management programme. Our interventions at project sites and office environments aim to protect all stakeholders from potential exposure to COVID-19. Strict isolation protocols are in place should an employee test positive for COVID-19; however, as the severity of the disease reduces, the disruption on our projects has lessened compared to last year. Our COVID-19 management includes non-pharmaceutical measures, and interventions to support vaccination and mental health.

## Employee support and mental health

A key risk to our safety performance is the continued impact of the pandemic on the mental and emotional wellness of our employees, with some facing burnout and lower levels of mental resilience. The following are some of our initiatives to help employees and their families manage their mental health:

- A structured awareness and education programme to increase knowledge and understanding of mental health and reduce the stigma and discrimination that are sometimes associated with it.
- Assisting those who are dealing with mental health issues and seeking treatment, providing them with information on how and where to get help, and offering them flexible options to support their recovery and wellbeing.
- A health and wellness network of trained employees who serve as mental health champions and provide coaching on mental health issues.
- Partnerships with governments, communities and industry organisations involved in mental health advocacy.



## 2022 performance

We collaborated with our clients, business partners and other stakeholders to encourage and educate employees on the benefits of being vaccinated, resulting in a vaccination rate of more than 95%. Regrettably, early in the financial year, five employees in our South African mining operations succumbed to COVID-19 related complications. We offer our deepest condolences to their families, friends and colleagues.

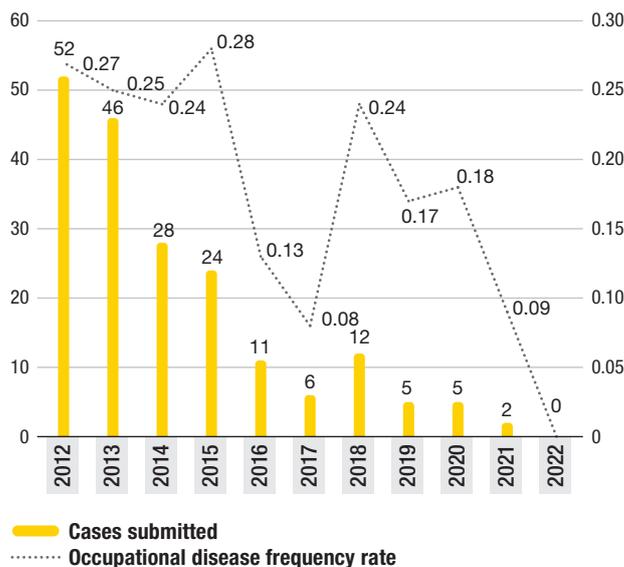
We enhanced our employee wellness programme and support for those facing mental health challenges, introducing a Group mental health guideline that outlines the key principles and standards adopted by the Group to maintain a caring work environment. In addition, our employee wellness programme was expanded to include more mental health interventions.

Unfortunately, COVID-19 and the associated restrictions, constrained our planned health management activities, negatively impacting some of our key performance indicators. For example, there was limited employee uptake in terms of wellness screening.

There were no work-related diseases reported during FY2022: however, non-work related conditions, including communicable and non-communicable diseases, were identified through the screening programme. Where gaps were identified, preventative measures were improved and affected employees were provided with the necessary support.

### Total cases of occupational diseases and occupational disease frequency rate

(per million hours worked)



Note: all metrics include our subcontractors.

### ERI PLATFORM

- The platform continues to monitor feedback from wellbeing surveys to address health concerns linked to COVID-19, and provides training and education on mental health and other psychosocial conditions to project supervisors and the workforce, leveraging its partnership with Mates in Construction in Australia.
- Booth Welsh achieved the Gold Award from the United Kingdom's National Health Service's Healthy Working Lives programme for its focus on employee wellbeing and mental health.

### MINING PLATFORM

- RUC Cementation maintained its partnership with Mates in Mining, promoting self-awareness and recognition of psychosocial issues, building sustainable coping mechanisms and maintaining positive relationships, among others. The programme is proving to be a valuable service for our employees.
- The platform established a network of health and wellness champions in the workplace, and formal training on mental and physical health was provided to help employees manage work, home and lifestyle-related risks.

### PIW PLATFORM

- The platform worked with clients and health authorities to promote COVID-19 vaccinations at project sites, and it continued to promote mental health and employee wellbeing.
- We rolled out peer educator training to wellness champions to equip them to engage effectively with project employees on wellness.
- Health and wellness campaigns raised healthy lifestyle awareness and provided employees with the opportunity to undertake a health screen. The coverage of these interventions was unfortunately negatively impacted by COVID-19 restrictions. For example, there has been a significant reduction in the uptake of voluntary HIV counselling and testing. This will be an area of focus going forward.

## Key data

✔ Improved
 ✘ Worsened
 ⊖ No change

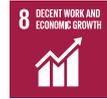
WORK RELATED	2022	2021	2020	
Noise induced hearing loss cases	0	2	5	✔
Silicosis cases	0	0	0	⊖
Total occupational diseases	0	2	5	✔
Total occupational disease frequency rate	0	0.09	0.18	✔

COVID-19	2022	2021	2020	
Number of deaths	5	5	2	✘
Vaccinations <sup>1</sup>	21 618	1 464	0	✔

1. Employee vaccination status disclosure is voluntary.

COMMUNICABLE DISEASES	2022	2021	2020	
Number of malaria cases	0	0	3	✔
Number of voluntary HIV tests	358	1 437	564	✘
HIV prevalence (% among employees tested)	0.6	0	0.4	✘
Number of HIV positive cases	2	0	2	✘
Number of TB screens	80	1 278	2 068	✘
New cases of TB	1	0	0	✘

OTHER	2022	2021	2020	
Number of random alcohol tests	1 123 664	992 460	2 394 783	✔
% of alcohol tests that were positive	0.08	0.01	0.04	✘
Number of random drug tests	10 036	7 217	6 615	✔
% of drug tests that were positive	0.3	0.7	0.4	✔



# People management

**We strive to be an employer of choice. Sustainability, digital enablement, meaningful career opportunities, flexible workplace models and working environments that foster a culture of inclusion are crucial elements of a valuable employment proposition.**

High-profile and iconic projects like Snowy 2.0 in Australia provides opportunities for skilled professionals to gain valuable experience. Our world-class training academies are also a competitive advantage in attracting and developing scarce skills.

The Group's value proposition to employees centres on our Values of Integrity, Respect, Care, Accountability and Commitment. Our focus is therefore to not only attract the right skills that meet the Group's technical requirements but to attract people who exhibit the right behaviours that support our Values and a high-performance culture. We prioritise employee health and safety; ethical leadership; effective communication and collaboration; learning, development and mentorship; diversity, equity and inclusion; and sustainable localisation. Excelling in these areas will enable us to attract, retain and engage high-calibre and high-performing employees.

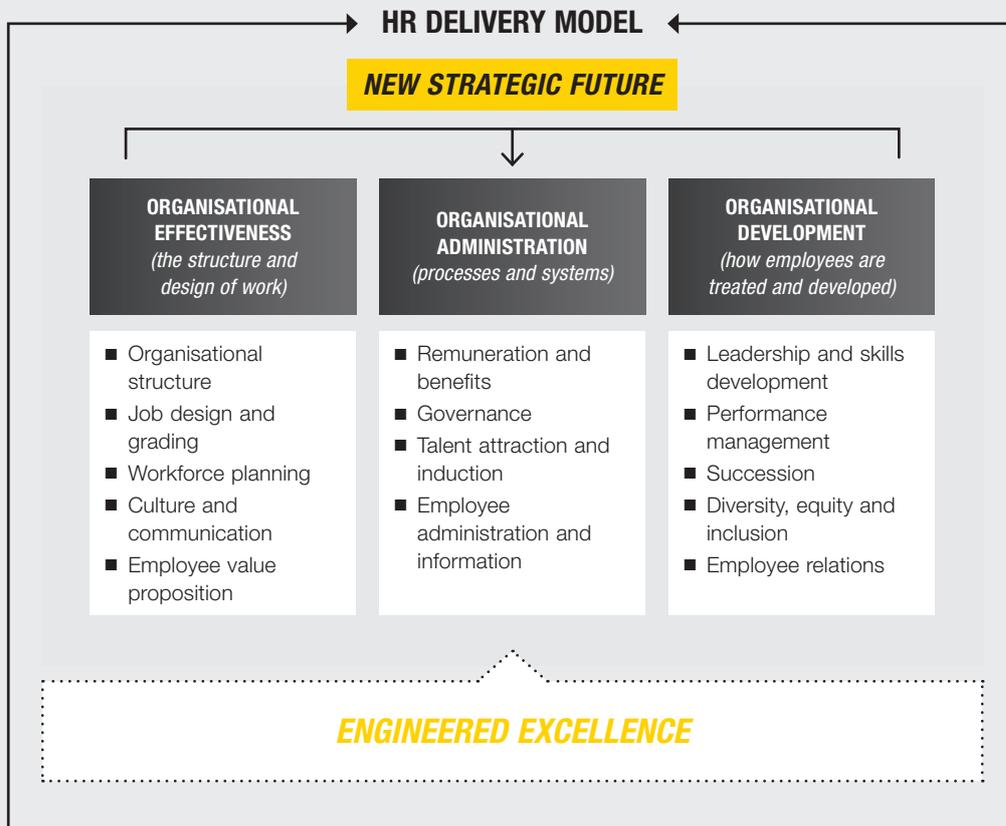
We adhere to best people practices across the Group. Our Group-wide HR policy and shared delivery model sets out our obligations and standards in managing our employees.



## All our businesses are expected to apply and uphold the following high-level principles:

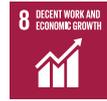
- International standards of social justice, decent work and human rights.
- Equitable and inclusive working environments.
- Policies and procedures that align to the legislation and basic conditions of employment of the countries in which we operate.
- Recruitment approaches that are fair, objective and support equal opportunity within a diverse source of employment candidates.
- Remuneration that is fair, competitive and appropriately aligned to the market.
- Talent management and succession planning, particularly for scarce skills and critical roles.
- Clear accountabilities for all employees through formal documented performance management processes (middle management and upwards) and team-based targets (balance of the workforce).
- Appropriate training and development that enables employees to perform their roles effectively and advance their individual potential.
- Proactive, meaningful and open communication with employees, seeking their views and feedback.
- Grievance and disciplinary approaches that are fair and just, where issues may be reported without fear of retaliation or reprisal.
- Accurate employee records where personal information is secure, including individual health status.

The HR delivery model provides clarity on supporting business strategy. Each business builds their organisational effectiveness in a way that supports its strategy and unique context. When new businesses are acquired, we ensure that our culture and people practices are applied.



In FY2022, the HR forum reviewed the Group's HR function in all regions of operation to understand the quality of delivery against the HR model and HR's value as a partner to business. A key measure considered in the review was the ratio of HR personnel to the number of employees, calculated using the Bloomberg Bureau of National Affairs Human Resources Department Benchmarks and Analysis report. The conclusions of the review were that the HR function is well managed across the Group and well resourced, with higher ratios of HR personnel to employees in larger operations. The primary focus areas for FY2023 are talent acquisition and retention, and diversity, equity and inclusion.





# Leadership

## Key challenges

A lengthy succession planning process, a depth of succession that is not optimal given acute shortages for certain specialised skills and the subsequent competition for these skills.

**The quality and depth of Group and platform leadership, and their ability to model Group culture, is critical to our success and ability to deliver the *New Strategic Future* plan.**

## Performance management

Individual performance targets align to the Group's strategic objectives. Specific targets across five performance dimensions are cascaded down from the Group chief executive to middle management and upwards at the beginning of each financial year (see page 11). Cascading responsibilities inform team targets to ensure that client-facing employees adopt our desired conduct and practices.

## Talent management and succession

Most of our businesses use the Paterson job grading system, which we continue to roll out across the Group. In Australia and America, salaries are benchmarked using the Mercer grading system and its more relevant market data. A conversion table ensures alignment between the Paterson and Mercer systems so that our conversations on the value added by talented employees are consistent. These tools support talent mobility and ensure that our employees are equitably and correctly remunerated. They also provide employees with clarity and incentive to grow their careers within the Group.

Talent across the leadership layer is assessed annually, covering top and senior management as well as the Board. Successors are categorised based on their readiness (ready now, within one year, three years or more than five years). Currently all executive roles are covered by an emergency successor at a minimum (individuals able to act in certain positions while successors are being sourced or appointed). Top talent in middle management roles are also considered in the annual review. These individuals undergo psychometric assessments, and where required, receive leadership development and mentorship to prepare them for future leadership roles. Our diversity, equity and inclusion priorities and Values play a key role in leader appointments.

## Leadership development

Given the criticality of retaining and attracting high-calibre leaders, we place intense focus on leadership development.

### Key business platform leadership programmes

#### ERI PLATFORM

Mentoring programmes across different levels of seniority and functions support professional growth and succession. The EXECconnect programme pairs members of the executive committee with selected talented individuals in one-on-one settings to engage on their development and personal growth ambitions.

#### MINING PLATFORM

Leadership development programmes in each business as well as the platform's talent management programme (personal development plan and mentoring with a senior colleague) for high-performing individuals earmarked for succession.

#### PIW PLATFORM

Mentorship, leadership and management development programmes for high-potential employees.

## 2022 performance

### GROUP

We continued to make progress towards ensuring that all employees in middle management positions and above have performance contracts. For FY2022, contract coverage increased to 92% (FY2021: 89%) and we expect to reach 100% compliance in FY2023.

More than 500 leaders completed the neuroleadership programme, a cognitive neuroscience approach to employee engagement, enabling leaders to effectively engage with their teams and enhance productivity and safety performance based on a better understanding of human behaviour.

Looking forward, we will focus on improving our leadership development programmes, ensuring that high-performing talent and potential successors build the competencies they need to succeed. Renewed focus will also be placed on talent management and succession planning, with diversity being a key theme to support the depth and calibre of our leadership teams.

### ERI PLATFORM

- The platform reorganised its executive committee with internal promotions and expanded the committee's membership to include the platform's risk and assurance manager.
- A structured succession plan was developed for key leadership roles supported by external coaching and mentoring.

- Since 2019, the EXECconnect programme has rolled out four cohorts, providing mentorship for over 80 employees across various offices and project sites.
- We launched a Mentoring@Clough programme with two cohorts of over 120 employees.

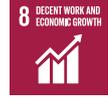
### MINING PLATFORM

- The platform remains focused on delivering its training and coaching programmes for individuals in leadership positions.
- Looking ahead, talent management, particularly acquiring and developing talent globally, will be key to supporting the platform's new strategy to strengthen its global brand and implement a single operating model.

### PIW PLATFORM

- The executive committee worked to strengthen the platform's functional structures, ensuring that all team members have clear roles. Leaders are expected to continue coaching their teams on the platform's strategic objectives and how objectives are to be delivered.
- The platform continues to translate and cascade its turnaround strategy into meaningful targets that inform individual performance contracts.
- Looking forward the platform will use the findings from its talent review to develop high-potential employees.





# Working conditions

## Key challenges

Higher employee turnover due to competition for the same small pool of highly technical skills and implementing flexible workplace models fairly given the nature of our business.

## Employee engagement

High-performing and engaged employees deliver projects successfully. Key to achieving this culture is ensuring that the workforce is effectively led; that the *New Strategic Future* plan, our culture and our expectations are clearly communicated; and our employees are empowered to take ownership for their performance and delivery against our business strategy. Transparent engagement between leaders and their teams is fundamental as it ensures that employees feel comfortable to raise concerns, which can then be resolved timeously. During the year, travel restrictions due to COVID-19 continued to impact the ability of some of our senior leaders to directly engage with employees, particularly at project sites.

Group employee surveys are conducted every second year. This gives us insight on how our employees are feeling and where there may be perceptions that negatively impact their experience. This provides an opportunity to correct issues and strengthen our employee value proposition.

Following COVID-19, employees are showing a greater preference for 'hybrid' working models. As most of our employees work on project sites, working from home cannot be uniformly applied across the Group, which may create discontent. However, there are potential opportunities for more flexible work environments in the ERI and Mining platforms.

## Fair employment and quality standards

Across the Group, we uphold the right to freedom of association and the right to collective bargaining. We hold professional and constructive relationships with union representatives and officials, which supports fair wage agreements and minimises disruption to work schedules. Industrial relations and engagement strategies are developed and implemented prior to starting any project.

All three of our business platforms are ISO 9001 accredited, requiring the continuous updating of our policies, standards and procedures, including our disciplinary and grievance procedures, to ensure they are relevant and support a fair working environment.

## Key challenges

Labour shortages, delays in accessing work permits and border closures due to COVID-19 restrictions impacted the pace of mobilisation in FY2022 and caused delays for some projects.

## Mobilisation

Each platform is expected to establish strategic employee plans to support the Group's *New Strategic Future* plan. Effective and agile people planning and attracting the right skills timeously are key to mobilising projects on time and within budget. When onboarding new employees, we ensure they are trained on the Group's Values, systems and processes.

As a project-based business we mobilise the required skills at the start of a project and demobilise at its end. In addition, employees with different skillsets are required for various phases of project work and must be efficiently onboarded and demobilised in accordance with project schedules. On demobilisation we make every effort to retain core skills through continuous engagement.

We take a responsible approach, adhering to legislation and our collective bargaining requirements, when demobilising, when retrenchments are needed to right size operations during cyclical downturns or when our efforts to find other opportunities for redundant roles fail.

## 2022 performance

### GROUP

Number of permanent employees

**8 394<sup>1</sup>**

FY2021: 9 393  
FY2020: 9 049

Number of individuals employed through contracting and joint-venture agreements

**1 190**

FY2021: 1 025  
FY2020: 1 684

Employee engagement survey

**3.4** out of five

FY2020: 3.7

Avoidable turnover (resignations)

**11%**

FY2021: 11%  
FY2020: 9%

1. 39% based in South Africa (FY2021: 43%).

This year's employee engagement survey consisted of 12 statements for employees to rate. We achieved the highest score for the statement 'I am clear on what our organisation wants to achieve', a pleasing result that indicates that the Group's Purpose is well understood. The statements 'My experience at Murray & Roberts is positive' and 'Our environment is free from bullying and any form of harassment' also achieved high scores. Our development areas are leadership behaviours and accountability, likely receiving a lower score due to the disruption and lack of face-to-face engagement brought about by COVID-19, as well as innovation and change. Our overall score was 3.4 out of five, slightly lower than the 2020 survey's average score of 3.7. Leadership behaviours will be reinforced in the coming year.

### Group employee survey results



In South Africa, our avoidable turnover remains low at 6% (FY2021: 4%). In the Americas it is at 10% (FY2021: 6%) and in Australia it is higher at 19% (FY2021: 21%) due to the demand for talent on a larger number of infrastructure projects. The decrease in overall headcount occurred mostly in South Africa with the end of the PIW platform's power programme projects and Murray & Roberts Cementation's exit from the Kalagadi mining project.

Some 64% (FY2021: 76%) of the South African workforce is unionised and 16% (FY2021: 29%) of Booth Welsh's tradesmen are covered by the Scottish Joint Industry Board. Privacy and freedom of association laws in the United States and Australia prevent access to information relating to labour union membership.

A total of 668 (FY2021: 1 268) disciplinary interventions were held across the Group with 122 (FY2021: 171) individuals dismissed (1.4% of headcount). The reduction can be attributed to Cementation Americas rolling out a leadership training module on progressive discipline and how to motivate and lead employees without issuing formal discipline if performance improves. Murray & Roberts Cementation develops general workers through skills training.

During the year, a number of operations digitised their employee data for better people resource management.

## 2022 performance *continued*

### ERI PLATFORM

- The platform's record order book requires substantial growth in its workforce in the next 18 months. To attract the necessary specialised and technical skills we will need, an in-depth review of our employee value proposition was conducted, including a review of our benefits, and reward and recognition initiatives.
- We introduced the Pioneering Spirit Awards to recognise and reward employees demonstrating exemplary work performance and commitment to the Group. Over 120 nominations were received from offices and projects around the world. Winners and finalists receive a monetary reward and public acknowledgement.
- Uptake of our flexible work arrangements, including part time work, job share, career break, flexible working hours, remote working and compressed work schedule, has increased 45% since 2020. These options are available to all platform employees.
- We implemented a new HR information management system to facilitate recruitment and onboarding, performance management, learning and development, and career progression. A module on workforce planning has been implemented and is being tested before going live.

### MINING PLATFORM

- The platform's new global strategy will require systemic thinking across its businesses. Defined workstreams are being put in place to assist our employees with this change.
- In line with our succession plans, two managing director appointments were made for our mining operations, one for the Americas and the other in Australia. In South Africa, we are in the final recruitment stage for the same role.
- In Australia, we introduced the 'above and beyond' programme to recognise and reward employees who have demonstrated excellence and teamwork. One deserving employee is rewarded every month. We also implemented an employee suggestion platform as a measure to gauge employee morale, and gain valuable feedback and creative ideas. All comments are kept confidential and treated seriously. Every quarter pertinent issues are addressed by senior management so that employees feel they have been heard. The business is investigating ways to improve its employee value proposition.
- In the Americas, the objective for the HR management system is to include employee self-service, automated workflows, performance management and further integration with other systems such as our learning management and applicant tracking systems.

- Employee relations remained sound across all regions. There were no significant strikes or work stoppages at any of our projects in South Africa, or anywhere else in the world. In South Africa, we concluded a new wage negotiation cycle, securing a three-year wage agreement to FY2024.

### PIW PLATFORM

- The platform has worked hard to de-risk the business and align it with the opportunities available in South Africa and Sub-Saharan Africa. The restructuring has been unsettling for employees. We are therefore pleased that around 80% of respondents to the employee engagement survey stated that they are clear on what the platform is trying to achieve, indicating that they are motivated to deliver on the turnaround strategy. Areas for improvement include visible diversity, equity and inclusion efforts, and embracing innovation and new ideas.
- Upcoming opportunities indicate that the platform is likely to increase its workforce in FY2023.
- We have improved our systems to manage all operational aspects of the platform's workforce, covering an employee and skills database, effective onboarding, management of time and attendance, safety behaviour and operational performance. The system is allowing for real-time analysis of the operational health of a project site.
- Looking forward the following three key focus areas have been prioritised to respond to the employee engagement survey: talent acquisition and onboarding; diversity, equity and inclusion; and performance management and development.



# Learning and development



## Key challenges

Increasing pressure on the availability of skilled and experienced people needed to support the growth of all three business platforms, and maintaining our level of training and development.

**All employees receive the appropriate training for their roles. Our initiatives include work experience, skills development and training, and coaching opportunities. We monitor our training initiatives to ensure we gain an appropriate return on our investment.**

Most of our training spend supports the development of technical skills, especially around safety and digital technology advances. Line managers are also expected to provide continuous coaching and feedback to the individuals and teams they manage.

While digital enablement is attractive for the younger generation, it also requires a step-change in skills for older employees. It is incumbent on the Group to understand how to upskill and reskill employees to support our digital strategy, and to adopt alternative talent sourcing options to meet the needs of the future organisation.

In South Africa, bespoke virtual reality tools have placed us at the forefront of machine-specific operator training, which previously could only be done by working on actual machines. The tools are flexible, meaning they can be updated to address lessons learnt on projects. This concept is proving highly beneficial to safety in production environments.

We offer undergraduate and postgraduate bursaries as well as scholarships and internships across all business platforms, providing participants with work experience and on-the-job training. Apprenticeships and learnerships for unemployed youth give them the opportunity to learn a technical trade, supporting their employability.

## Key business platform training interventions

### ERI PLATFORM

A structured three-year graduate programme, which sources new talent for the platform's global engineering teams. The platform also operates two academies, developing skills in project management and construction management respectively. In addition, its online learning system provides access to over 150 learning programmes.

### MINING PLATFORM (SOUTH AFRICA)

The Murray & Roberts Training Academy is world-class and well recognised, offering a well-rounded and effective training experience that is both theoretical and practical. The academy focuses on skills development across most underground hard rock mining operations, particularly trackless mechanised mining, using digital technology. It also provides a training service to many of our clients and offers training for learnerships sponsored by the Mining Qualifications Authority.

### MINING PLATFORM (AUSTRALIA)

A new training facility in Western Australia which develops shaft sinking skills, and a cadet programme which offers novices the opportunity to become competent equipment operators and tradesmen.

### MINING PLATFORM (AMERICAS)

The supervisor essential skills orientation training programme targets current and newly hired supervisors. It covers an introduction to Cementation, progressive discipline, and respecting and valuing diversity and the inclusion of all employees.

### PIW PLATFORM

A training programme for client and supplier-facing professionals to build stronger stakeholder relationships, and learnerships to support the development of unemployed people living close to the platform's projects.



## 2022 performance

### GROUP

Training spend  
(Group)

**R130 million**

FY2021: R99 million  
FY2020: R104 million

Employees trained  
(Group)

**7 109**

FY2021: 5 057  
FY2020: 5 157

Training hours  
per employee

**35.7 hours**

FY2021: 31 hours  
*Reported for the first time in FY2021*

### ERI PLATFORM

- The Clough Asia-Pacific graduate programme continued to recruit graduates in engineering, construction management, HSE, finance and business intelligence disciplines.
- A forum was launched for scholars in their final years of school who are interested in engineering. The scholars are invited to experience a day in the life of an engineer, giving them real-life insight. Through this forum, we granted three engineering scholarships in FY2022.

### MINING PLATFORM

- The platform established a training facility in Kalgoorlie, Western Australia, to support the growing demand for shaft sinking work and counteract the industry-wide skills shortage. The academy's programmes refresh the skills of our current workforce and attract new personnel to mining. The centre has an operating shaft and virtual reality capabilities so students can visualise the projects they will be working on. For newcomers, the centre allows them to learn in a safe and supervised environment. A total of 29 new trainees attended the academy in FY2022. In addition, a new training manager role was introduced, and the RUC Training Academy development programme was enhanced to support project resourcing. A tailored programme for raise drilling is under development with a mechanised mining development programme to follow.
- As the shaft sinking projects at the Rio Tinto Oyu Tolgoi Mine project are now operational, and due to the impact of COVID-19, we closed the training centre in Mongolia.
- In the Americas, three management training programmes were introduced, covering project marketing, negotiations and contracting.
- The platform remains committed to expanding its use of virtual and augmented reality in its training interventions as new future-fit skills will be essential to its new global strategy.



## 2022 performance *continued*



At the Mining Qualifications Authority annual consultative conference held in October 2021, the Murray & Roberts Training Academy in South Africa received three best practice gold awards for best accredited skills development provider, best non-artisan skills development and best workplace experience. Our achievement is based on the Academy's adoption of modern technology in its training. Our training methodology follows an extended reality framework, incorporating a paperless training management system, online learning, 2D and 3D interactive modelling, and virtual reality and simulation.

### PIW PLATFORM

- The platform focused on enhancing its project management skills. It is supporting selected project managers to obtain their Project Management Professional® certification and selected professionals to obtain their South African Council for the Project and Construction Management Profession registration, which is compulsory for many new projects.

# Diversity, equity and inclusion



**We are a multicultural organisation. We aspire to provide our employees with a workplace where everyone feels valued and included, where strengths and differences are embraced and respected, and where opportunities exist for all to collaborate, contribute and achieve their full potential. Not only does this improve business performance but having workforces that reflect the communities in which we work supports our social licence to operate.**

Guided by the Group diversity, equity and inclusion policy, all our businesses have policies appropriate to their regions of operation. We are committed to being aware of and responsive to the specific diversity, equity and inclusion priorities of the many different countries and cultures in which we operate. Our diversity, equity and inclusion interventions create awareness of unconscious biases as a fundamental means of changing behaviour. We ensure that any unfair discrimination is eliminated and fair treatment is provided to all.

Business platform CEOs are responsible for setting and delivering against the diversity targets applicable to their operations.

The ERI platform's diversity, equity and inclusion plan prioritises female and Indigenous participation and welcomes LGBTQI+. Every Clough employee is accountable for ensuring that diversity, equity and inclusion principles are reflected in their everyday attitudes and behaviours. All new recruits attend cultural awareness training. While we conform to the equal-work equal-pay principle, the platform is still male dominated and we acknowledge that further work is needed to fully address pay equality.

## KEY ERI PLATFORM DIVERSITY, EQUITY AND INCLUSION INITIATIVES

- Partnerships with organisations on Indigenous education programmes for boys and girls, creating apprenticeships and trainee programmes on Clough projects.
- A school-based traineeship at Clough's corporate office, creating employment and career pathway opportunities for Indigenous peoples.
- The Gender Equality Plan with measurable targets, our gender neutral parental leave guidelines and a remote and flexible working policy, which aims to address some of the issues faced by women.
- Our active participation in the CEO for Gender Equity and Champions for Change coalitions in Australia.
- The Innovate Reconciliation Action Plan in Australia, which aims to create a workplace that understands and values the cultures of Aboriginal and Torres Strait Islander peoples.
- A women's network in North America open to all employees who wish to actively support gender equity.
- Our commitment to the Veterans Employment Commitment, ensuring that our HR policies equitably support the recruitment and retention of veterans.



In the Mining platform, we have a good record of recruiting and training people from local communities and providing opportunities for lasting employment on the mines that we build.

## KEY MINING PLATFORM DIVERSITY, EQUITY AND INCLUSION INITIATIVES

- Diversity, equity and inclusion initiatives in South Africa that focus on race, gender and disability, and the skills development needed to promote these designated employees into more senior positions.
- In Australia, our cadet programme targets Aboriginal and Torres Strait Islander people, giving school leavers and mature trainees the opportunity to gain full-time employment. The programme has a 48% retention rate with 100% of those who have successfully completed the course having secured full-time positions.
- Diversity and inclusion working groups in Canada and the Americas to promote inclusivity, identify barriers that inhibit diversity, equity and inclusion, and ensure that Cementation does not inadvertently promote or reinforce these barriers in its public image or business practices. Diversity, equity and inclusion training programmes are in place in both operations.

Future opportunities associated with the PIW platform's repositioning to focus on the renewable energy market should counteract the negative impact that the rightsizing of the platform has had on our employment equity and skills development credentials over the past couple of years.

## Employment equity in South Africa

All our South African businesses have employment equity plans that guide recruitment and plan for opportunities created by retirements and new projects. Employment equity committees monitor workforce transformation and assist with barrier analyses to identify policies and practices that may hinder the appointment and advancement of black South Africans.

The Group chief executive chairs the quarterly transformation steering committee, which also monitors employment equity progress. The Mining and PIW business platform CEOs and their respective HR heads as well as the director responsible for BBBEE attend the committee. The committee encourages robust debate on new hires and promotions that align to our employment equity objectives.

Our interventions to improve employment equity apply across all employment levels, with skills development being a key underpin. Our learnerships target black youth within our communities, and our mentorship programmes are designed to transfer skills and experience to less experienced employees.

## 2022 performance

### GROUP

Women representation  
(overall)

15%

FY2021: 12%  
FY2020: 13%

Women representation  
(top management)

7%

FY2021: 7%  
*Reported for the first time  
in FY2021*

Women representation  
(senior management)

14%

FY2021: 12%  
*Reported for the first time  
in FY2021*

### ERI PLATFORM

- The platform achieved its second Employer of Choice for Gender Equality citation by the Workplace Gender Equality Agency, a recognition held by only a few engineering and construction organisations in Australia.
- We were recognised by WORK180 as an endorsed employer for women.
- We revised our gender-neutral parental leave entitlements, increasing the amount of secondary caregiver leave, and extending parental leave entitlements to all employee categories including for surrogacy and stillbirth. The extension in parental leave increases the percentage of employees eligible for paid parental leave from 31% to around 90%. Other changes include the removal of the eligibility period to qualify for parental leave, and the removal of repayments should an employee not return to work, among others.
- We participated in several employment events to attract Aboriginal and Torres Strait Islander peoples, including the Indigenous Employment Forum in Brisbane (which we sponsored as a networking partner) and a number of Midwest Employment and Economic Development Aboriginal Corporation Community and Employment Expos.
- Through our relationship with Maxima employment services, two Indigenous women are training as administration assistants. Both women are working towards certificates in business administration. In addition, the platform is supporting two Indigenous school-based trainees and one full-time Indigenous trainee who are all due to complete their traineeships by the end of 2022.
- Aboriginal and Torres Strait Islander participation at Clough Australia was 1.5% (FY2021: 2%) against a target of 2%<sup>1</sup>.
- Over 860 employees have now completed online cultural awareness training to support their cultural knowledge and understanding. The cultural awareness training module is now part of the onboarding requirements for all new employees.
- The platform is rolling out a programme to support employees who are experiencing domestic violence, including partnering with experts to develop educational workshops. The workshops and webinars will raise awareness among employees, managers and supervisors, including how to identify the behaviours of those who are being abused.

1. Aboriginal and Torres Strait Islander peoples represent 3.3% of Australia's population.

## 2022 performance *continued*

In 2020, together with Carey Training, Clough welcomed seven Aboriginal and Torres Strait Islander trainees on the BHP Billiton's South Flank project. Josh Tidswell joined the mechanical team as a civil construction trainee, where he worked on different types of machinery, plant, generators, trucks and buses, gaining new knowledge. On completing the nine-month traineeship, Josh joined Clough full time on the project as a trade assistant. During his 12 months on the project, Josh built strong relationships with his fellow mechanics. When the project ended, Josh was offered another contract with Clough on the Waitsia Gas Project Stage 2 in Western Australia, where he currently works with the logistics team.

**“The civil construction role was my first time in the construction industry, and I liked seeing all the big lifts and how everything comes together. The traineeship and work experience with Clough have helped me see the career path I want to follow. I'd like to do an apprenticeship in mechanics. If you are doing something that you are passionate about, it makes everything easier.”**

### MINING PLATFORM

- In South Africa, the representation of black employees at top management was at 40% (target: 50%; FY2021: 50%), senior management at 24% (target: 40%; FY2021: 21%<sup>1</sup>), middle management at 41% (target: 50%; FY2021: 36%) and junior management at 64% (target: 70%; FY2021: 58%). We will continue to prioritise the development and recruitment of black people at supervisory and management levels.
- The Diversity at Work Nipissing programme, funded by the Canadian Government recognised Cementation Canada as a Culturally Inclusive Employer.
- We joined the local chapter of Women in Mining in Chihuahua, Mexico. Nineteen female employees, supported by their male colleagues, joined the programme.
- In America, employees from business sites, the corporate office and international projects attended the National Women in Mining's three-day conference.
- Cementation Americas launched a diversity, equity and inclusion development programme for supervisors, which was well received. The Diversity and Inclusion Strategic Plan is being reviewed by the executive team and virtual panel sessions are available to employees to learn more about diversity, equity and inclusion in the workplace and why it is important.

### PIW PLATFORM

- Some 66% of employees in the platform are black (FY2021: 86%) and 15% are women (FY2021: 11%). In middle management, our talent pipeline, 40% (target: 43%) of positions are occupied by black employees (FY2021: 55%). The potential to grow the platform's workforce to support upcoming opportunities will improve our employment equity profile at management levels and ensure a diverse workforce at all levels. The platform's target for black representation at senior management is 20% and 75% for junior management.
- A three-year employment equity plan has been developed aligned to the platform's three-year business plan, with employment equity targets to be rolled out to functions and projects. Several black professionals have already been appointed.
- Looking forward, leadership programmes across the platform will place additional focus on promoting diversity, equity and inclusion.

1. Restated from 24% in the 2021 sustainability report (error in reporting).

2022 performance *continued*

**SOUTH AFRICA**

Black representation at top management was 27% (down 3%), and 19% (up 4%) at senior management, 41% (down 5%) at middle management and 65% (down 7%) at junior management. Of our training spend in South Africa, 93% (FY2021: 96%) benefitted black individuals and 23% (FY2021: 30%) benefitted women.

**Black representation**  
(overall)

**77%**

FY2021: 78%  
FY2020: 80%

**Women representation**  
(overall)

**16%**

FY2021: 14%  
FY2020: 14%

**Black representation**  
(supervisory and management)

**59%**

FY2021: 66%  
FY2020: 65%

Employment equity profile of the South African workforce at 30 June 2022 (number of people)

✔ Improved ✖ Worsened = No change

LEVEL	Men				Women				Foreigners		Total	Black representation (%)		
	A	C	I	W	A	C	I	W	MEN	WOMEN		2022	2021	
Top <sup>1</sup>	2	0	0	7	1	0	0	0	1	0	11	27	30	✖
Senior <sup>1</sup>	4	1	2	35	0	0	2	4	0	0	48	19	15	✔
Middle <sup>1</sup>	63	3	5	112	12	2	8	20	0	0	225	41	46	✖
Junior <sup>1</sup>	563	13	9	327	91	8	8	37	12	1	1 069	65	72	✖
Semi-skilled	1 111	7	1	33	267	3	1	13	114	0	1 550	90	90	=
Unskilled	264	38	0	2	46	11	0	1	36	2	400	90	87	✔
<b>TOTAL</b>	<b>2 007</b>	<b>62</b>	<b>17</b>	<b>516</b>	<b>417</b>	<b>24</b>	<b>19</b>	<b>75</b>	<b>163</b>	<b>3</b>	<b>3 303</b>	<b>77</b>	<b>78</b>	✖

A = African, C = Coloured, I = Indian and W = White  
1. Management level.



# Sustainable localisation



## Key challenges

Effectively managing the impact of local dynamics on project delivery, while still acquiring the technical skill needed, training and employing locals and meeting community expectations.

**Infrastructure that supports human development, wealth creation and better living standards is the legacy we will leave for future generations. In our engineering and construction of this infrastructure, our business activities together with our sustainable localisation programmes create socioeconomic value for the communities where we work.**

Our localisation programmes extend beyond our diversity, equity and inclusion programmes in our workplaces. They aim to leave a lasting positive impact, whether through fair and equitable services and procurement opportunities, or solutions that respond to the challenges faced by these communities. When starting a new project, we develop clear community engagement plans to ensure successful project delivery as well as support the diverse cultures, needs and expectations of the surrounding community.

Our localisation initiatives include enterprise development initiatives that support local businesses, preferential procurement with local enterprises, and community upliftment initiatives. Over the years, our successful joint ventures with local businesses have delivered complex projects and provided meaningful opportunities for these partners. Our learning and development programmes enhance employment prospects for individuals as well as the skills of local economies.

## KEY ERI PLATFORM LOCALISATION INITIATIVES

- Regular reviews of our procurement and supply chain practices to ensure diversity and local participation, including for SMEs. Where feasible, work packages are restructured to enable the inclusion of Indigenous businesses.
- A simplified pre-qualification process for contracts under R3 million, making it easier for SMEs to demonstrate their technical and financial capability and relevant experience.
- Clear Indigenous employment and business opportunities incorporated into the planning process when tendering for a project.
- Cultural awareness and induction programmes that enhance understanding of local Indigenous culture and heritage.
- The RAP in Australia, which creates meaningful opportunities for Aboriginal and Torres Strait Islander peoples, including employment, education and business opportunities to close gaps in our representation of these communities by 2024.
- Community engagement plans for new projects.



### KEY MINING PLATFORM LOCALISATION INITIATIVES

- Identifying opportunities to procure from local businesses, and build their capacity and skills so that they are better equipped to supply the goods and services needed by either ourselves or the mine owner, while at the same time supporting their growth and sustainability.
- Alignment with the Department of Minerals and Energy's Mining Charter III in South Africa. This strategic priority enables us to pass on the benefit of our BBBEE programme to mine owners in their procurement scorecards, in turn, helping them meet their charter obligations.
- The Boipelo joint venture in South Africa currently working on a five-year underground mining services contract for Arnot Opco Coal Mine in Mpumalanga. The joint venture is 51% owned by the Amandla TM Group, a black-owned mining contracting company.
- In Australia, we are a partner with the Wirrupunda Foundation, which provides education, employment and business opportunities for Aboriginal and Torres Strait Islander peoples, to empower and build capacity among individuals, their families and their communities.
- An Indigenous Policy Statement in the Americas, which demonstrates our respect for the rights of ancestral Indigenous citizens and commitment to including these communities in all our projects. The policy applies to all our employees and subcontractors within their sphere of influence.
- Our joint ventures with First Nations groupings in Canada, which tender for work in their local territories. The Kitikmoet Cementation Mining and Development Ltd joint venture has successfully delivered complex projects and provided meaningful opportunities for the Kitikmoet in the Nunavut and Northwest Territories since 2005. This includes procuring goods and services from Indigenous companies near to our projects.
- Joint ventures with local partners in Mongolia and Kazakhstan, and the Indonesia Counter Party programme which ensures the transfer of skills and promotion of cross-cultural awareness. There is a large percentage of local people working on our projects in Indonesia and Mongolia.
- Joint ventures with local partners in various African countries as well as Peru and Chile.

### KEY PIW PLATFORM LOCALISATION INITIATIVES

The PIW platform works closely with our clients and local community forums and leaders to manage economic and employment expectations and find solutions where possible, including supporting social investment in community upliftment projects. We engage with local communities at the tender stage to pre-agree a strategy on how we can benefit the local community and protect project objectives.

## South Africa

In South Africa, we support the country's policies to redress inequality and historical imbalances. We have consistently maintained strong BBBEE credentials, based on our commitment to improve black representation, including black women, in our management structures (see page 67) and our good performance within the enterprise and supplier development pillar (contribution to black-owned and black women-owned businesses and interventions to assist small businesses) and socioeconomic development pillar (contribution to local communities).



## 2022 performance

### ERI PLATFORM

- Our second Innovate RAP was endorsed in April 2022 by Reconciliation Australia. While we are pleased with the progress made over the last two years to advance our reconciliation objectives, there is still work to do. Our second Innovate plan aims to build momentum through individual accountability for delivering positive outcomes for Aboriginal and Torres Strait Islander peoples. The Clough team is committed to realising these objectives.
- The platform revised its supplier application for Aboriginal and Torres Strait Islander businesses, resulting in a pleasing increase in the use of small and Indigenous suppliers by our project teams and corporate offices. We are working with 22 Aboriginal businesses. To drive further increases in this supplier base, we participated and sponsored a business forum in Perth, and participated in a 'Meet the Buyer' session to connect Indigenous businesses with contractors in the road and rail sector. We also held our own 'Meet Clough's Buyers' event in Perth for small and Indigenous-owned businesses, giving them the opportunity to meet key decision-makers and understand our supplier application process. Fifteen Aboriginal and Torres Strait Islander businesses attended the event, representing 12% of the attendees.
- We have maintained our Supply Nation membership since 2017.
- Supplier spend with Indigenous businesses was R193,2 million (AU\$16,8 million), (FY2021: R151,8 million (AU\$13,2 million)).

### MINING PLATFORM

- In South Africa, we achieved a Level 1 BBBEE rating underpinned by the diversity, equity and inclusion programme, the training and recruitment of people from local communities on projects, and the inclusion of local suppliers in our supplier development programmes and procurement contracts.
- In partnership with Aurik, an enterprise development business, we invested R1,6 million (FY2021: R4 million) to develop seven (FY2021: 14) black-owned suppliers at various projects in South Africa.
- 186 unemployed youth from various communities in South Africa successfully completed Murray & Roberts Cementation's National Certificate on Occupational Health, Safety & Environment learnership in FY2022. 1 552 unemployed youth have completed the learnership since 2016 with an approximate 75% absorption rate into the business.
- Looking forward we aim to explore further opportunities for the Boipelo joint venture in South Africa.
- In Canada, we continue to work with seven Indigenous community joint ventures, providing various services to mining projects.

### PIW PLATFORM

- The platform's BBBEE score improved to a Level 5 rating (FY2021: Level 6). A priority for the platform is to rebuild its BBBEE credentials and establish BBBEE partnerships in power (maintenance, transmission and distribution) and water.
- R1,4 million (FY2021: R2 million) was invested in supplier development (FY2021: R1,8 million). We were pleased to have supported the following two businesses:
  - » Sikhunyana Security Services, a small supplier to whom we rented out office space in rural KwaMbonambi, including new office furniture, computer and printer.
  - » BNN Electrical and Projects, a 50% black women-owned company. We sponsored training on medium and high voltage systems delivered by the South African Institute of Electrical Engineers.



**2022 performance** *continued***SOUTH AFRICA**

The Group maintained its Level 1 BBBEE rating measured against the Construction Sector Code. The economic interests held by black shareholders in our South African operations was 92.41% (FY2021: 96.83%) with black women holding 49.29% (FY2021: 40.26%).

**BBBEE score****102.1%**

FY2021: 102.5%  
FY2020: 101.0%

**Total procurement spend with SMEs****24%**

FY2021: 26%  
FY2020: 25%

**Enterprise and supplier development spend****R4,2 million**

FY2021: R5,4 million  
FY2020: R9,0 million

**Socioeconomic development**

Achieved full points on the BBBEE scorecard for the socioeconomic development pillar

**Key data**

✔ Improved   ✘ Worsened   = No change

BBBEE	2022	2021	2020	Assurance
BBBEE status	<b>Level 1</b>	Level 1	Level 1	= Verified
BBBEE score (%)	<b>102.2</b>	102.5	101.0	✘ Verified
Equity ownership (%)	<b>114.8</b>	111.1	111.1	✔ Verified
Management control (%)	<b>58.6</b>	59.7	59.7	✘ Verified
Skills development (%)	<b>97.4</b>	98.9	99.6	✘ Verified
Enterprise and supplier development (%)	<b>100.6</b>	100.0	100.1	✔ Verified
Socioeconomic development (%)	<b>120</b>	120.0	106.4	= Verified
<b>Preferential procurement as a % of total procurement</b>				
Qualifying small enterprises and exempted micro enterprises (%)	<b>24</b>	26	21	✘ Verified
Suppliers that are >50% black owned (%)	<b>45</b>	41	34	✔ Verified

# Meaningful community support



## Key challenges

Availability of funding in a cash-preservation environment while also meeting the socioeconomic needs and expectations of communities.

**Our corporate social investment programmes and two Trusts managed by the corporate office respond appropriately to the specific needs and expectations of communities.**

Our businesses support CSI programmes that contribute to the development and upliftment of the communities based in the proximity of their projects or in programmes that advance education and national priorities. The Trusts, which were created in 2006, support historically disadvantaged communities in South Africa.

## 2022 performance

### GROUP

Breakdown of CSI spend (%)

**Letsema Khanyisa Trust,**  
provides the children of qualifying employees with scholarships at primary, secondary and tertiary academic institutions

**R2,2 million**

FY2021: R3,4 million FY2020: R3,1 million

**Letsema Sizwe Trust,**  
prioritises education and skills development in communities through two flagship initiatives

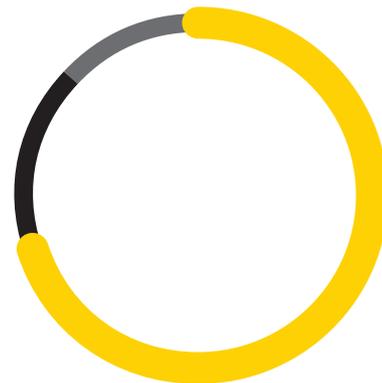
**R1,6 million**

FY2021: R3,2 million FY2020: R3,5 million

**Group CSI programmes**

**R8,8 million**

FY2021: R8,7 million FY2020: R12,4 million



■ Group CSI programmes 70  
■ Letsema Khanyisa Trust 17  
■ Letsema Sizwe Trust 13

Of the R12,6 million (FY2021: R15,3 million) spent on community development initiatives across the Group, R8,2 million supported disadvantaged South Africans. The continued impact of COVID-19 on the Group's liquidity has led to a reduction in CSI programmes at business level. In addition, our Trusts have not received dividends from Murray & Roberts Holdings, reducing their spend for FY2022.

2022 performance *continued*

**Letsema Khanyisa Trust**  
(corporate office programme)

Employees earning less than R350 000 can apply to the Letsema Khanyisa Trust for scholarships for their children. Scholarships are awarded for primary and secondary schooling and tertiary education. Of our supported scholars, the primary school learners have achieved better academic results and we hope that this foundation assists them in their secondary and tertiary education.

The scholarships cover academic fees, transport, stationery and school uniform costs. Learners receive coaching and are awarded money for achieving academic success. Tablets and 10GB of data are provided to our beneficiaries in Grades 10, 11 and 12, and laptops are provided to the first-year university students.



**64**  
young people  
supported  
(FY2021: 58)

**Primary school: 25 learners**

**Secondary school: 28 learners**

**Tertiary education: 11 students**

**Letsema Sizwe Trust**  
(corporate office programme)

The Letsema Sizwe Trust supports a variety of development projects led by longstanding reputable organisations.

**New partnership entered into to prepare learners for further studies in programming, electronics and Science**

**25**  
learners supported,  
indirectly impacting  
an additional  
85 learners

**The Tomorrow Trust**

The Tomorrow Trust provides Saturday and holiday supplementary school programmes for vulnerable children selected from the Department of Social Development's grassroots care organisations. The organisation supports academic learning in Mathematics, English, Physical Science and Life Science, provides in-depth career guidance for learners, and supplies learners with stationery, course materials and daily nutritious meals.

Junior Engineers For Africa partners with the Tomorrow Trust to provide Arduino Education workshops. Aligned with our digital strategy, we will fund a programme with Arduino Education for the next three years, preparing scholars in Group 10, 11 and 12 for new generation careers. The programme integrates robotics and coding with Mathematics and Physical Science, and provides learners with hands-on solutions to enhance their education in programming, electronics and Science. We will invest R2,5 million in the initiative over three years.

**2022 performance** *continued***Letsema Sizwe Trust** *continued*  
(corporate office programme)

**R337 000**  
**donated to 12**  
**organisations**  
 (FY2021: R290 700;  
 11 organisations)

**Murray & Roberts  
Child Welfare Fund**

The Murray & Roberts Child Welfare Fund encourages employee donations, using the employee payroll. The Group uses the Letsema Sizwe Fund to match raised funds, which support the various needs of early childhood development projects, including assisting with medical, food and operational costs. Every year, the Group's corporate social responsibility committee visits or engages with beneficiaries to ensure funds are used as planned. Matched funds totalled R167 000.

**Vorentoe Athletics Development Team**  
(corporate office programme)

The Vorentoe High School, based in Johannesburg, has 43 athletes almost equally split between girls and boys. The Academy aims to provide the learners with a quality school education while maximising their running potential. The school also assists their transition from adolescence to adulthood, and prepares them to be role models in their communities. The athletes are mostly recruited from rural and disadvantaged areas.

The learners receive bursaries and are provided with hostel facilities and meals. The school uses the investments it receives to maintain the academy. We invested R1,1 million in FY2022 (FY2021: R1,1 million).

In April 2022, 20 athletes from the school were selected to represent their province at the Athletics South Africa Junior Championships in Paarl, winning 11 medals between them (six gold, three silver and two bronze). From this event, Naledi Makgatha was selected to represent South Africa in the 3 000 metre race at the World Junior Championships in Nairobi, where she finished ninth. Six athletes were also selected to represent South Africa at the Africa Southern Region Youth Championships in Lesotho in December 2022.

2022 performance *continued*

## ERI PLATFORM

## CSI spend

Donated just over

**R4 million**

to community partners

(FY2021: over R2 million)

The Clough Foundation has longstanding relationships with various charitable and community organisations, supporting five key areas, namely sustainability, Indigenous engagement, diversity, healthy communities, and children and youth. Employee volunteering is a key aspect of Clough's CSI. Activities in FY2022 included tree planting days, breast cancer care fundraising, the Boards Up for Cancer event at Scarborough beach, Movember, Dry Spell for Mates in Construction and a Red Cross donation event, among others.

## The Foundation's key partners

**The Clontarf Academy** provides mentoring on education, discipline, life skills, self-esteem, and employment for young Aboriginal and Torres Strait Islander boys, encouraging them to remain in school. The programme is delivered through a network of football academies established in partnership with local schools.

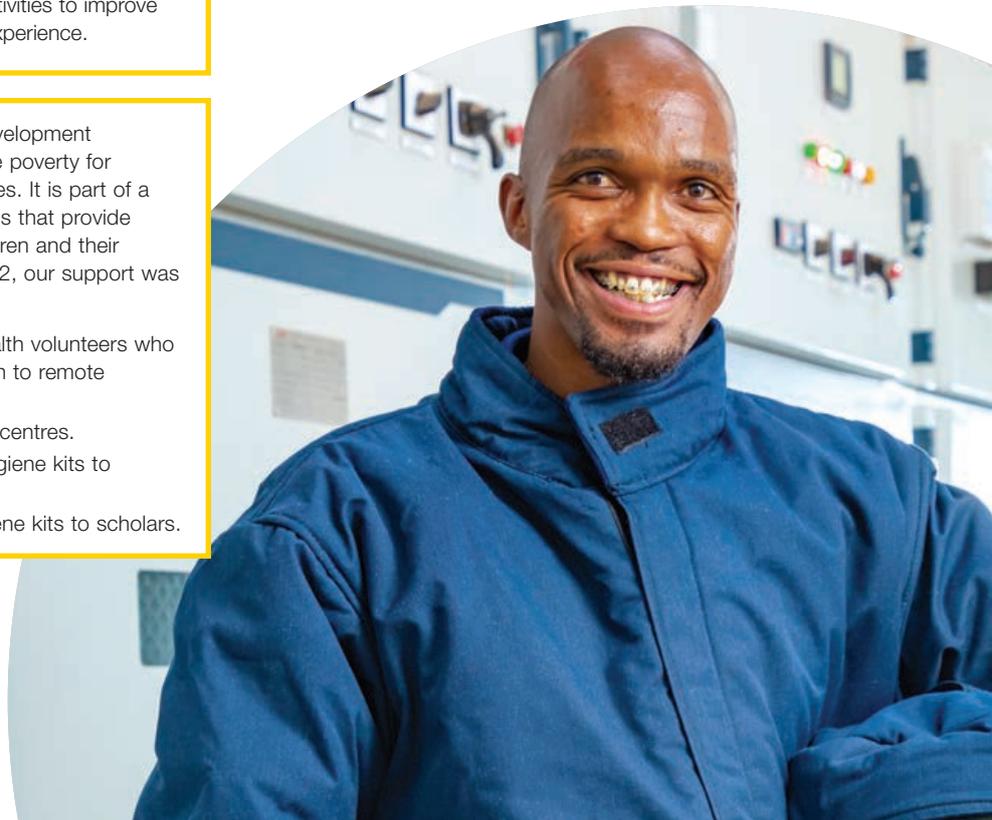
The **Stars Foundation** creates supportive, culturally safe learning environments through mentorship for Aboriginal and Torres Strait Islander girls and young women. Since its inception in 2015, the foundation has seen remarkable improvement in education and health outcomes among its students.

Clough supports the **Starlight Children's Foundation's** Healthier Futures initiative to improve health outcomes for Aboriginal and Torres Strait Islander children undergoing medical treatment. The innovative initiative pairs clinical teams with professional performers trained in positive distraction to create child-friendly environments through play, fun, music and other engaging activities to improve health outcomes and treatment experience.

**Mates in Construction** is a charity that aims to promote mental health and wellbeing and reduce suicide among Australian construction workers through onsite community development programmes. Case management and a 24/7 helpline offer further support. The suicide rate for the industry is higher than the Australian average for men, particularly among the youth.

**ChildFund** is an international development organisation that works to reduce poverty for children in developing communities. It is part of a global network of 12 organisations that provide support to almost 23 million children and their families in 70 countries. In FY2022, our support was used to provide:

- Training and equipment for health volunteers who delivered COVID-19 information to remote communities.
- Essential equipment for health centres.
- Hand-washing facilities and hygiene kits to families.
- COVID-19 education and hygiene kits to scholars.



2022 performance *continued*

## MINING PLATFORM

## CSI spend

Around

**R2,4 million**

invested in community initiatives

(FY2021: R2,9 million)

The **Murray & Roberts Research Chair in Industry Leadership 4.0** at the University of Pretoria advances the specialised skills and leadership capacity needed to accelerate the adoption of new technology in mining practices. The research chair delivers leadership workshops and research publications on new technology. We have committed R2 million each year for three years (starting in FY2020) to support postgraduate researchers.



## Murray &amp; Roberts Cementation

In South Africa, the Mining platform's CSI spend for the year totalled R900 000, benefitting surrounding communities (FY2021: R856 000). We paid for the drilling of boreholes at three local schools in the Phalaborwa Municipality, Limpopo, which is experiencing a water shortage. The project has provided over 1 000 children with clean drinking water. R200 000 was donated to the Minerals Education Trust Fund, which benefits mostly black students to overcome some of the many challenges facing their tertiary education.

## RUC Cementation Mining

In Australia, the Mining platform invested just over R1 million in CSI initiatives (FY2021: R1,4 million). We sponsored Mates in Construction, a mental health and psychosocial support programme delivered at our offices

and sites. The initiative also trained volunteer mental health champions to create onsite networks. Together with one of our business partners, we participated in a fundraiser for the Breast Cancer Research Centre.

We continued to drive youth development. We sponsor Firetech Camp, which teaches children to create with technology. Firetech aims to stimulate interest in engineering and the sciences in the lower years of high school to address the future shortage of mining engineers. In Kalgoorlie, we sponsored the Eastern Goldfields Hockey Association and the Sporting Hall of Fame Awards night.

We are an official partner of the Allies Indigenous Football team in Kalgoorlie, which provides a means for local Indigenous persons to showcase their sporting prowess. It also serves as a platform to work with communities on health, employment and social issues. While we fund the team, the partnership also gives us the opportunity to recruit trainees for future shaft mining projects and bolsters our Indigenous engagement policy.

**2022 performance** *continued***MINING PLATFORM** *continued***Cementation Americas**

In the Americas, we encourage our employees to work with charitable organisations within their communities and request support from the Group for the initiatives they are involved in. Through our donation programme we support a wide range of beneficiaries from youth sports teams to food banks, art clubs and industry events. In FY2022, Cementation Americas donated R470 350 to the communities where our employees live and work (FY2021: R649 000).

**Highlights for the year include:**

- Funds raised for Movember, a charitable group that supports men's health (mental health, suicide prevention, and prostate and testicular cancer). Funds were raised through the Cementation Moustache Miners Award.
- Toys and funds for food donated in our longstanding relationship with the North Bay Santa Fund. Employees volunteered their time to distribute these donations to the families supported by the fund.
- Funds raised to help a North Bay resident bring her refugee family from war-stricken Ukraine to Canada.

The United States office is a board member of the Sandy Club, which provides a safe place for the children of under-served and low-income families after school and during the summer. The club provides homework assistance and counselling, and it offers a food bank service and STEM (Science, Technology, Engineering, and Math) programmes. Cementation delivers fresh fruit to the children every month. We also host events in the field in front of our building in Utah, including the annual memorial for the victims of 9/11, with this year marking the 20th anniversary of the attack. Our Angel Tree event supports the Hemophilia Foundation, and its families who are impacted medically, financially, and emotionally. Our sponsored families provide a list of gifts for the holiday season, and our employees fulfil these requests.



2022 performance *continued***SOUTH AFRICA**

Each year, approximately 375 million used printer cartridges end up in landfills. To address electronic waste, Kyocera Document Solutions South Africa and Carbon Footprint Recycling have teamed up to encourage businesses to recycle, reduce and reuse this waste. Carbon Footprint Recycling recycles the collected printer cartridges into concrete-based planter boxes, benches and pavers, which are donated to community projects. To date, 13 585 kilograms of collected material has been recycled and diverted from landfill. Murray & Roberts was the first business to join the programme and we have collected and recycled 148 kilograms of cartridges. Sixteen recycled planters have been donated to Ithembelihle School in Germiston, Gauteng, to assist the school's vegetable growing project which is used to feed learners.

Mining and PIW platform CEOs, Mike da Costa and Steve Harrison, based in South Africa, accepted a challenge to spend a day in a wheelchair, experiencing first-hand the difficulties faced by individuals with mobility challenges. The challenge supported Little Eden, a home for intellectually and physically challenged individuals, with R110 000 donated to the organisation.

**Key data**

✔ Improved   ✘ Worsened   ● No change

<b>COMMUNITY DEVELOPMENT SPEND</b>	<b>2022</b>	2021	2020	
CSI in community programmes (Rm)	8,8	8,7	12,4	✔
Corporate office: Letsema Sizwe Trust (broad-based community commitments) (Rm)	1,6	3,2	3,5	✘
Corporate office: Letsema Khanyisa Trust (employee benefits) (Rm)	2,2	3,4	3,1	✘
<b>Total corporate social responsibility spend (Rm)</b>	<b>12,6</b>	15,3	19,0	✘

# 03

## GOVERNANCE REPORT

### External commitments, frameworks and standards

King IV Report on Corporate Governance for  
South Africa (2016) (King IV)

United Nations (UN) Global Compact

UN Sustainable Development Goals

Organization for Economic Co-operation and Development  
(OECD) Guidelines for Multinational Enterprises

GRI Standards: 102-9 / 102-12 / 102-16 to 20 / 102-22 /  
102-28 and 29 / 102-30 / 102-32 / 102-36 / 205-3 /  
206-1 / 405-1 / 406-1 / 407-1 / 408-1 / 409-1 /  
411-1 / 412-2 / 418-1 / 419-1

*Murray & Roberts Water, Organica Wastewater Treatment Facility, South Africa*

# Overview

## 2022 highlights

### INTEGRATING ESG RISKS

Increased focus on ESG in risk and opportunity assessments and project execution. This will continue to be a focus for FY2023.

### ESG GOVERNANCE STRUCTURE

Custodianship of ESG was elevated to the Board, and clear ESG-related responsibilities assigned to various Board sub-committees.

### STAKEHOLDER ENGAGEMENT

Further enhanced our stakeholder engagement approach to improve Board oversight of the quality of relationships and key stakeholder concerns.

## Key performance indicators

Board composition (gender)

**30%** women

Target: 30%

Board composition (race)

**60%** black

Target: 50%

Whistle-blowing reports

**15**

FY2021: 10

FY2020: 15

Regulatory compliance

**No** material incidents of non-compliance with laws and regulations

FY2021: None

FY2020: None



## Material priorities

- Focus on selecting projects that align with the Group's Purpose and with our ESG commitments to deliver improved environmental and social outcomes.
- Develop leadership in ESG for our employees, community and environment, and ensure strategic decision-making is bound by clear, transparent and publicly available policy positions related to ESG.
- Understand the impact of higher stakeholder requirements for ESG in terms of the Group's funding and insurance requirements, and ensure responsiveness to client demands to differentiate service offerings through measurable ESG credentials at project and corporate level.
- Uphold our reputation for responsible and ethical conduct and ensure that business platforms subscribe to ethical business principles supported by policies, standards and procedures.
- Instil Group culture frameworks, including our Values, Code of Conduct and Group sustainability framework in acquired businesses and extend our ESG-related expectations into the supply chain.
- Accelerate Group-led digital strategy, including data protection, privacy controls, assurance processes, oversight of IT investment and cyber risk management.

# Governance of ethics, and environmental and social impacts

**Integrating sustainability thinking in the way we conduct our business flows naturally from our Purpose and our culture of *Engineered Excellence*. We work to continually improve our ESG performance and reporting to meet stakeholder expectations for transparent, measurable and standardised reporting that aligns to international frameworks and associated commitments.**

## Our ESG progress

Over the past couple of years, we have made good progress in delivering against our commitment to continual improvement on our ESG priorities including:

- Formulating and communicating our Sustainability Position Statement
- Reviewing our Climate Change Position Statement to clarify our position on participating in fossil fuel projects.
- Enhancing our diversity, equity and inclusion, and corporate social responsibility policies and programmes.
- Publishing a Group supply chain standard incorporating ESG requirements.
- Improving the coverage of our Scope 3 emissions reporting.
- Enhancing the integration of ESG considerations in opportunity assessment and project execution.
- Closing gaps in our ESG disclosure.

The Group operates with a high standard of corporate governance, integrity and ethics. A well-developed governance structure, aligned with the principles and practices of King IV, ensures that lines of oversight and reporting are defined and effective. Our organisational framework, outlined in the online governance report, clearly defines the relationships and decision-making rights between the Group's governing bodies and business platforms. Our governance frameworks and reporting structures ensure visibility and compliance across all our business platforms.

## Murray & Roberts Board

The Group has a highly engaged, accomplished and diverse Board, with competencies and expertise aligned to our business model and strategy, including deep collective experience relevant to the macro- and socioeconomic realities of the Group's markets. It also has a good balance of tenure for stability and continuity. Managing Group ethics and effective leadership is an important part of the Board's focus and responsibility, ensuring that the Group creates and preserves value, and guards against value erosion. The Board appreciates that strategy, risk, performance and sustainability are interdependent elements of value creation.

The diverse and independent perspectives of its members ensure that the Board is effective. This is evaluated every three years, according to the following cycle:

**YEAR 1** Formal evaluation facilitated by an external provider.

✓ **YEAR 2** Informal evaluation by discussion at committee level.

**YEAR 3** Formal evaluation by questionnaire facilitated by the Group secretary.

Last year an independent assessment was undertaken by an external provider, confirming the Board's effectiveness and credibility. With regards to ESG, the external review found that there is good focus at Board level on health and safety, environmental impact, diversity, equity and inclusion, and corporate social responsibility. This year, informal evaluations in the way of robust discussion were conducted at committee level.

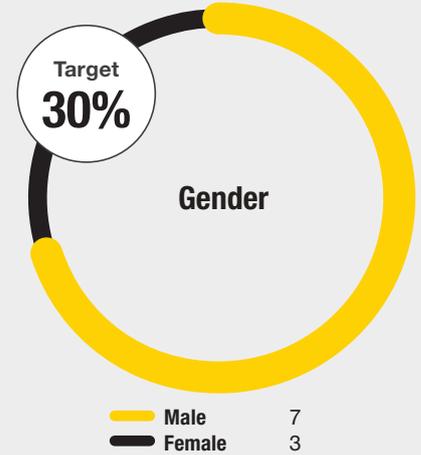
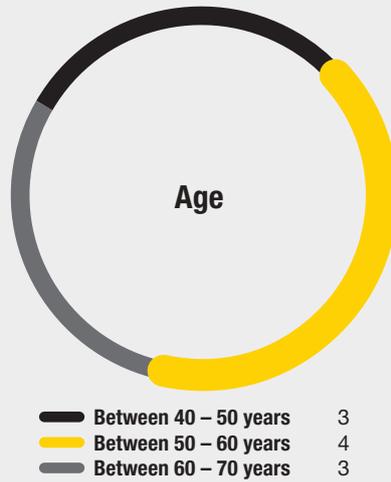
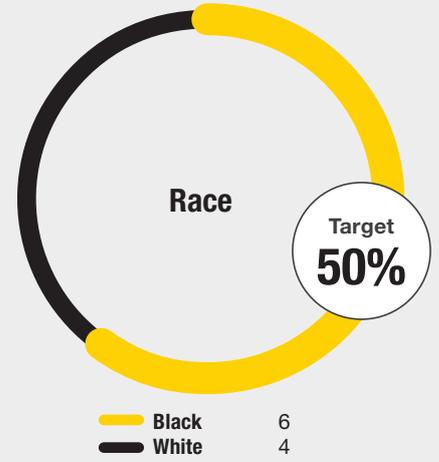
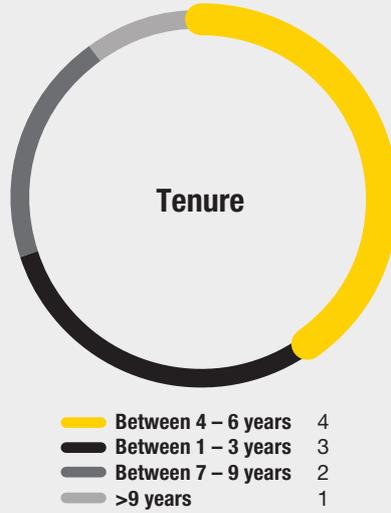


## Board composition

The composition of the Board promotes a balance of authority and diverse perspectives in decision-making and deliberations. It comprises 10 directors: eight independent non-executive directors and two executive directors. A formal diversity policy sets the targets for gender and race diversity at Board level both of which were met in FY2022. There is no stakeholder representation on the Board.

Billy Mawasha resigned from the Board with effect from 31 August 2022.

Alexandra Muller was appointed to the Board on 1 July 2022.



## The Board's ESG responsibilities

The Board is the custodian of all ESG-related matters. It approves policies and frameworks that ensure that our business strategy and decision-making encompass broader considerations relating to ESG impacts, including climate change, and that the Group's ESG performance is clearly communicated to stakeholders in our reporting. The sub-committees of the Board perform specific work on its behalf in these areas. All committees are chaired by an independent executive director.

### Social & ethics committee



The social & ethics committee ensures that the Group formulates collaborative responses to sustainability challenges. Its primary responsibilities are to ensure the Group complies with laws, rules, codes and standards, and oversees and monitors the Group's commitment to ethical business conduct.

#### The committee's responsibilities include:

- Assessing and measuring social and ethics performance with reference to the UN Global Compact Principles, the OECD Guidelines for Multinational Enterprises, and International Labour Organization protocols.
- Monitoring our diversity, equity and inclusion performance, including our localisation and community development programmes as well as BBBEE in South Africa.
- Monitoring the Group's implementation of and compliance with sound principles of governance, including those of King IV.
- Reporting to the Board on the Group's legal and regulatory compliance, and on upcoming legislation that may impact the Group.

**The committee comprises four independent non-executive Board directors and both the Group chief executive and financial director attend as invitees. The committee met three times in FY2022.**

### Health, safety & environment committee



The health, safety and environment committee helps the Board ensure that sound HSE management is integrated in all aspects of our activities and that we apply best practice in health, safety and protection of the environment (including climate change) to safeguard our stakeholders against any negative impacts arising from our activities. It also ensures that we meet HSE-related regulatory requirements, while aiming to operate at even higher standards than those imposed by law.

#### The committee's responsibilities include:

- Approving our HSE framework, policies, standards and guidelines.
- Overseeing the development and implementation of a HSE management system consistent with best practice and including effective programmes that monitor the implementation of policies and standards across the Group.
- Encouraging the development of policies, guidelines and practices congruent with the Group's HSE policies.
- Monitoring key HSE lead and lag indicators.
- Ensuring appropriate responses to substantive national and international regulatory and technical developments.
- Reviewing the Group's compliance, as well as the compliance of its subcontractors and associates, with Group HSE policies, standards and guidelines as well as appropriate local and international standards and laws.

**The committee comprises four independent non-executive Board directors and met four times in FY2022.**

### Risk management committee



The risk management committee assists the Board in executing its responsibility for risk governance and in terms of the Group integrated assurance framework. This includes identifying and appropriately managing ESG-related risks and opportunities at a consolidated level.

**The committee comprises five independent non-executive Board directors and met four times in FY2022.**

## Remuneration & human resources committee



The remuneration & human resources committee ensures fair and responsible remuneration and reward practices aligned to performance, the Group's Values and its strategy. It ensures that our remuneration incentivises the correct behaviour, supports the Group's business strategy, promotes a high-performance culture, and motivates and retains key and critical talent. The committee also oversees the Group's employment framework and policies, and performs an annual assessment of succession, including strategies for transformation across the Group.

When making remuneration decisions the committee ensures that payment is fair, competitive and appropriately structured.

ESG performance and remuneration are linked through the short-term incentive plan for executives. For the Group chief executive, Group financial director and business platform CEOs, STIs have a 70% weighting in favour of financial targets, and for other prescribed officers a weighting of 60%. The balance is measured against suitable non-financial targets relating to leadership, relationship, operational performance and risk management in equal measure. STI targets are set annually and consider business plans, strategic goals and prevailing market conditions. Middle and junior managers and general employees also participate in the STIs.

Individual non-financial performance is based on formal performance and development evaluations. These are conducted by direct line managers, by the Group chief executive for the executive committee, and by the remuneration & human resources committee together with the Board chairman for the Group chief executive. Non-financial performance is rated on a sliding scale (see page 87).

Performance is assessed against robust financial and safety targets as well as diversity, equity and inclusion targets. Environmental considerations are qualitative; however, for FY2023 business platform CEOs will be measured on establishing an accurate environmental baseline and improvement plans for their areas of responsibility. This will inform our net zero emissions plan.

**The committee comprises four independent non-executive Board directors. The Group chief executive and financial director attend as invitees, although not when discussions pertain to their own remuneration.**

## Audit committee



The audit committee has a deep understanding of the Group's integrated reporting, including the governance, risk management and assurance processes pertaining to our sustainability issues. Together with the Board, the committee assumes responsibility for the annual integrated report, ensuring that it fairly represents the Group's financial and non-financial performance as well as the material issues affecting the Group, its stakeholders and the environment. The committee appoints an independent external consultant to assure several material sustainability issues.

**The committee comprises three independent non-executive Board directors and met four times in FY2022.**

## Management's ESG responsibilities

### Executive committee

The Board delegates the management of the Group to the Group chief executive, who is the highest decision-making authority. The Group chief executive is supported by the Group executive committee in the assessment and management of ESG-related impacts, risks and opportunities. The executive committee comprises the Group chief executive, the Group financial director, business platform CEOs, the Group commercial executive and the executive of risk and HSE. The relationship between the Board and the executive team is respectful and productive.

### Forums

The HSE, HR and risk management forums ensure consistency in prioritised initiatives across the Group and enable the sharing of information and lessons learnt. The executives attending the forums also oversee key ESG metrics. The risk forum aligns our approach to risk and ensures a common understanding of the potential risk areas that threaten the Group as a whole. ESG matters are covered in all the forums and progress is reported to the Board and its sub-committees.

### Climate change

The Board, supported by the HSE committee, is responsible for overseeing climate change-related matters. The Group chief executive has ultimate responsibility for the Group's climate-related performance and decisions. The Group executive for risk and HSE, who reports directly to the Group chief executive and HSE committee, is responsible for coordinating the Group's environmental programme and ensuring that climate-related issues are appropriately managed. The HSE committee receives and considers quarterly reports on important environment-related matters ranging from industry benchmarking and climate change reporting frameworks to environmental regulation and performance metrics.

Climate change is an agenda item of the executive committee's quarterly risk reviews and annual business planning cycle. HSE business platform executives have structured key performance indicators for HSE, including reduction of environmental incidents, the efficient use of resources, implementation of environmental improvement initiatives, environmental awareness and the achievement of the targets linked to their performance bonuses.

## People management

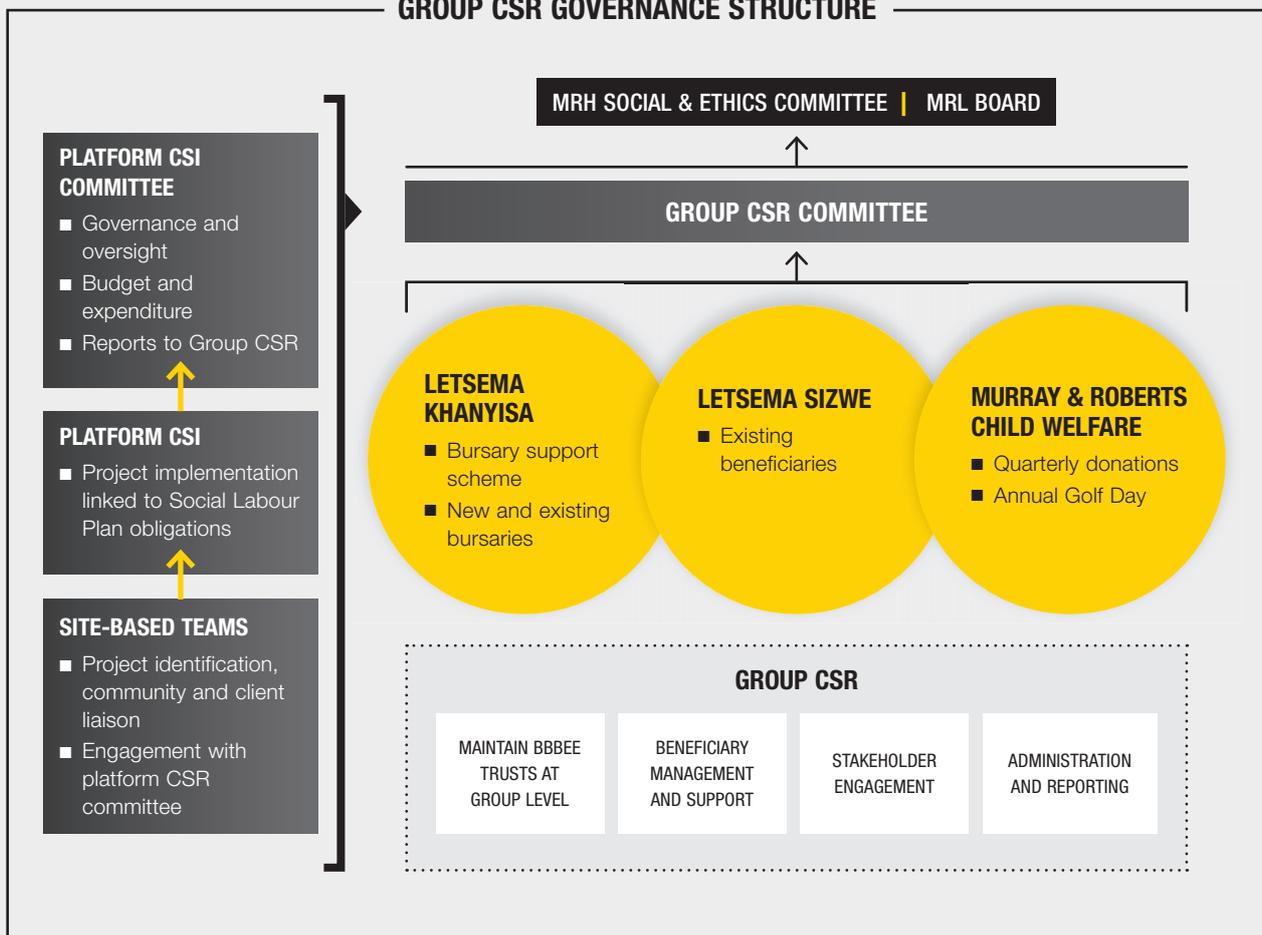
Each business has an independent HR function to ensure that it is responsive to key local laws, culture and priorities. The corporate office develops and oversees the Group's employee-related policies, principles and key initiatives, sets minimum

requirements and reports on these to the remuneration & human resources committee and the Board. This supports efficient HR practices and consistent HR governance and management approaches. The decentralised HR functions implement these requirements at business level and partner with business to support the resourcing of projects. The HR forum of global HR leaders meets quarterly to plan initiatives, review policies and share knowledge. The forum helps to meet the challenges of sourcing skills and building an internal brand that high-performing employees want to be part of. It also focuses on the key issues of remuneration and succession. HR data is collated by the corporate office to ensure that our HR responses and reporting are appropriate and accurate. The Board receives reports on HR initiatives and performance.

## Corporate social responsibility

The Group CSR management committee ensures that community initiatives are appropriate and well governed. It also oversees the corporate social investment initiatives undertaken at corporate and project level across the Group. Stringent governance measures ensure that our investments and donations align to our Values, brand and community development strategies and that they genuinely benefit communities.

### GROUP CSR GOVERNANCE STRUCTURE



## 2022 performance

As part of our work to address the ESG-related matters raised in the 2021 external Board assessment and the CEN-ESG benchmarking exercise, the ESG governance framework was more clearly defined in FY2022 and responsibilities assigned to various Board sub-committees. All environmental aspects continue to be within the HSE committee's mandate, the social & ethics committee is mandated to oversee all social aspects and governance now falls within the ambit of the nomination & governance committee. Given the nature of this governance structure, it was decided that the Board would take over custodianship of ESG from the risk management committee, which will continue to focus on the management of ESG-related risks and opportunities. Cross membership between sub-committees also facilitates the integration of ESG aspects at Board level. The Board is comfortable that this provides a good line of sight in terms of material ESG matters.

### SOCIAL & ETHICS COMMITTEE

- Continued to focus on COVID-19, particularly compliance with legislation, driving vaccination and overseeing the implementation of the controls needed to protect employees and their families.
- Approved the updated Group diversity, equity and inclusion and Group CSR policies.
- The committee is encouraging a broader approach to diversity, equity and inclusion beyond race and gender in South Africa, with the first step being to assess the extent to which people within the LGBTQI+ community feel included. The experience of the international businesses can be leveraged in this regard. Another area of focus across the Group is an ageing contracted workforce and how to transfer these skills to younger employees.
- Relooked the way it oversees the Group's CSI initiatives given the capital constraints faced in FY2022. Instead of visiting projects in South Africa, the committee viewed presentations delivered by beneficiaries on the impact that the Group's investment is making. From these presentations, decisions were taken on where the Group could assist current beneficiaries.
- Started to look at the Group's stakeholder strategy more broadly. The committee has requested better reporting on the Group's stakeholder engagement.
- Monitored the Group's diversity, equity and inclusion, and regulatory compliance performance.
- Oversaw the implementation of the recommendations arising out of the independent benchmarking exercise and approved the 2022 sustainability report.

### HEALTH, SAFETY & ENVIRONMENT COMMITTEE

- Kept abreast of the Group's initiatives to implement COVID-19 preventative measures and provide employees with mental health and wellbeing support. The committee is of the opinion that mental health will be an ongoing concern for the future.
- Monitored and assessed the Group's safety performance, and reinforced the criticality of quickly bringing acquisitions and new partners up to the same high standards of safety applied in the Group.
- Monitored the Group's HSE performance. The committee encourages the Group to implement new ways of operating such as the neuroleadership training and digital innovation to get further down the safety curve towards Zero Harm. While a rules-based HSE system is critical and the committee is comfortable with the Group's processes and systems, it also discussed moving beyond current practices towards changing employee behaviour.
- A key discussion point for the committee as well as the Board and other sub-committees, is improving visibility at Board level of on-the-ground project execution, where key risks may arise.
- Reviewed the Group's stance on fossil fuel projects to ensure it is still defensible.
- Considered the actions taken by the Group to improve Scope 3 emissions data, and to integrate ESG considerations in risk and opportunity assessments and project execution.

### RISK MANAGEMENT COMMITTEE

- Oversaw the review and implementation of the revised sustainability framework, including management's plans to integrate ESG considerations into risk and opportunity assessments and project execution.
- Reviewed the Climate Change Position Statement to further clarify our position in terms of fossil fuel projects.
- Oversaw the implementation of the recommendations arising out of the independent benchmarking exercise.
- Oversaw the incorporation of ESG requirements in the Group supply chain standard.

2022 performance *continued***AUDIT COMMITTEE**

- Oversaw the independent assurance of various sustainability metrics, including safety and environmental metrics, and the third-party verification of the Group's BBBEE performance.
- Approved the Group's integrated report for FY2022.

**REMUNERATION & HUMAN RESOURCES COMMITTEE**

- Reviewed succession planning for senior management aligned with transformation objectives.
- Took the decision to not deviate from the Group's remuneration principles and performance measures despite the uncontrollable impacts of COVID-19 (supply chain disruption and project delays) negatively affecting our ability to meet our financial targets, and thereby remaining committed to the alignment between executive and shareholder reward. We are cognisant that this decision must be balanced against the retention risks we face in a market of scarce skills.

**Average executive scores for non-financial performance (FY2022)**

Category	Weighting in the STI plan	Covers	Score out of 5 <sup>1</sup>	ESG-related performance outcomes
<b>INDIVIDUAL PERFORMANCE MEASURES</b>				
<b>Leadership</b>	<b>7.5%</b>	<ul style="list-style-type: none"> <li>■ Strategy implementation</li> <li>■ Transformation and diversity</li> <li>■ Leadership succession and development</li> </ul>	<b>3.43</b> (FY2021: 3.57)	Good progress on implementing digital strategies (ERI and Mining platforms), Level 1 BBBEE rating achieved in South Africa, diversity, equity and inclusion policies established across the Group, performance management and succession planning effectively applied Group-wide, a new CFO appointed for the ERI platform and two new managing directors for the Mining platform.
<b>Relationship</b>	<b>7.5%</b>	<ul style="list-style-type: none"> <li>■ Stakeholder engagement</li> <li>■ Employee relations</li> </ul>	<b>3.29</b> (FY2021: 3.71)	Maintained good relationships with all key internal and external stakeholders, public relations and investor relations continued to be well managed, effective employee engagement maintained with Group-wide employee satisfaction survey conducted and achieving good results.
<b>Operational</b>	<b>7.5%</b>	<ul style="list-style-type: none"> <li>■ Governance</li> <li>■ Commercial management</li> <li>■ Project performance</li> </ul>	<b>3.14</b> (FY2021: 3.00)	Group-wide compliance with good governance practices, no pending legal action due to breach of legislation, improved ESG rating.
<b>Risk</b>	<b>7.5%</b>	<ul style="list-style-type: none"> <li>■ Health, wellness and safety</li> <li>■ Risk management</li> <li>■ Environment</li> </ul>	<b>3.29</b> (FY2021: 2.86)	No fatalities, outstanding lost-time injury frequency and total recordable case rates, well-established risk management and internal audit practices, no material audit findings, environmental management in accordance with standards, no material environmental incidents reported.

Note: these performance measures will also be applied in FY2023.

1. Non-financial performance is rated on a sliding scale from one to five, where a score of two represents threshold performance, three on-target performance, four excellent performance and five stretched performance.

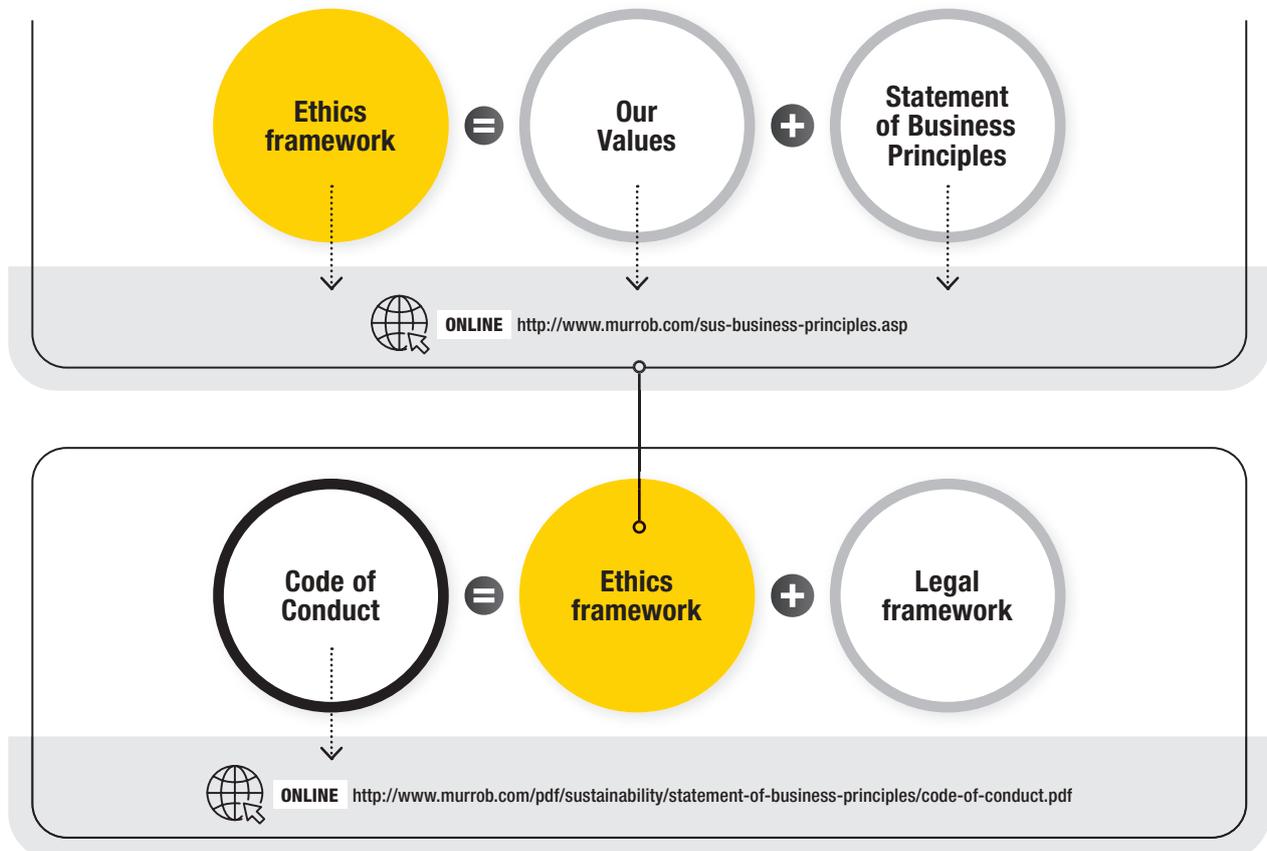
# Ethical business conduct

**Corporate culture ultimately determines strategic choices and outcomes. The Murray & Roberts culture is real and present. It is rooted in our Values and aligns our operations to the philosophy of *Engineered Excellence*. Our Values, Statement of Business Principles and Code of Conduct guide the Board, the executive team and our employees when acting for and on behalf of the Group in the pursuit of our strategic and business objectives.**

These pillars are the reference point for our decisions on policy positions, capital allocation, business practices and contracting principles, as well as how we manage performance and set and communicate our priorities.

The Board and leadership team lead by example, maintaining an ethical culture through open and ethical decision-making. The social & ethics committee oversees the application of our Code of Conduct and the controls needed to prevent and combat bribery and corruption.

We expect every one of our employees to adhere to our high ethical standards, and all our businesses and partners are expected to align to the Group's frameworks, standards and Values as minimum best practice, in tandem with all local laws, regulations and contracting norms.



The following three elements ensure we uphold our reputation for responsible and ethical conduct.

## 1 Code of Conduct

Our Code of Conduct supports ethically robust and defensible decision-making. It applies to our employees and all other stakeholders with whom we do business. Behaviours that depart from these principles are firmly sanctioned. The Code and supporting policies are revised and updated regularly.

The induction programme for new employees and graduates emphasises the importance of the Code of Conduct and the Group's Values and communicates the Group's culture and performance expectations. Employees complete an online assessment of their understanding of and commitment to the Code every two years. Various online courses and workshops across the business platforms also provide training on ethical business conduct.

## 2 Standards of good practice

We subscribe to and comply with the 10 business principles of the UN Global Compact and with the principles and standards of good practice of the OECD Guidelines for Multinational Enterprises.

## 3 Business practices

Twice a year, Group executives and senior management complete written declarations, confirming that they are aware of the Group's anti-corruption and bribery policies and are not aware of any instances where these policies, or competition law, have been infringed. For every tender submitted, everyone in a position of authority or influence in the preparation and authorisation of the tender formally declares that there was no unethical, unlawful or uncompetitive practice involved in the preparation and/or submission of the tender, and that they are not aware of anyone else affiliated with the tender directly or indirectly having committed any such malpractice. The declaration is binding throughout the project life cycle.

## Regulatory compliance

As a multinational organisation, regulatory compliance is complex. It is imperative that we comply across all jurisdictions with legal and other requirements that could materially impact our performance and sustainability. The Group employs a structured approach to evaluate potential compliance failures and ensures adequate responses to prevent and, where necessary, mitigate any negative impact.

The Group regulatory compliance executive, with the assistance of internal audit, investigates and reports on:

- The multiple regulatory environments applicable to our businesses.
- The organisational controls in the jurisdictions in which we operate that ensure compliance with all applicable laws, rules, codes and standards.
- The levels of compliance across the Group based on a comprehensive audit, monitoring and review plan.
- The corrective actions and improvements required, including education and training, to address any identified control weaknesses or compliance failures.

The social & ethics committee receives a regulatory compliance report at each meeting, and reports its findings to the Board on a bi-annual basis.

## Human rights

We endorse the prevailing rights in all jurisdictions of operation, including the right to collective bargaining, the right to peaceful industrial action and all other labour rights. We acknowledge the right of individuals to freedom of association, reject child and forced labour and respect the rights of Indigenous peoples.

## Unfair discrimination and inequality

Discrimination in any form is viewed in a serious light and appropriate disciplinary action is taken against offenders. We require all our employees, joint-venture partners and subcontractors to treat the people they encounter with dignity and respect, and to promote the diversity, equity and inclusion priorities of the countries in which they operate.

## Supply chain management

Our business partners (joint ventures, subcontractors, service providers and consultants) and our suppliers of goods help us deliver on our stakeholder commitments. It is therefore imperative that we partner with them on achieving our sustainable development objectives to build strong stakeholder relationships based on trust.

Our newly published supply chain standard covers all business partners and suppliers of goods, and includes requirements relating to environmental protection (water, energy, emissions, biodiversity, waste, pollution control, climate change and resource use) and sustainability.

Business partners and suppliers to Murray & Roberts are selected based on Group and client requirements and the regions in which our projects are based. The number of business partners and suppliers therefore varies year on year depending on the rate of projects started or completed. The variety of projects facilitated by Murray & Roberts means that our business partner and supplier base covers a wide array of goods and services.

Our business partners are required to comply with our Code of Conduct and high ethical standards, as well as our project delivery and HSE standards and systems as minimum best practice. We contract with suitably qualified business partners, identified through pre-qualification assessments, and our expectations are clearly set out in our contract agreements.

During the onboarding phase, we clarify our performance expectations, and business partners receive induction and training to prepare them for the project. Actual performance is monitored during execution and, where gaps are found, corrective measures are jointly implemented. Audits, regular leadership engagements and climate surveys are additional measures used to track business partner performance.

Periodic reviews and the review following the completion of work yield valuable information for continuous improvement and provide guidance on whether to continue procuring services from a particular business partner in the future. This is also used to determine whether the business partner remains on the pre-qualified vendor list and has the potential to develop beyond a contracting relationship to a more sustainable partnering relationship.

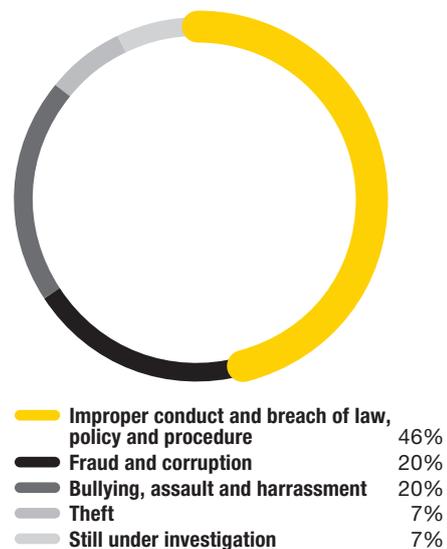
## Whistle blowing

Employees, joint-venture partners, subcontractors and all concerned stakeholders are encouraged to report any incidents of workplace dishonesty and unethical behaviour within our operations, including discrimination, theft, fraud and corruption. The Deloitte Tip-Offs Anonymous hotline covers the corporate office, Mining platform globally and PIW platform. The KPMG Fair Call hotline serves the ERI platform globally. Both hotlines are toll free and safeguard anonymous reporting of fraud, corruption or unethical behaviour. All reports are recorded in an incident register and thoroughly investigated by independent forensic consultants.

## 2022 performance

- Internal audit found no major issues of non-compliance in its compliance reviews, including for our operations in Australia, Canada and the United States.
- No material fines or non-monetary sanctions for non-compliance with laws and regulations were received, no confirmed incidents of corruption were reported and no legal actions are pending regarding anti-competitive behaviour.
- We have not identified any operations within the Group where human rights violations are at risk. There were no incidents of violations involving the rights of Indigenous peoples.
- Fifteen cases (FY2021: 10) were reported to the whistle-blowing hotlines and investigated, with one still under investigation at the time of reporting. One report was confirmed as legitimate, and appropriate action has been taken.

### Whistle-blowing reports (%)



# Data protection

**Our long-term differentiation and competitiveness depends on meeting changing contractor, employee and stakeholder expectations. A key enabler of this is our digital strategy to drive enterprise and project value. Our international platforms have several exciting initiatives underway to achieve these outcomes. As we accelerate the digital strategy, so we will acquire and store more data, which through the use of analytics will provide valuable insights.**

However, some of this acquired data may be of a personal nature and some may constitute corporate intellectual property, requiring robust data protection and privacy controls. Our Code of Conduct, Statement of Business Principles and privacy standard set out our expectations in terms of the treatment of confidential information concerning security, individuals, commercial, technical or contractual matters, as well as information protected by law and propriety information.

Our Group-wide information management standard establishes the principles for the effective management of information and applies to all business platforms, businesses, employees, subcontractors and third-party users in the Group. It defines business information as all information collected, produced, used and retained by the Group regardless of form (paper, electronic, or otherwise) and includes records related to the Group and its

employees, clients and third-party service providers. Information owners are responsible for the implementation of the standard, tailored to the business practices and processes of their operations.

Our Statement of Business Principles also covers the gathering of information about our competitors as part of legitimate business planning. This must be done legally and ethically, without any direct or indirect improper means such as misappropriation, bribes or misrepresentation.

Training and awareness on cybersecurity and data privacy, including simulated phishing tests, ensure that our employees understand their responsibilities when working with and processing personal data.

## Cybersecurity

As the Group accelerates the digital strategy, the potential for disruption or damage to the Group caused by cyber breaches or attacks increases. The Group maintains robust cybersecurity frameworks to guard against these real threats.

Our IT systems are independently tested, and improvements are regularly made to our IT security framework, including our security governance processes and technical defences. We use the latest technology firewalls, encryption and mechanisms to secure email, servers and other end points. A cybersecurity standard prescribes a minimum set of controls to provide system and data security. A cyber incident response procedure is in place, including backup solutions to recover from breaches.

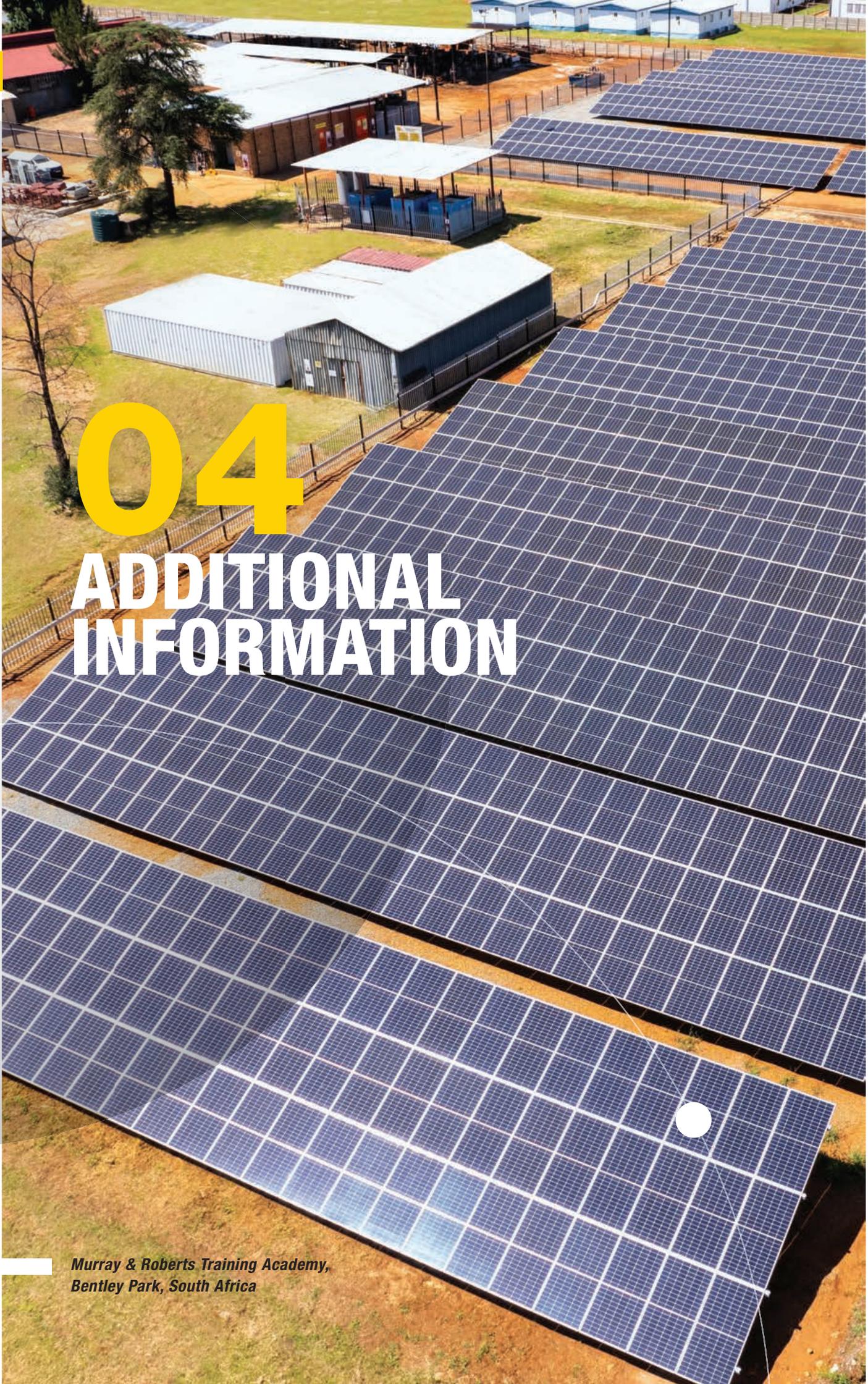
## 2022 performance

- The Group is satisfied that it complies with the POPI Act requirements, and POPIA awareness in the organisation is ongoing.
- There were no cybersecurity breaches experienced during FY2022 and no data lost (FY2021: none).
- Conducted an external compliance assessment against the Group-wide minimum security baseline standard, which incorporates a number of cybersecurity controls. A maturity rating for people, process and technology is assigned to each control, and is monitored and reported to the Board quarterly.
- Provided Board members with the opportunity to participate in online training on cybersecurity.

# 04

## ADDITIONAL INFORMATION

*Murray & Roberts Training Academy,  
Bentley Park, South Africa*



# Task Force on Climate-related Financial Disclosures Index

Detailed disclosure on our management of climate change-related issues can be found in our CDP submission at [www.murrob.com/sustainability/environment](http://www.murrob.com/sustainability/environment). At the time of reporting, we had submitted our 2022 disclosure; however, the CDP had not as yet released the results.



**More information**

GOVERNANCE		
<p>Disclose the organisation's governance around climate-related risks and opportunities.</p>	<p><b>Board oversight</b> Describe the Board's oversight of climate-related risks and opportunities.</p>	<p>CDP Climate Response 2022: C1.1</p> <p>CDP Water Response 2022: W6.1-6.2</p> <p>Governance of ethics, and environmental and social impacts <b>PG 81</b></p>
	<p><b>Role of management</b> Describe management's role in assessing and managing climate-related risks and opportunities.</p>	<p>CDP Climate Response 2022: C1.2</p> <p>CDP Water Response 2022: W6.3</p> <p>Governance of ethics, and environmental and social impacts <b>PG 84</b></p>
STRATEGY		
<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning, where such information is material.</p>	<p><b>Identify risks and opportunities</b> Describe the climate-related risks and opportunities over the short, medium and long term.</p>	<p>CDP Climate Response 2022: C2</p> <p>CDP Water Response 2022: W4</p> <p>Our ESG risks and opportunities <b>PG 15</b></p> <p>Climate change-related risks <b>PG 25</b></p> <p>Positioned for a sustainable future <b>PG 34</b></p> <p>2021 Group Sustainability Report <b>PG 22</b></p>
	<p><b>Impact on investment strategy</b> Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.</p>	<p>CDP Climate Response 2022: C2</p> <p>CDP Water Response 2022: W4</p> <p>ESG-related opportunities <b>PG 17</b></p> <p>Positioned for a sustainable future <b>PG 34</b></p>
	<p><b>Resilience of investment strategy</b> Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>CDP Climate Response 2022: C2</p> <p>CDP Water Response 2022: W4</p> <p>Climate change-related risks <b>PG 25</b></p>



## More information

## RISK MANAGEMENT

Disclose how the organisation identifies, assesses, and manages climate-related risks.

**Processes for identifying and assessing risks and opportunities**

Describe the processes for identifying and assessing climate-related risks.

CDP Climate Response 2022: C2.2

CDP Water Response 2022: W4

Our ESG risks and opportunities **PG 15**

Climate change-related risks **PG 25**

Responsible project delivery **PG 41**

**Processes for managing risks and opportunities**

Describe the processes for managing climate-related risks.

CDP Climate Response 2022: C2.1, C2.2, C2.3 and C2.4

CDP Water Response 2022: W4.3

Our ESG risks and opportunities **PG 15**

Climate change-related risks **PG 25**

Responsible project delivery **PG 41**

Management's ESG responsibilities **PG 84**

**Integration into risk management processes**

Describe how the processes above are integrated into existing risk management processes.

CDP Climate Response 2022: C2.1, C2.2, C2.3 and C2.4

Our climate change-related risks **PG 25**

Responsible project delivery **PG 41**

2022 integrated report **PG 93**

## METRICS AND TARGETS

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

**Disclose the metrics**

Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

CDP Climate Response 2022: C2.2a, C2.3a, C2.4a and C4.2b

CDP Water Response 2022: W8.1a

Climate change **PG 27**

**Disclose emissions**

Disclose Scope 1, Scope 2, and, if appropriate, Scope 3, greenhouse gas emissions, and the related risks.

CDP Climate Response 2022: C7

Climate change **PG 27**

**Disclose the targets**

Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.

CDP Climate Response 2022: C4.1

CDP Water Response 2022: W8

ESG priorities **PG 14**

Climate change **PG 25**

# United Nation's Sustainable Development Goals

## Where Murray & Roberts has the capability and expertise to make a key contribution



The ERI and PIW platforms are positioned to support the transition from fossil fuels to renewable and cleaner sources of energy. The ERI platform specialises in the full EPC suite of services for large-scale water and renewable power infrastructure projects, and the PIW platform is focused on solar and wind projects. These capabilities enable us to contribute to all three targets of SDG 7 – universal access to affordable, reliable and modern energy services (SDG target 7.1), substantially increase the share of renewable energy in the global energy mix (SDG target 7.2) and double the global rate of improvement in energy efficiency (SDG target 7.3).

Positioned for a sustainable future **PG 34**

## The areas we prioritise as material to our relevance and sustainability



The infrastructure we develop supports socioeconomic and human development, contributing to wealth creation and better living standards, and enhancing the social fabric and vitality of the communities in which the Group operates. Our business activities deliver value to our shareholders, provide salaries, career advancement and skills development for employees, and create jobs for wider society. Our localisation and CSI programmes aim to leave a lasting positive impact on our host communities, ensuring that they share in the economic benefits associated with our projects. Programmes are in place to support fair and equitable services and procurement opportunities. Our solutions respond to the socioeconomic challenges faced by these communities and our skills development programmes enhance the employability of local people (SDG targets 1.2, 1.4 and 1.5).

Purpose-led value creation **PG 04** | Sustainable localisation **PG 68** | Meaningful community support **PG 72**



Our health and wellness programme aims to proactively manage communicable and non-communicable illness, including interventions for tuberculosis, malaria, HIV/Aids and COVID-19 (SDG target 3.3); chronic illnesses such as diabetes, hypertension, obesity and high cholesterol; and mental health and wellbeing (SDG target 3.4).

Health and wellness **PG 50**



Our CSI programmes and two Trusts managed by the corporate office respond to the specific needs and expectations of communities located near our projects, with a focus on advancing education. Scholarships are in place for both primary and secondary schooling and tertiary education (SDG target 4.1), the Letsema Sizwe Fund raises funds for various early childhood development projects (SDG target 4.2) and our learnerships and apprenticeships provide local people, particularly the youth, with workplace experience and skills development opportunities, enhancing their employability and ability to acquire decent jobs (SDG target 4.4). In Australia, Clough has education programmes that target Indigenous boys and girls, and in South Africa our learning interventions prioritise black people and women in line with the objectives of the Construction Sector Code and our employment equity plan (SDG target 4.5).

Learning and development **PG 61** | Diversity, equity and inclusion **PG 64** | Meaningful community support **PG 72**

## The areas we prioritise as material to our relevance and sustainability continued



The Group's digital strategy and use of technological advances will realise multiple efficiencies to improve productivity and project delivery, including improved people resourcing, safety performance and use of natural resources (SDG target 8.2). Productive activities are also achieved through our leadership development and skills development programmes, which also support individual career growth, and our enterprise development programmes for local businesses, including small- and medium-sized enterprises, which support their growth, sustainability and ability to create jobs (SDG target 8.3). We continuously work to enhance the way we use resources to achieve efficiencies and decouple the economic benefits of our projects with environmental degradation (SDG target 8.4). All of our businesses have diversity policies aligned to the diversity priorities of their regions of operation. Our diversity, equity and inclusion interventions extend beyond the workplace to our supply chain and communities in line with our aim to make a lasting positive impact. We create awareness of unconscious biases and ensure that any unfair discrimination is eliminated and fair treatment is provided to all (SDG target 8.5). Our learnerships and apprenticeships provide local people, particularly the youth, with workplace experience and skills development opportunities (SDG target 8.6). We protect labour rights and promote safe and secure working environments for all our workers, including those of our business partners (SDG target 8.8).

Responsible production **PG 30** | Safety **PG 43** | People management **PG 54** | Leadership **PG 56** | Working conditions **PG 58**  
Learning and development **PG 61** | Diversity, equity and inclusion **PG 64** | Sustainable localisation **PG 68**



We make a concerted effort to minimise waste generation and disposal, including new engineering designs, recycling and reuse of materials where feasible, and finding alternative uses for waste materials. Our businesses are ISO 14001 certified (or equivalent), which covers waste and hazardous material management. Disposal of waste is undertaken in strict compliance with regulatory requirements (SDG target 12.4 and 12.5). Murray & Roberts has been publishing a standalone sustainability report since 2015. Every year, we work hard to improve our reporting, providing stakeholders with transparent information on our sustainable practices and sustainability performance to assist their decision-making in relation to the Group (SDG target 12.6).

Our sustainability framework **PG 11** | Responding to our stakeholders **PG 18** | Responsible production **PG 30**



We work with our clients, business partners and suppliers to deliver low-carbon solutions and reduce the carbon footprint of the supply chain. We do not participate in thermal coal projects unless the projects are based in South Africa, which needs its coal-fired power stations to sustain socioeconomic development. We will also continue to participate in metallurgical coal projects until such time that sustainable alternatives for large scale steel production are available. We assist our clients to strengthen the resilience of their infrastructure to climate-related hazards and natural disasters, and we are working to reduce our own emissions (SDG target 13.1).

Climate change **PG 25**

## Areas we prioritise but still have some work still to do



While gender equity is covered in our diversity, equity and inclusion programmes, we are faced with the challenge of attracting technically skilled women into a male-dominated workplace with sometimes rigid working conditions, resulting in the representation of women in our managerial levels being lower than we would like. Nevertheless we are working to adapt our working conditions where feasible to accommodate the ways of working that are more attractive to women. Some progress was made during the year with increases in women representation overall and at senior management level.

Diversity, equity and inclusion **PG 64**

# Glossary

<b>BESS</b>	Battery energy storage systems
<b>BBBEE</b>	Broad-based black economic empowerment
<b>CDP</b>	Formally the Carbon Disclosure Project
<b>CEO</b>	Chief executive officer
<b>CO<sub>2</sub>e</b>	Carbon dioxide equivalent
<b>CRM</b>	Critical risk management
<b>CSI</b>	Corporate social investment
<b>CSR</b>	Corporate social responsibility
<b>EPC</b>	Engineering, procurement and construction
<b>ERI</b>	Energy, Resources & Infrastructure platform
<b>ESG</b>	Environment, social and governance
<b>ESKOM</b>	South Africa's national power utility
<b>GRI</b>	Global Reporting Initiative
<b>HR</b>	Human resources
<b>HSE</b>	Health, safety and environment
<b>KCMD</b>	Kitikmoet Cementation Mining and Development Ltd
<b>King IV</b>	King IV Report on Corporate Governance for South Africa (2016)
<b>KPI</b>	Key performance indicator
<b>kW</b>	Kilowatt
<b>LNG</b>	Liquefied natural gas
<b>LTI</b>	Lost time injury
<b>LTIFR</b>	Lost time injury frequency rate

<b>MRTA</b>	Murray & Roberts Training Academy
<b>MW</b>	Megawatt
<b>NGOs</b>	Non-governmental organisations
<b>NSW</b>	New South Wales (Australia)
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>PIW</b>	Power, Industrial & Water platform
<b>PNG</b>	Papua New Guinea
<b>POPIA</b>	Protection of Personal Information Act
<b>PPE</b>	Personal protective equipment
<b>PPP</b>	Public private partnership
<b>PV</b>	Photovoltaic
<b>RAP</b>	Reconciliation Action Plan
<b>REIPPP</b>	Renewable Energy Independent Power Producer Procurement
<b>SDG</b>	Sustainable Development Goal
<b>SME</b>	Small- and medium-sized enterprises
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>STI</b>	Short-term incentive
<b>tCO<sub>2</sub>e</b>	Tonnes of carbon dioxide equivalent
<b>TB</b>	Tuberculosis
<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
<b>TRCR</b>	Total recordable case rate
<b>UK</b>	United Kingdom
<b>US</b>	United States

# Independent Assurance Report to the directors of Murray & Roberts Limited

## Introduction

IBIS ESG Consulting Africa (Pty) Ltd (IBIS) has been engaged by the Directors of Murray & Roberts Limited (Murray & Roberts) to perform an independent assurance engagement in respect of selected sustainability information included in its Sustainability Report (the report) for the year ended 30 June 2022 (1 July 2021 – 30 June 2022). This assurance report is produced in accordance with the terms of our engagement letter dated 30 March 2022.

IBIS is an independent provider of sustainability assurance services. This engagement was conducted by a multidisciplinary team of assurance specialists with extensive experience in sustainability reporting. The assurance team was supported by Hsien Lou and Ibrahim Akoon and led by Petrus Gildenhuys who has more than 25 years' experience in sustainability performance measurement involving both advisory and assurance work.

## Scope and subject matter

The scope of the subject matter for limited assurance in line with the ISAE3000 (Revised) assurance standard, as captured in the agreement with Murray & Roberts, included the following selected disclosures relating to material sustainability matters and commitments covering the total Murray & Roberts Group:

## Respective responsibilities

### Murray & Roberts

The Directors of Murray & Roberts are responsible for the generation, collection and presentation of the selected sustainability information within the Report. Murray & Roberts is also responsible for maintaining adequate records and internal controls that support the reporting process during the reporting period.

### IBIS

IBIS' responsibilities were to conduct an assurance engagement and to report its conclusions to the Directors in accordance with the assurance procedures followed.

IBIS conducted the engagement in alignment with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information issued by the International Auditing and Assurance Standards Board, which Standard inter alia requires that the assurance practitioner follows due process and comply with ethical requirements.

## Environment:

- Scope 1 and Scope 2 (location-based) Greenhouse Gas (GHG) emissions as defined by The GHG Protocol: A Corporate and Accounting Standard – Revised Edition (WRI & WBCSD, 2004) ("GHG Protocol") from:
  - » Diesel used (mobile)
  - » Diesel used (stationary)
  - » Petrol used
  - » Electricity purchased
- Total amount of energy used
- Total water withdrawal

## Safety:

- Number of fatalities
- Fatal Injury Frequency Rate (FIFR)
- Lost Time Injury Frequency Rate (LTIFR)

IBIS' responsibilities do not extend to any other disclosures or assertions.

## Summary of work performed

Murray & Roberts provided IBIS with the relevant supporting information and documentation related to the selected sustainability information reported. IBIS applied the Murray & Roberts' corporate Data Reporting Standards, the Global Reporting Initiative (GRI) Standards, as well as the GHG Protocol (for environmental indicators) as audit criteria in respect of the underlying data in the scope of the assurance engagement. IBIS' limited assurance procedures, based on our professional judgement, consisted of:

Testing	Interviews	Inspection	Assessing	Reporting
<b>Testing</b> , on a sample basis, the measurement, collection, aggregation and reporting processes in place	<b>Interviews</b> with relevant functional managers at Murray & Roberts to understand and test the processes in place for maintaining information in relation with the subject matters in the assurance scope	<b>Inspection and corroboration</b> of supporting evidence to evaluate the data generation and reporting processes against the assurance criteria	<b>Assessing</b> the presentation of information in the Sustainability Report relevant to the scope of work for consistency with the assurance observations	<b>Reporting</b> the assurance observations to management as they arose to provide an opportunity for corrective action prior to completion of the assurance process

## Inherent limitations

The reliability of the reported sustainability data is subject to inherent uncertainty, given the available methods for determining, calculating or estimating the underlying information. The assurance work did not include an examination of the derivation of independently supplied emissions and energy conversion factors. It is important to understand our assurance conclusions in this context.

Evidence to support information reported was obtained electronically for review and assessment as a basis for our assurance conclusion. In addition, the evidence gathering procedures performed in a limited assurance engagement vary in nature from, and are less in extent than for, a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

## Other matters

The maintenance and integrity of the Murray & Roberts website is the responsibility of Murray & Roberts' management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to either the information in the report or our independent assurance report that may have occurred since the initial date of presentation on the Murray & Roberts website.

## Restriction of liability

Our work has been undertaken to enable us to express the opinion and conclusions on the selected sustainability information to the Directors of Murray & Roberts in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume responsibility to any third parties i.e. other than the Directors and the company, for our work or for this report to the fullest extent permitted by law, save where such third parties have obtained our prior written consent.

## Assurance conclusion

We believe that the information provided by Murray & Roberts and the work performed by IBIS are sufficient and appropriate to form a basis for our limited assurance conclusion.

In our opinion, and based on our limited assurance procedures, nothing has come to our attention that causes us to believe that the selected sustainability information set out in the assurance scope above and prepared for the year ended 30 June 2022, is not fairly represented in all material respects.



**Petrus Gildenhuys**  
Director, IBIS ESG Consulting Africa (Pty) Ltd

Johannesburg, 5 October 2022

**Engineered Excellence** is a leadership philosophy of planning in detail for the outcomes we want to achieve. **Engineered Excellence** means we must apply rigour and discipline in everything we do and remove chance from the objectives we pursue.



*Cover image*

**CLOUGH UNITED STATES**

Project Traveler, Alkycate Production Facility,  
Texas, United States