



ROBUST

MARCH 2019 MURRAY & ROBERTS GROUP MAGAZINE

PURSUING GROWTH IN AN EVER-CHANGING GLOBAL MARKET

PEOPLE

GET TO KNOW MIKE DA COSTA AND TREVOR NAIDOO

NEWS

MURRAY & ROBERTS ELITE RUNNING CLUB AND DEVELOPMENT SQUAD ARE HOT OFF THE STARTING BLOCKS

CONTENTS

FEATURE



04 PURSUING GROWTH IN AN EVER-CHANGING GLOBAL MARKET

Macroeconomic and socioeconomic realities are difficult to predict and plan for, but the Group's strategy to increase geographical and services diversification, as a defence against the cyclical nature of its markets, is well considered.

BUSINESS PLATFORMS

06 OIL & GAS

The Clough Salini joint venture is selected as the preferred tenderer for the civil works for the Snowy 2.0 Project and Clough Construction and Project Management Academies deliver training excellence.



08 UNDERGROUND MINING

Cementation Canada delivers the "big lift" at the Macassa #4 shaft, Murray & Roberts Cementation gets off to a strong start at Kalagadi Manganese and the GCR Mongolia joint venture launches a training academy in Ulaanbaatar, Mongolia.

10 POWER & WATER

Murray & Roberts Power & Energy implements new technology at Anglo American Platinum and makes an impact on environmental targets at Sappi's Saiccor Mill in KwaZulu-Natal, South Africa.

PEOPLE

12 ROBUST Q&A

Robust Magazine sits down with Mike da Costa and Trevor Naidoo, the newly appointed executive team heading the Underground Mining platform.

NEWS



14 MURRAY & ROBERTS RUNNING CLUB AND VORENTOE RUNNING ACADEMY

The running club is home to a number of elite athletes and nurtures a talented development running academy.

CORPORATE CITIZENSHIP



15 MURRAY & ROBERTS CHILD WELFARE FUND SITE VISITS

The committee spent the day with the fund's beneficiaries to learn about the valuable work they do in their communities.

16 JACK CHEETHAM AND LETSEMA AWARDS

Our six finalists shine and inspire guests at the 2018 awards ceremony held in Johannesburg, South Africa.

18 PORT MORESBY TEAMS GET KIDS READING

The Port Moresby project teams get together to donate over 1 000 books to community schools in Papua New Guinea.

COMPETITION

19 WIN A FITBIT IONIC SMARTWATCH

Enter now and stand a chance to win a Fitbit Ionic Smartwatch, sponsored by Bastion, leaders in providing end-to-end services in corporate reporting and communications

A MESSAGE FROM HENRY



WELCOME TO THE MARCH 2019 EDITION OF ROBUST MAGAZINE

I hope you enjoyed time with family and friends over the December break and I wish you a healthy and prosperous year ahead.

The year got off to a busy start with the launch of the Murray & Roberts Running Club in January. We are proud and excited to be part of South African road running and look forward to the achievements of not only the elite-level athletes but also the development squad from Vorentoe Running Academy, which is home to incredible talent that we will be nurturing and developing.

Murray & Roberts hosted the 38th Jack Cheetham and Letsema Awards in November and I was impressed by all the finalists. I am remarkably proud of our support for sports development projects and more importantly, the positive impact and difference these organisations have had on the beneficiaries and their communities over the history of the awards.

Globally, the macro environment is a turbulent one, but despite the challenges we face as an organisation operating in this environment, our principle of *Engineered Excellence* will stand us in good stead. I look forward to another productive year and hope that together we can achieve much in 2019!

Enjoy this issue of Robust Magazine.

HENRY LAAS
Group Chief Executive



Robust magazine is published on behalf of Murray & Roberts by Bastion
Tel: +27 11 778 5800
E-mail: belindaoverend@bastiongroup.co.za
www.bastiongroup.co.za

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

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

Postal Address
PO Box 1000, Bedfordview, 2008, Republic of South Africa
Tel: +27 11 456 6200
Fax: +27 11 455 2222
E-mail: info@murrob.com

DISCLAIMER

Reproduction of Robust in whole or in part without express written permission from Murray & Roberts or the publishers is prohibited.

Great care has been taken in the preparation of the articles. The editor and publishers cannot accept responsibility for any errors that may inadvertently have occurred.

The opinions expressed in this journal are those of the authors and/or persons interviewed, and do not necessarily reflect the views of the editor, publisher or Murray & Roberts.

FEATURE

PURSUING GROWTH IN AN EVER-CHANGING GLOBAL MARKET



The milestones we have achieved over the past few years have coincided with distinct phases of strategic delivery. In 2011, at the outset of our plans, our immediate challenge was to restore liquidity and profitability. Then came a period of active risk and portfolio management to secure a portfolio of quality assets as a base for future growth. In tandem, we formulated and began to systematically initiate the *New Strategic Future* plan, which we continue to implement today.

As macroeconomic and socioeconomic realities are difficult to predict and plan for, the Group's strategy to increase its geographic footprint and to diversify its service offering, aimed at achieving growth but also reducing the impact of market cyclicality on the business, was well considered.

Today, Murray & Roberts has transformed from being a predominantly South African civil and building contractor, to a multinational engineering and construction Group focused on the natural resources market sectors.

Considering the above, there has been hardly a dull moment at Murray & Roberts and the flurry of activity during the 2018 and 2019 financial years, supports this statement.

THE ATON MANDATORY OFFER

In March 2018, we received notification from ATON GmbH ("ATON"), that they were launching a firm intention to make an offer to acquire all of the issued ordinary shares of Murray & Roberts, not already owned by ATON. This is the first time in our history that the company has been placed under offer.

ATON, a corporation established in 2001, is the investment vehicle of the Helmig family and is ultimately controlled by Dr. Lutz Mario Helmig. The portfolio of companies are mainly active engineering, mining, medical technology and aviation. ATON is headquartered in Munich, Germany, and is led by CEO Georg Denoke (appointed in July 2018) and CFO Jörg Fahrenbach.



ATON is today our largest single shareholder with a holding of approximately 44%.

After our August 2018 results announcement, we travelled to Munich to meet with ATON and I am encouraged by the fact that both executive teams want to instil a good working relationship going forward.

WHAT ARE THE NEXT STEPS?

Implementation of ATON's mandatory offer to acquire up to all of the issued ordinary shares of Murray & Roberts at a cash offer price of ZAR17.00 per share, remains subject to certain suspensive conditions, specifically receipt of the required regulatory approvals in South Africa and a number of other jurisdictions.

The long stop date, or end-date for the mandatory offer is 31 March 2019, a date which may be extended by ATON if they choose to do



so. In the event of ATON announcing that the mandatory offer has become unconditional in all respects prior to the long-stop date, Murray & Roberts' shareholders will still have 10 business days from the date of such announcement to accept the mandatory offer, should they choose to do so. In the event that the mandatory offer does not become unconditional prior to the long-stop date and ATON electing not to extend the long-stop date, the mandatory offer will terminate in accordance with its terms.

OPERATIONAL UPDATE

Our three business platforms (Underground Mining, Oil & Gas and Power & Water) provide portfolio diversification. Main market segments and selective complementary market segments are of strategic importance to each of our three business platforms, as these segments collectively mitigate the impact of market cyclicality.



The Underground Mining platform is operating in a buoyant market and is well positioned to achieve strong growth over the next few years. Its financial performance is exceeding management's expectations. The Oil & Gas and Power & Water platforms, however, continue to face very challenging market conditions, with low levels of investment and new projects plagued by delays and deferrals.

LOOKING FORWARD

Despite the challenges still being faced in some of our markets, the Group's strategy and portfolio of businesses provide market resilience and strong potential for growth. The Group is focused to deliver on its organic and acquisitive growth plans.

Our reputation, as a responsible multinational organisation that aims for the highest standards across all its operations, will continue to be the foundation for stronger relationships with our clients, our people and other stakeholders. **R**

BUSINESS PLATFORMS



OIL & GAS

“Our local expertise will be one of the key elements for the successful delivery of Snowy 2.0 and combined with Snowy’s legacy we bring together 170 years of Australian expertise.”

PETER BENNETT, OIL & GAS PLATFORM CEO

Clough as part of Future Generation Joint Venture Selected as Preferred Tenderer for the Civil Works for Snowy 2.0

The Clough Salini joint venture (Future Generation) has been selected as preferred tenderer for the civil works for the Snowy 2.0 Project.

Oil & Gas platform CEO, Peter Bennett said: “We are extremely pleased with the award of this iconic project by Snowy Hydro Limited. Currently celebrating its 100th year of operation, Clough is an Australian-founded engineering and construction company with a proven history of delivering world-class projects and critical infrastructure in Australia and overseas. Our local expertise will be one of the key elements for the successful delivery of Snowy 2.0 and combined with Snowy’s legacy we bring together 170 years of Australian expertise”.

“Salini Impregilo are world leaders in hydropower and tunnelling, and combined with Clough’s Australian engineering and construction expertise, this creates an unrivalled partnership capability that will deliver the project for the benefit of the Australian community. We are excited to be selected by Snowy Hydro Limited to deliver this critical national infrastructure.” Bennett said.

Snowy 2.0 will link two existing Snowy Scheme dams, Tantangara and Talbingo, through underground tunnels to the depths of up to one kilometre and an underground power station with pumping capabilities. Snowy 2.0 will add 2,000 megawatts 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. Snowy Hydro already plays a critical role in ensuring system stability at times of peak demand, and Snowy 2.0 will enhance this existing capability. **R**



Clough Delivers Training Excellence

Clough provides project delivery solutions to the mining, infrastructure and oil & gas industries in Australia, Asia, United Kingdom and North America. Clough’s Training Academy programmes are an integral part of its strategic initiative to build capability across the business.

Through its Construction Management Academy, and Project Management Academy, Clough encourages employees with promising leadership potential to develop their skills for their own advancement and for the long-term success and evolution of the business.

Clough’s Construction Management Academy fosters the development of construction management personnel and ensures they have the necessary knowledge and skills to manage the workforce in a safe and productive manner and to drive successful project execution.

The first module of Clough’s Construction Management Academy, the Fundamental Programme, is fast-paced and highly interactive. It’s designed to mentor participants and provide them with the knowledge and confidence to manage teams efficiently and productively, focusing on the key responsibilities they need to become a successful supervisor.

The programme includes safety leadership, managing challenging behaviour, job hazard analysis, daily reporting, and incident investigation and reporting. Critical business skills such as

leadership, communication, team work and interpersonal relationships are also covered.

The module also gives participants the opportunity to interact with senior leaders and gain an understanding of what it takes to successfully execute projects at Clough.

The Clough Project Management Academy was established to develop employees with project management potential and to equip them with the skills required to facilitate the effective delivery of Clough’s projects. The Academy also aspires to produce project management professionals recognised as being the best in the industry.

Selection for the Project Management Academy is competitive and all participants are screened through a comprehensive review process that identifies people with the highest potential for project leadership roles.

Project managers play a critical role in the success of a project, and ultimately the long-term viability of the business, so as participants progress through the course levels, the selection criteria becomes more stringent. Upon completion of the course, an Advanced Certificate in Project Management from the Stanford Centre for Professional Development is awarded.

Aligned to Clough’s pursuit of excellence, it is committed to providing employees with quality training programmes to support their professional and personal development which ultimately contributes to Clough’s consistent delivery of successful project outcomes. **R**



UNDERGROUND MINING

“We have experienced and competent crews working on this project with world-class systems in place to ensure the mine’s sustainability and safe operation while delivering a quality product and service.”
 OTTO FOURIE, PROJECT EXECUTIVE, MURRAY & ROBERTS CEMENTATION

STRONG START AT KALAGADI MANGANESE FOR MURRAY & ROBERTS CEMENTATION



Murray & Roberts Cementation, in joint venture with BCM Underground Mining, is operating ahead of schedule at the Kalagadi Manganese Mine project in the Northern Cape, South Africa.

Kalagadi Manganese Mine is situated north-west of Hotazel and has an estimated 960 million metric tonnes of manganese ore with the mine designed to produce 3 million tonnes of manganese ore at a grade between 36 and 38%. The mining method used is room and pillar.

The mine is a two-shaft system with a main man/material shaft and a separate ventilation shaft. The main shaft, with a nine metre diameter will reach a working level of 281 metres and a loading level of 317 metres. The ventilation shaft is 323 metres deep and has a seven metre diameter.

During the first 18 months of this five-year contract, Murray & Roberts Cementation will build up production to the shaft system’s nameplate capacity and thereafter operate the mine for the balance of the contract term.

As part of their commitment to transformation in the industry, Murray & Roberts Cementation will transfer skills and expertise to BCM Underground Mining, which is a 100% black-owned business. The company has also identified local SMMEs, through its Enterprise Development programme, that have the potential to deliver goods and services to the project and that they can further develop into sustainable businesses.

The project is well ahead of the contractual programme, which is attributed to the level of planning and scheduling that forms part of Murray & Roberts Cementation’s operating strategy. Says Otto Fourie, project executive at Murray & Roberts Cementation, “Another contributing factor to the project’s success is the correct deployment of skilled and competent operators which has a direct impact on production capability and the safe operation of the mine.”

The Murray & Roberts Training Academy in Carletonville, South Africa has been instrumental in developing the skills and competencies required, with all employees undergoing training before commencing work on the project.

Concludes Otto, “We have experienced and competent crews working on this project with world-class systems in place to ensure the mine’s sustainability and safe operation while delivering a quality product and service.” **R**

GCR Mongolia surpassed 2 million work hours without a Lost Time Incident on the Oyu Tolgoi 1B Project.

GCR MONGOLIA TRAINING ACADEMY OPENS ITS DOORS

GCR Mongolia is a joint venture between Clough, RUC Cementation Mining and Gobi Infrastructure Partners and has opened a training academy in Ulaanbaatar, the capital city of Mongolia.

The joint venture is contracted to provide services to Rio Tinto on the Oyu Tolgoi mine, located in the southern Gobi desert of Mongolia, 55 kilometres south of the capital. The Oyu Tolgoi mine is one of the world’s largest known copper and gold deposits and will be a significant contributor to the development of Mongolia.

Oyu Tolgoi employee trainees will receive certified theoretical and practical training in addition to on-the-job experience equipping them with the knowledge, awareness and tools to manage the inherent risks associated with the mining and construction industry.

GCR Mongolia’s current scope of work includes construction and commissioning of the blind sink and concrete line of Shaft No 3 and No 4 as well as the construction of the Underground Material Handling System for Stage 1.



The GCR Mongolia team was recently awarded the “Best Safety Performance: Construction Contractor – Q2 October 2018” which complements the 2 million LTI-free work hours achieved. **R**



“BIG LIFT” AT KIRKLAND LAKE GOLD’S MACASSA #4 SHAFT

The skyline of Kirkland Lake, Ontario, Canada, changed when the 65 metre tall concrete headframe for Kirkland Lake Gold’s new Macassa #4 shaft was slip formed in just 10 days. This was followed by another significant event in the #4 shaft construction when the team of Cementation, Tesc, Anmar, Northern Equipment, Niiwin GP, Shaba Testing, Peter Bull, MDB Mining and Kirkland Lake Gold carried out the “big lift” – the lift and placement of the shaft sinking Galloway and the equipping deck into the shaft collar through the top of the headframe.

The lift started on Friday, 16 November, with a single drop deck that would be later attached to the bottom of the main Galloway. The big lift occurred the next day. The Galloway, over 91 tonnes and 26 metres long, had to be lifted over the top of the 65 metre high headframe and lowered into an exact position below surface in the shaft collar. The crane cables were extended 127 metres from the tip of the boom to the final position of the Galloway where the steel work platform was secured to the concrete walls of the shaft. A Liebherr 750 tonne crane was used to carry out the lift. Custom designed rigging was fabricated to ensure evenly distributed weight and a plumb (vertical) load

for all three lifts. The lift commenced at 15:00 on Saturday and by 19:30 the Galloway had been secured in the shaft, weight had been transferred, and as Tom Wadey, Area Manager with Cementation Canada put it, “The Eagle had landed.”

The scale and uniqueness of the job was such that when the lift was explained to a veteran crane operator, with over 40 years of experience, he exclaimed, “This one should make the cover of Crane Monthly!”

The lift of the equipping deck, a 41 tonne work stage was postponed on Sunday due to windy conditions. By 09:15 on Monday, the equipping deck was in the shaft and secured to the cantilevered beams that support it.

The success of the big lift is testament to the tremendous amount of planning that went into ensuring the safety of all employees.

Cementation Canada was awarded the design and construction of the #4 shaft at Kirkland Lake Gold’s Macassa Mine in 2018. The Macassa Mine is a high-grade gold mine which has been a prolific producer since 1933. This new shaft will offer a number of important benefits to the mine. Construction of the 6.6 metre diameter, concrete-lined shaft will be carried out in two phases. Completion of phase one is targeted for 2022 to a depth of 1 661 metres. **R**





POWER & WATER

“We are excited to be working on this project which is the first time that WSA technology is being used in the platinum group metals environment.”

MICHAEL NEVES, PROJECT MANAGER



liquid sulphuric acid which leaves behind a clean gas stream which meets emission standards.

In the last stage the cooled sulphuric acid is sent to a storage tank where it is shipped to market. The clean gas is discharged into the atmosphere.

Says Michael Neves, project manager at Murray & Roberts Power & Energy, “We are excited to be working on this project which is the first time that WSA technology is being used in the platinum group metals environment.”

The anticipated project completion date is in April 2020. The Department of Environmental Affairs new emission standards for sulphur dioxide stack emissions come into effect in 2015 with stack emissions limited to 3,500 Nm³ and a further reduction to 1,200 Nm³ by 2020. **R**

NEW TECHNOLOGY AT ANGLO AMERICAN PLATINUM'S SULPHUR DIOXIDE ABATEMENT FACILITY

Murray & Roberts Power & Energy was awarded the contract to install a sulphur dioxide abatement facility to treat electric furnace off-gas for Anglo American Platinum at its smelter in Limpopo Province, South Africa.

The project was awarded late November and the team has been mobilised to site with the construction of the works camp. Anglo American Platinum is implementing new wet sulphuric acid (WSA) technology at the Polokwane smelter in order to reduce sulphur dioxide levels by an estimated 96%. This is in line with the Department of Environmental Affairs New Emissions Standards for sulphur dioxide.

The WSA process used at the facility diverts furnace off-gas from the main stack to a new secondary gas cleaning plant where any remaining dust and other impurities which can poison the catalyst used in the second step are removed. During the second step the sulphur dioxide in the off-gas is converted into sulphur trioxide which then reacts with the water present in the gas to form gaseous sulphuric acid which gives the process its name – wet gas sulphuric acid. The gaseous sulphuric acid is condensed to form



Sappi's Vulindlela will continue to contribute to environmental and cost saving targets including a reduction in landfill waste by 48%.

MURRAY & ROBERTS POWER & ENERGY ON SITE AT SAPPI SAICCOR VULINDLELA PROJECT

Murray & Roberts Power & Energy has been awarded the erection contract for the Recovery Boiler and Secondary Recovery Unit at Sappi's Saiccor Mill, part of Sappi's Vulindlela expansion project.

The contract includes the erection of steelwork, pressure parts, prefabrication and erection of the ducting in both carbon and stainless steel, prefabrication and erection of the Secondary Recovery vessels pipework and the erection of the mechanical equipment.

The Recovery Boiler will be erected using a large tower crane brought in from the UK, with a capacity for lifting 12 tonnes at 50 metres, and standing 79 metres tall. The erection of the Secondary Recovery Unit will use a 600 tonne crawler crane.

The contract was awarded in November 2018 and was won against both local and overseas tenderers.

The Sappi Saiccor Mill produces dissolving wood pulp which is then used to manufacture a wide range of consumer products, in particular, viscose staple fibre which is used in clothing and textiles. The dissolving wood pulp supplied by Sappi is produced primarily from Eucalyptus hardwoods, a natural and renewable resource. Sappi is the world's largest manufacturer of dissolving wood pulp with two mills in South Africa and one in North America.

Sappi's Vulindlela project includes a R2,7 billion capacity expansion project and a further planned R5 billion over five years on continuous improvement initiatives and upgrades eventually increasing the mills production from 780 000 tonnes to 890 000 tonnes per year.

The Recovery Boiler and Secondary Recovery Unit will contribute to environmental and cost saving targets through a reduction in landfill waste by 48%, a cut of 50% to CO₂ emissions, a 17% increase in water-use efficiency and a 35% reduction in SO₂ emissions. Cost savings will amount to approximately R300 million per year.

The project site was established in January 2019 with an expected contract completion date of February 2020. **R**

FOOD CHAIN REACTOR TECHNOLOGY OUTPERFORMS AT VERULAM

The Murray & Roberts Water Organica Resource Recovery Demonstration Plant is being operated at the Verulam Wastewater Treatment Facility in eThekweni. The purpose of the plant is to demonstrate the Organica Water Food Chain Reactor (“FCR”) Technology in South Africa and how it compares with existing technology such as Conventional Activated Sludge (“CAS”) which is in use at the Verulam facility.

Organica Water is a global provider of innovative solutions for localised treatment and recycling of wastewater. Murray & Roberts Water has the exclusive licence for the Organica technology in South Africa.

The Verulam plant receives wastewater from both domestic and industrial sources resulting in an influent of high strength and variable composition. The current operational status reports for the demonstration plant indicate that the removal efficiencies for the FCR technology is comparable to that of the CAS technology used in the Verulam facility with substrate loading and removal rate per unit of reactor volume higher for the demonstration plant. These statistics demonstrate that wastewater can be treated in smaller reactors with FCR technology in comparison to traditional CAS technology,



providing benefits to the surrounding communities including a smaller physical footprint for a wastewater treatment facility, reduced costs and an odourless fully enclosed system.

The demonstration plant was opened in April last year and will shortly be undergoing a few modifications. The modifications will include the removal of the greenhouse louvres to allow some of the humidity in the greenhouse to escape, improving the conditions for the tropical plants as well as the operators and technical team based at the facility. **R**

PEOPLE

Robust Magazine sits down with Mike da Costa ...

UNDERGROUND MINING PLATFORM CEO



WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

I am proud and grateful to have been appointed to my current position at Murray & Roberts, this is the pinnacle of my career so far. I am also very proud of the achievements during the earlier years of my career. These include periods as Section Manager at Western Deep Levels (AngloGold), Mine Manager at Modikwa Platinum Mine (Anglo Platinum/ARM) and Vice President Operations at Karee (Lonmin). These were tough, defining periods in my career where I successfully managed to turn around poor performing business units, where I learnt the most, grew the most and was moulded into the leader that I am today.

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

- Improving the safety of our mining teams both at the workplace and away from work.
- Taking advantage of the growth cycle that the mining industry is in at the moment to grow the mining platform into a formidable global player.
- Ensuring that we have people who are passionate, engaged, well qualified and experienced to achieve this growth.
- Technology is advancing rapidly and we need to get our rate of adoption of new technology ahead of that of our peers as this is an opportunity for us to gain a significant competitive advantage.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

The fact that there is so much opportunity for growth in this business and it's really up to us as a team to realise that opportunity. We are entering a period of rapid evolution in the mining industry and the introduction of technology, particularly digital technology, is going to change the way the industry operates. I find it very exciting to be part of that journey.

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

I am an avid cyclist, both mountain biking and road cycling. I enjoy a round of golf on the odd occasion when I am not cycling. I have an interest in food and wine and enjoy a good fine dining experience.

WHAT IS THE BEST PIECE OF CAREER ADVICE YOU'VE RECEIVED?

Have a plan and work hard. Don't be afraid of making mistakes as that is how you learn. Know that your career progression will not be linear, and that you will suffer setbacks. These may seem like the end of the world at the time, but it is during the recovery from such setbacks that you learn who you are, what your values are and where you build resilience so that you are in a better position to overcome the many challenges required to build a successful career.

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

I am not always as calm as I appear to be and in my younger days I used to lose my temper quite often. Fortunately, this has changed as I have matured in life.

WHAT WAS YOUR FIRST JOB?

Graduate in training with AngloGold. The first substantive position that I held during my training programme was working as a Team Leader supervising a stoping team underground at Elandsrand Gold Mine.

WHERE DID YOU GROW UP?

I grew up on a farm not too far from the Northern Suburbs of Johannesburg, close to where Lanseria Airport is today. **R**



...and Trevor Naidoo

UNDERGROUND MINING PLATFORM CFO

my family in the outdoors. Whilst I don't look it, I enjoy cycling and playing golf during my spare time and enjoy sports in general. I read a lot because while I enjoy stimulating my thoughts, the long flights give me an opportunity to increase the amount of books I can get through

WHAT IS THE BEST PIECE OF CAREER ADVICE YOU'VE RECEIVED?

There are two pieces, the first relates to leadership. Get the right people, create the expectation, get out of the way and allow them to do what they are best at. Always stay close for guidance, support and milestone delivery. Coach and guide to success.

The second relates to the culture of finance. If you want to know if you're delivering value, watch and see how many people demand your presence at the table because your opinion is valued. If you have to struggle to get an invite, then you need to relook at your approach.

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

I won a South African U17 mixed doubles table tennis gold medal and I played in many South African table tennis championships, seeing much of the country as a result. I was even ranked 7th as a junior. As with most people, I chose a career over sport and I got into the exciting field of Finance.

WHAT WAS YOUR FIRST JOB?

I worked in a bakery when I was 14 years old (It would not be allowed these days) for a loaf of bread as payment. So you can say that I cooked my own supper. It was a thoroughly enjoyable experience, my parents were really grateful for the contribution and I felt awesome for contributing to the family.

I also served my articles after matric and whilst the combination of studying and working at the same time was not fun, the job itself was great and I got to see a lot of South Africa by working on assignments others thought were not too "sexy" for accountants.

WHERE DID YOU GROW UP?

I grew up in Durban in a very traditional Indian way. Even though we did not have much, I enjoyed every moment of it and never allowed the negatives to outweigh the positives. We generally found a way to make awesome memories. **R**

WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

My career has included many interesting experiences and has shaped who I am today. I have never been conventional and have left roles because I felt that it was a time for a new adventure. I have lived in London, Rosh Pinah in Namibia, in four different cities across South Africa and have travelled to many parts of the world. I am proud to have worked in many different organisations leaving a mark in each one for the objectives achieved.

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

The mining platform has long-standing operational experience, a strong brand, leadership culture and ethos. Making an impact in such a dynamic team is a challenge in its own right. The biggest challenge is our ability to navigate a path that takes advantage of the market opportunities whilst recognising the unique strengths of the geographies and cultures in which we operate. Creating a vision and subsequent plan for the future requires fortitude and trust in both the process and team.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

Mining has not been as extensively interrupted as other industries which means that an interruption is imminent. Some countries and mining companies are extremely forward thinking and braver than others and one can see that change will be around the corner. Having been in the industry for almost 20 years, I am excited to see how things will be done in the future. We have a part to play and can map a way forward which could redefine how mining is done. This change excites me and our footprint means that we can take the best in the world and deploy it throughout our organisation

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

I have been married to Thilosh for 19 years and we have two kids aged 10 and 12. When I am not travelling I love to spend time with

NEWS



“We are very excited to launch the Murray & Roberts Running Club. We are able to clearly identify with the athletes and the excellence they achieve through their physical and mental training.”

HENRY LAAS, MURRAY & ROBERTS GROUP CHIEF EXECUTIVE

MURRAY & ROBERTS INVESTS IN SOUTH AFRICAN RUNNING

Henry Laas, Murray & Roberts Group chief executive, announced the ownership, management and funding of the Murray & Roberts Running Club at the 2018 Jack Cheetham and Letsema Awards.

In September 2018, KPMG announced the end of its title sponsorship of the KPMG Running Club. Dana Coetzee, manager of the club, contacted Murray & Roberts to consider taking ownership of the club.

Commenting on the rationale for undertaking this journey, Henry said, “We are very excited to launch the Murray & Roberts Running Club. We are able to clearly identify with the athletes and the excellence they achieve through their physical and mental training. Seeing these athletes run in Murray & Roberts colours is symbolic of the Group’s philosophy of *Engineered Excellence*. Running is a sport that is practiced by a diverse community and through our support, we are looking forward to contributing to the development of running in South Africa.”

Murray & Roberts has also taken ownership of the Vorentoe Running Academy, which forms part of the running club’s development squad. This Auckland Park-based team of talented runners has produced multiple champions over the last few years.

“There is so much potential in this academy for the club to nurture and develop. We have a deep desire to fulfil our corporate citizenship ambitions and hope to achieve astounding outcomes, not just for the school but also for South Africa and eventually on the roads and athletic tracks across the world”, says Henry.

In January 2019, the club clocked up more than a dozen top three spots, making it the best ever club debut in South African road and track running.

“To say we are delighted is putting it mildly. On our launch weekend we provided podium finishers in every major road race in South Africa from the Central Gauteng Athletics track league meeting through to Gauteng’s biggest half-marathon, the Dischem. If this is the standard that we have at the start, look out for the black and gold at the majors later on this year”, says Ed Jardim, Murray & Roberts Group media and investor relations executive and club chairman. **R**

THE CLUB IS HOME TO MORE THAN 30 ELITE ATHLETES INCLUDING:

- **2016 Comrades champion**
Charne Bosman
- **2015 Comrades champion**
Caroline Wostmann
- **Olympians** Rene and Christine Kalmer
- **2018 Cape Town Marathon champion**
Nolene Conrad
- **Three-time Comrades gold medallist**
Rufus Photo

CORPORATE CITIZENSHIP

MURRAY & ROBERTS CHILD WELFARE FUND BENEFICIARY SITE VISIT

The Murray & Roberts Child Welfare Fund conducted their annual site visits in November 2018. The purpose of the visits was twofold, ie. a governance exercise to ensure correct appropriation of funding, and to meet and spend time with the children and their caregivers.

The first stop was the **THATO KE MATLA CARE CENTRE**, a three bedroomed home which provides a safe space for abandoned, abused and neglected children in the Orange Farm area. The centre was founded by Disebeo Lipholo, whose love for children and previous experience working at a hospice crèche caring for a young, abandoned child named Thato, inspired her to help other children in similar situations and who need a loving home.

The centre houses 40 children who are cared for by Disebeo and assisted by volunteers from the community. This organisation does an incredible job, with minimal resources, in supporting many vulnerable children.

The next stop was **IKAGENG ITERELENG AIDS MINISTRY, SOWETO** where the committee was welcomed by Carol Dyantyi. Ikageng is a community-based organisation offering care for child-headed households and other vulnerable and orphaned children. Ikageng delivers social support through education, nutrition, health and psychosocial programmes to enable children to regain control over their lives and to grow up to be productive members of society. Says Carol, “All the challenges we face as an organisation are made worthwhile when a child who has been told that they can never go to university or that they will never make a success of their life, graduates from university or finds employment.”

The final stop was the **OCCUPATIONAL SPEECH AND THERAPY CENTRE AT SOUTH RAND HOSPITAL**. Julia Anastasia and her team of therapists provide out-patient services to approximately 160 children who struggle with a range of conditions, disabilities and disorders. These children benefit from physical therapy and stimulation in the centre’s paediatric gym, which was refurbished and upgraded with the donation provided by the Murray & Roberts Child Welfare Fund.

Brenda Mantje, Murray & Roberts community development programme co-ordinator says, “The site visit is a humbling experience, our beneficiaries give their time, talent and what little resources they do have, in uplifting their communities and helping the most vulnerable in our society.”

The Murray & Roberts Child Welfare Fund golf day will be hosted at the Glendower Golf Club in Bedfordview on Friday, 10 May. The golf day, along with employee donations, is the primary means of raising funds. These funds are matched by the Murray & Roberts Letsema Scheme. Golf day sponsorship and four-ball bookings can be made with Lisa van der Linde at lisa.vanderlinde@murrob.com.



If you would like to get involved in the Murray & Roberts Child Welfare Fund’s activities, fundraising events and site visits, please email cdp@murrob.com. Please also consider making a small donation each month. Every donation, no matter how small, is valuable and appreciated. **R**

CORPORATE CITIZENSHIP

FINALISTS INSPIRE AT THE 2018 JACK CHEETHAM AND LETSEMA AWARDS

The 2018 edition of the Jack Cheetham and Letsema Awards was hosted at the Fox Junction event space in downtown Johannesburg on Thursday, 1 November 2018.

Kass Naidoo expertly took guests through the evenings formalities and introduced the six impressive finalists for the awards.

The Jack Cheetham Award targets sports development projects for able-bodied athletes. The finalists were INK Hockey Club, Langebaan Athletics Club and Welkom Wrestling Club.

INK HOCKEY CLUB was established by Nkosinathi Ngubane in 1993 and due to the lack of facilities in the township, he began coaching hockey in a classroom with nine athletes. There are now 20 hockey-playing schools in the townships of Inanda, Ntuzuma and KwaMashu in KwaZulu-Natal.

The club uses hockey to encourage youth participation in sport which then exposes them to life-changing learning and education opportunities, with a number of players receiving high-school scholarships. The club participates in the KZN Super League division and some of the players have been selected to play in inter-provincial tournaments.

THE LANGEBAAN ATHLETICS CLUB began in 2012 as a life-long dream by Christopher Rodgers to help uplift the local community and youth. From ten members, the club now has 105 active members with many talented young athletes being given the opportunity to attend high-performance camps.

The club teaches discipline through athletics and conditioning training and this has transferred to the classroom with a notable improvement in school attendance and punctuality.

THE WELKOM WRESTLING CLUB started in 1991 when Jan Bezuidenhout decided to train some of the local children in the sport of wrestling. Jan was working on his father's farm at the time and noticed that there were very few opportunities for the children of the local community. Many of the children went without food and



often became involved with drugs and gangs as a means to escape poverty.

The club provides an opportunity to learn life skills, discipline and respect in a safe environment. The club currently has 86 young wrestlers and has produced a number of provincial champions.

INK Hockey Club were the Jack Cheetham Award winners, with Langebaan Athletics Club announced as first runner up and Welkom Wrestling Club placing third.

The Letsema Award, which was first awarded in 2009, focuses on sports development projects supporting differently-abled athletes. The finalists in this category were Made for More, South African Sports Association for the Physically Disabled (SASAPD) – Boccia and Thuthukani Special School.

MADE FOR MORE aims to empower and equip people who are differently abled. Founded in 2016 by Julia van Zyl, the organisation uses sport as a vehicle to bring hope, build relationships and instil morals and values, while providing athletes with opportunities to pursue their sporting careers.

Made for More's mission is to guide and empower differently-abled communities to discover their abilities, worth and purpose. They do this through differently-abled sport, mentorship programmes, leadership and sports camps, and career guidance.



The organisation currently has 185 athletes across a diverse range of sporting codes including adaptive surfing, Wushu and blind soccer.

SASAPD was established in 1962 and provides the opportunity for people with disabilities to participate in sport. The organisation presents a number of sporting codes including Boccia, which was started in South Africa in 2002.

Boccia is a sport for persons with cerebral palsy and the severely disabled, and has participation across seven provinces.

SASAPD aims to facilitate accessible and equitable sporting opportunities for people with disabilities to empower and improve their quality of life.

THUTHUKANI SPECIAL SCHOOL was founded in 1981 and provides holistic education for learners with severe to profound intellectual disabilities. Located in Empangeni, the school currently accommodates 419 learners from mostly impoverished families.

The school aims to build the learners self-esteem and functional ability so that they leave the school as independent as possible and equipped with skills they can use to contribute to their communities.


An active sport and cultural programme provides the opportunity for Thuthukani learners to compete against both disabled and abled learners which assists in better community inclusion.

Made for More were the Letsema Award winners, with SASAPD taking first runner up and Thuthukani Special School second runner up.



"The finalists make a valuable difference to their beneficiaries as well as the broader community and we are proud to be able to contribute to their continued success in changing the lives of these athletes" says Henry Laas, Murray & Roberts Group Chief Executive.

Concludes Neil Smith, past chairman of the Johannesburg Sportsman's Club, previous co-hosts of the awards, "What a venue! What emotion! And what inspiring finalists! It was a privilege for us to attend such a special occasion."

For more information on the finalists and the awards, visit www.jclawards.co.za. 



CORPORATE CITIZENSHIP COMPETITION



THE PORT MORESBY POWER STATION CHILDREN'S BOOK DRIVE

The Papua New Guinea Port Moresby Power Station project team, along with their colleagues in Perth and Brisbane, undertook a collection of children's books to help the local Papua New Guinea schools and communities.

Clough, in consortium with Wartsila was awarded the Engineering, Procurement and Construction contract from NuiPower, for the POM Power Station near Port Moresby in Papua New Guinea. The power station uses natural gas supplied by the PNG LNG project to feed six high efficiency Reciprocating Gas engines and turbines. It will produce 58MW base load power

to the Port Moresby power grid through a new 66kv power line and substation network.

By the end of the collection drive, over 1 000 books were donated to Porebada School, Lea Lea School, Boera Primary School, and Pappa School.

The books were handed over at a presentation held at each school. During the presentation Clough and NuiPower employees spent time with the school children and talked about how reading had positively impacted on them and helped them achieve their goals both at work and in their personal lives.

The book drive was a resounding success with the local children being highly appreciative of their new books and teachers grateful for the time spent with their students. **R**

BRING HEALTH AND WELLNESS INTO 2019

ENTER NOW AND STAND A CHANCE OF WINNING THE FABULOUS

FITBIT IONIC SMARTWATCH



TO STAND A CHANCE TO WIN, COMPLETE THE ENTRY FORM BELOW AND ANSWER THE EASY QUESTION. POST OR EMAIL YOUR ENTRY FORM TO REACH US BEFORE 31 JULY 2019 TO:

Email: competitions@bastiongroup.co.za
 Murray & Roberts Competition – MARCH 2019
 PO Box 652464, Benmore, 2010
 Sandton, Gauteng, South Africa

RULES:

1. The prize will be awarded to the first correct entry drawn.
2. The judges' decision is final and no correspondence will be entered into.
3. The prize is not transferable and cannot be exchanged for cash.

Remember to include:
 "Murray & Roberts Competition – MARCH 2019" in the subject line.

Congratulations to

Blossy Thobeka Yangaphi
 who was the lucky draw winner
 of the September 2018 Robust
 Magazine prize.

ENTRY FORM: ROBUST MARCH 2019 COMPETITION

Name: _____

Phone number: _____

Address: _____

Question: Who is the newly appointed executive team heading the Underground Mining platform?

* Strictly one entry per person

Terms and conditions apply




Murray & Roberts



ENGINEERED EXCELLENCE

www.murrob.com



The principle of **ENGINEERED EXCELLENCE** means that we will plan or **ENGINEER** everything we do in such a way that we achieve an outcome of **EXCELLENCE**.

Nothing will happen by chance – we will take charge of our future and plan the outcomes we wish to achieve.

Cementation Canada – Young Davidson Mine, Northern Ontario, Canada