

MURRAY & ROBERTS – 2019 GRI CONTENT INDEX

The Murray & Roberts 2019 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, at a core application level.

Key:

IR: 2019 Integrated Report

AFS: 2019 full annual financial statements online

SR: 2019 sustainability disclosure online

CGR: 2019 full corporate governance report online

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: 6 (diversified for sustainable growth) IR: 43 (business platform reviews) SR: 1 (Murray & Roberts at a glance)	
General 2016	Core	102-3	Location of headquarters	IR: 121 (administration and corporate office)	Business address and registered office Douglas Roberts Centre 22 Skeen Boulevard, Bedfordview 2007 Republic of South Africa
General 2016	Core	102-4	Location of operations	IR: 6 (diversified for sustainable growth) IR: 43 (business platform reviews) IR: 123 (Murray & Roberts international – company head offices) SR: 1 (Murray & Roberts at a glance)	
General 2016	Core	102-5	Ownership and legal form	IR: 120 (analysis of shareholders)	
General 2016	Core	102-6	Markets served	IR: 6 (diversified for sustainable growth) IR: 43 (business platform reviews) SR: 1 (Murray & Roberts at a glance)	

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GRI GENERAL INDEX					
ORGANISATIONAL PROFILE					
General 2016	Core	102-7	Scale of the organisation	IR: 6 (diversified for sustainable growth) IR: 98 (summarised consolidated annual financial statements) IR: 114 (statement of value created) IR: 123 (Murray & Roberts international – company head offices) AFS online SR: 44 (key data)	
General 2016	Core	102-8	Information on employees and other workers	IR: 114 (statement of value created) SR: 19 (employer of choice) SR: 44 (key data)	Total headcount includes permanent employees and those on a limited duration contract, as well as a further 1 692 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 51% 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.
General 2016	Core	102-9	Supply chain	IR: 114 (statement of value created) SR: 31 (respond effectively to local requirements) SR: 44 (key data)	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		There were no 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: 7 (our sustainability management framework) SR: 37 (approach to environmental management)	

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ORGANISATIONAL PROFILE					
General 2016	Core	102-12	External initiatives	SR: 14 (drive a consistent HSE approach and standards across the Group) SR: 20 (approach to human resources management) SR: 28 (ensure ethical business conduct) SR: 31 (respond effectively to local requirements) SR: 37 (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. ⊕ Amended Construction Sector Code. ⊕ 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: 28 (ensure ethical business conduct) CDP submission: (https://www.cdp.net/en)	
STRATEGY					
General 2016	Core	102-14	Statement from senior decision-maker	IR: 32 (chairman's statement) IR: 36 (Group chief executive's and financial director's report)	
General 2016		102-15	Key impacts, risks, and opportunities	IR: 4 (the <i>New Strategic Future</i> unfolds) IR: 8 (strategy for focused value creation) IR: 10 (<i>Engineered Excellence</i> for strategic advantage) IR: 36 (Group chief executive's and financial director's report) IR: 43 (business platform reviews) IR: 70 (risk management report) SR: 12 (health and safety performance) SR: 19 (employer of choice) SR: 27 (corporate reputation) SR: 36 (environmental management)	
ETHICS AND INTEGRITY					
General 2016	Core	102-16	Values, principles, standards, and norms of behaviour	IR: 32 (chairman's statement) IR: 62 (governance overview) SR: 1 (Murray & Roberts at a glance) SR: 28 (ensure ethical business conduct) CGR: 2, 10	
General 2016		102-17	Mechanisms for advice and concerns about ethics	SR: 28 (ensure ethical business conduct)	

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GOVERNANCE					
General 2016	Core	102-18	Governance structure	IR: 16 (our leadership) IR: 62 (governance overview) CGR: 3, 5, 14	
General 2016		102-19	Delegating authority	IR: 16 (our leadership) IR: 62 (governance overview) IR: 78 (remuneration report) AFS: 2 (audit & sustainability committee report) CGR: 3, 13, 16	
General 2016		102-20	Executive-level responsibility for economic, environmental, and social topics	IR: 18 (Group executive)	
General 2016		102-21	Consulting stakeholders on economic, environmental, and social topics	SR: 4 (responding to our stakeholders) SR: 22 (employer of choice – engaged employees) CGR: 13	
General 2016		102-22	Composition of the highest governance body and its committees	IR: 16 (our leadership) IR: 62 (governance overview) CGR: 5, 14	There is no stakeholder representation on the Board of directors.
General 2016		102-23	Chair of the highest governance body	IR: 16 (our leadership) CGR: 6	Chairman, Suresh Kana, is an independent non-executive Board member.
General 2016		102-24	Nominating and selecting the highest governance body	CGR: 7, 15	
General 2016		102-25	Conflicts of interest	IR: 62 (governance overview) CGR: 10	
General 2016		102-26	Role of highest governance body in setting purpose, values, and strategy	IR: 62 (governance overview) CGR: 11	
General 2016		102-28	Evaluating the highest governance body's performance	IR: 62 (governance overview) CGR: 11, 12	
General 2016		102-29	Identifying and managing economic, environmental, and social impacts	IR: 20 (managing our material issues) SR: 6 (our material issues) CGR: 16	

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GOVERNANCE					
General 2016		102-30	Effectiveness of risk management processes	IR: 10 (<i>Engineered Excellence</i> for strategic advantage) IR: 70 (risk management report) CGR: 9, 16	
General 2016		102-31	Review of economic, environmental, and social topics	Group Sustainability Report 2019 CGR: 16	
General 2016		102-32	Highest governance body's role in sustainability reporting	SR: Contents page (leadership, citizenship and stewardship) SR: 3 (about this report)	The social & ethics committee ensures the integrity of the Group's sustainability report which the Board approved on the 26 August 2019.
General 2016		102-35	Remuneration policies	IR: 78 (remuneration report)	
General 2016		102-36	Process for determining remuneration	IR: 78 (remuneration report)	
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: 19 (employer of choice – employee relations)	The South African workforce is 68% unionised (2018: 94%). Beyond South Africa, privacy laws prevent access to information relating to labour union membership.
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) CGR: 13	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	IR: 20 (managing our material issues) SR: 4 (responding to our stakeholders) SR: 6 (our material issues) SR: 19 (employer of choice – engaged employees)	The materiality determination process considered issues raised through engagement with analysts and investors, business associations, non-governmental organisations and other civil society structures, as well as those reported on in the media.

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GRI GENERAL INDEX					
REPORTING PRACTICE					
General 2016	Core	102-45	Entities included in the consolidated financial statements	IR: IFC (about this report) IR: 98 (summarised consolidated annual financial statements) AFS online SR: 3 (about this report)	
General 2016	Core	102-46	Defining report content and topic boundaries	IR: IFC (about this report) IR: 20 (managing our material issues) SR: 3 (about this report) SR: 6 (our material issues)	The materiality determination process considered the top issues that the Board and management dealt with during the year, the strategic plans of the Group and business platforms, the Group's register of strategic risks, and issues raised through engagement with analysts and investors, business associations, non-governmental organisations and other civil society structures, as well as those reported on in the media. The material issues identified define the reporting content of both the IR and SR.
General 2016	Core	102-47	List of material topics	IR: 20 (managing our 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 2019
General 2016	Core	102-51	Date of most recent report		30 June 2018
General 2016	Core	102-52	Reporting cycle		Annual
General 2016	Core	102-53	Contact point for questions regarding the report	IR: 121 (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: 47 (Independent Limited Assurance Report to the directors of Murray & Roberts Limited)	

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GRI SPECIFIC INDEX				
WORLD-CLASS HEALTH AND SAFETY PERFORMANCE				
OCCUPATIONAL HEALTH AND SAFETY				
Management approach			SR: 9 (approach to health and safety management) SR: 14 (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	IR: 13 (<i>Engineered Excellence</i> for strategic advantage) SR: 12 (safety performance)	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: 16 (manage occupational health risks) SR: 18 (manage communicable and non-communicable diseases and wellness)	
EMPLOYER OF CHOICE				
Management approach			IR: 12 (<i>Engineered Excellence</i> for strategic advantage) SR: 20 (approach to human resources management)	
EMPLOYMENT				
401 Employment 2016	401-1	New employee hires and employee turnover	SR: 44 (key data)	In South Africa, where 51% of our workforce is based, employee appointments are robustly documented and measured for employment equity purposes. The reasons for the 11% reduction in permanent headcount in FY2019 was due to some large projects coming to an end and a restructure to address overhead costs. The Group does not report an overall employee turnover.
LABOUR/MANAGEMENT RELATIONS				
402 Labour/ management relations 2016	402-1	Minimum notice periods regarding operational changes		In South Africa, 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, as well as any related legislation in other jurisdictions.

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EMPLOYER OF CHOICE				
TRAINING AND EDUCATION				
404 Training and education 2016	404-2	Programmes for upgrading employee skills and transition assistance programmes	IR: 12 (<i>Engineered Excellence</i> for strategic advantage) SR: 23 (develop leadership and technical capability)	
404 Training and education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	SR: 20 (approach to human resources management)	Performance contracts with clear performance targets are agreed annually and cascaded from the Group chief executive through all levels to middle managers in all business platforms. Where formal performance contracts are not in place, team-based targets clarify performance requirements.
DIVERSITY AND EQUAL OPPORTUNITY				
405 Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	IR: 16 (our leadership) SR: 25 (drive diversity and inclusion) SR: 44 (key data) CGR: 5, 13	The age of employees is not disclosed as this is not considered material, however this data is readily available on request. Diversity data is provided for employees in South Africa only, where 51% of the Group's workforce is located.
MARKET PRESENCE				
202 Market presence 2016	202-2	Proportion of senior management hired from the local community	SR: 19 (employer of choice) SR: 44 (key data)	Our commitment to broad-based black economic empowerment in South Africa ensures that we drive employment equity at all levels of the South African operations. We are also committed to promoting 'localisation' at our other global operations. In South Africa, 95% of employees are South African.

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CORPORATE REPUTATION				
Management approach			SR: 28 (ensure ethical business conduct) SR: 30 (approach to maintaining our social legitimacy)	
NON-DISCRIMINATION				
406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	SR: 28 (ensure ethical business conduct)	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: 28 (ensure ethical business conduct)	<p>We have not identified any operations within the Group where freedom of association or collective bargaining have been found to be at 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.</p> <p>Information relating to suppliers is not available.</p>
CHILD LABOUR				
408 Child labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	SR: 28 (ensure ethical business conduct)	<p>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.</p> <p>Information relating to suppliers is not available.</p>
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: 28 (ensure ethical business conduct)	<p>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.</p> <p>Information relating to suppliers is not available.</p>

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CORPORATE REPUTATION				
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: 28 (ensure ethical business conduct)	Training on the Group's Code of Conduct, which covers human rights, is delivered to all new employees and graduates. In FY2019, the Code of Conduct was updated. Employees complete a compulsory online assessment of their understanding of the code's requirements every two years. 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 (meaningful community support)	All businesses across the Group invest in 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: 28 (ensure ethical business conduct) CGR: 10	No material fines or non-monetary sanctions for non-compliance with laws and regulations were received during FY2019.
INDIRECT ECONOMIC IMPACTS				
203 Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	IR: 43 (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 platform projects can be found in the 2019 Integrated Report.
203 Indirect economic impacts 2016	203-2	Significant indirect economic impacts	SR: 23 (develop leadership and technical capability) SR: 33 (meaningful community support)	

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CORPORATE REPUTATION				
PROCUREMENT PRACTICES				
204 Procurement practices 2016	204-1	Proportion of spending on local suppliers	IR: 114 (statement of value created) SR: 31 (respond effectively to local requirements) SR: 44 (key data)	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	SR: 28 (ensure ethical business conduct)	No confirmed incidents of corruption were reported during FY2019.
ANTI-COMPETITIVE BEHAVIOUR				
206 Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	SR: 28 (ensure ethical business conduct)	During FY2019 one legal action was completed and one case is pending regarding anti-competitive behaviour.
ENVIRONMENTAL MANAGEMENT				
Management approach			SR: 37 (approach to environmental management)	
ENERGY				
302 Energy 2016	302-1	Energy consumption within the organisation	SR: 39 (minimise our carbon footprint) CDP: https://www.cdp.net/en	Additional information can be found in our response to the CDP.
WATER				
303 Water 2016	303-1	Water withdrawal by source	SR: 41 (reduce water consumption) Water Disclosure Project: https://www.cdp.net/en	Additional information can be found in our response to the CDP Water Programme.
EMISSIONS				
305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	SR: 39 (minimise our carbon footprint) CDP: https://www.cdp.net/en	Additional information can be found in our response to the CDP. 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: 39 (minimise our carbon footprint) CDP: https://www.cdp.net/en	Additional information can be found in our response to the CDP. Greenhouse gas emissions have been calculated and reported in accordance with the GHG Protocol using an operational control approach.

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GRI SPECIFIC INDEX				
ENVIRONMENTAL MANAGEMENT				
EFFLUENTS AND WASTE				
306 Effluents and waste 2016	306-2	Waste by type and disposal method	SR: 42 (responsible waste management)	
ENVIRONMENTAL COMPLIANCE				
307 Environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations	SR: 37 (approach to environmental management)	No material fines or non-monetary sanctions for non-compliance with environmental laws and regulations were received during FY2019.
OTHER ECONOMIC INDICATORS				
ECONOMIC PERFORMANCE				
201 Economic performance 2016	201-1	Direct economic value generated and distributed	IR: 114 (statement of value created) SR: 44 (key data)	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 2019 Sustainability Report.
201 Economic performance 2016	201-3	Defined benefit plan obligations and other retirement plans	IR: 78 (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.