

















MURRAY & ROBERTS 2024 GRI CONTENT INDEX

Murray & Roberts Holdings Limited has reported the information cited in this GRI content index for the period 1 July 2023 to 30 June 2024 with reference to the GRI Standards.







Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 THE ORGANISATION AND ITS REPORTING PRACTICES		
2-1 Organisational details	a. Legal name. b. Nature of ownership and legal form. c. Location of headquarters. d. Countries of operation.	Murray & Roberts Holdings Limited. Publicly listed private company. The Interchange, 22 Skeen Boulevard, Bedfordview, Republic of South Africa. 🌐 Integrated report: Administration and corporate office: PG 89.
2-2 Entities included in the organisation's sustainability reporting	a. List all its entities included in sustainability report. b. If the organisation has audited consolidated financial statements or financial information filed on public record, specify the differences between the entities included in AFS and the sustainability reporting. c. If the organisation consists of multiple entities, explain how the information is consolidated, including: <ol style="list-style-type: none"> Whether the approach involves adjustments to information for minority interests. How the approach takes into account mergers, acquisitions and disposal of entities. Whether and how the approach differs across the disclosures in this Standard and across material topics. 	🌐 Sustainability report: About this report: PG 1. No difference between entities included in the annual financial statements and the sustainability report. 🌐 Annual financial statements. The Group's material issues are applicable to all entities reported in the sustainability report.









Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 THE ORGANISATION AND ITS REPORTING PRACTICES continued		
2-3 Reporting period, frequency and contact point	a. The reporting period for, and the frequency of, its sustainability reporting. b. The reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this. c. The publication date of the report or reported information. d. The contact point for questions about the report.	<p> Sustainability report: About this report: PG 2.</p> <p>The reporting period of the sustainability report is the same as that of the Group's financial reporting.</p> <p> Sustainability report: About this report: PG 2.</p> <p> Sustainability report: About this report: PG 4.</p>
2-4 Restatements of information	a. Report restatements of information made from previous reporting periods and explain: <ol style="list-style-type: none"> i. The reasons for the restatements. ii. The effect of the restatements. 	<p> Sustainability report: About this report: PG 2.</p> <p> Sustainability report: Demonstrating environmental stewardship: PG 21.</p>
2-5 External assurance	a. Describe the policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved. b. Where assurance has been obtained: <ol style="list-style-type: none"> i. Provide a link or reference to the external assurance report(s) or assurance statement(s). ii. Describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process. iii. Describe the relationship between the organisation and the assurance provider. 	<p> Sustainability report: About this report: PG 4.</p> <p> Sustainability report: Independent limited assurance report: PG 49.</p> <p> Online: Governance of sustainability.</p> <p> Governance report: Strategy, performance and reporting: PG 10.</p>
















Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 ACTIVITIES AND WORKERS		
<p>2-6 Activities, value chain and other business relationships</p>	<p>a. Report the sector(s) in which the organisation is active.</p> <p>b. Describe the organisation's value chain (high-level overview), including:</p> <ol style="list-style-type: none"> i. Its own activities, products, services and markets served. ii. Its supply chain. iii. The entities downstream from the organisation and their activities. <p>c. Report other relevant business relationships.</p> <p>d. Describe significant changes in a, b and c above compared to the previous reporting period.</p>	<p>🌐 Sustainability report: About this report: PG 1.</p> <p>🌐 Sustainability report: Murray & Roberts at a glance: PG 5.</p> <p>🌐 Integrated report: Our business activities: PG 20.</p> <p>🌐 Sustainability report: Murray & Roberts at a glance: PG 5.</p> <p>🌐 Integrated report: Operational reviews: Starting on PG 42.</p> <p>🌐 Online: Social management – Sustainable localisation.</p> <p>🌐 Sustainability report: About this report: PG 1.</p> <p>🌐 Integrated report: Our reporting: PG 2.</p> <p>🌐 Integrated report: Group chief executive's and financial director's review: PG 38.</p>
<p>2-7 Employees</p>	<p>a. Total number of employees and a breakdown of this total by gender and region.</p> <p>b. Total number of:</p> <ol style="list-style-type: none"> i. Permanent employees (and a breakdown by gender and region). ii. Temporary employees (and a breakdown by gender and region). iii. Non-guaranteed hours employees (and a breakdown by gender and region). iv. Full-time employees (and a breakdown by gender and region). v. Part-time employees (and a breakdown by gender and region). <p>c. The methodologies and assumptions used to compile the data, including whether the numbers are reported:</p> <ol style="list-style-type: none"> i. In head count, full-time equivalent, or other. ii. At the end of the reporting period, as an average across the reporting period, or other. <p>d. Contextual information necessary to understand the data reported under a and b.</p> <p>e. Significant fluctuations in the number of employees during the reporting period and between reporting periods.</p>	<p>🌐 Sustainability report: Cultivating a valuable employee proposition: PG 33.</p> <p>Employees not currently reported by gender and region.</p> <p>Total number of permanent employees and individuals employed through contracting and joint-venture agreements are reported, but no breakdown by gender and region available.</p> <p>Reported in headcount and at the end of the reporting period.</p> <p>🌐 Sustainability report: Cultivating a valuable employee proposition: Starting on PG 33.</p> <p>No significant fluctuations in the number of employees during the reporting period and between reporting periods.</p>

Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 ACTIVITIES AND WORKERS continued		
2-8	<p>Workers who are not employees</p> <p>a. The total number of workers who are not employees and whose work is controlled by the organisation and describe:</p> <ol style="list-style-type: none"> i. The most common types of worker and their contractual relationship with the organisation. ii. The type of work they perform. <p>b. Describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported:</p> <ol style="list-style-type: none"> i. In head count, full-time equivalent, or other; ii. At the end of the reporting period, as an average across the reporting period, or other. <p>c. Describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.</p>	<p> Sustainability report: Cultivating a valuable employee proposition: PG 36.</p> <p> Sustainability report: Cultivating a valuable employee proposition: PG 36.</p> <p>Reported in headcount and at the end of the reporting period.</p> <p>No significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.</p>
GRI 2 GOVERNANCE		
2-9	<p>Governance structure and composition</p> <p>a. Governance structure, including committees of the highest governance body.</p> <p>b. List the committees of the highest governance body that are responsible for decision-making and oversight in terms of the organisation's impacts on the economy, environment and people.</p> <p>c. Describe the composition of the highest governance body and its committees by:</p> <ol style="list-style-type: none"> i. Executive and non-executive members. ii. Independence. iii. Tenure. iv. Number of other significant positions and commitments held by each member, and the nature of the commitments. v. Gender. vi. Under-represented social groups. vii. Competencies relevant to the impacts of the organisation. viii. Stakeholder representation. 	<p> Sustainability report: Governance of sustainability: PG 12.</p> <p> Governance report: PG 2.</p> <p> Sustainability report: Governance of sustainability: PG 12.</p> <p> Governance report.</p> <p> Integrated report: Group leadership: Starting on PG 28.</p>








Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 GOVERNANCE continued		
2-10	Nomination and selection of the highest governance body <ul style="list-style-type: none"> a. Describe the nomination and selection processes for the highest governance body and its committees. b. Describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: <ul style="list-style-type: none"> i. Views of stakeholders (including shareholders). ii. Diversity. iii. Independence. iv. Competencies relevant to the impacts of the organisation. 	<ul style="list-style-type: none"> 🌐 Governance report: Selection of directors and induction: PG 6. 🌐 Governance report: Selection of directors and induction: PG 6.
2-11	Chair of the highest governance body <ul style="list-style-type: none"> a. Report whether the chair of the highest governance body is also a senior executive in the organisation. b. If the chair is also a senior executive, explain their function within the organisation's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated. 	<ul style="list-style-type: none"> 🌐 Governance report: Separation of roles and responsibilities: PG 5. <p>Not applicable.</p>
2-12	Role of the highest governance body in overseeing the management of impacts <ul style="list-style-type: none"> a. Describe the role of the highest governance body and of senior executives in developing, approving, and updating the organisation's purpose, value or mission statements, strategies, policies, and goals related to sustainable development. b. Describe the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people, including: <ul style="list-style-type: none"> i. Whether and how the highest governance body engages with stakeholders to support these processes. ii. How the highest governance body considers the outcomes of these processes. c. Describe the role of the highest governance body in reviewing the effectiveness of the organisation's processes as described in b, and report the frequency of this review. 	<ul style="list-style-type: none"> 🌐 Sustainability report: Governance of sustainability: PG 12. 🌐 Governance report: Legitimacy: PG 11. 🌐 Sustainability report: Stakeholder priorities: PG 17. 🌐 Online: Stakeholder engagement. 🌐 Online: Risk management. 🌐 Online: Social management – Sustainable localisation. <p>The Board does not directly engage with stakeholders on sustainability matters but is kept abreast of key sustainability issues raised by stakeholders.</p> <ul style="list-style-type: none"> 🌐 Sustainability report: About this Report: PG 4.

Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 GOVERNANCE continued		
2-13 Delegation of responsibility for managing impacts	a. Describe how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people, including: <ol style="list-style-type: none"> i. Whether it has appointed any senior executives with responsibility for the management of impacts. ii. Whether it has delegated responsibility for the management of impacts to other employees. b. Describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organisation's impacts on the economy, environment, and people.	<p> Sustainability report: Governance of sustainability. PG 12.</p> <p> Online: Social management – Sustainable localisation.</p> <p>Executive responsible for health, safety & environment and risk is a member of the executive committee.</p> <p> Sustainability report: Governance of sustainability. PG 12.</p> <p>The Group Chief Executive and Group Financial Director are permanent members of the social & ethics committee, which met four times during the reporting period.</p>
2-14 Role of the highest governance body in sustainability reporting	a. Whether the highest governance body is responsible for reviewing and approving the reported information, including the organisation's material topics, and if so, describe the process for reviewing and approving the information. b. If the highest governance body is not responsible for reviewing and approving the reported information, including the organisation's material topics, explain the reason for this.	<p> Governance report: Strategy, performance and reporting. PG 10.</p> <p> Sustainability report: About this report. PG 4.</p> <p>Not applicable.</p>
2-15 Conflicts of interest	a. Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated. b. Report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: <ol style="list-style-type: none"> i. Cross-board membership. ii. Cross-shareholding with suppliers and other stakeholders. iii. Existence of controlling shareholders. iv. Related parties, their relationships, transactions and outstanding balances. 	<p> Governance report: Conflicts of interest and share dealings. PG 9.</p> <p>Cross-board membership is disclosed in Integrated report: Group leadership (PG 28); Shareholder analysis is available in the integrated report: Shareholders' information (PG 88).</p>
2-16 Communication of critical concerns	a. Describe whether and how critical concerns are communicated to the highest governance body. b. The total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.	<p>Critical stakeholder concerns are reported to the Board as and when appropriate by the Group Investor and Media Executive.</p>
2-17 Collective knowledge of highest governance body	a. Report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.	<p>No Board training on ESG skills took place in FY2024.</p>
















Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 GOVERNANCE continued		
2-18	Evaluation of the performance of the highest governance body <ol style="list-style-type: none"> a. Describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organisation's impacts on the economy, environment, and people. b. Report whether the evaluations are independent or not, and the frequency of the evaluations. c. Describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organisational practices. 	<p> Governance report: Board evaluation. PG 10.</p> <p> Sustainability report: Governance of sustainability. PG 12.</p>
2-19	Remuneration policies <ol style="list-style-type: none"> a. Describe the remuneration policies for members of the highest governance body and senior executives, including: <ol style="list-style-type: none"> i. Fixed pay and variable pay. ii. Sign-on bonuses or recruitment incentive payments. iii. Termination payments. iv. Clawbacks. v. Retirement benefits. b. Describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organisation's impacts on the economy, environment, and people. 	<p> Integrated report / Remuneration report. Starting on PG 70.</p> <p> Sustainability report: Governance of sustainability. PG 13.</p> <p> Online: Governance of sustainability.</p>
2-20	Process to determine remuneration <ol style="list-style-type: none"> a. Describe the process for designing the remuneration policies and for determining remuneration, including: <ol style="list-style-type: none"> i. Whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration. ii. How the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration. iii. Whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organisation, its highest governance body and senior executives. b. Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable. 	<p> Integrated report: Remuneration report. starting on PG 70.</p> <p> Online: governance of sustainability.</p> <p> Integrated report: Remuneration report. PG 70.</p>
2-21	Annual total compensation ratio <ol style="list-style-type: none"> a. The ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual). b. The ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual). c. Include contextual information necessary to understand the data and how the data has been compiled. 	<p>Annual total compensation ratios not currently reported.</p> <p>Annual total compensation ratios not currently reported.</p> <p>Annual total compensation ratios not currently reported.</p>













Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 GOVERNANCE continued		
2-22 Statement on sustainable development strategy	a. Report a statement from the highest governance body or most senior executive of the organisation about the relevance of sustainable development to the organisation and its strategy for contributing to sustainable development.	 Sustainability report: Statement from the chairman of the social & ethics committee. PG 7.
2-23 Policy commitments	<p>a. Describe the organisation's policy commitments for responsible business conduct, including:</p> <ul style="list-style-type: none"> i. The authoritative intergovernmental instruments that the commitments reference. ii. Whether the commitments stipulate conducting due diligence. iii. Whether the commitments stipulate applying the precautionary principle. iv. Whether the commitments stipulate respecting human rights. <p>b. Describe its specific policy commitment to respect human rights, including:</p> <ul style="list-style-type: none"> i. The internationally recognized human rights that the commitment covers. ii. The categories of stakeholders, including at-risk or vulnerable groups, that the organisation gives particular attention to in the commitment. <p>c. Provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this.</p> <p>d. The level at which each of the policy commitments was approved within the organisation, including whether this is the most senior level.</p> <p>e. The extent to which the policy commitments apply to the organisation's activities and to its business relationships.</p> <p>f. Describe how the policy commitments are communicated to workers, business partners, and other relevant parties.</p>	<p> Sustainability report: Maintaining an ethical culture and responsible business practices. Starting on PG 44.</p> <p> Online: Ethical business conduct management.</p> <p> Online: Ethical business conduct management.</p> <p> Online: Social management – Our employees.</p> <p> Online: Murray & Roberts Statement of Business Principles.</p> <p> Online: Murray & Roberts Code of Conduct.</p> <p> Online: Murray & Roberts Values.</p> <p> Online: Whistle-blowing policy.</p> <p> Online: Anti-bribery and corruption standard.</p> <p> Online: Supply chain standard.</p> <p> Online: Privacy standard.</p> <p> Governance report.</p> <p>The Board approves most policy commitments, with other policy commitments approved by the most relevant senior individual (e.g., CEO, Group Financial Director).</p> <p> Sustainability report: Maintaining an ethical culture and responsible business practices. Starting on PG 44.</p> <p> Online: Ethical business conduct management.</p>









Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 GOVERNANCE continued		
2-24	Embedding policy commitments <ul style="list-style-type: none"> a. Describe how the organisation embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including: <ul style="list-style-type: none"> i. How it allocates responsibility to implement the commitments across different levels within the organisation. ii. How it integrates the commitments into organisational strategies, operational policies, and operational procedures. iii. How it implements its commitments with and through its business relationships. iv. Training that the organisation provides on implementing the commitments. 	<ul style="list-style-type: none"> 🌐 Sustainability report: Maintaining an ethical culture and responsible business practices. Starting on PG 44. 🌐 Online: Ethical business conduct management.
2-25	Processes to remediate negative impacts <ul style="list-style-type: none"> a. Describe the organisation's commitments to remediate the negative impacts that it has caused or contributed to. b. Describe its approach to identify and address grievances, including grievance mechanisms. c. Describe other processes to remediate negative impacts that the organisation has caused or contributed to. d. Describe how the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms. e. Describe how the organisation tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback. 	<ul style="list-style-type: none"> 🌐 Online: Environmental management. 🌐 Sustainability report: Maintaining an ethical culture and responsible business practices. PG 46. Other processes not currently disclosed. How the intended users of grievance mechanisms are involved in their design, review, operation and improvement is not currently disclosed.
2-26	Mechanisms for seeking advice and raising concerns <ul style="list-style-type: none"> a. Describe the mechanisms for individuals to: <ul style="list-style-type: none"> i. Seek advice on implementing the organisation's policies and practices for responsible business conduct ii. Raise concerns about the organisation's business conduct. 	<ul style="list-style-type: none"> 🌐 Governance report: Group secretary. PG 7. 🌐 Sustainability report: Maintaining an ethical culture and responsible business practices. Starting on PG 44. 🌐 Online: Ethical business conduct management.




Disclosure title	Disclosure requirements	Reference and additional information
GRI 2 GOVERNANCE continued		
2-27	<p>Compliance with laws and regulations</p> <p>a. The total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by:</p> <ul style="list-style-type: none"> i. Instances for which fines were incurred; ii. Instances for which non-monetary sanctions were incurred. <p>b. The total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by:</p> <ul style="list-style-type: none"> i. Fines for instances of non-compliance with laws and regulations that occurred in the current reporting period. ii. Fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods. <p>c. Describe the significant instances of non-compliance.</p> <p>d. Describe how the organisation has determined significant instances of non-compliance.</p>	<p> Sustainability report: Demonstrating environmental stewardship. Starting on PG 18.</p> <p> Sustainability report: Maintaining an ethical culture and responsible business practices. PG 44.</p> <p>No material fines received in FY2024.</p> <p> Sustainability report: Maintaining an ethical culture and responsible business practices. PG 44.</p> <p>Not reported.</p>
2-28	<p>Membership associations</p> <p>a. Report industry associations, other membership associations, and national or international advocacy organisations in which the organisation participates in a significant role.</p>	<p>Minerals Council South Africa.</p>
2-29	<p>Approach to stakeholder engagement</p> <p>a. Describe the organisation's approach to engaging with stakeholders, including:</p> <ul style="list-style-type: none"> i. The categories of stakeholders it engages with, and how they are identified; ii. The purpose of the stakeholder engagement; iii. How the organisation seeks to ensure meaningful engagement with stakeholders. 	<p> Sustainability report: Stakeholder priorities: PG 17.</p> <p> Online: Stakeholder engagement.</p> <p> Online: Social management – Sustainable localisation.</p>
2-30	<p>Collective bargaining agreements</p> <p>a. Report the percentage of total employees covered by collective bargaining agreements.</p> <p>b. For employees not covered by collective bargaining agreements, report whether the organisation determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organisations.</p>	<p> Sustainability report: Cultivating a valuable employee proposition. PG 36.</p> <p>Working conditions and terms of employment for employees not covered by collective bargaining agreements are determined in line with local laws and regulations.</p>

Disclosure title	Disclosure requirements	Reference and additional information
GRI 3 MATERIAL TOPICS		
3-1	Process to determine material topics <ul style="list-style-type: none"> a. Describe the process followed to determine material topics, including: <ul style="list-style-type: none"> i. How the organisation has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships. ii. How the organisation has prioritized the impacts for reporting based on their significance. b. Specify the stakeholders and experts whose views have informed the process of determining its material topics. 	<ul style="list-style-type: none"> 🌐 Sustainability report: About this report. PG 3. 🌐 Integrated report: Our material issues, risks and strategy. PG 32. Prioritisation of impacts based on significance not currently reported. 🌐 Integrated report: Our material issues, risks and strategy. PG 32.
3-2	List of material topics <ul style="list-style-type: none"> a. List its material topics. b. Report changes to the list of material topics compared to the previous reporting period. 	<ul style="list-style-type: none"> 🌐 Integrated report: Our material issues, risks and strategy. PG 32. 🌐 Integrated report: Our material issues, risks and strategy. PG 32.
3-3	Management of material topics <p>For each material topic:</p> <ul style="list-style-type: none"> a. Describe the actual and potential, negative and positive impacts on the economy, environment, and people. b. Report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships. c. Describe its policies or commitments regarding the material topic. d. Describe actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> i. Actions to prevent or mitigate potential negative impacts. ii. Actions to address actual negative impacts, including actions to provide for or cooperate in their remediation. iii. Actions to manage actual and potential positive impacts. e. Report the following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> i. Processes used to track the effectiveness of the actions. ii. Goals, targets, and indicators used to evaluate progress. iii. The effectiveness of the actions, including progress toward the goals and targets. iv. Lessons learned and how these have been incorporated into the organization's operational policies and procedures. f. Describe how engagement with stakeholders has informed the actions taken and how it has informed whether the actions have been effective. 	<ul style="list-style-type: none"> 🌐 Integrated report: Our material issues, risks and strategy. PG 32. 🌐 Integrated report: Operating reviews. Starting on PG 42. 🌐 Integrated report: Our material issues, risks and strategy. PG 32. 🌐 Integrated report: Our material issues, risks and strategy. PG 32. 🌐 Integrated report: Operating reviews. Starting on PG 42. 🌐 Sustainability report: 2024 Performance. Starting on PG 18. (f) Not currently reported.









Disclosure title		Disclosure requirements	Reference and additional information
GRI 201 ECONOMIC PERFORMANCE			
201-1	201 Economic performance 2016	Direct economic value generated and distributed.	<ul style="list-style-type: none">  Sustainability report: Our sustainability framework. PG 9.  Sustainability report: Creating socioeconomic value for communities. PG 39.  Online: Sustainability framework.  Online: Social management – Sustainable localisation.  Integrated report: Statement of value created.
201-2	201 Economic performance 2016	Financial implications and other risks and opportunities due to climate change.	<ul style="list-style-type: none">  Sustainability report: Demonstrating environmental stewardship. PG 20.  Sustainability report: Demonstrating environmental stewardship. PG 26.  Integrated report: Our business. PG 10.  Integrated report: Our material issues, risks and strategy. PG 32.  Integrated report: Chairman’s statement. PG 6.  Integrated report: Group chief executive’s and financial director’s review. PG 38.  Integrated report: Operating reviews. Starting on PG 42.  Online: 2024 CDP Climate Response.  Online: 2024 CDP Water Response.
201-3	201 Economic performance 2016	Defined benefit plan obligations and other retirement plans.	<ul style="list-style-type: none">  Integrated report: Remuneration report. Starting on PG 70.
201-4	201 Economic performance 2016	Financial assistance received from government.	No financial assistance was received from government in FY2024.








Disclosure title	Disclosure requirements	Reference and additional information
GRI 202 MARKET PRESENCE		
202-2	202 Market presence 2016	Proportion of senior management hired from the local community.
<p> Sustainability report: Cultivating a valuable employee proposition. Starting on PG 33.</p> <p> Integrated report: Operating reviews. Starting on PG 42.</p> <p> Online: Social – Our employees.</p> <p>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.</p>		
GRI 203 INDIRECT ECONOMIC IMPACTS		
203-1	203 Indirect economic impacts 2016	Infrastructure investments and services supported.
<p> Sustainability report: Demonstrating environmental stewardship. PG 24.</p> <p> Integrated report: Operating reviews. Starting on PG 42.</p>		
203-2	203 Indirect economic impacts 2016	Significant indirect economic impacts.
<p> Sustainability report: Cultivating a valuable employee proposition. PG 33.</p> <p> Sustainability report: Creating socioeconomic value for communities. PG 39.</p> <p> Online: Social management – Our employees.</p> <p> Online: Social management – Sustainable localisation.</p>		
GRI 204 PROCUREMENT PRACTICES		
204-1	204 Procurement practices 2016	Proportion of spending on local suppliers.
<p> Sustainability report: Creating socioeconomic value for communities. PG 39.</p> <p> Online: Social management – Sustainable localisation.</p>		
GRI 205 ANTI-CORRUPTION		
205-3	205 Anti-corruption 2016	Confirmed incidents of corruption and actions taken.
<p> Sustainability report: Maintaining and ethical culture and responsible business practices. PG 46.</p>		














Disclosure title		Disclosure requirements	Reference and additional information
GRI 302 ENERGY			
302-1	302 Energy 2016	Energy consumption within the organisation.	<p> Sustainability report: Demonstrating environmental stewardship. PG 20.</p> <p> Online: Environmental management (including CDP climate response).</p>
GRI 303 WATER			
303-1 303-2	303 Water 2018	<p>Management approach</p> <ul style="list-style-type: none"> ■ Interactions with water as a shared resource ■ Management of water discharge-related impacts 	<p> Sustainability report: Demonstrating environmental stewardship. PG 20.</p> <p> Online: Environmental management (including CDP water response).</p>
303-3	303 Water 2018	Water withdrawal.	
303-5	303 Water 2018	Water consumption.	
GRI 304 BIODIVERSITY			
304-2	304 Biodiversity 2016	Significant impacts of activities, products, and services on biodiversity.	<p> Sustainability report: Demonstrating environmental stewardship. PG 24.</p> <p> Online: Environmental management.</p>
GRI 305 EMISSIONS			
305-1	305 Emissions 2016	Direct (Scope 1) GHG emissions.	<p> Sustainability report: Demonstrating environmental stewardship. PG 20.</p> <p> Online: Environmental management (including CDP climate response).</p> <p>Greenhouse gas emissions have been calculated and reported in accordance with the GHG Protocol using an operational control approach.</p>
305-2	305 Emissions 2016	Energy indirect (Scope 2) GHG emissions.	
305-3	305 Emissions 2016	Other indirect (Scope 3) GHG emissions.	
305-4	305 Emissions 2016	GHG emissions intensity	

Disclosure title		Disclosure requirements	Reference and additional information
GRI 306 EFFLUENTS AND WASTE			
306-2	306 Effluents and waste 2016	Waste by type and disposal method.	 Sustainability report: Demonstrating environmental stewardship. PG 24.
306-3	306 Effluents and waste 2016	Significant spills.	
306-4	306 Effluents and waste 2016	Transport of hazardous waste.	
GRI 307 ENVIRONMENTAL COMPLIANCE			
307-1	307 Environmental compliance 2016	Non-compliance with environmental laws and regulations.	See GRI 2-27. No material fines or non-monetary sanctions for non-compliance with environmental laws and regulations were received during FY2024.
GRI 401 EMPLOYMENT			
401-1	401 Employment 2016	New employee hires and employee turnover.	 Sustainability report: Cultivating a valuable employee proposition. PG 33.  Online: Social management – Our employees.
GRI 402 LABOUR/MANAGEMENT RELATIONS			
402-1	402 Labour / management relations 2016	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.

Disclosure title	Disclosure requirements	Reference and additional information
GRI 403 OCCUPATIONAL HEALTH AND SAFETY		
403-1 403-2 403-3 403-4 403-5 403-6 403-7	403 Occupational health and safety 2018 Management approach <ul style="list-style-type: none"> ■ Occupational health and safety management system ■ Hazard identification, risk assessment, and incident investigation ■ Occupational health services ■ Worker participation, consultation, and communication on occupational health and safety ■ Worker training on occupational health and safety ■ Promotion of worker health ■ Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 	<ul style="list-style-type: none"> 🌐 Sustainability report: Maintaining our safety record. PG 27. 🌐 Online: Social management – Our employees. 🌐 Integrated report: Operating reviews. Starting on PG 42. <p>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.</p> <p>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.</p>
403-8	403 Occupational health and safety 2018	Workers covered by an occupational health and safety management system.
403-9	403 Occupational health and safety 2018	Work-related injuries.
403-10	403 Occupational health and safety 2018	Work-related ill health.
GRI 404 TRAINING AND EDUCATION		
404-2	404 Training and education 2016	Programmes for upgrading employee skills and transition assistance programmes.
<ul style="list-style-type: none"> 🌐 Sustainability report: Cultivating a valuable employee proposition. PG 37. 🌐 Sustainability report: Creating socioeconomic value for communities. PG 41. 🌐 Online: Social management – Our employees. 		

Disclosure title	Disclosure requirements	Reference and additional information
GRI 405 DIVERSITY AND EQUAL OPPORTUNITY		
405-1 405 Diversity and equal opportunity 2016	Diversity of global bodies and employees.	<p> Sustainability report: Cultivating a valuable employee proposition. PG 33.</p> <p> Online: Social management – Our employees.</p> <p> Integrated report: Group leadership. Starting on PG 28.</p> <p> Governance report: Strengthening diversity and transformation PG 4.</p> <p>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.</p>
GRI 406 NON-DISCRIMINATION		
406-1 406 Non-discrimination 2016	Incidents of discrimination and corrective actions taken.	<p> Sustainability report: Maintaining an ethical culture and responsible business practices. PG 44.</p>
GRI 407 FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
407-1 407 Freedom of association and collective bargaining 2016	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	<p> Sustainability report: Maintaining an ethical culture and responsible business practices. PG 44.</p> <p>Information relating to suppliers is not available.</p>
GRI 408 CHILD LABOUR		
408-1 408 Child labour 2016	Operations and suppliers at significant risk for incidents of child labour.	<p> Sustainability report: Maintaining an ethical culture and responsible business practices. PG 44.</p> <p>Information relating to suppliers is not available.</p>
GRI 409 FORCED OR COMPULSORY LABOUR		
409-1 409 Forced or compulsory labour 2016	Operations and suppliers at significant risk for incidents of forced or compulsory labour.	<p> Sustainability report: Maintaining an ethical culture and responsible business practices. PG 44.</p> <p>Information relating to suppliers is not available.</p>

Disclosure title	Disclosure requirements	Reference and additional information
GRI 411 RIGHTS OF INDIGENOUS PEOPLES		
411-1 411 Rights of indigenous peoples 2016	Incidents of violations involving the rights of indigenous peoples.	 Sustainability report: Maintaining an ethical culture and responsible business practices. PG 44.
GRI 412 HUMAN RIGHTS ASSESSMENT		
412-2 412 Human rights assessment 2016	Employee training on human rights policies or procedures.	 Sustainability report: Maintaining an ethical culture and responsible business practices. PG 44. 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.
GRI 413 LOCAL COMMUNITIES		
413-1 413 Local communities 2016	Operations with local community engagement, impact assessments, and development programmes.	 Sustainability report: Creating socioeconomic value for communities. PG 39.  Online: Social management – Sustainable localisation. All businesses across the Group invest in the development and wellbeing of the economies and communities located near our projects.
GRI 416 CUSTOMER HEALTH AND SAFETY		
416-1 416 Customer health and safety 2016	Assessment of the health and safety impacts of product and service categories.	 Sustainability report: Maintaining our safety record. PG 27.  Online: Environmental management.  Online: Social management – Our employees.

Disclosure title	Disclosure requirements	Reference and additional information
GRI 418 CUSTOMER PRIVACY		
418-1 418 Customer privacy 2016	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	 Sustainability report: Maintaining an ethical culture and responsible business practices. PG 47.
GRI 419 SOCIOECONOMIC COMPLIANCE		
419-1 419 Socioeconomic compliance 2016	Non-compliance with the laws and regulations in the social and economic area.	See GRI 2-27. No material fines or non-monetary sanctions for non-compliance with laws and regulations were received during FY2024.
Management approaches		
Environmental management	 Sustainability report: Demonstrating environmental stewardship. PG 18.  Online: Environmental management.	
Occupational health and safety management	 Sustainability report: Maintaining our safety record. PG 27.  Online: Social – Our employees.	
Human resources management	 Sustainability report: Cultivating a valuable employee proposition. PG 33.  Online: Social – Our employees.	
Inclusion and community development	 Sustainability report: Creating socioeconomic value for communities. PG 39.  Online: Social management – Sustainable localisation.	
Ethical conduct	 Sustainability report: Maintaining an ethical culture and responsible business practices. PG 44.  Online: Ethical business conduct.	
Governance of sustainability	 Sustainability report: Governance of sustainability. PG 12.  Online: Governance of sustainability.	