Murray & Roberts Holdings Limited - Water Security 2023

W0. Introduction

W0.1

(W0.1) Give a general description of and introduction to your organization.

Murray & Roberts is a multinational company specializing in engineering and construction services. With a focus on optimizing clients' fixed capital investments, the Group utilizes its expertise to deliver sustainable solutions throughout the project life cycle. For over 120 years, Murray & Roberts has contributed significantly to global socio-economic development by creating employment opportunities, developing skills, installing infrastructure, delivering services, applying technology, and building capacity. Operating within the resources, industrial, energy, water, and specialized infrastructure sectors, the Group utilizes three global sector platforms: The Mining platform provides underground mining services, along with material logistics, in global metals and minerals markets. For this reporting period, Murray & Roberts have incorporated the Energy, Resources & Infrastructure platform, headquartered in Perth and operating under the Clough brand, however in late 2022 the Group sold 100% of its shareholding in Clough Limited to Webuild. The Group now consists of two business platforms: the multinational Mining platform and the Sub-Saharan Africa-focused Power, Industrial & Water platform.

Headquartered in Johannesburg, South Africa, Murray & Roberts is listed on the Johannesburg Stock Exchange (JSE). The company transitioned its listing on the JSE from Heavy Construction to Diversified Industrials in March 2017. Additionally, the FTSE Russell transferred Murray & Roberts' listing to the Engineering and Contracting Services subsector, reaffirming the Group's expertise and strategic positioning.

Murray & Roberts has offices located in various regions:

- Africa: South Africa, Zambia, and Ghana
- Australasia: Australia, Mongolia, and Papua New Guinea
- Europe: Scotland
- North America: USA and Canada

The Group's purpose-led business model aligns its capabilities with clients' infrastructure investments aimed at advancing sustainable human development. Through the design, construction, maintenance, and operation of critical infrastructure, Murray & Roberts positively impacts lives beyond the project duration. The Group's Purpose is central to its governance approach, contractor and employer competitiveness, and commitments as an ethical corporate citizen. As the Group pursues growth, profitability, and value creation, strategic decisions are guided by Purpose, Vision, and Values. Murray & Roberts' competitiveness as a contractor and employer, as well as its ability to derive optimal value from projects within manageable risk, relies on the consistent application of Engineered Excellence. This management approach, rooted in careful planning, leadership commitment, shared learning, and continuous improvement, removes chance from decision-making processes. By prioritizing stakeholder expectations, the Group aspires to be a preferred contractor and employer. The operating philosophy, along with the Group's Values, shapes its culture and instills discipline and rigor in every action and decision. Embedded within the business through policies and management systems, including the Group Sustainability Framework, HSE framework, Statement of Business Principles, and Ethics Framework, these frameworks set clear expectations for employees, platforms, and business partners. Their application is rigorously governed throughout the Group.

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date
Reporting year	July 1 2021	June 30 2022

W0.3

(W0.3) Select the countries/areas in which you operate.

Australia
Canada
South Africa
United States of America
Zambia

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.

ZAR

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Companies, entities or groups over which financial control is exercised

W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

No

W0.7

(W0.7) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization.	Provide your unique identifier
Yes, a Ticker symbol	MUR
Yes, an ISIN code	ZAE000073441

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Important	Neutral	Direct use: Water plays a crucial role in our business operations, both directly and indirectly. In terms of direct use, we rely on high-quality freshwater sourced from the municipalities to support our employees and run our offices, including facilities like kitchens and bathrooms. A stable and sufficient water supply is vital for maintaining safe and productive operations, making it an important aspect of our overall sustainability. Water shortages or an unstable water supply would compromise our ability to operate effectively. Indirect use: We also consider the water-intensive manufacturing processes of materials we purchase, such as steel and cement. Although we do not control these processes ourselves, we recognize the importance of water for the manufacturers of these products. However, our primary concern is the availability and visible quality of the materials we receive, as they are key inputs in our business processes. Therefore, we maintain a neutral stance on the availability of good quality freshwater for indirect use. Future: Looking ahead, we anticipate an increase in our water dependency, both in direct and indirect usage, as Murray & Roberts actively pursues growth opportunities. These expansion plans will impact both our direct and indirect water usage.
Sufficient amounts of recycled, brackish and/or produced water available for use	Not very important	Not important at all	Direct use: Given the locations of Murray & Roberts' operations in water-stressed regions, we recognize the importance of addressing water scarcity and the need to rely on recycled water. As water shortages become more prevalent, we understand the necessity of sustainable water management practices. Although our water consumption remains low, we continue to explore water efficiency and recycling initiatives in our operations. In the previous reporting year, we took steps towards water conservation at our Bentley Park facility by installing two 10,000-litre water storage tanks. These tanks enable us to collect and reuse grey water for garden irrigation purposes, minimizing the need for freshwater consumption in this area. We are committed to evaluating and implementing further water recycling and conservation measures as appropriate, taking into account the unique water challenges faced in each of our operational regions. Indirect use: Murray & Roberts does not heavily rely on the indirect use of recycled, brackish, or produced water throughout its value chain. Therefore, this aspect is considered relatively unimportant and not a significant factor for our business. We do not currently engage in widespread utilization of recycled or brackish water in our operations.

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Frequency of measurement	Method of measurement	Please explain
Water withdrawals – total volumes	100%	Monthly	Water is measured using flow meters for project site operations.	All facilities and projects within Murray & Roberts (under financial control) are required to submit a monthly, detailed volumetric report on water withdrawals via the internal HSE Reporting System. Water is measured using flowmeters for project site operations. However, for administrative operations (e.g., head offices) the water is reported from municipal invoices only. Municipal invoices are based on municipal meter readings.
Water withdrawals – volumes by source	100%	Monthly	Water is measured using flow meters for project site operations.	All facilities and projects within Murray & Roberts (under financial control) are required to submit a monthly, detailed volumetric report on water withdrawals by source (including volumes from water-stressed areas) via the internal HSE Reporting System. The major water withdrawal sources monitored via this system include municipal water, rainwater, seawater/brackish surface water, surface water, underground water, and wastewater from other organisations. Water is measured using flowmeters for project site operations. However, for administrative operations (e.g., head offices) the water is reported from municipal invoices. Municipal invoices are based on municipal meter readings.
Entrained water associated with your metals & mining and/or coal sector activities - total volumes [only metals and mining and coal sectors]	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Produced water associated with your oil & gas sector activities - total volumes [only oil and gas sector]	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Water withdrawals quality	Not relevant	<Not Applicable>	<Not Applicable>	Our group-wide Water Management Standard requires supplied water used for drinking purposes to be regularly tested to ensure that it meets potable water quality standards, unless supplied by a water services authority. Currently Murray & Roberts' water for internal use is sourced from the municipalities and is of a potable standard, so no water quality checks are performed on this water. In the case that a project sites' potable water supply is sourced from other sources, testing of the water must be conducted according to appropriate sampling standards and analysed by an accredited laboratory. Furthermore, no activities undertaken on the site should result in any wastewater or other substance entering the potable water storage or distribution system to further maintain the quality of potable water.
Water discharges – total volumes	100%	Monthly	Volumetric data is measured using flowmeters and municipal invoices.	All facilities and projects within Murray & Roberts (under financial control) are required to submit a monthly, detailed volumetric report on water discharges via the internal HSE Reporting System. Volumetric data is measured using flowmeters and municipal invoices (in the case of sewerage wastewater disposal via the municipal sewerage system).
Water discharges – volumes by destination	100%	Monthly	Volumetric data is measured using flowmeters and municipal invoices.	All facilities and projects within Murray & Roberts (under financial control) are required to submit a monthly, detailed volumetric report on water discharges by destination via the internal HSE Reporting System. The major discharge destinations monitored via this system include groundwater, municipal sewer, seawater/brackish surface water, surface water and third parties. Volumetric data is measured using flowmeters and municipal invoices (in the case of sewerage wastewater disposal via the municipal sewerage system).
Water discharges – volumes by treatment method	100%	Monthly	Volumetric data is measured using flowmeters and municipal invoices.	All facilities and projects within Murray & Roberts (under financial control) are required to submit a monthly, detailed volumetric report on water discharge destinations and their corresponding treatment methods (if and when it occurs). Thus, this parameter is tracked for all operations on a monthly basis. Volumetric data is measured using flowmeters and municipal invoices (in the case of sewerage wastewater disposal via the municipal sewerage system).
Water discharge quality – by standard effluent parameters	1-25	Monthly	Water sampling and laboratory analysis.	Our fixed facilities and operations under our control that require Water Use Licenses (WUL) have a legal requirement to report water discharge quality on a monthly basis via sampling. Third-party specialists are occasionally contracted to perform sampling and laboratory work in this regard.
Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)	Not relevant	<Not Applicable>	<Not Applicable>	This is not relevant as we do not have any water discharges to the natural environment. We do however discharge to municipal sewers.
Water discharge quality – temperature	Not relevant	<Not Applicable>	<Not Applicable>	This is not relevant as the small volumes of effluent discharged from processes in construction do not alter the water temperatures, and accordingly our license conditions do not require us to measure this. It is anticipated that discharged water temperature will remain irrelevant in the foreseeable future.
Water consumption – total volume	100%	Monthly	Volumetric data is measured using flowmeters and municipal invoice.	All facilities and projects within Murray & Roberts (under financial control) are required to submit a monthly, detailed volumetric report on water withdrawals and discharge via the internal HSE Reporting System. This data is used to automatically calculate the water consumption (withdrawals less discharge) on the system. Volumetric data is measured using flowmeters and municipal invoices (in the case of municipal water purchases and municipal sewer disposal).
Water recycled/reused	Not relevant	<Not Applicable>	<Not Applicable>	There are currently no material water recycling or reuse initiatives in place to report. However, should it occur, the HSE reporting system has been configured to enable capturing of water recycled/ reused on a monthly basis. Water recycling and reuse would be determined using flowmeters and/or operational water balances.
The provision of fully-functioning, safely managed WASH services to all workers	100%	Monthly	Volumetric data is reported on a monthly basis using municipal water invoices.	Access to functioning water services is tracked at 100% of our sites. All employees are provided with clean drinking, cooking, and cleaning water; wastewater management and drainage; and hygiene information and education.

W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Please explain
Total withdrawals	52.39	Much higher	Increase/decrease in business activity	Much higher	Increase/decrease in business activity	Total water withdrawals are substantially higher than the reported value from previous reporting year. The increase in business activity coupled with enhanced accuracy of data resulted in the overall increase in the total water withdrawals at our facilities. Our ERI Platform accounts for 56% of the total withdrawals. As such, we anticipate our short-term water withdrawals to decrease and increase in the medium term as the Mining and PIW platforms increase in business activity.
Total discharges	9.87	Much lower	Other, please specify (Reporting water discharges to the municipal system.)	Higher	Increase/decrease in business activity	Total water discharges decreased by 28% from the previous reporting year. This difference is predominantly due to the fact that in the previous year, Opti Power reported surface water discharges (6.56 ML) at one of their projects during the reporting year, whereas no surface water discharges were reported in the reporting year. Our ERI Platform accounts for 97% of the total discharges. As such, we anticipate our short-term water discharges to decrease and increase in the medium term as the mining and PIW platforms increase in business activity.
Total consumption	42.5	Much higher	Other, please specify (Increase in withdrawals and decrease in discharges.)	Higher	Increase/decrease in business activity	Total consumption is calculated by the formula Consumption = Withdrawals – Discharges. Water consumption increased by approximately 280%. The increase in water withdrawals coupled with a decrease in the total discharges resulted in the overall increase in water consumption. Our ERI Platform accounts for 56% of the total consumption. As such, we anticipate our short-term water discharges to decrease and increase in the medium term as the mining and PIW planforms increase in business activity.

W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress, provide the proportion, how it compares with the previous reporting year, and how it is forecasted to change.

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Identification tool	Please explain
Row 1	Yes	76-99	About the same	Other, please specify (Our water withdrawals are from our operations in water stressed areas in the South African Development Countries (SADC) and the Perth region in western Australia.)	Higher	Increase/decrease in business activity	WRI Aqueduct	Our primary areas of operation are located in water stress areas in the SADC region and Western Australia (Perth). Water withdrawals reported at our mining operations in the United States of America (US) and Canada (areas without water stress) amounted to 1 154 kiloliters. Whilst our total water withdrawals were 52 389 kiloliters. The % of water withdrawals from our water stress areas were calculated as follows: (Total water withdrawals – Water withdrawals from areas without water stress)/ Total water withdrawals. This resulted in a 98% contribution from our water stress areas. As of 2023, Murray & Roberts will have no residual exposure to the Clough business/ERI Platform. The Clough business accounted for 37% of our total water withdrawals. As such, we anticipate our short-term withdrawals to decrease. We, however, anticipate that our medium-term water withdrawals from water stressed areas will continue to increase as we actively continue to grow our business.

W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	1.04	Much lower	Increase/decrease in business activity	Freshwater withdrawals are project dependent and occur on an ad hoc basis. In the previous reporting year, one of the projects (Opti Power) reported surface water withdrawals. However, in the reporting year, we did not use any fresh surface water in our operations. As of 2023, Murray & Roberts will have no residual exposure to the Clough business/ERI Platform. The Clough business accounted for 37% of our total water withdrawals. As such, we anticipate our short-term withdrawals to decrease. We, however, anticipate that our medium-term water withdrawals from water stress areas will continue to increase as we actively continue to grow our business.
Brackish surface water/Seawater	Relevant	0	About the same	Other, please specify (Murray & Roberts does not use brackish water.)	The Group does not currently use any brackish water in its operations. However, our reporting system does allow for the tracking of seawater and brackish water. Future anticipated trends are expected to remain the same as there are no projects in the pipeline that will utilize brackish water.
Groundwater – renewable	Relevant	7.79	Much higher	Increase/decrease in business activity	Groundwater withdrawals are project dependent and occur on an ad hoc basis. In the previous reporting year, one of the projects (Opti Power) reported underground water withdrawals (0.48 ML). In the reporting year, a large once-off (7.79 ML) withdrawal was recorded at our Clough operations. Future anticipated trends are expected to remain the same as there are no further projects in the pipeline that will require the use of material quantities of renewable groundwater.
Groundwater – non-renewable	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Murray & Roberts does not withdraw water from non-renewable sources as the small volumes of groundwater withdrawn are from shallow aquifers, therefore, this source is currently not relevant. Future anticipated trends are expected to remain the same as there are no projects in the pipeline that will require the use of material quantities of non-renewable groundwater.
Produced/Entrained water	Relevant	0	About the same	Other, please specify (Not applicable.)	Murray & Roberts does not currently withdraw any produced water at its fixed facilities. However, our reporting system does allow for the tracking of produced water. Future anticipated trends are expected to remain the same as there are no projects in the pipeline that will involve the withdrawal of produced water.
Third party sources	Relevant	43.56	Much higher	Increase/decrease in business activity	Water withdrawals from third party sources increased by 83%. This increase can be attributed to the increase in business activities as more projects that demanded water were undertaken in the reporting year. As of 2023, Murray & Roberts will have no residual exposure to the Clough business/ERI Platform. The Clough unit accounted for 37% of our total third-party water withdrawals. As such, we anticipate our short-term withdrawals to decrease. We, however, anticipate that our medium-term water withdrawals from third-party sources will continue to increase as we continue to grow our business.

W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water	Relevant	0	Much lower	Increase/decrease in business activity	All facilities and projects within Murray & Roberts which are financially controlled, are required to submit a detailed volumetric report on water discharge on the internal HSE Reporting System on a monthly basis. During the reporting year there was no reported water discharge to fresh surface water at operations within our financial control. Future anticipated trends are expected to remain the same as there are no further projects in the pipeline that will require the discharge of material quantities of water to fresh surface water destinations.
Brackish surface water/seawater	Relevant	0	About the same	Other, please specify (No change occurred)	All facilities and projects within Murray & Roberts which are financially controlled, are required to submit a detailed volumetric report on water discharge on the internal HSE Reporting System on a monthly basis. During the reporting year there was no reported water discharge to brackish surface water or seawater at operations within our financial control. Future anticipated trends are expected to remain the same as there are no projects in the pipeline that will involve the discharge of water to brackish surface water or seawater.
Groundwater	Relevant	0	About the same	Other, please specify (No change occurred)	All facilities and projects within Murray & Roberts which are financially controlled, are required to submit a detailed volumetric report on water discharge on the internal HSE Reporting System on a monthly basis. During the reporting year there was no reported water discharge to groundwater at operations within our financial control. Future anticipated trends are expected to remain the same as there are no projects in the pipeline that will involve the discharge of water to groundwater.
Third-party destinations	Relevant	9.87	Higher	Increase/decrease in business activity	Water discharges to third-party destinations (specifically municipal sewerage) increased by 38% from the previous reporting year. This is predominantly attributed to the increased discharges from Murray & Roberts Corporate Office Campus (Douglas Roberts Centre). The future volume of discharge to third-party destinations is estimated to increase as we actively continue to grow the business.

W1.2j

(W1.2j) Within your direct operations, indicate the highest level(s) to which you treat your discharge.

	Relevance of treatment level to discharge	Volume (megaliters/year)	Comparison of treated volume with previous reporting year	Primary reason for comparison with previous reporting year	% of your sites/facilities/operations this volume applies to	Please explain
Tertiary treatment	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	All facilities and projects within Murray & Roberts which are financially controlled, are required to submit a detailed volumetric report on water discharge on the internal HSE Reporting System on a monthly basis. During the reporting year there was no reported water discharges that required tertiary treatment prior to being discharged. The responsible discharge of industrial wastewater to prevent impacts on water resources forms a key part of our group-wide Water Management Strategy. Pretreatment of industrial wastewater where required is recognized as one of the effective industrial wastewater management mechanisms.
Secondary treatment	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	All facilities and projects within Murray & Roberts which are financially controlled, are required to submit a detailed volumetric report on water discharge on the internal HSE Reporting System on a monthly basis. During the reporting year there was no reported water discharges that required secondary treatment prior to being discharged. The responsible discharge of industrial wastewater to prevent impacts on water resources forms a key part of our group-wide Water Management Strategy. Pre-treatment of industrial wastewater where required is recognized as one of the effective industrial wastewater management mechanisms.
Primary treatment only	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	All facilities and projects within Murray & Roberts which are financially controlled, are required to submit a detailed volumetric report on water discharge on the internal HSE Reporting System on a monthly basis. During the reporting year there was no reported water discharges that required primary treatment prior to being discharged. The responsible discharge of industrial wastewater to prevent impacts on water resources forms a key part of our group-wide Water Management Strategy. Pretreatment of industrial wastewater where required and to the applicable wastewater quality parameters and limits, is recognized as one of the effective industrial wastewater management mechanisms.
Discharge to the natural environment without treatment	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	All facilities and projects within Murray & Roberts which are financially controlled, are required to submit a detailed volumetric report on water discharge on the internal HSE Reporting System on a monthly basis. During the reporting year there was no reported water discharges to the natural environment without treatment prior to being discharged. The responsible discharge of industrial wastewater to prevent impacts on water resources forms a key part of our group-wide Water Management Strategy. Pre-treatment of industrial wastewater where required is recognized as one of the effective industrial wastewater management mechanisms.
Discharge to a third party without treatment	Relevant	9.87	About the same	Other, please specify (Our water discharged to third party did not undergo pretreatment prior to discharge.)	1-10	All facilities and projects within Murray & Roberts which are financially controlled, are required to submit a detailed volumetric report on water discharge on the internal HSE Reporting System on a monthly basis. During the reporting year offices, warehouses and some project sites discharged water to municipal or third-party sewerage and wastewater treatment facilities. This water was not pre-treated prior to discharge. The responsible discharge of industrial wastewater to prevent impacts on water resources forms a key part of our group-wide Water Management Strategy. Pre-treatment of industrial wastewater where required is recognized as one of the effective industrial wastewater management mechanisms.
Other	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	All facilities and projects within Murray & Roberts which are financially controlled, are required to submit a detailed volumetric report on water discharge on the internal HSE Reporting System on a monthly basis. During the reporting year there was no reported water discharges that required other treatment prior to being discharged. The responsible discharge of industrial wastewater to prevent impacts on water resources forms a key part of our group-wide Water Management Strategy. Pretreatment of industrial wastewater where required is recognized as one of the effective industrial wastewaters managements mechanisms.

W1.3

(W1.3) Provide a figure for your organization's total water withdrawal efficiency.

	Revenue	Total water withdrawal volume (megaliters)	Total water withdrawal efficiency	Anticipated forward trend
Row 1	29700000000	52.39		We anticipate our total water withdrawal efficiency to remain relatively consistent in future. Although the future volume of total withdrawal is estimated to increase as we continue to grow our business, the Group's revenue is also anticipated to increase as a result of this growth, likely resulting in the total water withdrawal intensity remaining relatively consistent.

W1.4

(W1.4) Do any of your products contain substances classified as hazardous by a regulatory authority?

	Products contain hazardous substances	Comment
Row 1	No	None.

W1.5

(W1.5) Do you engage with your value chain on water-related issues?

	Engagement	Primary reason for no engagement	Please explain
Suppliers	Yes	<Not Applicable>	<Not Applicable>
Other value chain partners (e.g., customers)	Yes	<Not Applicable>	<Not Applicable>

W1.5a

(W1.5a) Do you assess your suppliers according to their impact on water security?

Row 1

Assessment of supplier impact

No, we do not assess the impact of our suppliers and have no plans to do so within the next two years

Considered in assessment

<Not Applicable>

Number of suppliers identified as having a substantive impact

<Not Applicable>

% of total suppliers identified as having a substantive impact

<Not Applicable>

Please explain

W1.5b

(W1.5b) Do your suppliers have to meet water-related requirements as part of your organization's purchasing process?

	Suppliers have to meet specific water-related requirements	Comment
Row 1	No, and we do not plan to introduce water-related requirements within the next two years	

W1.5d

(W1.5d) Provide details of any other water-related supplier engagement activity.

Type of engagement
Information collection

Details of engagement
Collect water management information at least annually from suppliers
Collect information on water-related risks at least annually from suppliers
Collect water quantity information at least annually from suppliers (e.g., withdrawal and discharge volumes)
Collect water quality information at least annually from suppliers (e.g., discharge quality, pollution incidents, hazardous substances)

% of suppliers by number
1-25

% of suppliers with a substantive impact
<Not Applicable>

Rationale for your engagement
Murray & Roberts purpose is to enable clients' fixed capital investments that support the advancement of sustainable human development. We design and deliver projects that are financially viable and that create value for the Group and all its stakeholders, whilst safeguarding environmental sustainability through increased awareness and responsible use of natural resources. The Group maintains a high standard of corporate governance, integrity, and ethics, which are non-negotiable features in the pursuit of its value creation strategy. We have approved and adopted a core set of values, policies, and standards, which are required to be applied and practiced in all our business activities. Our business partners, including suppliers of goods and services, help us deliver on our commitments to stakeholders. It is therefore imperative that we partner with Suppliers that share our commitment to sustainable development. This is fundamental in creating and maintaining beneficial relationships and trust amongst our stakeholders. Our rationale for engagement includes the following:
• to identify, develop, win, and deliver projects for our water-related businesses (clients, innovation partners and project delivery partners); and
• to continuously improve water-related performance, reporting and the identification of opportunities to reduce water-related impacts on site and in the supply chain (employees, suppliers, clients, project delivery partners, communities, and academia).

Impact of the engagement and measures of success
All engagement is guided by our public stakeholder engagement policy and takes place at the corporate, business, operation, and community levels across the Group through technology (virtual meetings, webcasts, website, intranet, social media, and email), face-to-face engagement (meetings, training, presentations, workshops, and conferences) and print (newsletters/brochures, internal magazines, and external reports, including the integrated and sustainability report). It is likely that water-related emergencies will continue to arise in parts of South Africa until 2030. Given this context, Murray & Roberts Water's strategy has been to actively engage with government, municipalities, and other suppliers to ensure that it is positioned to support wastewater and industrial water treatment projects. The success of these engagements is measured by whether all the clients' annual requirements are confidently met and whether sufficient quantities of water are available to ensure the project can be delivered successfully and on time.

Comment
We continue to engage with our suppliers to identify collaborative opportunities to reduce carbon footprint and any water-related impacts of our supply chain.

Type of engagement
Innovation & collaboration

Details of engagement
Please select

% of suppliers by number
Please select

% of suppliers with a substantive impact
<Not Applicable>

Rationale for your engagement

Impact of the engagement and measures of success

Comment

W1.5e

(W1.5e) Provide details of any water-related engagement activity with customers or other value chain partners.

Type of stakeholder
Customers

Type of engagement
Education / information sharing

Details of engagement
Educate and work with stakeholders on understanding and measuring exposure to water-related risks

Rationale for your engagement
All engagement is guided by our public stakeholder engagement policy and takes place at the corporate, business, operation, and community levels across the Group.

Impact of the engagement and measures of success
The success of these engagements is measured by whether all the clients' annual requirements are confidently met and whether sufficient quantities of water are available to ensure the project can be delivered successfully and on time.

Type of stakeholder
Other, please specify (Suppliers)

Type of engagement
Innovation & collaboration

Details of engagement
Collaborate with stakeholders on innovations to reduce water impacts in products and services

Rationale for your engagement
All engagements are guided by our public stakeholder engagement policy and take place at the corporate, business, operation, and community levels across the Group.

Impact of the engagement and measures of success
The success of these engagements is measured by whether all the clients' annual requirements are confidently met and whether sufficient quantities of water are available to ensure the project can be delivered successfully and on time.

W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?
No

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

	Water-related regulatory violations	Fines, enforcement orders, and/or other penalties	Comment
Row 1	No	<Not Applicable>	None

W3. Procedures

W3.1

(W3.1) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

	Identification and classification of potential water pollutants	How potential water pollutants are identified and classified	Please explain
Row 1	Yes, we identify and classify our potential water pollutants	Our water management standard provides guidance on measures that must be implemented to separate wastewater and stormwater runoff and prevent prohibited substances from entering the drainage systems. This may include the provision of secondary containment e.g., surfacing and bund walls, spill kits and training of site personnel. Further, the standard provides guidance on the procedure for industrial and domestic wastewater discharges, this includes monitoring the quality of the water discharged for any contaminants. Our Integrated Waste Management standard requires that all facilities and projects within Murray & Roberts which are financially controlled, to submit a detailed report on waste disposed on the internal HSE Reporting System on a monthly basis. Currently, the key water pollutant that has been identified at our operations is oil contaminated water.	<Not Applicable>

W3.1a

(W3.1a) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.

Water pollutant category
Oil

Description of water pollutant and potential impacts
The disposal of oil from vehicles and machinery contaminates water and poses a significant risk to marine life and groundwater sources. The contamination of groundwater could further render the water unsafe for use.

Value chain stage
Direct operations

Actions and procedures to minimize adverse impacts
Other, please specify (Ensure safe disposal of oil.)

Please explain
The water management standard provides guidance on the procedure for industrial and domestic wastewater discharges, this includes monitoring the quality of the water discharged for any contaminants. Our waste management standard also provides the different waste minimization options to consider for hazardous waste including oil. Oil contaminated water is recycled at our facilities.

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?
Yes, water-related risks are assessed

W3.3a

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

Value chain stage
Direct operations
Supply chain

Coverage
Full

Risk assessment procedure
Water risks are assessed as part of an established enterprise risk management framework

Frequency of assessment
Annually

How far into the future are risks considered?
3 to 6 years

Type of tools and methods used
Tools on the market
Enterprise risk management

Tools and methods used
WRI Aqueduct
COSO Enterprise Risk Management Framework
Other, please specify (Internal company methods, external consultants, and scenario analysis)

Contextual issues considered
Water availability at a basin/catchment level
Water quality at a basin/catchment level
Stakeholder conflicts concerning water resources at a basin/catchment level
Water regulatory frameworks
Status of ecosystems and habitats
Access to fully-functioning, safely managed WASH services for all employees

Stakeholders considered
Customers
Employees
Investors
Local communities
Regulators
Suppliers
Water utilities at a local level
Other water users at the basin/catchment level

Comment
None.

W3.3b

(W3.3b) Describe your organization's process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

	Rationale for approach to risk assessment	Explanation of contextual issues considered	Explanation of stakeholders considered	Decision-making process for risk response
Row 1	The Group's integrated assurance framework is used to identify, assess, monitor, and report our complex risks and opportunities, including those related to energy, climate change, water, and waste. The framework's three pillars are risk management, regulatory compliance, and independent assurance (internal and external audits). Risks are managed through appropriate governance structures, organizational leadership, and planning and effective management, which ensure that the right capacities, controls, systems, and processes are in place. Risks are assessed quarterly and considered three to six years into the future.	Project disruption risks and risks relating to changing rainfall patterns and increasing temperatures are contextual issues that are considered. New risks experienced on projects are elevated monthly to business platform level and quarterly to the risk management committees.	The Group maintains a high standard of corporate governance, integrity, and ethics, which are non-negotiable features in the pursuit of its value creation strategy. We have approved and adopted a core set of values, policies, and standards, which are required to be applied and practiced in all our business activities. Our business partners, including suppliers of goods and services, help us deliver on our commitments to stakeholders. It is therefore imperative that we engage with all relevant stakeholders that share our commitment to sustainable development. This is fundamental in creating and maintaining beneficial relationships and trust amongst our stakeholders.	Decision-making process for risk response: Our enterprise-wide risk management framework guides us in mitigating threats to our business and exploiting business opportunities, including ESG. The Board approves the Group's risk appetite and risk tolerance, and monitors risk exposures which are regularly reviewed and updated. It has established clear governance structures for managing risk and opportunities across the organization, thereby ensuring that it receives appropriate attention. Our newly published supply chain standard covers all business partners and suppliers of goods and includes requirements relating to environmental protection (including water-related risks). Information is collected through audits, regular leadership engagements and climate surveys for tracking performance. Periodic reviews and the review following the completion of work yield valuable information for continuous improvement and provide guidance on and controlling any risks. This is also used in decision making to determine whether the business partner within the value chain remains on the pre-qualified vendor list and has the potential to develop beyond a contracting relationship to a more sustainable partnering relationship.

W4. Risks and opportunities

W4.1

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

No

W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

Murray & Roberts employs a comprehensive group risk management methodology to assess the significant financial implications of water-related risks. A "substantive impact" refers to significant effects that can have a material influence on our financial performance or long-term strategic goals. For Murray & Roberts this is considered to be a major or critical financial consequence that hinders the long-term sustainability and value creation objectives of our business, as well as the generation of profits within our business platforms. To identify a substantive impact, we utilize a threshold indicator of a financial profit loss of ZAR +145 million/USD +10 million. These risks can arise from either our direct operations or disruptions within the supply chain. An illustrative example of a substantive impact would be financial losses incurred due to the heightened intensity and frequency of weather-related events, such as floods or cyclones, affecting our projects. In South Africa, Opti Power Projects experienced project delays and damages to soil conditions at its Nseleni, Mtubatuba and Meerkat SKA projects due to above average and non-seasonal rainfall events. Another significant example includes RUC Cementation Mining which experienced supply chain disruptions which caused delays on the Tanami and Penny projects. In Southern Australia, a one in 200-year rainfall event resulted in road and rail links between Eastern and Western Australia being cut off for 25 days in January 2022, causing additional supply chain disruptions for RUC and Cementation.

W4.2b

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	MMurray & Roberts acknowledges the presence of water risks within our direct operations. However, we assess these risks as having a low impact on our business and do not anticipate them causing a substantive change based on our definition of 'financial substantive impact.' When we engage in project bidding, we thoroughly identify and evaluate various risks, including physical and regulatory factors. These risks are incorporated into our project plans and budgets, accounting for potential cost implications. For instance, in water-stressed areas, we may require water licenses for borehole usage during the project's lifespan. We also have contractual terms in place that exclude unacceptable risks or risks that we believe cannot be adequately mitigated within our tolerance levels. If a project's risks are deemed excessively high with no viable options for mitigation or risk transfer, we opt to abandon the project during the bidding stage. To date, water risks have not led to the abandonment of any projects during the bidding stage. Moreover, our ongoing projects have not experienced water-related impacts exceeding the ZAR 145 million / USD 10 million-dollar threshold. Furthermore, with the divestment of two water-intensive platforms, namely Infrastructure & Buildings and Murray & Roberts Limited – Middle East operations, our water usage has significantly decreased by 90% since FY2017, now accounting for less than 0.1% of our operating costs. Consequently, we currently do not face any water-related risks with the potential to generate substantive financial impacts on our business.

W4.2c

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	Murray & Roberts acknowledges the existence of water risks within our supply chain. However, based on our definition of 'financial substantive impact,' we do not anticipate these impacts leading to a substantial change or affecting our business. One of our key principles in supply chain management is to actively consider the risk associated with relying on single-source products or resources. We proactively support efforts to expand the market and diversify our sources to minimize the likelihood of disruptions in the supply of products or resources. By doing so, if one of our suppliers is affected by water-related risks, we can readily identify and source alternatives, ensuring continuity in our operations.

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities, and some/all are being realized

W4.3a

(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

Type of opportunity

Products and services

Primary water-related opportunity

Increased sales of existing products/services

Company-specific description & strategy to realize opportunity

Murray & Roberts Water is focusing on innovative water solutions to address the country's water infrastructure challenge. With a particular emphasis on wastewater treatment and seawater desalination, the company stands at the forefront of the National Water Resources Agency's strategic projects. Our flagship technology, Organica, offers a game-changing approach to wastewater treatment, utilizing active biofilms on natural and engineered root structures within an enclosed and odorless facility. Organica's revolutionary treatment facilities boast significant advantages over traditional solutions, including a 50-75% reduced physical footprint and up to 30% lower operational costs. This cutting-edge technology aligns with South Africa's long-term vision for sustainable water management and positions Murray & Roberts Water as a leader in providing environmentally friendly, cost-efficient, and energy-efficient water treatment solutions for urban and suburban areas.

Estimated timeframe for realization

1 to 3 years

Magnitude of potential financial impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

21800000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact

In South Africa, a number of national water and sanitation projects have been identified over the medium to long term to address the country’s ageing and dysfunctional water infrastructure. The establishment of the National Water Resources Agency, National Treasury’s streamlined public private partnership (PPP) process and the PPP office of the Development Bank of Southern Africa signal a gain in momentum for strategic water infrastructure projects, expected beyond FY2023. Murray & Roberts Water specializes in the treatment of wastewater and the desalination of seawater. Our Organica water treatment technology is environment friendly, cost efficient and runs at a higher energy efficiency than traditional wastewater treatment plants. The Organica plant in Cape Town can supply an annual average of 4 620 cubic meters of non-potable water each month. Localized wastewater treatment specialist Organica brings a highly imaginative approach to wastewater treatment in urban and suburban areas. Organica’s treatment facilities utilize active biofilms on natural (plant) and/or engineered (patented biofiber media) root structures, all housed in a fully enclosed, odorless

facility.

There are additional water opportunities that have been identified at the City of Cape Town, eThekwini Municipality and national government level. The City of Cape Town has set aside ZAR 19 billion for water and sanitation projects for the next three years. Furthermore, Organica technology is being considered for two PPP opportunities, both greenfield wastewater treatment plants, being developed by the eThekwini Municipality valued at ZAR 2.8billion.
The total potential financial impact figure is deduced as the sum of the aforementioned opportunities.

Type of opportunity
Products and services

Primary water-related opportunity
Increased sales of existing products/services

Company-specific description & strategy to realize opportunity
There is increasing pressure on companies to address both reputational and operational risks related to water usage. Communities, governments, and customers' expectations and demands around good water management, particularly in remote or ecologically sensitive sites is leading to higher compliance requirements and onsite water performance and reporting demands. There is an opportunity for the Mining and Power, Industrial and Water Platforms to innovate, design and deliver services to our clients what enable their operations to be more water efficient and have lower impacts on surrounding water sources. As a case in point, Terra Nova Technologies (TNT) (a business of the Mining platform), is developing and marketing a new Dry Stack Tailings (DST) technology for the mining sector which dewaters the tailings waste stream before conveying and stacking it, rather than pumping it into a tailings pond. These technologies are particularly suited to mining operations in areas where water conservation is critical. They also provide significant safety and other environmental benefits, including substantial reductions in site water requirements (principally achieved by recycling process water and near elimination of water losses through seepage and/or evaporation) and the virtual removal of groundwater contamination risks from tailings seepage. Other activities to enhance our service offering related to the delivery of projects with sound water management practices includes the reuse of water recycling ponds for raise drilling at clients' mining operations (RUC). The current strategy to realize this opportunity primarily focuses on engagement through marketing the technologies within the industry (via conferences, webinars, and direct client engagements), as well the developing the technologies through academic channels such as the publishing of research papers and presenting at conferences on the dry stack tailings innovation.

Estimated timeframe for realization
Current - up to 1 year

Magnitude of potential financial impact
Medium-high

Are you able to provide a potential financial impact figure?
Yes, an estimated range

Potential financial impact figure (currency)
<Not Applicable>

Potential financial impact figure – minimum (currency)
774000000

Potential financial impact figure – maximum (currency)
946000000

Explanation of financial impact
In order to estimate the potential financial impact of this opportunity, we have considered the project value of a previous dry stack tailings project implemented by Terra Nova Technologies for a client in Saudi Arabia. The project included the design and supply of mechanical and structural electrical and instrumentation of a 35 000 tonne tailings/day overland conveying and dry staking system. The value of the project was approximately $60 million (ZAR860 million). In the reporting year, Terra Nova secured a three-year engineering ongoing and on-site technical support contract for this mine site, which has generated additional revenue from the Terra Nova dry stack tailings innovation. The financial value of this service level agreement cannot be disclosed; hence we have estimated the potential finance impact of similar future projects to fall within a 10% range of the value of the original installation project (i.e., R860 000 x 110% = R946 000 000 maximum and R860 000 x 90% = R774 000 000 minimum). Terra Nova is a business within our Mining Platform and is based in America.

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?
Yes, we have a documented water policy that is publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	Description of business dependency on water Description of business impact on water Commitment to stakeholder education and capacity building on water security Commitment to water stewardship and/or collective action Reference to company water-related targets Acknowledgement of the human right to water and sanitation Recognition of environmental linkages, for example, due to climate change	Murray & Roberts is committed to the sustainable use of environmental resources, including water, as outlined in our Group-wide Health, Safety, and Environment Policy. This policy applies across our entire company and is publicly available, ensuring transparency and accountability. Our policy incorporates critical performance standards that regulate important environmental issues, including water management. It sets minimum performance standards for our operations and critical suppliers, emphasizing the establishment of objectives and targets, transparent communication with employees, stakeholders, and communities, the promotion of resource efficiency, pollution prevention in alignment with global climate change goals, and other vital commitments. Water management is specifically identified as one of the critical environmental issues we address. To further guide our water management efforts, we have developed the Group-wide Water Management Standard, which is underpinned by our Health, Safety, and Environment Policy. This standard has led to improvements in the accuracy and completeness of our water data and has facilitated reduced water consumption through the implementation of water-saving and recycling initiatives. We have aligned the standard with the latest definitions outlined in the CDP Water questionnaire, enhancing our reporting to various stakeholders, and enabling comparability. The scope of the Water Management Standard is clearly articulated in our strategy, ensuring its application across all Murray & Roberts operating companies, subsidiaries, and joint ventures. By adhering to this standard, we aim to enhance our water management practices, mitigate risks, and contribute to sustainable environmental stewardship.

W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?

Yes

W6.2a

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

Position of individual or committee	Responsibilities for water-related issues
Chief Executive Officer (CEO)	The Group Chief Executive (CEO) and Murray & Roberts Holdings Limited (MRHL) Board members have ultimate responsibility for water and have the highest decision-making authority within the company. To guide the CEO and MRHL Board, a standing Health, Safety and Environment (HSE) committee has been organised to consider and review the quarterly HSE reports and any other important matters relating to climate change and water. Below the Murray & Roberts Holdings Limited (MRHL) Board level, the Group Director for Health, Safety, Environment (HSE) and Risk has the highest level of functional responsibility for water-related issues. This is a C-suite position who reports directly to the CEO and the MRHL Board HSE Committee. The CEO is therefore the individual with the overarching responsibility for environmental issues, including water. Environmental KPIs, including those for water, are embedded in the CEO's performance contract. One of the most important decisions made during FY2021 by the CEO and Board was to review the Group's Sustainability Framework to align it with changing stakeholder expectations, and to engage an independent organisation to assess and rate its ESG (including water reporting, governance, risk and target aspects performance in terms of the scope and disclosure to stakeholders. CEN-ESG, a United Kingdom Based Company, conducted this review and the Group is pleased with the favourable outcome which provides a reference point from which to further improve our ESG performance. Water forms a key component of the Sustainability Framework. More recently, in FY2022, the Board developed and published a Group Sustainability Statement which defines Murray & Roberts' principles and approach to sustainability given our purpose to enable clients' fixed capital investments that support the advancement of sustainable human development Water-related aspects are considered under all environment-related elements of the Group Sustainability Statement and HSE Policy.

W6.2b

(W6.2b) Provide further details on the board's oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - all meetings	Monitoring implementation and performance Overseeing acquisitions, mergers, and divestitures Overseeing major capital expenditures Providing employee incentives Reviewing and guiding annual budgets Reviewing and guiding business plans Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding strategy Reviewing innovation/R&D priorities Setting performance objectives	The Group Director: Health, Safety, Environment (HSE) and Risk, along with their team, compiles a quarterly HSE report that encompasses water, climate, waste, and other pertinent matters related to water and climate change as they arise. This comprehensive report is presented by the Group HSE Director to the Health, Safety, and Environment (HSE) Committee, which is a committee of the Murray & Roberts Holdings Limited (MRHL) Board. The HSE Committee holds the highest level of direct responsibility and oversight for water-related issues within Murray & Roberts. Through the Board's oversight, the relevant executives within the organization are consistently and accurately informed about the most significant water-related risks and opportunities. The responsibility for water management is further delegated throughout the organization. For example, in the reporting year, the board played a role in overseeing the review and implementation of the revised sustainability framework including management's plans to integrate ESG considerations (including water-related topics) into risk and opportunity assessments and project execution.

W6.2d

(W6.2d) Does your organization have at least one board member with competence on water-related issues?

	Board member(s) have competence on water-related issues	Criteria used to assess competence of board member(s) on water-related issues	Primary reason for no board-level competence on water-related issues	Explain why your organization does not have at least one board member with competence on water-related issues and any plans to address board-level competence in the future
Row 1	Yes	At Murray & Roberts, competence in water-related issues is evaluated based on governance and leadership skills. Board members should have the ability to guide the company's water-related strategies, policies, and initiatives effectively. This includes understanding the importance of transparency, accountability, and reporting on water performance, as well as promoting a culture of responsible water management throughout the organization. At Murray & Roberts, board members' competence on water-related issues is assessed through training on climate-related and ESG topics and independent ESG assessments. The training ensures they have the necessary understanding of water challenges, sustainability imperatives, global accountability frameworks, and risk management policies. Independent assessments evaluate the effectiveness of the Board in considering ESG imperatives, including water-related issues, in strategic decision-making. Continuous training opportunities are provided to enhance the water and environment-related competencies of board members, executives, and senior management, fostering a culture of sustainability and responsible water management.	<Not Applicable>	<Not Applicable>

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)
Other C-Suite Officer, please specify (Group Director: HSE and Risk)

Water-related responsibilities of this position
Assessing future trends in water demand
Assessing water-related risks and opportunities
Managing water-related risks and opportunities

Frequency of reporting to the board on water-related issues
Quarterly

Please explain
The Group Director for Health, Safety, Environment (HSE) and Risk holds the highest level of functional responsibility for water-related matters below the MRHL board. Reporting directly to the CEO and MRHL Board, the Group Director oversees operational risk management and strives for industry leading HSE performance. As part of their role, they coordinate water data and relevant environmental performance information for the quarterly HSE Committee report. This report includes key environmental indicators, such as water consumption per platform and by source, as well as current trends in Group water consumption. Additionally, the report provides updates on emerging legislation, global environmental developments and trends, progress on internal projects and initiatives like scenario analysis, and highlights the group's environmental focus areas for the reporting period.

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

	Provide incentives for management of water-related issues	Comment
Row 1	Yes	Incentives are based on annual performance against a balanced scorecard of metrics as determined by the remuneration committee from time to time.

W6.4a

(W6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues (do not include the names of individuals)?

	Role(s) entitled to incentive	Performance indicator	Contribution of incentives to the achievement of your organization's water commitments	Please explain
Monetary reward	Chief Executive Officer (CEO)	Other, please specify (Increased revenues in the Power, Industrial and Water business.)	Murray & Roberts' own water use is not material, however the Group continues to look for improvement opportunities. We recognise the opportunity to assist our clients in transitioning their operations to a water-scarce future. Hence, the Executives of Murray & Roberts Water and ultimately the CEO of the business are incentivised to grow the Murray & Roberts Water business. This involves identifying opportunities to develop products and services to assist our clients and society to address water issues. The performance indicator used to assess business growth of the Murray & Roberts Water business is an increase in revenue for the Power, Industrial and Water platform. This forms part of both the Short-Term Incentives (STI) and Long-Term Incentives (LTI) of the remuneration scheme for executive directors and prescribed officers. STIs drive Group and team financial performance, as well as individual performance for non-financial measures, to deliver sustained shareholder value. LTIs provide general alignment between the executives and shareholders of the Group. They also motivate and reward executives who have contributed to the Group's value creation over the long term and support the retention and attraction of executives.	DETAILS: Executive performance is evaluated against agreed company and individual key performance indicators (KPIs), which include environmental performance indicators. Environmental performance areas include increase in revenue for the PIW business platform. RATIONALE: Our remuneration is also designed to promote the achievement of our strategic objectives and our key ESG performance objectives; and attract and retain top talent and employees with scarce and critical skills. Murray & Roberts' own water use is not material. Although we do not have any non-monetary incentives around the management of water-related issues, we continue to look for water improvement opportunities on the management of water-related issues. As per our Water Management Strategy, water conservation is closely monitored and managed for projects or operations in drier or water-scarce areas, or areas experiencing water shortages. Functional leaders and project managers would be entitled to any incentives developed as part of the water management strategy for such projects.
Non-monetary reward	No one is entitled to these incentives	<Not Applicable>	<Not Applicable>	Murray & Roberts' own water use is not material. Although we do not have any non-monetary incentives around the management of water-related issues, we continue to look for water improvement opportunities on the management of water-related issues. As per our Water Management Strategy, water conservation is closely monitored and managed for projects or operations in drier or water-scarce areas, or areas experiencing water shortages. Functional leaders and project managers would be entitled to any incentives developed as part of the water management strategy for such projects.

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

No

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

Yes (you may attach the report - this is optional)

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	11-15	We have strategically positioned ourselves to cater to the water infrastructure, treatment, and purification market. To grow our service offering in the Southern African wastewater and purification market, M&R Water (MRW) has a licensing agreement with an international wastewater treatment company. The growing emphasis on sustainability and environmental, social, and governance (ESG) matters in our markets presents an opportunity for our business to assist clients in achieving their water-related objectives and commitments. Incorporating water and sustainability considerations into our service offerings aligns with our long-term business objective, enhances our value proposition and provides us with a competitive advantage. Given the increasing prevalence of water scarcity issues in our key markets, we have selected a time frame of 11-15 years for the implementation of these solutions. While immediate action is necessary, we anticipate long-term growth in the water sector. In South Africa, there is a great need to invest in the country's ageing water infrastructure. Several national water and sanitation projects have been identified over the medium to long term. There are positive developments including the establishment of a National Water Resources Agency, National Treasury's streamlined PPP process and the PPP office established by the Development Bank of Southern Africa. It is expected that the water market will gain momentum on infrastructure projects beyond FY2023.
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	11-15	Most of our projects support the energy transition toward renewables. The Power, Industrial and Water (PIW) business platform is well positioned to offer our clients low carbon and water efficiency solutions. The platform has increased opportunities in the growing industry and its key strategy for driving long-term enterprise value includes large scale commercializing of Organica technology to secure further PPP greenfield wastewater treatment plant opportunities. We market our sustainable wastewater treatment solutions to all relevant stakeholders. For example, the demonstration wastewater treatment technology allows us to demonstrate the technology to Southern African Development Community (SADC) countries as a solution to their need for a sustainable water supply. The relocation of our Organica wastewater treatment demonstration plant to the V&A Waterfront in Cape Town showcases the technology to a broader audience. Housing the demonstration facility at the high-profile V&A Waterfront will support a breakthrough in commercializing this technology. We rely on the successful deployment of our water treatment solutions together with prevalent water resource challenges faced by our clients to grow the business and achieve our long-term objectives. A time frame of 11 – 15 years has been selected, although these solutions will need to be implemented now, we anticipate growth in the long-term as water scarcity issues become more prevalent over time.
Financial planning	Yes, water-related issues are integrated	11-15	Our water treatment solutions are underpinned by financial plans that outline our capital requirements for the next few years in order to achieve our long-term objectives. For example, we invested R18 million in capital to build the demonstration wastewater treatment plant in partnership with Organica. The additional investment to hold the exclusive rights to the Organica technology in the SADC region has also been part of our financial planning and long-term strategy process. In addition, a key strategic focus area is the diversification of earnings potential and risk exposures through organic and acquisitive means. In our Power, Industrial & Water platform, one opportunity for achieving this strategic objective is to secure annuity-type income through the operation and maintenance of wastewater treatment plants. A time horizon of 11 – 15 years has been selected because although these solutions will need to be implemented now, we anticipate growth in the long-term in this sector as water scarcity issues become more prevalent.

W7.2

(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

0

Anticipated forward trend for CAPEX (+/- % change)

0

Water-related OPEX (+/- % change)

100

Anticipated forward trend for OPEX (+/- % change)

54

Please explain

W7.3

(W7.3) Does your organization use scenario analysis to inform its business strategy?

	Use of scenario analysis	Comment
Row 1	Yes	None.

W7.3a

(W7.3a) Provide details of the scenario analysis, what water-related outcomes were identified, and how they have influenced your organization's business strategy.

	Type of scenario analysis used	Parameters, assumptions, analytical choices	Description of possible water-related outcomes	Influence on business strategy
Row 1	Climate-related Socioeconomic		Murray & Roberts's climate-related scenario analysis process focused on its Mining platform which is particularly sensitive to the physical and transition risks and opportunities. Due to the remote environments in which mining activities take place, there is a high potential for physical climate change to impact Murray & Roberts's activities. This includes water related events, such as drought, extremely high levels of precipitation, and flooding. Under RCP 4.5, RCP 6 & RCP 8.5, there are likely to be two water related outcomes. Firstly, there is a chronic risk of changing rainfall patterns, which may lead to certain areas in which Murray & Roberts provides services becoming arid. Secondly, there is a heightened risk of acute climate related events such as flooding.	During FY2022, we continued to research these scenarios in terms of our reputation, global economic impacts, the market, social impact, policy and legislation, and technology. The three scenarios include an organized transition to sustainable mining by existing operators (based on RCP1 1.9 to 2.6), and two disorganized, rapidly changing transitions with disruptions in the mining industry – extreme and most extreme physical climate scenarios (based on RCP 4.5 and RCP 6.0 to 8.5). Overall, scenario analysis identified an opportunity to deploy new technologies to enable the management of water-related risks and operational efficiencies for clients. Potential technologies include desalination and water recirculation systems to enhance operational resilience against water supply constraints during periods of drought. In addition, scenario analysis was applied to commodity market outlooks and the Mining platform's revenue and margin projections to further understand the potential impacts of the different climate scenarios in the next three years (up to 2024). Murray & Roberts is still in the process of developing and integrating the outcomes of the scenario analysis. Hence, the operational or strategic response to the water-related outcomes described may only be implemented over the next 1 to 2 years.

W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?

No, and we do not anticipate doing so within the next two years

Please explain

Currently, our water costs are less than 1% of our operational costs and are therefore not impacting the business materially from a financial point of view. Therefore, an internal price on water is not a current (or foreseeable future) priority or focus area.

W7.5

(W7.5) Do you classify any of your current products and/or services as low water impact?

	Products and/or services classified as low water impact	Definition used to classify low water impact	Primary reason for not classifying any of your current products and/or services as low water impact	Please explain
Row 1	Yes	In the United States, our business Terra Nova Technologies provides services to help clients reduce water consumption using dry stack tailings. Cementation North America has recently been awarded a contract to sink a mining shaft that will be mechanically excavated with a raised bore machine. Elimination of the use of explosives (around 80 000 kilograms required in conventional excavation methods), saving emissions produced by blasting and preventing nitrates from entering the groundwater.	<Not Applicable>	In the United States, our business Terra Nova Technologies provides services to help clients reduce water consumption using dry stack tailings. Cementation North America has recently been awarded a contract to sink a mining shaft that will be mechanically excavated with a raised bore machine. Elimination of the use of explosives (around 80 000 kilograms required in conventional excavation methods), saving emissions produced by blasting and preventing nitrates from entering the groundwater.

W8. Targets

W8.1

(W8.1) Do you have any water-related targets?

Yes

W8.1a

(W8.1a) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

	Target set in this category	Please explain
Water pollution	No, and we do not plan to within the next two years	None.
Water withdrawals	No, and we do not plan to within the next two years	Murray & Roberts has a water intensity target at its Bentley Park facility (Murray & Roberts Cementation division) that aims to achieve water savings of 20% against a 2018 baseline of 1 894 kiloliters of municipal water withdrawal.
Water, Sanitation, and Hygiene (WASH) services	No, and we do not plan to within the next two years	None.
Other	No, and we do not plan to within the next two years	None.

W8.1b

(W8.1b) Provide details of your water-related targets and the progress made.

Target reference number
Target 1

Category of target
<Not Applicable>

Target coverage
Site/facility

Quantitative metric
Other, please specify (Product water intensity, cost savings)

Year target was set

Base year
2018

Base year figure
1894

Target year
2022

Target year figure
42.5

Reporting year figure
42.5

% of target achieved relative to base year

Target status in reporting year
Achieved

Please explain
The baseline 2018 water withdrawal for the facility was 1 894 kL. The absolute decrease in water withdrawal required to achieve the target is a decrease of 379 kL from the baseline. The water withdrawal for the facility in FY2022 was 1 171 kL, which corresponds to a decrease of 723 kL from the baseline. This translates to 191% of the target being achieved. Storage tanks have been installed at the facility for the reuse of rainwater from buildings and workshops.
We have achieved this target as of FY2022.

W9. Verification

W9.1

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?
Yes

W9.1a

(W9.1a) Which data points within your CDP disclosure have been verified, and which standards were used?

Disclosure module	Data verified	Verification standard	Please explain
W1 Current state	Water withdrawals	ISAE 3000	Assurance of the water data is provided by an external third-party assurance provider specifically for the CDP Response.

W10. Plastics

W10.1

(W10.1) Have you mapped where in your value chain plastics are used and/or produced?

	Plastics mapping	Value chain stage	Please explain
Row 1	Yes	Other, please specify (We have not mapped the value chain stage.)	None.

W10.2

(W10.2) Across your value chain, have you assessed the potential environmental and human health impacts of your use and/or production of plastics?

	Impact assessment	Value chain stage	Please explain
Row 1	Not assessed – and we do not plan to within the next two years	<Not Applicable>	None.

W10.3

(W10.3) Across your value chain, are you exposed to plastics-related risks with the potential to have a substantive financial or strategic impact on your business? If so, provide details.

	Risk exposure	Value chain stage	Type of risk	Please explain
Row 1	Not assessed – but we plan to within the next two years	<Not Applicable>	<Not Applicable>	Plastics are an integral part of our waste management program. Generally, our solid waste is disposed of by authorized third-party service providers. Where feasible, we recycle and reuse the plastic waste generated from our operations. As such, we keep this risk at a minimum.

W10.4

(W10.4) Do you have plastics-related targets, and if so what type?

	Targets in place	Target type	Target metric	Please explain
Row 1	No – but we plan to within the next two years	<Not Applicable>	<Not Applicable>	Plastics are an integral part of our waste management program. Generally, our solid waste is disposed of by authorized third-party service providers. Where feasible, we recycle and reuse the plastic waste generated from our operations. Minimizing plastic waste generation remains at the core of our responsible waste management plan. In the next two years, we plan to develop a target that will guide us in increasing the amount of plastic waste that is recycled in our operations.

W10.5

(W10.5) Indicate whether your organization engages in the following activities.

	Activity applies	Comment
Production of plastic polymers	No	
Production of durable plastic components	No	
Production / commercialization of durable plastic goods (including mixed materials)	No	
Production / commercialization of plastic packaging	No	
Production of goods packaged in plastics	No	
Provision / commercialization of services or goods that use plastic packaging (e.g., retail and food services)	No	

W11. Sign off

W-FI

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

None

W11.1

(W11.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Other; C-Suite Officer: Group HSE and Risk Director.	Director on board

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub website.

No

Please confirm below

I have read and accept the applicable Terms