

A young Black woman is the central figure, wearing a black graduation cap with a tassel and a black gown with a red stole. She is smiling warmly at the camera and holding a rolled-up diploma in a maroon sleeve with yellow ends. The background is a soft, out-of-focus grey. The overall tone is celebratory and hopeful.

**Murray
& Roberts**

**CORPORATE SOCIAL
RESPONSIBILITY**

ANNUAL REPORT 2021

CHANGING LIVES THROUGH EDUCATION AND SKILLS DEVELOPMENT

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1 GROUP CORPORATE SOCIAL RESPONSIBILITY

The Group's corporate social responsibility ("CSR") initiatives are driven by the Letsema Khanyisa and Letsema Sizwe Trusts, managed by the Murray & Roberts corporate office. The trusts support historically disadvantaged communities in South Africa and corporate social projects supported by business platforms to advance national priorities in their host communities, globally.



2 GOVERNANCE

Governance, integrity and ethics are non-negotiable features of our business conduct. The Group's Values and ethical principles, set out in the Group's Code of Conduct, guide our decisions and actions.

3 FINANCIAL SUMMARY

The Murray & Roberts Group works in environments with diverse cultures, needs and expectations and our financial investment in socioeconomic programmes and community upliftment initiatives must meet the local needs and priorities of our host communities. The Group CSR spend for FY2021 was R15,3 million.

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LETSEMA KHANYISA

Employees in South Africa earning below the annual earnings threshold can apply to the Letsema Khanyisa Trust for scholarships for their children.



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The Letsema Sizwe Trust provides support to development projects, led by longstanding and reputable organisations, whose primary focus is providing educational support and skills development to disadvantaged South Africans.

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GROUP CORPORATE SOCIAL INVESTMENT PROJECTS

Businesses and employees across the Group invest in their communities to provide sustainable solutions to local imperatives, providing lasting and positive change to the beneficiaries.



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GROUP CORPORATE SOCIAL RESPONSIBILITY



OUR PURPOSE

The Murray & Roberts Group seeks to contribute responsibly to sustainable and positive long-term social impact, through appropriate investments and community development programmes targeting education, skills development and health improvement.

OUR VALUES

Commitment, Care, Respect, Accountability, Integrity

“Creating a strong business and building a better world are not conflicting goals - they are both essential ingredients for long-term success.” – Bill Ford

MEANINGFUL AND PURPOSE-LED COMMUNITY SUPPORT

CSR is part of the Group’s sustainability framework and speaks to our undertaking to uplift communities, particularly those in which we operate, by responding to local circumstances and social needs in an ethical and sustainable manner.

The corporate office in Johannesburg, South Africa, manages flagship initiatives, managed through two trusts, while our businesses focus on assisting vulnerable host communities with suitable initiatives.

Our philosophy is to:

- Focus on initiatives which are sustainable and add value while avoiding handout tendencies which prove unsustainable;
- Partnering with communities around our operations in implementing sustainable community development initiatives;
- Where possible, aligning with national imperatives and government’s socioeconomic framework;
- Investing adequate financial and human resources needed to support corporate social initiatives;
- Quantifying the costs and benefits of the programmes/ beneficiaries selected and evaluating them in terms of their ability to contribute to capacity building, improving the quality of life and ensuring sustainable development;
- Establishing feedback mechanisms with beneficiary organisations to measure value add and ensure funding is being correctly used;
- Encouraging employee volunteerism; and
- Demonstrating our values in our engagement with communities and other relevant stakeholders.

GOVERNANCE

Governance, integrity and ethics are non-negotiable features of our business conduct. The Group's Values and ethical principles, set out in the Group's Code of Conduct, guide our decisions and actions.

Good governance also guides our funding decisions. The Group CSR committee meets quarterly to review progress on current initiatives and to approve new proposed projects.

The trusts are funded by dividends received. At business level, budgets and proposed initiatives are approved by each executive committee and managing director, taking into consideration their client and local community needs.

The Murray & Roberts Holdings Board, through the social & ethics committee, and the Murray & Roberts Limited Board, have oversight of Group CSR activities and spend.

Applications for funding undergo rigorous screening and recipients of large grants present regular reports to ensure funding is being used as agreed. Site visits are also conducted where possible.



Brenda Mantje



Cheryl van Bosch



Daniel Grobler



Ed Jardim



Mike da Costa



Steve Harrison



Thokozani Mdluli



Zelia Soares

CSR STRUCTURE

MRH SOCIAL & ETHICS COMMITTEE

MRL Board
Group Oversight

GROUP CSR COMMITTEE

Group CSR reporting directs the South African
Flagship Programmes

PLATFORM CSI INITIATIVES

Managed and
budgeted locally

LETSEMA KHANYISA

Employee support
scheme through a
structured bursary
initiative

LETSEMA SIZWE

Community support
scheme through
flagship initiatives

MURRAY & ROBERTS CHILD WELFARE FUND

Employee volunteer
initiative through
payroll donations

FINANCIAL SUMMARY

2021 PERFORMANCE

↑ R3,4 million

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

FY2020: R3,1 million

FY2019: R4,4 million

↓ R3,2 million

The Letsema Khanyisa Trust prioritises education and skills development in communities through three flagship initiatives

FY2020: R3,5 million

FY2019: R5,7 million

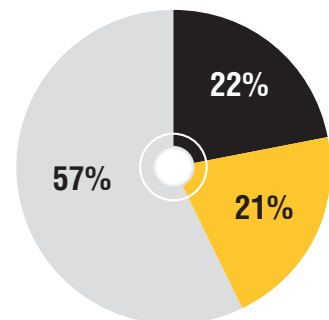
↓ R8,7 million

Group CSI programmes

FY2020: R12,4 million

FY2019: R8,8 million

Breakdown of CSR spend (%)



■ Letsema Khanyisa Trust
■ Letsema Sizwe Trust
■ Group CSI programmes

Of the R15,3 million (FY2020: R19,0 million) spent on community development initiatives across the Group, R10,6 million supported disadvantaged South Africans.

The COVID-19 pandemic has impacted the funds available for our CSR programmes and looking ahead, we will review our strategy to ensure we continue to support effective and meaningful projects across the Group.



LETSEMA KHANYISA

Employees in South Africa earning below a threshold can apply to the Letsema Khanyisa Trust for scholarships for their children. The scholarships include primary school education from grade R through to tertiary education and cover academic fees, transport, stationery and school uniform costs. Learners receive ongoing coaching throughout the academic year, as well as technological support in the form of tablets, laptops and data.

2021

58 YOUNG PEOPLE SUPPORTED



16

Primary school learners



31

Secondary school learners



11

Tertiary students

NKANYISO

Nkanyiso started grade 1 this year. He is an enthusiastic learner and is already excelling in all his subjects.

What do you like best about your new big school?

I like that we play and my classroom is so big and colourful and I have new friends.

What is your favourite subject?

Mathematics, I love to count and break down numbers.

What do you want to be when you are big?

A doctor, I would like to take care of sick people and make them feel better.

What do you like to do for fun when you are not at school?

Playing with my toys outside and watching cartoons.

What is your favourite movie?

Fast and Furious. I love all the different cars in the movie because they are very fast.

Who is your favourite soccer player?

Ronaldo because he is a good player and scores so many goals every time he plays.



LETSEMA KHANYISA

TSHIAMO



Tshiamo is in grade 12 and is an ambitious youngster with big plans for her future. She is a natural leader with a passion for doing good for others.

Tell us about what studies you would like to pursue in the future and how these studies will impact your life?

I would like to study my first six years of medicine at one of the top

universities in South Africa. I then plan to finish the rest of my studies at the University of Cambridge in England, where I will obtain my degree in OB-GYN. I believe that medicine is a step in the right direction for my passion of dedicating my life for the greater good of others.

What personal achievement makes you proud?

Leadership. I never thought it was meant for me, until the people around me pushed me to apply for prefectship at my high school. I do not regret sending in that motivation application video of the events that occurred thereafter, laughter, tears and all... the experiences were pure blessings.

TSHEGOFATSO



Tshiegofatso is a first-year law student and has been part of the Murray & Roberts Letsema Khanyisa family for six years.

You have been busy since leaving school, tell us about how you are managing university and getting started in the fashion business?

I came up with a constructive way of dealing with the anxiety while waiting for my matric results. I have always taken pleasure in going online and

buying clothes so I decided to make money out of my hobby and started my own online boutique. It has been a difficult learning curve but I do not regret any of the setbacks I have experienced. The key is to not give up!

However, it is not easy being a full-time student and running a business. When I have to read and analyse a case and then also deal with difficult customers, it can be time consuming and emotional! What keeps me going is achieving my goal of finishing my degree and becoming an attorney in record time – schoolwork comes first and the rest will follow!

PALESA



Palesa has been with Letsema Khanyisa for four years and is currently studying a Bachelor of Education Foundation Phase at North West University.

What are your career aspirations once you have finished your studies?

I still want to study further. I want to work with children with severe intellectual disabilities and to make a difference in their lives. That means I want to have an honours in special

needs education. That will be my second step that will open doors for me because in the next five years from now I want to be a psychologist working with children with special needs and for me to be in that position I must have a master's degree.

What words of advice would you give your younger self?

I would say the sky is the limit. You can become anything you want to become in this life as long as you focus on your goal. Do not let the negative forces of this world undermine you because victory must first start in your mind before it can manifest into reality. Challenges will always be there in life but you must learn to look at them in a positive way so that you can succeed in your career.

LETSEMA SIZWE

The Letsema Sizwe Trust provides support to development projects, led by longstanding and reputable organisations whose primary focus is providing educational support to disadvantaged learners in South Africa. Letsema Sizwe has collaborated with the University of Stellenbosch's Technology Research Activity Centre ("TRAC") and the Tomorrow Trust.



TRAC is a national, non-profit Physical Science programme. Under-resourced schools in impoverished communities are provided with mobile laboratories and qualified science teachers. Learners who struggled to understand the subject are now excelling and qualifying to study further in the fields of science and technology. Murray & Roberts sponsors a laboratory in Musina and another in Kuruman; both towns play host to two of our large mining projects.

TRAC provides mobile science laboratories to schools that do not have these facilities. The programme also supports learners when applying for tertiary studies.

The Tomorrow Trust delivers Saturday and holiday supplementary school programmes supporting academic learning in Mathematics, English, Physical Science and Life Science.

Letsema Sizwe also provides funding for the Jack Cheetham and Letsema Awards, although due to the pandemic and lockdown restrictions we have been unable to host the 2020 and 2021 awards but are hopeful that the 2022 awards will take place. These awards provide financial support for development projects that have a focus on sport. The Jack Cheetham award assists able-bodied athletic projects and the Letsema award provides financial assistance to differently-abled sports and athletes.

Tomorrow Trust was founded to provide holistic support to orphaned and vulnerable children, helping them achieve a comprehensive and integrated education. Murray & Roberts sponsors the Tomorrow Trust Saturday school and holiday programmes. These programmes help the learners improve their academic results through psychological and academic support, enabling them to access tertiary education and breaking the cycle of poverty.

TOMORROW TRUST AND KARABO

Karabo, grade 12, has been part of the Tomorrow Trust programme since grade 4.

Karabo lives in Tembisa with her mother and older sister. Her sister was unable to study further and Karabo hopes that she will be the first in her family to go to university. Since joining the programme, her academic results have improved dramatically. From averaging 50% in grade 8, Karabo achieved 80% for Mathematics and 79% for Physical Science in grade 12. During the pandemic and lockdown restrictions, many of her friends were unable to continue learning. Through the support of the Tomorrow Trust and Murray & Roberts, Karabo received a tablet and data which enabled her to connect to online classes.

The pandemic took a toll on Karabo; her mother lost her job and the stress and anxiety of the unknown impacted her wellbeing. The Tomorrow Trust gave her a sense of reassurance and security.

Karabo has enjoyed the workshops and support provided by the Tomorrow Trust and has developed into a confident and outspoken young woman with goals and dreams of contributing to South Africa by studying biochemistry and being able to work on developing vaccines for COVID-19. She wants to be a role model to the children and youth in her community by having a positive mindset and achieving her goals.

Through the support of the Tomorrow Trust and Murray & Roberts, Karabo received a tablet and data which enabled her to connect to online classes.



FASTER, HIGHER, STRONGER – TOGETHER

Over the past 39 years, the Jack Cheetham and Letsema Awards have recognised and celebrated development projects that impact and transform the lives of young people from at-risk communities through sport. The Jack Cheetham Award commemorates able-bodied athletes and the Letsema Award, differently-abled athletes. Due to the pandemic, the awards have been suspended since 2019, but we are hopeful they will resume in 2022.

OLYMPIC SUCCESS FOR JUMPING KIDS

Jumping Kids, the winners of the 2019 Letsema Award, provides amputees and children with limb mobility anomalies or deficiencies with the tools to be successful contributing members of society through access to prosthetic and mobility devices, education and training, and sporting opportunities and coaching.

Three of their beneficiaries took medals at the 2020 Tokyo Paralympic Games.



Credit: Martin Potgieter, Bonzai Photography

Puseletso Mabote, 16, competed at his first major championships and set a new African record of 12,66 seconds in the men's T63 100m event, coming seventh overall. Says Puseletso after the first heat, "I was worried because it is a very competitive heat and Scott Reardon [Paralympic and world champion] has times like you wouldn't believe, so finishing before him at my age is just amazing. I am overwhelmed right now." Puseletso also competed in the men's long jump T63 final, where he ranked ninth, also setting an African record. Puseletso is in grade 9 at King Edward VII.



Credit: Martin Potgieter, Bonzai Photography

Tebogo Mofokeng, 21, set an African record and took fourth place in the men's 400m T62 with a time of 50,09. Tebogo had his first prosthetics fitted at age three and was introduced to para-athletics in 2018 through Jumping Kids. This was his paralympic debut and competing at the 2020 Tokyo Paralympics has been one of his biggest dreams. Comments Michael Stevens, Jumping Kids director, "Tebogo is another success story highlighting the benefits of access to prosthetic equipment and holistic rehabilitative support. With financial assistance from our Jumping Kids charity, Tebogo was able to go from the dusty roads of Ga-Rankuwa to representing his country at the Tokyo Paralympics in the space of three years. We hope to see him grow as an athlete ahead of Paris 2024."



Credit: Martin Potgieter, Bonzai Photography

Ntando Mahlangu, 19, took two gold medals with an impressive and nail-biting performance. Ntando jumped 7,17m at the men's long jump T63 to set a new world record and ran a 23,59 men's 200m T61. There was great national pride for Ntando's humility and sportsmanship. "I do not compete for myself. I compete for the people. It is bigger than Ntando Mahlangu. It is about creating a legacy for more athletes with physical challenges to get the opportunity to pursue sport at this level. I hope that

my performance in Tokyo inspired all who watched and created better understanding about disability as a whole," said Mahlangu after the Games. Ntando is currently writing his grade 12 exams at Afrikaanse Hoër Seunskool.

TOKYO 2020



LETSEMA SIZWE EX GRATIA DONATIONS

The COVID-19 pandemic prevented us from hosting the Jack Cheetham and Letsema Awards and made fundraising a difficult task for organisations. In lieu of the awards, we made donations to three of our previous winners.

SHUMBASHABA R100 000

Shumbashaba is an impact organisation that has worked with the impoverished Diepsloot community for 15 years. Their programmes incorporate nature and animals as a way of helping vulnerable children and adults develop their self-worth, life-skills, their sense of empowerment and hope to build a better future. They are active participants in the Diepsloot gender-based violence forum and Local Drug Action Committee and collaborate with government and community organisations in delivering programmes that respond to the needs of a diverse community afflicted with violence, poverty, high levels of unemployment and substance abuse.



FREE STATE SPORT ASSOCIATION FOR THE PHYSICALLY DISABLED R50 000

The association was established with the aim of supporting children with disabilities to access and excel across a variety of sporting codes including athletics, boccia, paracycling, goal ball, swimming and cerebral palsy soccer. Most of the children come from disadvantaged communities and are identified through partnerships with schools for learners with special needs. The association provides an opportunity for disabled athletes to participate in sport nationally and internationally.



GROOTBOS FOUNDATION R25 000

Based in Stanford on the Klein river, the Rock the Boat canoeing programme is a development programme to attract youngsters from the local communities in the rural Overberg region to the sport of canoeing. The programme includes basic water safety training, as well as valuable social skills, which keeps vulnerable children away from potentially risky and anti-social behaviour.



GROUP CORPORATE SOCIAL INVESTMENT PROJECTS

ENERGY, RESOURCES AND INFRASTRUCTURE PLATFORM

CLOUGH

The Clough Foundation supports a number of non-profit organisations that bring long-term sustainable benefits to the communities near the platform's projects. The Foundation's areas of focus are sustainability, indigenous engagement, diversity, healthy communities and children and youth foundations.

The Clough foundation supports the following community organisations in Australia and Papua New Guinea:



ChildFund Australia

The focus for the past year has been on ChildFund's COVID-19 response, which included providing training and equipment to village health volunteers in remote communities, building hand-washing facilities with hygiene kits, partnering with schools to amplify COVID-19 information and awareness and providing essential equipment to health centres.

Clough North America sponsored the Next Wave Charity Golf Tournament, hosted by Clough's client Next Wave Energy Partners. The event raised funds for Camp Hope, an organisation that supports veterans and their families struggling with combat-induced post-traumatic stress.

Clough North America also sponsored Trees for Houston, an organisation that plants trees in parks, trails and schools across Houston with volunteers and a donation in celebration of Arbor Day.

The company also hosted fundraising campaigns in Houston, Pasadena and Calgary to support local food banks that provide meals for families in need.

BOOTH WELSH APPRENTICES TAKE ON FUEL CHANGE

Fuel Change is a social enterprise movement, which taps into the potential of youth to help fight the climate crisis. It aims to harness the skills and energy of Scotland's youth by partnering with educators and businesses to help solve their carbon challenges.

The Fuel Change Challenge provides a platform for the next generation to become truly engaged in considering climate-related implications. The method inspires them to develop real low carbon solutions to challenges set by industry, which can then be adapted and implemented to help transform their industries.

Teams will work through a series of three sprints, lasting around four months and will require two hours of work per week. Booth Welsh is proud to have its younger generation voice their ideas and promote environmental action in the Fuel Change Project.

Two teams of Booth Welsh apprentices are taking on the Grangemouth Challenge, which involves a range of challenges with a focus on finding specific low carbon solutions for Grangemouth and to understand the economic and social implications of transitioning to net zero.

GROUP CORPORATE SOCIAL INVESTMENT PROJECTS



Clontarf Foundation

The Clontarf Academies improve the education, discipline, life skills and employment prospects for young Aboriginal men and funding is provided to assist Aboriginal boys to attend the academies.



MATES in Construction

MATES was established in 2008 to address the high level of suicide among Australian construction workers. MATES provides community development programmes across the construction industry and supports workers in need through case management and a 24/7 help line.



Role Models and Leaders Australia

Role Models and Leaders Australia opened its first Girls Academy in 2004 and provides assistance to young Aboriginal girls who experience poverty and sickness or who are disconnected from their community.



Starlight Foundation

Starlight Children's Foundation partners with Earbus Foundation to support children and families in accessing ear health clinics in communities across Pilbara and Goldfields in Western Australia.

GROUP CORPORATE SOCIAL INVESTMENT PROJECTS

MINING PLATFORM

The platform supports the Murray & Roberts Research Chair in Industry Leadership 4.0 at the University of Pretoria, South Africa, which advances the skills and leadership capacity required to accelerate the adoption of new technology in mining practices.



In South Africa, Murray & Roberts Cementation invested R856 000 in three projects which supported host communities.

Murray & Roberts Cementation contributed to the De Beers Trust, which provided upgrades and extensions to the Helen Franz Hospital in Limpopo Province. A contribution was also made to the Minerals Education Trust Fund that aims to address and resolve many of the challenges faced by black students in accessing tertiary education. Murray & Roberts Cementation also provided a borehole to the Kraneburg Primary School in Limpopo, which provided access to safe and reliable water for 250 school children.

In South Africa, Murray & Roberts Cementation invested R856 000 in three projects which supported host communities.

RUC Cementation Mining contributed R850 400 to the STEM United Programme, which supports the education of Year 9 students studying Science, Technology, Engineering and Mathematics in Western Australia.

Cementation Americas spent R649 000 on a number of employee-supported charitable organisations. Its donation policy permits employees to request monetary support for the charities in which they are actively involved.

Organisations supported include the Sandy Kids Club, which is dedicated to changing the lives of young people by providing a safe space for education and play, the Hemophilia Foundation, which supports families burdened with medical costs with gifts over the festive season. Cementation Americas also supports the Society for Mining, Metallurgy and Exploration, which provides funding for education and outreach programmers, encouraging students to consider mining and geology as career options.

GROUP CORPORATE SOCIAL INVESTMENT PROJECTS

MURRAY & ROBERTS CORPORATE

The Vorentoe High School is based in Auckland Park, Johannesburg, South Africa. At its start in 2000, the running academy had five athletes and today it has 50 with an almost equal split between girls and boys. The academy aims to provide the children with a quality school education while also giving them the opportunity to optimise their running potential. The school also assists their transition from adolescence to adulthood and prepares them to be role models in their communities. The athletes are mostly recruited from rural and disadvantaged areas. The children receive bursaries to attend Vorentoe High School and are provided with hostel facilities and meals. Our investment, along with that of other donors, is used to maintain the academy. At present, four children have received bursaries to compete for colleges in the United States.

The Murray & Roberts Child Welfare Fund encourages employee donations, using the employee payroll. The Group, through its Letsema Sizwe Fund, matches employee-raised funds, supporting the various needs of early childhood development projects, e.g. assistance with medical, food and operational costs. The Fund's committee, comprising employee representatives, approves donations to qualifying organisations on a quarterly basis.



Meaningful contributions

A total of R290 700 was paid to 11 organisations for the July 2020 to June 2021 period in support of education, building and renovations, medical costs, furniture/equipment, clothing and linen and food/nutrition. Matched funds by the Letsema Sizwe Fund totalled R153 000.

Fundraising 'fore' the children

Due to the uncertainty surrounding the COVID-19 pandemic in 2020, the Fund was not able to host its annual golf day and did not raise any of the critical funds it required to support qualifying beneficiaries in the previous year. The funds raised at the golf day enables the Fund to continue to carry out its work in assisting vulnerable children in various communities.

Fortunately in 2021, the golf day, which was scheduled for May, was able to take place just ahead of the winter flu season and third wave. Thanks to the generous donors and players, the Fund raised R111 545 on the day, enabling the committee to budget approximately R80 000 per quarter in donations for the FY2022 financial year (July 2021 to June 2022).

The committee extends its heartfelt thanks to every donor for making a difference.



POWER, INDUSTRIAL & WATER PLATFORM

In South Africa, the platform purchased a mobile kitchen for its enterprise development beneficiary, the Handy Helper Agency, valued at R60 000. The mobile kitchen allows Handy Helper Agency to broaden its service offering and deliver cooking lessons to domestic workers. The support assisted Handy Helper Agency, a female-owned business, in achieving Services SETA accreditation as a hygiene and cleaning training company.

TRAC AND GEORGINA LERATO MAKHAE

Georgina was raised by her grandmother who cared for Georgina, her two siblings and Georgina's three cousins. Georgina attended Morakolo Secondary School, which was located in a small village outside Lephalale in Limpopo Province, South Africa. When Georgina was in grade 10, TRAC established its programme in five schools in the area, including Morakolo School. TRAC enabled learners to use advanced Physical Science technology to conduct experiments in small groups. The programme also included weekend and holiday lessons to bridge knowledge gaps and Georgina's results improved from 58% in grade 11 to 80% in grade 12.

Says Georgina, "Coming from an unstable financial background meant I wanted to further my studies but I didn't have access to a computer to make online applications." TRAC assisted Georgina to apply for funding and complete her applications online. In January, Georgina was accepted to study at Stellenbosch University, and at the same time, her bursary application with Lephalale Municipality was also approved.

Georgina found the money for a bus ticket and was on her way to Stellenbosch.

Says Debbie Olivier, director of TRAC, "We mentor and support our students when they get to university as it is crucial that students are able to make a smooth transition from home to university and from secondary to tertiary education."

Four years later, with an attitude of determination, Georgina is a BSc Earth Science graduate and is now pursuing her Post Graduate Certificate in Education – a teacher in the making!