

A large industrial machine, possibly a drilling rig, is shown at night. The machine is illuminated by bright yellow lights, creating a high-contrast scene. A worker in a white shirt and blue pants is standing on a platform in the background, looking at a clipboard. The machine has large, thick, flexible hoses and various mechanical components. The overall atmosphere is industrial and focused.

ROBUST

AUGUST 2020 MURRAY & ROBERTS GROUP MAGAZINE

NAVIGATING THE KNOWN UNKNOWNNS

FOR MURRAY & ROBERTS TO REMAIN RELEVANT AS A BUSINESS AND TO GROW SUSTAINABLY, WE MUST BE AGILE AND ADAPT TO CHANGES IN OUR BUSINESS ENVIRONMENT IN ORDER TO ACHIEVE STRATEGIC MATURITY

THE ROBUST EXCHANGE

RON KELLY AND STEPHEN KOU SHARE CAREER INSIGHTS AND INDUSTRY DEVELOPMENTS

NEWS

LETSEMA KHANYISA TRUST AND THE WOMEN'S FORUM SUPPORT OUR LEARNERS DURING LOCKDOWN

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Donald Rumsfeld once said: "Reports that say that something hasn't happened are always interesting to me, because as we know, there are known knowns; there are things we know we know. We also know there are known unknowns; that is to say we know there are some things we do not know."



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The annual Murray & Roberts Group CE Safety Recognition Awards recognise and celebrate safety excellence.

- To stand a chance to win, email your entry, plus your name and phone number, to the address below. The closing date is 31 December 2020.
competitions@bastiongroup.co.za
- Remember to include "Murray & Roberts Competition – August 2020" in the subject line.
- Strictly one entry per person
- The following terms and conditions apply:
 - The prize will be awarded to the first correct entry drawn.
 - The judges' decision is final and no correspondence will be entered into.
 - The prize is not transferable and cannot be exchanged for cash.

FEATURE

NAVIGATING THE KNOWN UNKNOWNNS

DONALD RUMSFELD SERVED AS SECRETARY OF DEFENCE FROM 1975 TO 1977 UNDER US PRESIDENT GERALD FORD. HE ONCE SAID: "REPORTS THAT SAY THAT SOMETHING HASN'T HAPPENED ARE ALWAYS INTERESTING TO ME, BECAUSE AS WE KNOW, THERE ARE KNOWN KNOWNNS; THERE ARE THINGS WE KNOW WE KNOW. WE ALSO KNOW THERE ARE KNOWN UNKNOWNNS; THAT IS TO SAY WE KNOW THERE ARE SOME THINGS WE DO NOT KNOW."

The volatile and uncertain time in which the global community is living right now cannot be a better proxy for this statement.

THE UNKNOWN

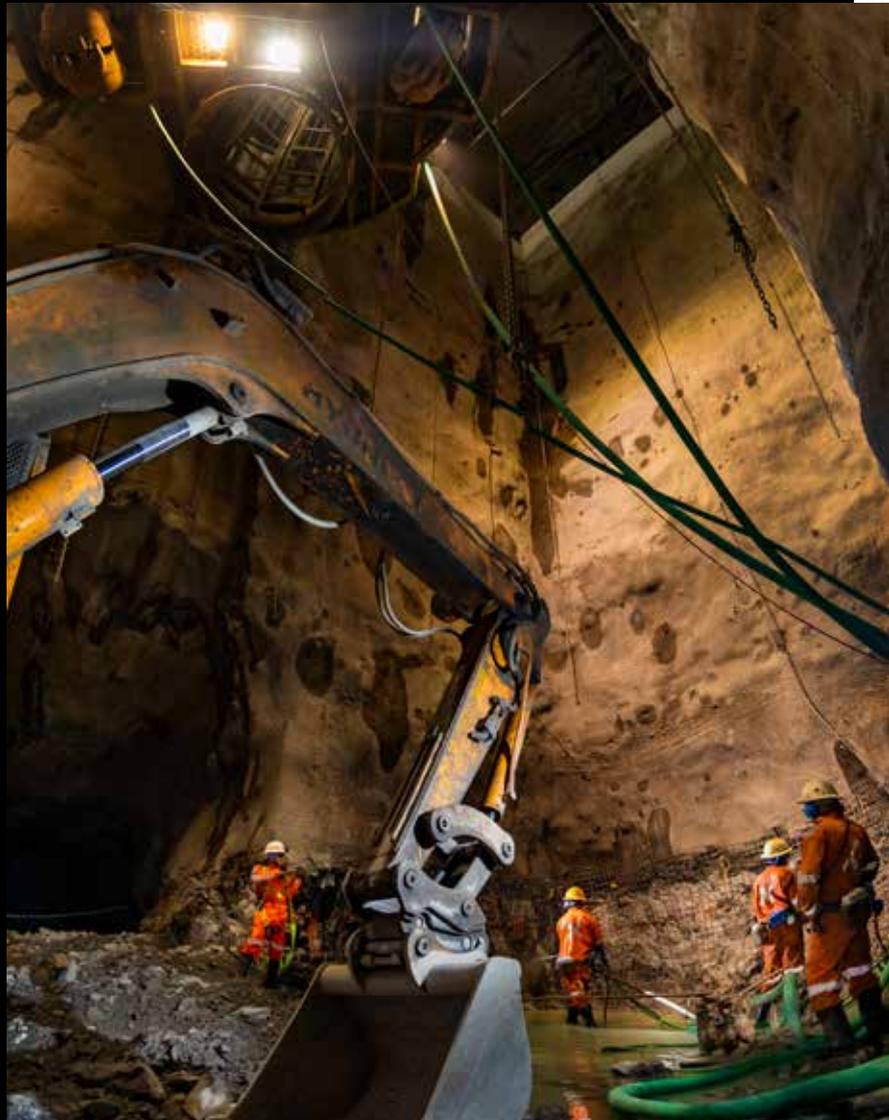
COVID-19 is moving unrelentingly towards its peak in South Africa and many of the countries in which we operate. We do not know how many lives and livelihoods will eventually be lost, although early projections are alarming. We do not know how long the pandemic will last, but it will certainly take years to count its cost – and the costs in human, social and economic terms show no signs of retreat.

We do not know what the post-pandemic world will look like and it might be the most challenging of times this generation has experienced. However, the green shoots of economic recovery are showing as investors around the world look optimistically at the extraordinary effort of the scientific community to develop a vaccine and governments plan large-scale infrastructure investments to kickstart their economies.

THE KNOWN

For Murray & Roberts to remain relevant as a business and to grow sustainably, we must be agile and adapt to changes in our business environment in order to achieve strategic maturity. This includes diversifying our exposure across the natural resources market sectors, selected geographic regions and all phases of the engineering and construction project life cycle.

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FEATURE

Over the past three years, we have made a shift to also incorporate complementary markets as part of our target markets. This broader market focus is a permanent feature of the Group's response to market cyclicality, which characterises the natural resources market sectors. Our broader market focus covers sectors presenting the best opportunities for growth, diversification and differentiation for each of our business platforms. The resources, industrial, energy, water and specialised infrastructure sectors are all part of our redefined target markets.

Accordingly, we have renamed our business platforms to better describe the market sectors in which they are positioned to compete as specialist contractors.

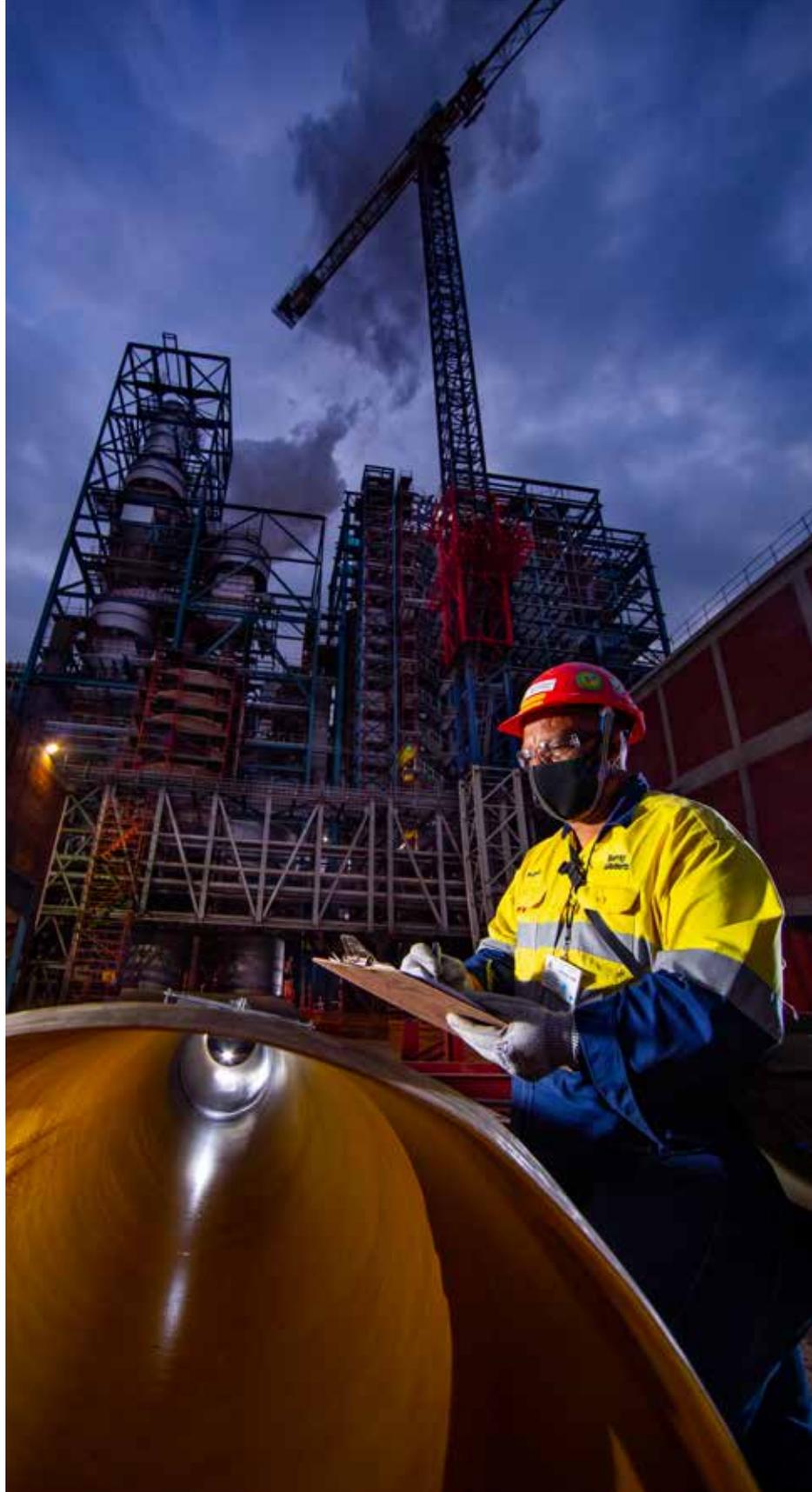
The Oil & Gas platform has been renamed the Energy, Resources & Infrastructure platform and the Power & Water platform has been renamed the Power, Industrial & Water platform. This, to better represent the target market sectors to which these platforms deliver a complete range of engineering and contracting services. The Underground Mining platform has been renamed the Mining platform, due to the strategic decision to extend its service offering to the open pit mining market sector.

THE KNOWN UNKNOWN

Despite the uncertainty in the global economic outlook, we believe our *New Strategic Future* strategy, and the assumptions on which it is based, remain sound. In the year ahead, our focus will be on growing or at least maintaining the order book at current levels, improving project execution, reducing working capital, progressing the digitalisation of our business and exiting the Middle East – which we believe will support a path to earnings growth in FY2021 and beyond.

Our ability to deliver on expectations relies on market opportunity and achieving strategic maturity in each business platform. This will be achieved through organic growth, supplemented by carefully selected acquisitions and braced by our philosophy of *Engineered Excellence*. Our philosophy of *Engineered Excellence*, guided by our Group Values, supports all our ambitions. While current market conditions continue to impact the Group adversely, we are encouraged by the Group's growth prospects, which are supported by our significant and quality order book.

During the past decade, the Group has faced challenges to its stability, sustainability and reputation. Having successfully dealt with and recovered from these experiences, we have not only improved our competitiveness, but also relationships with all our stakeholders. This should give our stakeholders confidence in the Group's resilience in these unpredictable times. **R**





BUSINESS PLATFORMS



WORKING TOWARDS UNDERGROUND RESOURCES AT OTJIKOTO MINE

Vancouver-based B2Gold plans to conduct mining of the Wolfshag zone at its Otjikoto mine in Namibia and has appointed Murray & Roberts Cementation in a joint venture with Lewcor Mining to establish the underground stoping horizon.

According to Allan Widlake, new business director at Murray & Roberts Cementation, mobilisation on site has begun and the contract will take 28 months. Otjikoto Mine is Namibia's largest gold producer and has been in operation since 2015. The Wolfshag zone at Otjikoto comprises a series of shallow, easterly dipping mineralised shoots that sub-crop below calcrete cover, plunging for a strike length of at least 1 600 metres.

The contract will see a decline of five metres wide by 5,5 metres high being driven to the orebody from a portal in one of Otjikoto's depleted open pits. There will also be two four-metre diameter ventilation shafts created using raiseboring methods. One will measure 200 metres in depth, and the other 80 metres.

"We will be conducting this project in a strategic partnership with a highly professional local Namibian opencast mining and earthmoving contractor, Lewcor Mining," says Widlake. "Lewcor is an existing service provider at Otjikoto and is well regarded by the client and the industry."

He says the operation will be highly mechanised and efficient, with equipment including drill rigs, dump trucks, load haul dumpers and utility vehicles, as well as shotcreting and ancillary equipment. About 150 employees will be active on the project, including a highly experienced crew from a recent contract in Zambia. Most of those involved will be Namibians, who will be trained as part of a special counterpart training programme to transfer skills to local workers.



Widlake says he is excited by the project and the prospect of Namibia offering strategic opportunities in the mining sector, as other mines consider evolving from opencast to underground.

He highlights that Murray & Roberts Cementation is one of very few companies worldwide with the experience and capability to conduct both development work and raiseboring as part of a single package.

"This gives us as the contractor much closer control of our projects, allowing us to reduce our subcontract-related risk," Widlake concludes. **R**

BUSINESS PLATFORMS



SMART GAS MONITORING SOLUTION INSTALLED AT MOUNT MORGANS

RUC Cementation Mining and partner InSig Technologies have successfully installed and commissioned InSig's Smart Gas monitoring solution at the Mount Morgans underground operations.

The Smart Gas solution has several fixed gas-monitoring stations placed throughout the underground mine. These stations provide real-time gas-level readings to the control room on the surface. Says Barry Upton, RUC Cementation Mining MD: "We are steadfast in our commitment to Zero Harm and Smart Gas provides us with another layer of safety, knowing personnel are not operating in a hazardous environment underground."



Another benefit of the monitoring solution is that it allows for quicker re-entry times and staged re-entry to the underground mine workings by eliminating the requirement for personnel to physically check that each level is clear before opening the workings. Re-entry times are already down by 10%.

The Smart Gas solution comes on the heels of InSig Technologies installing an underground Wi-Fi network at Mount Morgans. The underground network allows for the remote surface control of load haul dumpers, improving safety and productivity while demonstrating the successful application of digital technology in the mining industry.

Mount Morgans is owned by Dacian Gold and is located in Laverton, Western Australia. **R**

BUSINESS PLATFORMS

SAFETY AND ME AT SAPPI VULINDLELA

Safety is an integral part of the success of any project and the Murray & Roberts Power & Energy project team at the Sappi Vulindlela project introduced the 'Safety and Me' programme to improve the safety culture on site.

Says Patrick Africa, HSE Manager: "Safety is the responsibility of everyone on site – not only your own safety, but the safety of others who are affected by your actions." The 'Safety and Me' initiative encourages employees to look at and question themselves for safety responsibility first, before commencing with daily tasks. Safety begins with our own actions.

The programme comprises the following safety pillars:

- Safety is the responsibility of everyone
- Look out for the safety and wellbeing of your colleagues
- Make sure your actions are safe – even when there is no supervisor present
- Stop and think about the task at hand before proceeding
- Safety means everyone goes home – in the same condition they arrived in

'Safety and Me' has achieved in excess of 900 000 lost time injury-free (LTI-free) work hours and is safely approaching one million LTI-free work hours.

To date, approximately 1 678 tonnes of structural steel has been erected and 210 tonnes of ducting has been locally fabricated and installed. A total of 10 766 welds have been completed on high pressure piping with only 504 remaining before a hydrostatic test can be achieved. The pressure parts scope has been delivered by a combination of skilled resources from Croatia, Thailand and South Africa. The majority of these works have been executed in extremely congested areas with multiple contractors working in the same area. Due to the global COVID-19 pandemic, the balance of the project is being executed by locally trained South African artisans. Murray & Roberts Power & Energy has invested in the local community by training and upskilling these artisans, who now have valuable skills and work experience.

The Murray & Roberts Power & Energy site team has been awarded the Best Safety Performing Contractor by the client for their contribution to a Zero Harm project. **R**



BUSINESS PLATFORMS



CLOUGH TEAM AWARDED CREW OF THE MONTH

Clough's logistics crew on BHP's AU\$3.6 billion South Flank project were recently awarded 'Crew of the Month' for their implementation of a number of initiatives across the site.

Clough was awarded the Ore Handling Plant (OHP) contract last year. The scope includes structural, mechanical, piping, electrical and instrumentation for the OHP structures.

The Peggies in the logistics team raised funds for the Newman Women's Shelter.

The shelter provides a safe haven for women and children affected by domestic violence. What began as a small idea has grown into a substantial contribution as a significant monetary donation now goes to the shelter on a monthly basis.

In manual handling, the crew engaged in task observations with the Integrated Project Team (IPT) Physio. This has resulted in:

- The identification of heavy and awkward loads
- The implementation of workplace design changes
- Verification checks with HSE and supervision

As part of COVID-19 protocols, the manual handling team also ensured that social distancing in the crib rooms was adhered to and that additional cleaning and sanitising was implemented. Touch points that had the potential to transmit the virus were identified and eliminated. They also achieved same-day receipt and distribution of IPT airfreight and OHP structural steel, and the safe escorting of OHP Modules from staging to site.

The South Flank deposit is located approximately 130km north-west of the town of Newman, and approximately 8km south of the existing BHP Mining Area C operation. **R**



BUSINESS PLATFORMS

A MILLION WORK HOURS WITH ZERO HARM IN NORTH AMERICA

Clough's team in North America recently achieved one million work hours with Zero Harm. The milestone is a testament to the diligent work and dedication of their employees, partners and suppliers, and the mitigative actions of the Target Zero and Major Accident Prevention (MAP) initiatives.

Hank Leach, HSSE Director, North America, said: "I'd like to thank all of our North American colleagues for their hard work and strong contributions to our Target Zero accomplishments so far in North America."

"Zero Harm is a reality when we understand and identify risks, proactively take preventive measures and always do what's right to work safely."

"We must continue to build on our safety success in North America and make every day a Zero Harm day."

The team also received Special Recognition and a Zero Harm Project Award at the annual Group CE Safety Recognition



Awards for their outstanding leadership and safe delivery of the Enterprise Dehydration Unit project.

The Enterprise Dehydration Unit project is located in Mont Belvieu, Texas, North America. The project's scope includes the engineering, procurement and construction required to install facilities and equipment for a new ethylene storage and dehydration system for the client. The Enterprise project transitioned from Saulsbury to Clough during the project. **R**



CEMENTATION CANADA COMMISSIONS ALAMOS SHAFT

Cementation Canada has successfully designed, constructed and commissioned a 5.5-metre diameter borehole material hoisting shaft with a finished length of 1 550 metres for Alamos Gold at its Young-Davidson Mine in Northern Ontario, Canada.

Says Dennis Martin, General Manager Contracting Canada: "We have been involved in this project since the early engineering studies, conducted more than 10 years ago, and we have helped the client optimise their approach in response to the project's changing requirements."

Originally planned as a combination of two longer bored legs, the project was revised to utilise three legs, allowing for the location of an intermediate mid-shaft loading pocket at the end of the second

leg at a depth of 914 metres. This enabled early production hoisting from that horizon, concurrent with the final leg being completed safely underneath a rock pentice. The interim system was commissioned and began hoisting production ore within three years of the start of construction.

Using a friction hoist and 18-tonne skips on rope guides, a hoisting rate of 8 000 tonnes per day was achieved from the 914-metre deep mid-shaft loading pocket. From the final commissioned shaft bottom at 1 550 metres deep, 10 000 tonnes per day are being realised which surpasses the original design production rate.

Concludes Dennis: "Cementation is currently working on completing the underground ore and waste handling infrastructure, and we are proud of our long association with Alamos Gold." **R**

THE ROBUST EXCHANGE

RON KELLY AND STEPHEN KOU FROM TERRA NOVA TECHNOLOGIES, USA, TALK TO ROBUST MAGAZINE ABOUT THEIR CAREER HISTORY AND WHAT THE FUTURE MAY HOLD FOR THE BUSINESS.



RON KELLY, DIRECTOR

WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

Working in underground and surface mines in engineering, maintenance and operations for both base minerals and coal has provided me with a diverse background. My early achievements included being the youngest superintendent for AMAX Molybdenum. Later, installing the first patented Super Portable® mobile stacking system that created the largest multiple-lift, heap leach mine in the world was a proud moment. Most recently, the completion of the primary gyratory crusher station and overland conveyor for BHP's Spence SGO project in Chile was a fine crescendo.

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

Making sure we utilise these times to develop initiatives, build systems and create innovation to be more prepared when the market returns. Our engineers at Terra Nova Technologies (TNT) created the Super Portable® system in the 1999 down market, and we will use this time to innovate.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

Mining has always been an industry based on high volumes, where incremental improvements can really add to the bottom line. In almost every aspect of the mineral process, the importance of bulk material handling can only grow and expand. TNT's equipment designs and our hands-on technical experience enable us to be leaders in developing and innovating many of these material handling solutions, including IPCC (In Pit Crush Convey), long-distance overland conveyors, and in particular, stacking systems for waste, ore and tailings. Perhaps the biggest of these opportunities is the Dry Stack area, where the safety, risk, water and stability of traditional slurry tailings impoundments have reached a "perfect storm" and a paradigm shift is required for the sustainability of the entire industry.

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

In addition to spending time with my family, I currently enjoy bicycling, hunting, fishing, shooting, ocean swimming, camping and a good microbrewery. My kids call me Mr. Hobby, so this list will expand as time permits and the body holds out.

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

There are two pieces of advice I received from my dad, who was a farmer during the first half of his life: "You plow your field, and I'll plow mine" and "Plan your work, and work your plan."

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

For a time, I managed both TNT and another company called Dynamic Structures, which designs and builds theme park rides and observatories. At Dynamic Structures, we built *Soarin' Over California*, rebuilt *Space Mountain* and rebuilt the *Monorail* for Disneyland. We also built *Harry Potter and the Forbidden Journey*, the first robotic ride for Universal, and the ACT telescope for Princeton/NASA.

WHAT WAS YOUR FIRST JOB?

I started my career in underground mining on the Development Engineering Crew at the Climax Mine for AMAX, a great company that believed in cross training. My early, varied experiences gained from moving to and from different departments allowed me a greater perspective on my career and life.

HOW DID YOUR CAREER JOURNEY TAKE YOU TO WHERE YOU ARE NOW?

After working in mine operations and maintenance for 20 years, I switched careers and entered the equipment-manufacturing field. This led to my gathering a diverse team of enthusiastic and driven individuals who've built and grown TNT into a successful and innovative material handling company over the last 26 years.

WHERE DID YOU GROW UP?

I was born on a farm in Iowa. We moved to Southern California when I was 10 after a hailstorm wiped out the crop, forcing the farm to be auctioned off. My formative years were concentrated on the ocean, but I always yearned to be in the mountains. **R**



STEPHEN KOU, MANAGING DIRECTOR

WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

When I was 31, I became the Latin American subsidiary manager for FLSmidth's minerals business, transitioning from a support role to a managerial role. That inflection point set the course for the rest of my career.

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

From humble beginnings less than 25 years ago, TNT is fast establishing itself as a serious contender in the global material handling arena, pitted against the most dominant, well established competitors in the industry. While we are still an underdog, we are also more agile, accessible and responsive. Maintaining a customer-centric culture, and having the right combination of people and business systems as we grow even more, is fundamental to our long-term success.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

While many see mining as an old-world economy, yet at the same time as an essential industry with little room for innovation, I believe the opposite. For decades, most companies in mining have been too conservative and slow to adopt new technologies and are now literally paying the price with high operating costs. With TNT's proven record of innovation, we see enormous potential in the future.

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

Most of my time these days is devoted to my family which, in addition to my wife and two teenage boys, now includes an Australian Cattle Dog puppy who seems to be training us instead of us training her. In the garage, there's an old Miata convertible undergoing a snail's pace restomod and an ever-growing stockpile of parts hoping to someday undergo a miraculous transformation into a Lotus 7-style race car.

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

Don't become complacent... never stop learning and growing.

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

I seriously considered pursuing a career as a writer of fiction novels instead of as an engineer.

WHAT WAS YOUR FIRST JOB?

In high school, I took a summer job as a customer service representative at a marine terminal in Elizabeth, New Jersey (infamously known for being the home of the DeCavalcante crime family). My job entailed fixing problems between shipping companies, freight forwarders and US Customs for frustrated and often very angry truck drivers dropping off and picking up cargo in the sweltering summer heat. In retrospect, they were supremely patient with an utterly lost 16-year-old, but I am still comforted by the fact that there was 50mm thick bulletproof glass between me and them!

HOW DID YOUR CAREER JOURNEY TAKE YOU TO WHERE YOU ARE NOW?

I joined the Danish company FLSmidth straight out of university as a mechanical engineer and spent the next 22 years working in various roles in engineering, research and development, business development, operations, general management and business group management. I was lucky enough to travel extensively internationally during that time and lived in Chile for almost a decade. For the last six years, my focus has been to help grow TNT into a world-class material handling company in mining.

WHERE DID YOU GROW UP?

I was born in Chicago and spent my childhood in Maryland in the suburbs of Washington, DC. When I was 11, my family moved to the town of Summit in New Jersey, near New York City. **R**

NEWS

HEARTS OF CHAMPIONS

Champions dream big and do better. They are resilient in the face of obstacles and setbacks. These words are true of the 2019 Jack Cheetham and Letsema Awards winners. Robust Magazine gets to know **Fight with Insight** and **Jumping Kids**.

TELL US ABOUT THE WORK YOUR ORGANISATION DOES.



Fight with Insight is a thriving inner-city programme situated in the heart of Johannesburg, intertwining local knowledge and wisdom with world-class expertise and experience. Fight with Insight was established with the vision of creating a safe place for the children of Johannesburg. It uses boxing to teach them the life skills that will assist them in taking responsibility for their actions and in claiming their rights. It is one of the few programmes that focus on the boy child, without excluding the girl child. The aim is for these boys to claim their manhood and go out into the world as good men.

Our programmes focus on holistic child development. They are based on the

assumption that Child Health, in a community with multiple needs and limited resources, lies in the hands of those adults with the know-how and ability to make a meaningful contribution to children's lives. These programmes include:

- Fitness: Body weight training, running and the discipline of boxing, which takes place six days a week.
- Food: Nutritious food is provided after each training session, and we educate our young people training as chefs about nutrition through our teaching kitchen.
- Friends and family: We create a positive peer culture with the leadership of our Youth Council.
- Feelings: Our psycho-social support and life skills programmes focus on how we as individuals act on what we feel. This creates awareness in the kids and encourages the process of talking out rather than acting out our feelings.
- Fun: Every child's primary preoccupation is play, and we try to emphasise this in all our programmes.

As a result of the immense talent and passion for boxing displayed by the young people who joined our gym, we registered the venue as an Amateur Boxing Gym in 2015. Now we have one of the biggest boxing squads in the country. Among this squad we are proud to count various South African champions and a Pan-African champ.

WHAT DO YOU LOOK FORWARD TO MOST EACH WORK DAY AT YOUR ORGANISATION?

Every day, in every child's eyes, we see Ubuntu. We see our students and masters as we live and learn on a daily basis, experiencing both the joy and tragedy of doing relational, developmental work with children of this complex city. What we look forward to the most are

the many day-to-day unseen and unrecorded highlights that those of us privileged to be part of regard as greater victories. These highlight the type of young person that we are attracting and nurturing, for example:

- Our South African champion is also a budding chef and never forgets to take a lunch box containing the meal he helped cook home to his mother to taste.
- Our first professional boxer to graduate from the programme won his first match within one minute and three seconds of the first round. While we were waiting outside the venue for the transport to arrive, it got very cold as a storm came in. Of the 60 young people at the event, this boxer came and offered me his jacket because I looked cold.

YOU HAVE SO MANY INSPIRING YOUNGSTERS AND STORIES; CAN YOU SHARE ONE OF YOUR SUCCESS STORIES WITH US?

Peace Ncube is one of our many inspiring youngsters; he shares his story in his own words.

My name is Peace Ncube. I was born at Johannesburg Hospital in 2002. I grew up in Joburg's CBD and was raised by parents who tried their level best to protect me from great difficulties such as financial problems. I attended Our Lady of Wisdom and Khanyiso primary schools in Hillbrow. The secondary school I attended was New Nation.



I'm a child with morals, good dignity, positivity and self-respect, who is willing to learn from other people. I'm very passionate about my sport, which is boxing. It has given me the opportunity to express my fighting skills. Through boxing I have managed to become a Gauteng champion. I am proud of this achievement and want to push harder to be the first Olympic gold medallist from South Africa. I want to make my family, coaches and friends proud.

Academically, I strive for excellence, and have managed to do well thanks to the support of my family, friends and Fight with Insight. After I completed my matric last year, I couldn't go to university because I did not have enough funds. But I did not give up on my dreams. Instead, I looked for a job, and thanks to my coach, I got a job at Marble Restaurant in Rosebank in early January. The money I earned enabled me to register at Richfield College. I have always wanted to be one of these professionals: a lawyer, a mayor, a city manager or a city attorney. So, I applied to study for a diploma in local government management. I was determined to register for my studies with my first pay cheque, and I'm doing my first year this year. At the time, I was not sure how I was going to pay for the entire course, but I am determined to make it happen. **R**

NEWS



TELL US ABOUT THE WORK YOUR ORGANISATION DOES.

Jumping Kids supplies and maintains prosthetic and mobility equipment to child amputees and children living with limb deficiencies. Our mandate is to provide disabled and amputee children of school-going age with the tools to be successful, productive and contributing members of society. These tools provide the children with:

- Access to, and maintenance of, high-quality prosthetic and mobility equipment;
- Access to mainstream education; and
- Access to sporting opportunities.

Improved mobility allows kids to be active and participate within their schools and communities. It removes physical and social barriers and gives them a chance to attend mainstream schools. This is critical if they are to develop the skills and knowledge to be successful students and contributing adults. Our goal is to allow our kids to focus on their growth and education, without worrying about how they will access mobility solutions. Talent is rewarded and those who show academic potential are supported with bursaries enabling them to attend better educational institutions. Those who show sporting talent are sent to compete in national and international events; we also leverage their performance to get them into better schooling facilities.

Our goal is to ease the challenges faced by the families we work with, to empower them and to let them know that they are capable of far more than they might believe.

WHAT DO YOU LOOK FORWARD TO MOST EACH WORK DAY AT YOUR ORGANISATION?

Being able to find real purpose in what you do is a blessing, especially in these challenging times. We recently visited three of our Jumping Kids, as well as an adult amputee from a partner project. They are all happy and are making good progress. Every day we are making situations easier to manage; we are also developing our ability to meet the demand in this sector.

Seeing our kids use their equipment so they can enjoy life to the fullest and build a future shows that we are making a difference. Our kids attend mainstream schools that previously would not have considered them. There are moments of magic, such as when a Jumping Kid who previously could not walk tears down a sports track to win a medal on the world stage. Each day brings these possibilities, which makes it easy for us at Jumping Kids to get on with the hard work needed to make things happen.

YOU HAVE SO MANY INSPIRING YOUNGSTERS; CAN YOU SHARE ONE OF YOUR SUCCESS STORIES WITH US?

We have so many stories. For instance, we can tell you about a child being unable to walk initially and then becoming mobile, or another child being nervous and excited at taking their first few steps and then persevering and being included in the Paralympics – and winning medals at the event. All our kids have had amazing achievements. However, it is over the long term that we see the real impact Jumping Kids has had. Wisdom's story is one example.

Wisdom was born with a deformed foot and was sent to the Steve Biko Academic Hospital's Congenital Birth Defect Clinic. This is where he met orthopaedic surgeon Professor Ruan Goller and prosthetist Johan Snyders. Their intervention, together with the support of Jumping Kids, meant that the amputation was done early and Wisdom had his prosthetic early on. As a result, he was able to play with the kids in his community, although there was deep-seated prejudice shown towards him because of his disability.



Wisdom was very active and in order to give him the start he needed, Jumping Kids helped him gain access to a crèche and early childhood development. His progress and learning improved markedly, and suddenly the other parents were sending kids to play with him because he was smart, he could read and they could learn from him.

Because Wisdom is in a better school, he is getting schoolwork and support during lockdown that the other kids in his community are not. So, his house has become a learning centre for the kids in his neighbourhood. His status and that of his family has improved – they are no longer the family with the “disabled kid”; they're now the family with the smart kid who has a robotic leg. They are included and their voices are heard.

These small changes in perception are important. Kids with a disability have been hidden and made to feel inferior. Most of the solutions required to ease these challenges are available. We just need to make them more affordable, accessible and acceptable in society. That is how we start to build equality for people with disabilities and to break the stigmas associated with disabilities. **R**

NEWS



LOCKDOWN SUPPORT FOR OUR LEARNERS

The Murray & Roberts Letsema Khanyisa Employee Benefits Trust was established in 2006 to support the dependants of qualifying employees by enabling them to access quality secondary and tertiary education. The trust also provides support to learners from the Murray & Roberts Vorentoe Running Academy.

Says Brenda Mantje, Corporate Social Responsibility Coordinator: "The lockdown in South Africa had a negative impact on the learners. Most of them do not have a mobile phone and, having no access to the internet either, had little means of continuing their studies while in lockdown at home. Many expressed their fear of being unable to complete the required work to pass their 2020 studies."

In considering how best to support our learners during this difficult time, an online learning solution was proposed. Zelia Soares, Group Leadership and Succession Executive, sourced a tablet, 10 gigabytes of data monthly and access to the Boston City Campus online learning platform for each learner.

Says Brenda: "I will never forget the joy and excitement shown by the learners when they received their data and tablet. I am proud that we can make a difference to the lives of these kids!"

In addition to the online tutorial support, each learner has been paired with a member of the Murray & Roberts Women's Forum. The forum has a mandate to empower and uplift young women from disadvantaged backgrounds and to provide support and guidance as they approach the end of their schooling and consider their future career choices. Each forum member will act as a coach and mentor, and will guide their mentee in navigating the difficulties they may experience over the year.

Brenda concludes: "I am confident that our learners will take full advantage of this opportunity and work hard at their academic studies. I hope their success inspires and motivates others and that our learners will give back to their own communities." **R**



NEWS



SAFETY RECOGNITION AWARDS

The annual Group CE Safety Recognition Awards recognise and celebrate safety excellence.

Says Henry Laas, Murray & Roberts Group CE: "A consistent commitment to safety must be visible and felt throughout the Group. A safety culture of Zero Harm is developed by continuously setting high safety standards, leading by example, empowering people and recognising good performance."

The awards are hosted as part of the annual Safety Conference, an event that was initially postponed because of the COVID-19 pandemic. However, recognition is important and so the awards were then virtually convened with the Murray & Roberts Limited Board and deserving winners.

The following individuals, teams and projects stood out as the 2020 winners:

Best Employee Participation Programme

- Eagle Project – Cementation Americas
- Mount Morgans – RUC Cementation Mining
- Koodaideri Bridge Project – Clough

Special Recognition

- Rod Younggren – Project Leader, Kennecott and Eagle Projects
- InSig Technologies
- 'Safety and Me' Programme – Sappi Saiccor Vulindlela Project
- Enterprise Dehydration Unit Project Site Leadership Team

Best Safety Performance at Project Level

- Eagle Project – Cementation Americas
- Polokwane Sulphur Dioxide Abatement Project – Murray & Roberts Power & Energy
- Alcoa Oxalate Destruction Plant – Clough

Most Improved Safety Performance at Business Platform Level

- Power, Industrial & Water

Zero Harm Projects

- Eagle Project – Cementation Americas
- Henderson Mine – Cementation Americas
- Kennecott Utah Copper – Cementation Americas
- Cote Blanche – Cementation Americas
- Lucky Friday – Cementation Americas
- InCycle Shotcrete Gwalia Project – RUC Cementation Mining
- Wessels Ore Reef Development – Murray & Roberts Cementation
- Medupi Mills – Murray & Roberts Power & Energy
- Medupi Power Project – Murray & Roberts Power & Energy
- Alcoa Oxalate Destruction Plant – Clough
- BHP South Flank OHP & COS Project – Clough
- Enterprise Dehydration Unit Project – Clough
- Koodaideri Bridge Project – Clough

Best Safety Performance at Business Platform Level

- Energy, Resources & Infrastructure





ENGINEERED EXCELLENCE

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The importance of serving all stakeholders is central to the role that corporate organisations play in society. We have a sense of responsibility and duty towards all stakeholders and believe that our social licence to operate is inseparable from our profit aspirations.

COMMITMENT – CARE – RESPECT – ACCOUNTABILITY – INTEGRITY