

2018 GRI CONTENT INDEX

The Murray & Roberts 2018 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, at a core application level.

Key:

IR: 2018 Integrated Report

BPR: online 2018 full business platform reviews

AFS: 2018 annual financial statements

SR: online 2018 sustainability disclosure

All committee reports can be found online at <http://www.murrob.com/inv-annual-reports.asp>

GRI STANDARD TITLE	CORE INDICATORS	DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE REFERENCES (page numbers in indicated reports)	EXPLANATORY NOTES
GRI GENERAL INDEX					
ORGANISATIONAL PROFILE					
General 2016	Core	102-1	Name of the organisation	Murray & Roberts Holdings Limited	
General 2016	Core	102-2	Activities, brands, products, and services	IR: 3 (Group overview) BPR: all platform reviews SR: 2 (Murray & Roberts at a glance)	
General 2016	Core	102-3	Location of headquarters	IR: 115 (administration and corporate office)	
General 2016	Core	102-4	Location of operations	IR: 5 (diversified for sustainable growth), 45 (business platform overviews), 117 (Murray & Roberts International – company head offices) BPR: all platform reviews SR: 2 (Murray & Roberts at a glance)	
General 2016	Core	102-5	Ownership and legal form	IR: 114 (analysis of shareholders)	
General 2016	Core	102-6	Markets served	IR: 5 (diversified for sustainable growth), 45 (business platform overviews) BPR: all platform reviews SR: 2 (Murray & Roberts at a glance)	
General 2016	Core	102-7	Scale of the organisation	IR: 3 (Group overview), 113 (summarised consolidated AFS), 117 (Murray & Roberts international – company head offices), 114 (analysis of shareholders) BPR: all platform reviews SR: 2 (Murray & Roberts at a glance), 47 (Group performance review table)	

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GRI GENERAL INDEX					
ORGANISATIONAL PROFILE					
General 2016	Core	102-8	Information on employees and other workers	SR: 21 (employer of choice), 47 (Group performance review table)	Total headcount includes permanent employees and those on a limited duration contract, as well as a further 1 857 individuals through contracting and joint venture agreements. Permanent employees and employees on a limited duration contract are reported by occupational level, gender and race for the workforce based in South Africa. We do not report the gender breakdown and other employment information by region as 61% of our workforce is based in South Africa. While there are no material seasonal variations in employee numbers, numbers vary as we take on or finish projects. This is covered in the data tables.
General 2016	Core	102-9	Supply chain	SR: 33 (support the socioeconomic development of communities), 47 (Group performance review table)	Suppliers to Murray & Roberts are selected based on client requirements and the regions in which our projects are based. The number of suppliers can therefore vary significantly year on year depending on the rate of projects started or completed. The variety of projects facilitated by Murray & Roberts means that our supplier base covers a wide array of goods and services. We aim to procure locally in all countries of operation and, in South Africa, we drive preferential procurement with black suppliers as part of our transformation efforts.
General 2016	Core	102-10	Significant changes to the organisation and its supply chain	IR: 34 (chairman's statement), 38 (Group chief executive's and financial director's report)	In FY2018, ATON GmbH increased its shareholding to around 44% and the Public Investment Corporation's shareholding grew to 20.15%. Our acquisition of a further 17% shareholding in the Bombela Concession Company was concluded in December 2017. There were no other significant changes during the reporting period regarding size or structure of the Group. See 102-9 for notes on our supply chain.
General 2016	Core	102-11	Precautionary Principle or approach	SR: 8 (Group Sustainability Framework)	
General 2016	Core	102-12	External initiatives	SR: 15 (drive a consistent HSE approach and standards across the Group), 22 (approach to human resources management), 30 (approach to ensuring our legitimacy), 33 (support the socioeconomic development of communities), 39 (approach to environmental management), CDP submission: (https://www.cdp.net/en)	<ul style="list-style-type: none"> + Compliance with ISO 14001, ISO 9001 and OHSAS 18001. + Department of Trade and Industry's amended BBBEE Codes of Good Practice in South Africa. + United Nations Global Compact. + Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. + Business Leadership South Africa Code of Good Corporate Citizenship. + Carbon and water disclosure projects.
General 2016	Core	102-13	Membership of associations	SR: 30 (approach to ensuring our legitimacy) CDP submission: (https://www.cdp.net/en)	

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GRI GENERAL INDEX					
STRATEGY					
General 2016	Core	102-14	Statement from senior decision-maker	IR: 34 (chairman's statement), 38 (Group chief executive's and financial director's report)	
General 2016		102-15	Key impacts, risks, and opportunities	IR: 6 (delivering on the promise of a New Strategic Future), 16 (focused on value creation), 38 (Group chief executive's and financial director's report), 45 (business platform overviews), 78 (risk management report) BPR: all platform reviews SR: 9 (health and safety performance), 39 (approach to environmental management)	
ETHICS AND INTEGRITY					
General 2016	Core	102-16	Values, principles, standards, and norms of behaviour	SR: 2 (Murray & Roberts at a glance), 30 (approach to ensuring our legitimacy)	
General 2016		102-17	Mechanisms for advice and concerns about ethics	SR: 30 (approach to ensuring our legitimacy)	
GOVERNANCE					
General 2016	Core	102-18	Governance structure	IR: 18 (our leadership), 74 (Board of directors), 76 (Board committees), online Board committee reports	
General 2016		102-19	Delegating authority	IR: 74 (Board of directors), 76 (Board committees)	
General 2016		102-20	Executive-level responsibility for economic, environmental, and social topics	IR: 20 (Group executive)	
General 2016		102-21	Consulting stakeholders on economic, environmental, and social topics	IR: 74 (Board of directors) SR: 4 (responding to our stakeholders)	
General 2016		102-22	Composition of the highest governance body and its committees	IR: 18 (our leadership), 20 (Group executive)	There is no stakeholder representation on the Board of directors.

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GOVERNANCE					
General 2016		102-23	Chair of the highest governance body	IR: 18 (our leadership), 20 (Group executive)	Chairman, Suresh Kana, is an independent non-executive Board member.
General 2016		102-24	Nominating and selecting the highest governance body	IR: 75 (selection of directors), online nomination committee report	
General 2016		102-25	Conflicts of interest	IR: 77 (conflicts of interest and share dealings)	There were no conflicts of interest that required disclosure to stakeholders.
General 2016		102-26	Role of highest governance body in setting purpose, values, and strategy	IR: 74 (Board of directors), online social & ethics committee and health & safety committee reports	
General 2016		102-28	Evaluating the highest governance body's performance	IR: 76 (Board and committee effectiveness), online social & ethics committee and health & safety committee reports	
General 2016		102-29	Identifying and managing economic, environmental, and social impacts	IR: 74 (Board of directors), online risk management committee, social & ethics committee and health & safety committee reports	
General 2016		102-30	Effectiveness of risk management processes	IR: 74 (Board of directors), online risk management committee, social & ethics committee and health & safety committee reports	
General 2016		102-31	Review of economic, environmental, and social topics	Social & ethics committee and health & safety committee reports	
General 2016		102-32	Highest governance body's role in sustainability reporting	Social & ethics committee	
General 2016		102-35	Remuneration policies	IR: 88 (remuneration report)	
General 2016		102-36	Process for determining remuneration	IR: 88 (remuneration report)	

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STAKEHOLDER ENGAGEMENT					
General 2016	Core	102-40	List of stakeholder groups	SR: 4 (responding to our stakeholders)	
General 2016	Core	102-41	Collective bargaining agreements	SR: 25 (build sound employee relations)	Around 94% of our South African workforce is covered by a bargaining agreement or trade union membership (2017: 96%).
General 2016	Core	102-42	Identifying and selecting stakeholders	SR: 4 (responding to our stakeholders)	
General 2016	Core	102-43	Approach to stakeholder engagement	SR: 4 (responding to our stakeholders)	Stakeholder engagement is undertaken on an ongoing basis and not specifically as part of the report preparation process.
General 2016	Core	102-44	Key topics and concerns raised	SR: 4 (responding to our stakeholders)	Both the IR and SR respond to the key topics and concerns raised by the organisation's stakeholders.
REPORTING PRACTICE					
General 2016	Core	102-45	Entities included in the consolidated financial statements	IR: IFC (about this report) SR: 4 (about this report)	
General 2016	Core	102-46	Defining report content and topic boundaries	IR: IFC (about this report) SR: 4 (about this report)	
General 2016	Core	102-47	List of material topics	IR: 22 (material issues) SR: 6 (our material issues)	
General 2016	Core	102-48	Restatements of information		Clearly noted throughout all reports.
General 2016	Core	102-49	Changes in reporting		No significant changes.
General 2016	Core	102-50	Reporting period		30 June 2018
General 2016	Core	102-51	Date of most recent report		30 June 2017
General 2016	Core	102-52	Reporting cycle		Annual
General 2016	Core	102-53	Contact point for questions regarding the report	IR: 115 (administration and corporate office)	
General 2016	Core	102-54	Claims of reporting in accordance with the GRI standards		This report has been prepared in accordance with the GRI Standards: core option.
General 2016	Core	102-55	GRI content index		This document.
General 2016	Core	102-56	External assurance	SR: 50 (independent Limited Assurance Report to the directors of Murray & Roberts Limited)	

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GRI SPECIFIC INDEX				
HEALTH AND SAFETY PERFORMANCE				
OCCUPATIONAL HEALTH AND SAFETY				
Management approach			SR: 10 (approach to health and safety management), 15 (drive a consistent HSE approach and standards across the Group)	
403 Occupational health and safety 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	SR: 9 (health and safety performance), 47 (Group performance review table)	We do not measure our safety performance in line with the GRI's breakdown by region, gender and third party workers. However health and safety is a strategic objective for Murray & Roberts and we use a robust set of leading and lagging indicators to measure our performance. These indicators and our initiatives to improve our health and safety performance are thoroughly reported in the sustainability report.
403 Occupational health and safety 2016	403-3	Workers with high incidence or high risk of diseases related to their occupation	SR: 17 (manage occupational health risks), 19 (manage communicable and non-communicable diseases and wellness)	
EMPLOYER OF CHOICE				
Management approach			SR: 22 (approach to human resources management)	
EMPLOYMENT				
401 Employment 2016	401-1	New employee hires and employee turnover	SR: 25 (build sound employee relations), 47 (Group performance review table)	In South Africa, where 61% of our workforce is based, employee appointments are robustly documented and measured for employment equity purposes. The reasons for the 25% decrease in permanent headcount in FY2018 were mostly related to end-of-project termination and transfer of contract, with some retrenchments required to align the cost base. For South Africa, 507 new employees were hired at junior management level and above, of which 63% are black employees. The number of foreign nationals in our employ decreased 19% to a more acceptable 6.5% in FY2018 - as the work undertaken by Thai welders on the power programme has been completed. The Group does not report an overall employee turnover.

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LABOUR/MANAGEMENT RELATIONS				
402 Labour/management relations 2016	402-1	Minimum notice periods regarding operational changes		In South Africa, where the bulk of our unionised employees are located, the minimum notice period in terms of the country's Labour Relations Act, 66 of 1995 is four weeks for employees who have been employed for more than one year. We are fully compliant with this legislative requirement.
TRAINING AND EDUCATION				
404 Training and education 2016	404-2	Programmes for upgrading employee skills and transition assistance programmes	SR: 24 (ensure leadership quality and succession depth), 26 (developing our people)	
404 Training and education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	SR: 22 (approach to human resources management)	All salaried employees are managed via our performance management and development process.
DIVERSITY AND EQUAL OPPORTUNITY				
405 Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	IR: 18 (our leadership), 20 (Group executive) SR: 28 (drive diversity and inclusion), 47 (Group performance review table)	The age of employees is not disclosed as this is not considered material, however this data is readily available on request. Diversity data is given for employees in South Africa only, as 61% of the Group's workforce is located in this region.
MARKET PRESENCE				
202 Market presence 2016	202-2	Proportion of senior management hired from the local community	SR: 47 (Group performance review table)	With 61% of our employees based in South Africa, this is considered our most significant operation and our data tables only cover this market. Our commitment to broad-based black economic empowerment ensures that we employ locally at all levels. We are also committed to promoting 'localisation' at our other global operations. In South Africa, 93.5% of employees are South African.

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SOCIAL LEGITIMACY				
Management approach			SR: 30 (approach to ensuring our legitimacy)	
NON-DISCRIMINATION				
406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	SR: 30 (approach to ensuring our legitimacy)	We do not report the incidents received through the whistle-blowing hotline by category. However, in line with our zero tolerance to any instance of unfair discrimination, all reports and complaints relating to discrimination are investigated and appropriate action taken in every instance in which unethical behaviour is confirmed.
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
407 Freedom of association and collective bargaining (2016)	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	SR: 30 (approach to ensuring our legitimacy)	We have not identified any operations within the Group where freedom of association or collective bargaining have been found to be at material risk. Our human resources and labour policies, support and respect the rights of workers as enshrined within the South African Bill of Rights and international standards. We also comply with the business principles set out by the United Nation's Global Compact. Information relating to suppliers is not available.
CHILD LABOUR				
408 Child labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	SR: 30 (approach to ensuring our legitimacy)	We have not identified any operations within the Group where child labour has been found to be a risk. Our human resources and labour policies, align to international human rights standards and with the South African Constitution. Information relating to suppliers is not available.
FORCED OR COMPULSORY LABOUR				
409 Forced or compulsory labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	SR: 30 (approach to ensuring our legitimacy)	We have not identified any operations within the Group where forced or compulsory labour has been found to be a risk. Our human resources and labour policies, align to international human rights standards and with the South African Constitution. Information relating to suppliers is not available.

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GRI SPECIFIC INDEX				
RIGHTS OF INDIGENOUS PEOPLES				
411 Rights of indigenous peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples		There have been no incidents of violations involving rights of indigenous peoples.
HUMAN RIGHTS ASSESSMENT				
412 Human rights assessment 2016	412-2	Employee training on human rights policies or procedures	SR: 30 (approach to ensuring our legitimacy)	Training on the Group's Code of Conduct, which covers human rights, is delivered to all new employees and graduates. In FY2018, the code was updated and all salaried employees were required to complete a compulsory online assessment to ensure their understanding of the code's requirements. We do not track the hours spent training employees on the Code of Conduct as we do not consider this as an effective measure of our investment in training.
LOCAL COMMUNITIES				
413 Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	SR: 33 (support the socioeconomic development of communities)	All businesses across the Group invest in localised corporate social investment initiatives, supporting the development and wellbeing of economies and communities located near our projects.
SOCIOECONOMIC COMPLIANCE				
419 Socioeconomic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	SR: 30 (approach to ensuring our legitimacy)	No material fines or non-monetary sanctions for non-compliance with laws and regulations were received during FY2018.
INDIRECT ECONOMIC IMPACTS				
203 Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	IR: 2018 Integrated Report BPR: online 2018 full business platform reviews	As an engineering and construction Group, the nature of our business facilitates the development of infrastructure, which in turn, contributes to the socioeconomic development and sustainable growth of the economies in which we operate. These projects are commercial engagements. Examples of the platforms' projects can be found in the 2018 Integrated Report and online business platform reviews.
203 Indirect economic impacts 2016	203-2	Significant indirect economic impacts	SR: 26 (developing our people), 33 (support the socioeconomic development of communities)	

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PROCUREMENT PRACTICES				
204 Procurement practices 2016	204-1	Proportion of spending on local suppliers	SR: 33 (support the socioeconomic development of communities), 47 (Group performance review table)	We aim to procure locally in all countries of operation and in South Africa we drive preferential procurement with black suppliers as part of our transformation efforts.
ANTI-CORRUPTION				
205 Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken		No confirmed incidents of corruption were reported during FY2018.
ANTI-COMPETITIVE BEHAVIOUR				
206 Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		No legal actions were pending or completed during FY2018 regarding anti-competitive behaviour.
ENVIRONMENTAL MANAGEMENT				
Management approach			SR: 39 (approach to environmental management)	
ENERGY				
302 Energy 2016	302-1	Energy consumption within the organisation	SR: 41 (minimise our carbon footprint) Carbon Disclosure Project: https://www.cdp.net/en	Additional information can be found in our response to the Carbon Disclosure Project.
WATER				
303 Water 2016	303-1	Water withdrawal by source	SR: 43 (reduce water consumption) Water Disclosure Project: https://www.cdp.net/en	Additional information can be found in our response to the Carbon Disclosure Project Water Programme.
EMISSIONS				
305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	SR: 41 (minimise our carbon footprint) Carbon Disclosure Project: https://www.cdp.net/en	Additional information can be found in our response to the Carbon Disclosure Project. Greenhouse Gas emissions have been calculated and reported in accordance with the GHG Protocol using an operational control approach.
305 Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	SR: 41 (minimise our carbon footprint) Carbon Disclosure Project: https://www.cdp.net/en	Additional information can be found in our response to the Carbon Disclosure Project. Greenhouse Gas emissions have been calculated and reported in accordance with the GHG Protocol using an operational control approach.

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EFFLUENTS AND WASTE				
306 Effluents and waste 2016	306-2	Waste by type and disposal method	SR: 46 (responsible waste management)	
ENVIRONMENTAL COMPLIANCE				
307 Environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations	SR: 39 (approach to environmental management)	No material fines or non-monetary sanctions for non-compliance with environmental laws and regulations were received during FY2018.
OTHER ECONOMIC INDICATORS				
ECONOMIC PERFORMANCE				
201 Economic performance 2016	201-1	Direct economic value generated and distributed	SR: 47 (Group performance review table)	Direct economic value generated and distributed is disclosed in the value-added statement and the community development projects table in the data section of the 2018 Sustainability Report.
201 Economic performance 2016	201-3	Defined benefit plan obligations and other retirement plans	IR: 88 (remuneration report)	
201 Economic performance 2016	201-4	Financial assistance received from government		The Group did not receive any significant financial assistance from the South African Government during the reporting year.