

A photograph of two students, a boy and a girl, sitting at a wooden desk in a classroom. The boy, on the left, is wearing a green beanie and a green sweater with yellow and white stripes on the collar. He is holding a small electronic circuit board with several colored wires attached. The girl, on the right, is wearing a maroon school uniform with a white collar and a crest that says 'LESIBA SECONDARY'. She is smiling and looking at the circuit board. In the background, there are blue plastic chairs and a desk with a laptop. In the foreground, there is a white plastic tray containing various electronic components like wires, a CD, and small electronic modules.

**Murray  
& Roberts**

**CORPORATE SOCIAL  
RESPONSIBILITY**

**ANNUAL REPORT 2022**

*CHANGING LIVES THROUGH EDUCATION AND SKILLS DEVELOPMENT*



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# GROUP CORPORATE SOCIAL RESPONSIBILITY



## OUR PURPOSE

*A positive and sustainable impact on our host communities through our investments and community development programmes that focus on education, skills development and health interventions.*

## OUR VALUES

*Commitment, Care, Respect, Accountability, Integrity.*

**“Education is the passport to the future, for tomorrow belongs to those who prepare for it today.”**  
– Malcolm X

## MEANINGFUL AND PURPOSE-LED COMMUNITY SUPPORT

Our corporate social investment programmes respond to the specific needs and expectations of our host communities.

Two trusts, managed in South Africa, support historically disadvantaged communities through initiatives that support education and training.

The Group's business platforms grant communities access to skills development and health and wellness programmes.

### Our CSR principles commit us to:

- Focus on sustainable initiatives
- Partner with host communities to implement sustainable solutions that support their needs and expectations
- Align with national imperatives and government socio-economic frameworks
- Invest in financial and human resources to support CSI initiatives
- Quantify the costs and benefits of our programmes and evaluate beneficiaries' ability to contribute to our CSI objectives
- Develop feedback mechanisms with beneficiaries to ensure funding is adding value and utilised correctly
- Encourage employee volunteerism
- Demonstrate our Values in our engagement with host communities and stakeholders



# GOVERNANCE

Good governance is the foundation of our funding decisions. Our decisions are guided by our Values and ethical principles as set out in the Group's Code of Conduct, and we apply these principles when screening potential beneficiaries.

Applications for funding undergo rigorous screening and recipients of large grants present regular reports to the committee to confirm that funding is utilised as agreed. Where possible, regular site visits are also conducted.

The CSR committee meets four times a year to review progress on current projects and approve new beneficiaries.

The Murray & Roberts Holdings Board, through the social & ethics committee and the Murray & Roberts Limited Board, have oversight on CSR funding and beneficiaries.

At business platform level, each platform's executive committee and managing director approve CSI budgets and funding requests, considering their client and host community's needs and expectations.



Brenda Mantje



Cheryl van Bosch



Daniël Grobler



Ed Jardim



Mike da Costa



Steve Harrison



Thokozani Mdluli



Zelia Soares

## GROUP CSR GOVERNANCE STRUCTURE

### MRH SOCIAL AND ETHICS COMMITTEE | MRL BOARD

### GROUP CSR COMMITTEE

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# FINANCIAL SUMMARY

## 2022 PERFORMANCE

### R8,2 million

Supported previously disadvantaged South Africans

Of the R12,6 million (FY2021: R15,3 million) spent on community development initiatives across the Group, R8,2 million supported previously disadvantaged South Africans.

The pandemic's ongoing impact on the Group's financial performance has led to a reduction in CSI programmes at platform level. In addition, the Letsema Trusts have not received dividends from Murray & Roberts Holdings, reducing their spend for FY2022.

### R2,2 million

**Letsema Khanyisa Trust** provides scholarships to primary, secondary, and tertiary academic institutions to the children of qualifying employees.

FY2021: R3,4 million

FY2020: R3,1 million

### R1,6 million

**Letsema Sizwe Trust** prioritises community education and skills development through two flagship initiatives.

FY2021: R3,2 million

FY2020: R3,5 million

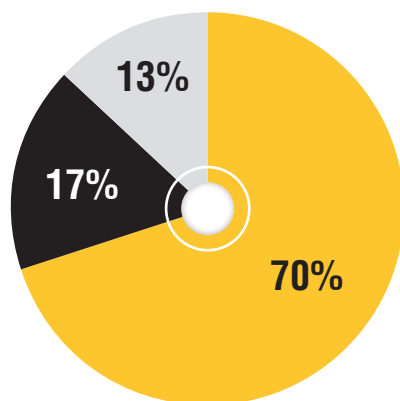
### R8,8 million

**Murray & Roberts Group CSI programmes**

FY2021: R8,7 million

FY2020: R12,4 million

Breakdown of CSR spend (%)



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

## Key data

✓ Improved    ✗ Worsened

Community Development spend (Rm)	2022	2021	2020	
CSI in community programmes	8,8	8,7	12,4	✓
Corporate office: Letsema Sizwe Trust (broad-based community commitments)	1,6	3,2	3,5	✗
Corporate office: Letsema Khanyisa Trust (employee benefits)	2,2	3,4	3,1	✗
<b>Total corporate social responsibility spend</b>	<b>12,6</b>	15,3	19,0	✗



# LETSEMA KHANYISA

Employees in South Africa earning less than R360 000 can apply to the Letsema Khanyisa Trust for scholarships for their children. Scholarships are awarded for primary, secondary and tertiary education.

The scholarships cover academic fees, transport, stationery and school uniform costs. Learners receive ongoing academic coaching throughout the year and are financially rewarded for achieving academic success.

Devices and data are provided to our learners in Grades 10, 11 and 12, and first-year university students are given laptops to aid their studies.

**2022****64 LEARNERS SUPPORTED**

(FY2021: 58)

**25**

Primary school  
learners

**28**

Secondary school  
learners

**11**

Tertiary  
students



# LETSEMA KHANYISA

## IN THEIR OWN WORDS

Our Letsema Khanyisa learners who achieved academic success and were rewarded with a financial prize shared their excitement with us.

### Kabelo – Grade 1



*"If I can win the money and have it with me, I can firstly buy myself a cell phone so that I will be able to play my games and give some to my mother. But I will take a little bit every day when I go to school."*

*This money helps me a lot as I am able to go to school at one of the best schools around our town."*

### Leburu – Grade 7



*"Thank you for me being part of the learners that you help."*

*I was so happy when I got the money and I feel very proud of my hard work."*

*With the money I am planning to buy a tablet because I like dancing and doing TikTok videos. Doing TikTok videos makes me very happy that's why I am going to buy a tablet."*

### Tebogo – Grade 3



*"I thank you for the R200."*

*I was so excited to buy anything I want."*

*I bought a lot of things."*

*I bought drinks, Simbas, candy, biscuits and popcorn."*

*I like all of things I bought."*

*Thank you very much."*

### Nkanyiso – Grade 2



*"With my prize money that I got I am going to use is on something that I really love and enjoy which is soccer. I will buy a pair of new soccer boots."*





*I felt very happy and proud of myself for getting this academic reward. This motivated me to do even better in Term 2,3 and 4. I received a total of R750 from Murry & Roberts from getting a high mark of 75%. I hope to work my hardest to get 80% next time. I also want to work towards getting a scholarship at Jeppe High School for Boys. I want to say a big thank to Murry & Roberts for rewarding me and motivating me to get better marks. Now I can save towards getting a smart watch.*



*Monday the 28<sup>th</sup> of February 2022 is a day I will never forget because, the day reminded me of why I started my journey in the Hospitality industry and the commitment I made to myself towards my studies. I am slowly finding my way to success through perseverance. One thing I have learned is to be disciplined, have faith in my abilities and work hard. I am looking forward to more challenges and more sleepless nights because I know in the end, I will come on top, unstoppable and greater than before.*



*Meeting Professor Nel for career guidance was great. He assessed my personality through a test we wrote at Murray & Roberts and my school performance. The meeting also helped me to identify the subjects that I can take in grade 10 and also the career that would suit me in the future. It is still early but so far I have dreamt of studying forensic psychology which the professor identified as a possible career for me.*



# LETSEMA SIZWE

The Letsema Sizwe Trust provides support to several development projects which are led by longstanding and reputable organisations.

## THE TOMORROW TRUST

The Tomorrow Trust provides Saturday and holiday supplementary school programmes for vulnerable children selected from the Department of Social Development's grassroots care organisations. The organisation supports academic learning in Mathematics, English, Physical Science and Life Science, provides in-depth career guidance for learners and supplies learners with stationery, course materials and daily nutritious meals.

**Junior Engineers for Africa** partners with the Tomorrow Trust to provide Arduino Education workshops. Aligned with our digital strategy, we will fund a programme with Arduino Education for the next three years, preparing scholars in Group 10, 11 and 12 for new generation careers. The programme integrates robotics and coding with Mathematics and Physical Science and provides learners with hands-on solutions to expand their knowledge.



### Keotshepile – Grade 10



*I started with robotics in 2020 whilst I was still in grade 8. At that time, it was more of the theory of robotics as well as learning how to build them. We used EV3 Lego to build certain robots and then later on in that year I learnt how to code in order for the robots that we had built to move.*

*In 2021, robotics started to get interesting for me because I had learnt the basics of coding and participated in robotics and coding challenges more often, many of which I won. It was fun and educational because it exposed me to new things which I did not know of.*

*I am currently in grade 10 and have advanced from EV3 to Arduino. Arduino is more of coding than it is building. I chose the Technical and Commercial Science stream, and at my school it is compulsory for every learner to do IT or CAT as a technical subject. Arduino is more on the technical and Electrical engineering stream and learning about it at Tomorrow Trust, regardless of it not being part of the stream that I chose, means that it broadens my choices and helps me to get ready for the world of work someday.*

*Since I chose to do IT, there are certain programming languages that I have been exposed to and Arduino helps me to learn the MATLAB programming language which is used by electrical engineers if I choose it as my future career.*

*I believe that since I learnt robotics and coding at an earlier stage compared to learners who have started this year, I have an added advantage of grasping new things on the technical stream because of the terminology and experience that I have gained thus far. I am very grateful for the exposure.*



We will invest  
**R2,5 million**  
in the initiative over **three**  
years

**25 learners**  
supported, indirectly  
impacting an additional  
**85 learners**

New partnership with  
**Junior Engineers for Africa**  
to prepare learners for  
studies in programming,  
electronics, and science.

# MURRAY & ROBERTS CHILD WELFARE FUND

The Murray & Roberts Child Welfare Fund encourages employee donations using the employee payroll. The Letsema Sizwe Fund is utilised to match raised funds which support the various needs of early childhood development projects.

The Child Welfare Committee completed its annual site visit and travelled to meet four of the 2021 beneficiaries to see the work they are doing and to ensure that donated funds are used as agreed.

The organisations visited were:

- Arebaokeng Multipurpose and Palliative Centre
- East Rand Children's Home
- Avril Elizabeth Home
- Angels Baby Sanctuary

The fund was able to support 12 beneficiaries during FY2022. The organisations supported focus on providing therapy, support or education for disabled children and children with special needs as well as looking after the needs of orphaned and vulnerable babies and youth.

- Nofezile Special Care Centre, Eastern Cape  
R30 000 for building renovations, furniture and equipment
- Siyanakekela Disability Day Care Centre, Eastern Cape  
R30 000 for furniture and equipment
- The Open Air School, KwaZulu-Natal  
R25 000 for building and renovations
- Angels Baby Sanctuary, Gauteng  
R30 000 for building and renovations
- Masibambane Home for Disabled Children, Eastern Cape  
R20 000 for furniture and equipment
- Avril Elizabeth Home, Gauteng  
R30 000 for medication
- Fountain of Love, Gauteng  
R27 000 for food and nutrition
- Ntsoanatsatsi Education Trust, Free State  
R30 000 for building and renovations
- The Earth Centre NPC, Gauteng  
R30 000 for therapy
- Andzisani Drop-in Centre, Limpopo  
R25 000 for furniture and equipment
- Die Eiland Huis, Western Cape  
R30 000 for food and nutrition
- Yhave Centre for the Disabled, Eastern Cape  
R30 000 for furniture and equipment

## Child Welfare Fund

July 2021 to June 2022

	Income	Expenditure
<b>Q1 to Q4</b>	<b>R306 018</b>	<b>R337 000</b>
Employee Payroll Giving	R47 129	
Child Welfare Golf Day	R120 000	
Letsema Sizwe Matched Funding	R167 129	

- **A total of R337 000** was paid to twelve **organisations** for the July 2021 to June 2022 period in support of education, building & renovations, medical costs, furniture/equipment, clothing & linen and food/nutrition. Circa R120 000 was raised from the 2022 Golf Day.
- The fund has been donating approximately **R85 000 per quarter** in FY2022 to beneficiaries.
- Once a year, the Fund opens up requests to **Murray & Roberts employees to submit beneficiary nominations.**
- As a result of the funds raised at the golf day this year, **the Fund will be in a position to donate approximately R80 000 to R85 000 per quarter** in the FY2023 financial year.





# VORENTOE RUNNING ACADEMY

The Vorentoe High School, based in Johannesburg, started its running academy in 2000 with five athletes. Today, there are 43 athletes, almost equally split between girls and boys. The academy's objective is to provide the athletes with a high-quality school education and while doing so, award them every opportunity to maximise their athletic potential. Murray & Roberts also assists with their transition from adolescence to adulthood and prepares them to become role models in their community through the power of sport.

The athletes are mostly recruited from rural and disadvantaged areas. They are given bursaries to attend Vorentoe High School and are also provided with hostel facilities and meals on the premises. In many instances, the athletes' parents have very limited financial resources, therefore, Murray & Roberts supports the academy financially.

Johannes Morepe and Naledi Makgatha are current athletic stars from Vorentoe Running Academy. They recently qualified to represent South Africa at the 2022 World Junior Track and Field Championships in Columbia where they performed well in a field of world-class juniors.

The Vorentoe team, once again, clinched the North Vaal Schools Championship in 2022, securing the boys' 20th win and girls' 19th win in 21 annual competitions. Furthermore, 10 athletes from Vorentoe were selected to compete at the SA Schools event in East London in October 2022.

We invested  
**R1,1 million**  
 in FY2022  
 (FY2021: R1,1 million)





# MADE FOR MORE

Made for More is an organisation that empowers and equips people with disabilities through sport and mental health programmes. The organisation uses sport as a vehicle to bring hope, build relationships and instil morals and values while equipping athletes with the opportunity to pursue their sporting careers.



Made for More recently hosted the South African TyreLife Solutions Para Surfing Championships in Durban.

Founder of the organisation, Julia van Zyl, said, 'It is our biggest joy and privilege to host the country's best adaptive surfers and to witness the sport growing every year.'

A total of 50 surfers (34 men and 16 women) competed from the Western Cape, Eastern Cape, Gauteng and KwaZulu-Natal. From this event, the South African team will be selected by Surfing South Africa to go to the ISA World Para Surfing Championships in Pismo Beach, California, USA.

Julia continues, "Each year the smiles get bigger and the passion, skill and dedication of the athletes more palpable. For us it is so much more than surfing – it is access, inclusion, opportunity and most importantly it is belonging."

Coach and water assistant, Wendy Heslop, said, "This weekend was the highlight of my year and our monthly Made for More surf sessions are at the top of my list for making my heart happy. The passion that Made for More put into this event showed and the leadership is a great example of service and love."

Made for More won R500 000 at the Jack Cheetham and Letsema Awards in 2018 and do phenomenal work for people with disabilities through their sport, exercise, wellness and mentorship programmes.





# CORPORATE SOCIAL INVESTMENT PROJECTS

## CSI INITIATIVES ACROSS SOUTH AFRICA

We invest in our host communities to provide sustainable solutions to local imperatives. This year, of the R12,6 million spent on community development initiatives across the Group, **R8,2 million supported previously disadvantaged South Africans.**



*Murray & Roberts Cementation borehole handover.*

### CLEAN DRINKING WATER FOR 1 000 LEARNERS

In light of the water shortage in Limpopo, Murray & Roberts Cementation paid for the drilling of boreholes at three schools in the Phalaborwa Municipality. The project has provided over 1 000 children with clean drinking water.

R200 000 was donated to the Minerals Education Trust Fund, which benefits mostly black students to overcome some of the many challenges facing their tertiary education.

### ADVANCING SPECIALISED SKILLS AND LEADERSHIP

The Murray & Roberts Research Chair in Industry Leadership 4.0 at the University of Pretoria advances the specialised skills and leadership capacity needed to accelerate the adoption of new technology in mining practices. The research chair delivers leadership workshops and research publications on new technology.

**The platform has committed**

**R2 million**

each year for three years (starting in FY2020) to support postgraduate researchers.

# CORPORATE SOCIAL INVESTMENT PROJECTS

## LITTLE EDEN CEO WHEELCHAIR CHALLENGE

The LITTLE EDEN CEO Wheelchair Challenge is an annual fundraising event that looks to raise awareness of the challenges faced by wheelchair users and people with mobility limitations. In a world that caters for “normal”, people who are differently abled experience life in a way that many able-bodied people are not able to appreciate.

The Wheelchair Challenge aims to educate and enlighten able-bodied people about the unique issues that wheelchair users navigate.

Steve Harrison, CEO of the Power, Industrial & Water platform took part in the Wheelchair challenge along with Mike da Costa, CEO of the Mining platform.

Steve commented, “I thought that our office building was wheelchair friendly, but it really isn’t. Getting up the ramp was a physical challenge for me, despite my being fairly fit. Spending the day in a wheelchair was a real eye opener for me.”



**Steve Harrison,**  
CEO of the Power,  
Industrial & Water platform.



**Mike da Costa,**  
CEO of the Mining platform.

## TOPS AND TAGS – MAKING MOBILITY A REALITY

The Murray & Roberts Tops and Tags initiative was started in 2019. The initiative encourages employees to rescue plastic bottle tops that would end up in the rubbish bin and eventually landfill sites, and instead bring them to collection points in the office. We trade every 450 kilograms of plastic collected for a wheelchair, which is donated to a deserving organisation.



**Bonga**

Since the start of the collection drive, we have collected over 3 150 kilograms of plastic and in doing so donated seven wheelchairs. Two wheelchairs will be delivered to the Adelaide Tambo School for the Disabled in November.

Some of our earlier wheelchair beneficiaries were:

- Bonga from Avril Elizabeth Home
- Vusimuzi from LITTLE EDEN
- Lizizi from Casa Caritas
- Roche from Eastrand Protective Workplace



*Adelaide Tambo School for the Disabled*



# CORPORATE SOCIAL INVESTMENT PROJECTS

## INTERNATIONAL CSI INITIATIVES

Our international operations have longstanding relationships with several organisations and encourage a culture of employee-involvement, providing support to employee-nominated beneficiaries.

### MATES IN CONSTRUCTION

Clough and RUC Cementation Mining support Mates in Construction, a charity that promotes mental health and wellbeing among Australian resources and construction workers to reduce the above-average suicide rate in this demographic. The charity provides onsite programmes and a 24/7 contact centre.



### FIRETECH CAMP

RUC Cementation Mining provides support to FIRETECH which aims to create an interest in engineering and science among young students in high school, encouraging them to consider technology as a potential career.



### CLONTARF ACADEMY

Clough supports the academy which provides mentorship and employment for young Aboriginal and Torres Strait Islander boys, encouraging them to remain in school. The programme is delivered through a network of football academies in partnership with local schools.



Credit: Jarrod Lucas Photography

### EMPLOYEE COMMUNITY GIVING

Cementation Americas encourages its employees to work with charitable organisations within their communities and request support from the organisation for the initiatives they are involved in. Through this donation programme, Cementation Americas supports a wide range of beneficiaries.



# LETSEMA KHANYISA

Letsema Khanyisa provides scholarships to qualifying employees, paying for their children's education, including fees, transport and academic coaching.



## TSHIAMO FIRST YEAR UNIVERSITY

I actually meant to send this a while ago, but varsity did what it does best. Thanks to all your financial and academic support, I was accepted to the University of the Witwatersrand, the University of KwaZulu-Natal, Stellenbosch University and the University of Pretoria for all the Science degrees I had applied for. Unfortunately, I did not get accepted into medicine, but I have not given up. I plan to still try and transfer into medicine. Anyway, I ended up choosing to enrol at the University of Pretoria and by the grace of God, I was also accepted to one of their residences. I moved into House Khutso (the residence) on the 6th of February. We had an amazing residence orientation week, and a slightly less exciting academic orientation week the following week. Lectures officially began on the 21<sup>st</sup> of February and my life went into freak rollercoaster mode. I am currently studying a triple major, a BSs in Human Physiology, Genetic and Phycology, and I'm going to try and use that to bridge into medicine through UP's midyear transfer next semester. I won't lie, I wish I took the life orientation lessons that taught us about the transition from high school to university seriously because wow... From the first day, our lecturers had no mercy at all for us first year's. It was just work, work, work, work, and as soon as we tried to catch a break to breathe a little, they further suffocated us with more work. Time management was also a big issue for me in the beginning, but I think with time, I got the hang of it. I have been doing really well in my academics for the most part, but there is a module that I'm really finding a bit challenging, and that is chemistry. I do believe that I will master it with time though. I am really grateful that I am able to be in university right now despite not having a bursary yet. My father has two connections to bursaries, but the bursaries wanted to see how I do in my first year, before investing in me. I will definitely continue to update you on my journey into medicine. Again, I want to thank you so much for all of your support through my high school journey, and it would have been so amazing to continue with you through university as well. I pray to God that he continues to bless you with the strength and ability, for as long as possible to support all the people you do, as anyone that ever gets that opportunity is highly blessed.

Bastion

**Murray  
& Roberts**

**CORPORATE SOCIAL RESPONSIBILITY**  
CHANGING LIVES THROUGH EDUCATION AND SKILLS DEVELOPMENT