

Murray & Roberts 2023 GRI content index

The Murray & Roberts 2023 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, at a core application level.

Key:



<https://www.murrob.com/inv-annual-reports.asp>

SR: 2023 Sustainability Report online

IR: 2023 Integrated Report (including full annual financial statements) online

GR: 2023 Governance Report online

GENERIC INDICATORS

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
ORGANISATIONAL PROFILE					
General 2016	Core	102-1	Name of the organisation	Murray & Roberts Holdings Limited	
General 2016	Core	102-2	Activities, brands, products and services		SR: Murray & Roberts at a glance: page 4 IR: Our business: page 4 IR: Mining platform: page 34 IR: PIW platform: page 42
General 2016	Core	102-3	Location of headquarters	Business address and registered office: Douglas Roberts Centre 22 Skeen Boulevard, Bedfordview 2007 Republic of South Africa	IR: Administration and corporate office: page 187
General 2016	Core	102-4	Location of operations		SR: Murray & Roberts at a glance: page 4 IR: Our value creation process: page 10 IR: Mining platform: page 34 IR: PIW platform: page 42 IR: Murray & Roberts international offices: page 189
General 2016	Core	102-5	Ownership and legal form		IR: Analysis of shareholders: page 186

GENERIC INDICATORS continued

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
ORGANISATIONAL PROFILE continued					
General 2016	Core	102-6	Markets served		SR: Murray & Roberts at a glance: page 4 IR: Our value creation process: page 10 IR: Mining platform: page 34 IR: PIW platform: page 42
General 2016	Core	102-7	Scale of the organisation		SR: Murray & Roberts at a glance: page 4 IR: Our value creation process: page 10 IR: Annual financial statements: page 74 IR: Murray & Roberts international offices: page 189
General 2016	Core	102-8	Information on employees and other workers	Permanent employees and employees on a limited duration contract are reported by occupational level, gender and race for the workforce based in South Africa. While there are no material seasonal variations in employee numbers, numbers vary as we take on or finish projects.	SR: Our sustainability framework: page 8 SR: Cultivating a valuable employee proposition: page 32 Website: Sustainability framework Website: Social – Our employees IR: Statement of value created: page 180
General 2016	Core	102-9	Supply chain		SR: Our sustainability framework: page 8 SR: Creating socioeconomic value for communities: page 38 SR: Maintaining an ethical culture and responsible business practices: page 42 Website: Sustainability framework Website: Ethical business conduct IR: Statement of value created: page 180
General 2016	Core	102-10	Significant changes to the organisation and its supply chain	The Group's Australian holding company, Murray & Roberts Pty Ltd (MRPL), and one of its subsidiary companies, Clough Ltd (Clough), were placed under voluntary administration. This resulted in the loss of the Group's ERI platform, which traded under the Clough brand. The Group also lost control of RUC Cementation Mining Contractors Pty Ltd, a subsidiary of MRPL and the Australasian operation in the Group's Mining platform.	IR: Our reporting: page 2 IR: Chairman's statement: page 22 IR: Group chief executive's and financial director's report: page 26 IR: Risk report: page 48 IR: Annual financial statements: page 74

GENERIC INDICATORS continued

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
ORGANISATIONAL PROFILE continued					
General 2016	Core	102-11	Precautionary Principle or approach		SR: Our sustainability framework: page 8 Website: Sustainability framework
General 2016	Core	102-12	External initiatives	<ul style="list-style-type: none"> ■ Compliance with ISO 14001, ISO 9001 and ISO 45001. ■ United Nations Global Compact. ■ Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. ■ CDP Climate and Water response. ■ Amended Construction Sector Codes (South Africa). 	Website: Environment (including CDP Climate and Water response) Website: Social – Our employees Website: Social – Sustainable localisation Website: Ethical business conduct
General 2016	Core	102-13	Membership of associations		Minerals Council South Africa
STRATEGY					
General 2016	Core	102-14	Statement from senior decision-maker		SR: Statement from the chairman of the social & ethics committee: page 6 IR: Chairman's statement: page 22 IR: Group chief executive's and financial director's report: page 26
General 2016		102-15	Key impacts, risks, and opportunities		SR: Statement from the chairman of the social & ethics committee: page 6 SR: Our ESG risks and opportunities: page 14 SR: Demonstrating environmental stewardship: page 17 SR: Maintaining our safety record: page 26 SR: Cultivating a valuable employee proposition: page 32 SR: Creating socioeconomic value for communities: page 38 Website: Environment Website: Social – Our employees Website: Social – Sustainable localisation Website: Ethical business conduct IR: Risk report: page 48 IR: Integrated thinking: page 6 IR: Our value creation process: page 10 IR: Engineered Excellence: page 8 IR: Group chief executive's and financial director's report: page 26 IR: Mining platform: page 34 IR: PIW platform: page 42

GENERIC INDICATORS continued

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
ETHICS AND INTEGRITY					
General 2016	Core	102-16	Values, principles, standards, and norms of behaviour		SR: Murray & Roberts at a glance: page 4 SR: Our sustainability framework: page 8 IR: Our business: page 4 SR: Maintaining an ethical culture and responsible business practices: page 42 Website: Ethical business conduct
General 2016		102-17	Mechanisms for advice and concerns about ethics		SR: Maintaining an ethical culture and responsible business practices: page 42 Website: Ethical business conduct
GOVERNANCE					
General 2016	Core	102-18	Governance structure		Website: Governance of sustainability GR: Organisational framework: page 2
General 2016		102-19	Delegating authority		Website: Governance of sustainability GR: Organisational framework: page 2
General 2016		102-20	Executive-level responsibility for economic, environmental, and social topics		Website: Governance of sustainability Website: Environment Website: Social – Our employees Website: Social – Sustainable localisation Website: Ethical business conduct IR: Group leadership: page 30
General 2016		102-21	Consulting stakeholders on economic, environmental, and social topics		SR: Our sustainability framework: page 8 SR: Stakeholder priorities: page 16 SR: Cultivating a valuable employee proposition: page 32 SR: Creating socioeconomic value for communities: page 38 Website: Sustainability framework Website: Stakeholder engagement Website: Social – Our employees
General 2016		102-22	Composition of the highest governance body and its committees	There is no stakeholder representation on the Board of directors.	SR: Cultivating a valuable employee proposition: page 32 IR: Group leadership: page 30

GENERIC INDICATORS continued

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
GOVERNANCE continued					
General 2016		102-23	Chair of the highest governance body		IR: Group leadership: page 30 GR: Separation of roles and responsibilities: page 5
General 2016		102-24	Nominating and selecting the highest governance body		GR: Board appointment process: page 6
General 2016		102-25	Conflicts of interest		GR: Conflicts of interest and share dealings: page 9
General 2016		102-26	Role of highest governance body in setting purpose, values, and strategy		GR: Strategy, performance and reporting: page 10
General 2016		102-28	Evaluating the highest governance body's performance		Website: Governance of sustainability GR: Board evaluation: page 10
General 2016		102-29	Identifying and managing economic, environmental, and social impacts		SR: Our sustainability framework: page 8 Website: Sustainability framework Website: Environment Website: Social – Our employees Website: Social – Sustainable localisation Website: Ethical business conduct IR: Our material issues: page 16
General 2016		102-30	Effectiveness of risk management processes		Website: Risk management Website: Governance of sustainability Website: Risk management Website: Environment Website: Social – Our employees Website: Social – Sustainable localisation Website: Ethical business conduct IR: Risk report: page 48 GR: Committees of the Board: page 14
General 2016		102-31	Review of economic, environmental, and social topics		Group Sustainability Report 2023
General 2016		102-32	Highest governance body's role in sustainability reporting		SR: About this report: page 1

GENERIC INDICATORS continued

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
GOVERNANCE continued					
General 2016		102-35	Remuneration policies		IR: Remuneration report: page 56
General 2016		102-36	Process for determining remuneration		SR: Governance of sustainability: page 11 Website: Governance of sustainability IR: Remuneration report: page 56
STAKEHOLDER ENGAGEMENT					
General 2016	Core	102-40	List of stakeholder groups		SR: Stakeholder priorities: page 16 Website: Stakeholder engagement
General 2016	Core	102-41	Collective bargaining agreements		SR: Cultivating a valuable employee proposition: page 32 Website: Social – Our employees
General 2016	Core	102-42	Identifying and selecting stakeholders		Website: Stakeholder engagement
General 2016	Core	102-43	Approach to stakeholder engagement		SR: Cultivating a valuable employee proposition: page 32 SR: Creating socioeconomic value for communities: page 38 Website: Stakeholder engagement GR: Stakeholder relationships: page 11
General 2016	Core	102-44	Key topics and concerns raised		SR: Stakeholder priorities: page 16 Website: Stakeholder engagement
REPORTING PRACTICE					
General 2016	Core	102-45	Entities included in the consolidated financial statements		SR: About this report: page 1 IR: Our reporting: page 2 IR: Annual financial statements: page 74
General 2016	Core	102-46	Defining report content and topic boundaries		SR: About this report: page 1 SR: Our sustainability framework: page 8 Website: Sustainability framework IR: Our reporting: page 2 IR: Our material issues: page 16

GENERIC INDICATORS continued

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
REPORTING PRACTICE continued					
General 2016	Core	102-47	List of material topics		SR: About this report: page 1 SR: Our sustainability framework: page 8 Website: Sustainability framework
General 2016	Core	102-48	Restatements of information	Clearly noted throughout all reports.	
General 2016	Core	102-49	Changes in reporting	This year's SR focuses on performance against our ESG priorities and indicators.	SR: About this report: page 1 IR: Our reporting: page 2
General 2016	Core	102-50	Reporting period	1 July 2022 to 30 June 2023	
General 2016	Core	102-51	Date of most recent report	30 June 2022	
General 2016	Core	102-52	Reporting cycle	Annual	
General 2016	Core	102-53	Contact point for questions regarding the report		SR: About this report: page 1 IR: Our Reporting: page 2
General 2016	Core	102-54	Claims of reporting in accordance with the GRI standards	This report has been prepared in accordance with the GRI Standards: core option.	
General 2016	Core	102-55	GRI content index	This document.	
General 2016	Core	102-56	External assurance		SR: Independent limited assurance report: page 47

SPECIFIC INDICATORS

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
ECONOMIC PERFORMANCE				
201 Economic performance 2016	201-1	Direct economic value generated and distributed		SR: Our sustainability framework: page 8 SR: Creating socioeconomic value for communities: page 38 Website: Sustainability framework IR: Statement of value created: page 180
201 Economic performance 2016	201-2	Financial implications and other risks and opportunities due to climate change		SR: Climate change: page 19 SR: Positioned for a sustainable future: page 25 IR: Our value creation process: page 10 IR: Our material issues: page 16 IR: Chairman's statement: page 22 IR: Group chief executive's and financial director's report: page 26 IR: Mining platform: page 34 IR: PIW platform: page 42 Website: Environment / CDP Climate and Water response
201 Economic performance 2016	201-3	Defined benefit plan obligations and other retirement plans		IR: Remuneration report: page 56
201 Economic performance 2016	201-4	Financial assistance received from government	No financial assistance was received from government in FY2023.	
MARKET PRESENCE				
202 Market presence 2016	202-2	Proportion of senior management hired from the local community	Our commitment to broad-based black economic empowerment in South Africa ensures that we drive employment equity at all levels of the South African operation. We are also committed to promoting 'localisation' at our other global operations.	SR: Cultivating a valuable employee proposition: page 32 IR: Mining platform: page 34 IR: PIW platform: page 42 Website: Social – Our employees
INDIRECT ECONOMIC IMPACTS				
203 Indirect economic impacts 2016	203-1	Infrastructure investments and services supported		SR: Responsible production: page 23 IR: Mining platform: page 34 IR: PIW platform: page 42
203 Indirect economic impacts 2016	203-2	Significant indirect economic impacts		SR: Cultivating a valuable employee proposition: page 32 SR: Creating socioeconomic value for communities: page 38

SPECIFIC INDICATORS continued

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
PROCUREMENT PRACTICES				
204 Procurement practices 2016	204-1	Proportion of spending on local suppliers		SR: Creating socioeconomic value for communities: page 38
ANTI-CORRUPTION				
205 Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken		SR: Maintaining an ethical culture and responsible business practices: page 42
ANTI-COMPETITIVE BEHAVIOUR				
206 Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No legal actions were pending or completed during FY2023 regarding anti-competitive behaviour.	SR: Maintaining an ethical culture and responsible business practices: page 42
ENERGY				
302 Energy 2016	302-1	Energy consumption within the organisation		SR: Climate change: page 19 Website: Environment (including CDP Climate response)
WATER				
303 Water 2018	303-1	Management approach <ul style="list-style-type: none"> ■ Interactions with water as a shared resource ■ Management of water discharge-related impacts 		SR: Climate change: page 19 Website: Environment (including CDP Water response)
	303-2			
303 Water 2018	303-3	Water withdrawal		
303 Water 2018	303-5	Water consumption		

SPECIFIC INDICATORS continued

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
BIODIVERSITY				
304 Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity		SR: Responsible production: page 23 Website: Environment
EMISSIONS				
305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Greenhouse gas emissions have been calculated and reported in accordance with the GHG Protocol using an operational control approach.	SR: Climate change: page 19 Website: Environment (including CDP Climate response)
305 Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions		
305 Emissions 2016	305-3	Other indirect (Scope 3) GHG emissions		
305 Emissions 2016	305-4	GHG emissions intensity		
EFFLUENTS AND WASTE				
306 Effluents and waste 2016	306-2	Waste by type and disposal method		SR: Responsible production: page 23
306 Effluents and waste 2016	306-3	Significant spills		
306 Effluents and waste 2016	306-4	Transport of hazardous waste		
ENVIRONMENTAL COMPLIANCE				
307 Environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations	No material fines or non-monetary sanctions for non-compliance with environmental laws and regulations were received during FY2023.	SR: Responsible production: page 23
EMPLOYMENT				
401 Employment 2016	401-1	New employee hires and employee turnover		SR: Cultivating a valuable employee proposition: page 32

SPECIFIC INDICATORS continued

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
LABOUR/MANAGEMENT RELATIONS				
402 Labour/management relations 2016	402-1	Minimum notice periods regarding operational changes	In South Africa, the minimum notice period in terms of the country's Labour Relations Act, 66 of 1995 is four weeks for employees who have been employed for more than one year. We are fully compliant with this legislative requirement, as well as any related legislation in other jurisdictions.	
OCCUPATIONAL HEALTH AND SAFETY				
403 Occupational health and safety 2018	403-1	Management approach ■ Occupational health and safety management system	We do not measure our safety performance in line with the GRI's breakdown by region and gender. However, health and safety is a strategic objective for Murray & Roberts and we use a robust set of lead and lag indicators to measure our performance. These indicators and our initiatives to improve our health and safety performance are thoroughly reported. Our safety metrics include our joint-venture partners and subcontractors. Our HSE system, including occupational health and hygiene performance, covers both platforms and their joint-venture partners, service providers and subcontractors working on our projects.	SR: Maintaining our safety record: page 26 Website: Social – Our employees IR: Mining platform: page 34 IR: PIW platform: page 42
	403-2	■ Hazard identification, risk assessment, and incident investigation		
	403-3	■ Occupational health services		
	403-4	■ Worker participation, consultation, and communication on occupational health and safety		
	403-5	■ Worker training on occupational health and safety		
	403-6	■ Promotion of worker health		
	403-7	■ Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
403 Occupational health and safety 2018	403-8	Workers covered by an occupational health and safety management system		SR: Maintaining our safety record: page 26 Website: Social – Our employees
403 Occupational health and safety 2018	403-9	Work-related injuries		SR: Maintaining our safety record: page 26 Website: Social – Our employees IR: Mining platform: page 34 IR: PIW platform: page 42
403 Occupational health and safety 2018	403-10	Work-related ill health		SR: Maintaining our safety record: page 26 Website: Social – Our employees IR: Mining platform: page 34 IR: PIW platform: page 42

SPECIFIC INDICATORS continued

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
TRAINING AND EDUCATION				
404 Training and education 2016	404-2	Programmes for upgrading employee skills and transition assistance programmes		SR: Cultivating a valuable employee proposition: page 32 SR: Creating socioeconomic value for communities: page 38 Website: Social – Our employees
DIVERSITY AND EQUAL OPPORTUNITY				
405 Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	Data on the age of employees is readily available on request. Diversity data is provided for employees in South Africa and gender at Group level.	SR: Cultivating a valuable employee proposition: page 32 IR: Group leadership: page 30 GR: Strengthening diversity and transformation: page 4
NON-DISCRIMINATION				
406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken		SR: Maintaining an ethical culture and responsible business practices: page 42
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
407 Freedom of association and collective bargaining (2016)	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Information relating to suppliers is not available.	SR: Maintaining an ethical culture and responsible business practices: page 42
CHILD LABOUR				
408 Child labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	Information relating to suppliers is not available.	SR: Maintaining an ethical culture and responsible business practices: page 42
FORCED OR COMPULSORY LABOUR				
409 Forced or compulsory labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Information relating to suppliers is not available.	SR: Maintaining an ethical culture and responsible business practices: page 42

SPECIFIC INDICATORS continued

GRI STANDARD TITLE	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE AND EXPLANATORY NOTES	DISCLOSURE REFERENCES
RIGHTS OF INDIGENOUS PEOPLES				
411 Rights of indigenous peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples		SR: Maintaining an ethical culture and responsible business practices: page 42
HUMAN RIGHTS ASSESSMENT				
412 Human rights assessment 2016	412-2	Employee training on human rights policies or procedures	Training on the Group's Code of Conduct covers human rights and is delivered to all new employees and graduates. We do not track the hours spent training employees on the Code of Conduct as we do not consider this as an effective measure of our investment in training. Each employee completes an online assessment of their understanding of the Code every two years.	SR: Maintaining an ethical culture and responsible business practices: page 42
LOCAL COMMUNITIES				
413 Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	All businesses across the Group invest in the development and wellbeing of the economies and communities located near our projects.	SR: Creating socioeconomic value for communities: page 38
CUSTOMER HEALTH AND SAFETY				
416 Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories		SR: Maintaining our safety record: page 26 Website: Environment Website: Social – Our employees
CUSTOMER PRIVACY				
418 Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		SR: Maintaining an ethical culture and responsible business practices: page 42
SOCIOECONOMIC COMPLIANCE				
419 Socioeconomic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	No material fines or non-monetary sanctions for non-compliance with laws and regulations were received during FY2023.	SR: Maintaining an ethical culture and responsible business practices: page 42

MANAGEMENT APPROACHES

Environmental management	SR: Demonstrating environmental stewardship: page 17 Website: Environment
Occupational health and safety management	SR: Maintaining our safety record: page 26 Website: Social – Our employees
Human resources management	SR: Cultivating a valuable employee value proposition: page 32 Website: Social – Our employees
Inclusion and community development	SR: Creating socioeconomic value for communities: page 38 Website: Social – Sustainable localisation
Ethical conduct	SR: Maintaining an ethical culture and responsible business practices: page 42 Website: Ethical business conduct
Governance of sustainability	SR: Governance of sustainability: page 11 Website: Governance of sustainability