

The logo for Murray & Roberts, featuring the company name in a bold, yellow, sans-serif font inside a yellow hexagonal outline.

**Murray
& Roberts**

A group of diverse students in white lab coats are gathered around a blue lab bench. They are looking at a piece of equipment, possibly a scale or a beaker, with interest. The background shows a window with a view of trees.

**MURRAY & ROBERTS
COMMUNITY DEVELOPMENT
PROGRAMME**

ANNUAL REPORT FY2017

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Clough's CSI programmes support partnerships in education and sports with community based support programmes and charitable trusts that govern philanthropic giving through a semi-independent board.

**MURRAY & ROBERTS**

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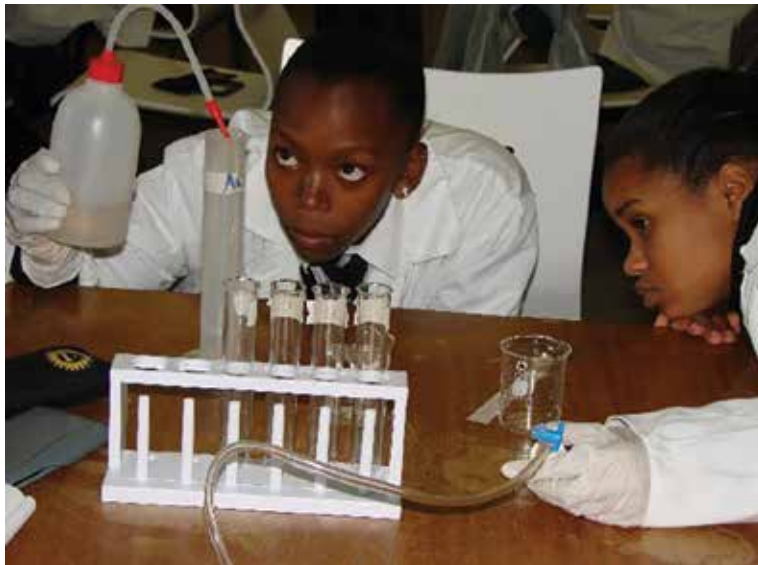
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OVERVIEW



GROUP COMMUNITY DEVELOPMENT PROGRAMME

The Murray & Roberts Community Development Programme ("CDP") prioritises education and skills development to support socio-economic development, mainly in host communities.

This represents the Group's tangible responsible corporate citizenship at South African and global operations.

Effective partnerships and continued engagement with members of host communities and employees have ensured that our programme responds directly to their needs and expectations.

Funding for the CDP was derived from the integrated strategy adopted by the Murray & Roberts Limited Board as follows:



**Effective partnerships
and continued
engagement**

FINANCIAL SUMMARY

MURRAY & ROBERTS CHILD WELFARE FUND

TOTAL: R0,3 million

Early Childhood Development	R0,3 million
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LETSEMA KHANYISA

TOTAL: R4,8 million

Primary & Secondary School Education	R1,9 million
Tertiary Education & Training	R2,8 million
Overhead Costs	R0,1 million

LETSEMA SIZWE

TOTAL: R9,7 million

Early Childhood Development Support	R0,7 million
Primary & Secondary School Education	R3,2 million
Tertiary Education & Training	R0,1 million
Community Skills Development	R5,1 million
Overhead Costs	R0,6 million

CSI

TOTAL: R5,7 million

Primary & Secondary School Education	R1,1 million
Tertiary Education & Training	R3,1 million
Community Skills Development	R0,4 million
General Donations	R0,2 million
Overhead Costs	R0,9 million

TOTAL: R20,5 MILLION

PARTNERING FOR GOOD



Early Childhood Development

Murray & Roberts has over a number of years supported Early Childhood Development ("ECD") with a focus on numeracy and literacy development.

This support is informed by our belief that a successful ECD programme provides a strong foundation for children to prosper in their later years of education and subsequently careers.

In South Africa, the Murray & Roberts Child Welfare Fund ("MRCWF") has been in existence for over sixty years focusing on orphaned and vulnerable children from disadvantaged communities.

The Fund supports funding towards education, equipment linked at improving education or the living conditions of the children, therapy, nutrition and shelter. Similar programmes exist at our overseas operations.



The ECD programmes supported during FY2017 include:

R0,3 million

Distributed to **beneficiaries of the MRCWF**. These organisations provide shelter, food security, clothing, therapy, resources and equipment for vulnerable children, children with disabilities and those living with terminal illnesses.

R0,7 million

Distributed to **Letsema Sizwe** in support of their **ECD** programmes.

The primary and secondary schools programmes supported during FY2017 include:

R1,9 million

Distributed to **Letsema Khanyisa**.

R1,1 million

Distributed to **CSI programmes** in support of long standing partnerships with key organisations to support basic education for students from disadvantaged communities.

R3,2 million

Distributed to **Letsema Sizwe** in support of Maths, Science and Technology programmes.



Primary and Secondary Schools Support

In South Africa we continued our long standing partnership with key organisations to support basic education, focusing mainly on students from disadvantaged communities.

For the period under review, we invested R6,2 million towards support of primary and secondary education, with seven partner organisations, impacting 4 203 beneficiaries in six provinces with core subjects such as Mathematics, Science and Technology Education.

Tertiary Education and Training Support

Our Letsema Khanyisa Bursary Support Scheme initiated 10 years ago continue to support dependents of qualifying employees to access quality tertiary education.

The scheme focuses exclusively on education and skills development and also includes vocational and career guidance, telephonic and face-to-face, study skills and life skills workshops.

In FY2017 we disbursed R2,8 million to support 38 tertiary students pursuing various careers such as Business Management, Chemical/Civil Engineering, Metallurgy, Marketing Management, Analytical Chemistry, Law, Economics/Econometrics Management, to name a few. The bursary covers costs related to registration and tuition fees, textbooks, a student allowance, transport and in some cases accommodation on campus.

We also spent R3,1 million towards support of academic programmes and industry research at the Universities of the Witwatersrand and Stellenbosch. This funding is geared towards ensuring that academic and industry research, bursar mentorship programmes, Masters' research and teaching talent is retained and maintained.

The Group's funding enables the engineering faculties of both universities to attract and retain top teaching and research talent, which is critical given the climate in the higher education environment. Our partnership has contributed to the transformation of the engineering faculties at these universities and has assisted to increase the number of qualified black graduate engineers. In turn, the university Chairs have assisted Murray & Roberts with research and project work, resulting in leaner and more efficient business operations, and increased opportunities for innovation.

Letsema Khanyisa Bursary Support Scheme

Exclusive focus on skills development

R2,8 million disbursed in support of 38 students

R3,1 million in support of academic programmes

Enabling talented engineering faculties

Transforming engineering faculties at WITS & Stellies

Increased number of qualified black engineers

Increased opportunities for innovation

Letsema Khanyisa bursars



TOP ACHIEVER FEATURE

Nolwazi Mabuza on making a difference

NOLWAZI MABUZA

2ND YEAR CHEMICAL ENGINEERING STUDENT AT THE UNIVERSITY OF PRETORIA

Student Nolwazi Mabuza is studying Chemical Engineering at the University of Pretoria. Based in Gauteng, she started her studies in 2015 in BSC Chemistry and then switched to Chemical Engineering. She is halfway through her four year course in Chemical Engineering and at the end of 2016 had achieved three distinctions.

Nolwazi shared her reason for choosing to study Chemical Engineering, was a desire to learn more about how to make the environment better. As the ozone layer is being destroyed by harmful chemicals from the market as a result of chemical process, she believes this field of study has the ability to provide tangible solutions.

By way of example, she is inspired by how Chemical Engineering provides the opportunity to work in plants and to optimise products. Nolwazi believes that by branching into producing quality, everyday products used by the community, such as bath soaps that fight bacteria, one can learn how to reduce toxic chemicals and their impact on the environment.

Determined to make a difference, Nolwazi hosts study sessions with students and assists whenever she can. She is looking forward to giving back to her community once she has completed her studies.



COMMUNITY SKILLS DEVELOPMENT

As a responsible stakeholder and member of host communities, we continued to support a variety of broad-based interventions related to life skills, sports development, leadership development, technical skills, environmental and community skills training.

In South Africa, a total of R5,5 million was disbursed in support of these initiatives.

MEDUPI LEADERSHIP INITIATIVE

The main purpose of the Medupi Leadership Initiative ("MLI") was to provide a bridge to future employment opportunities for former employees of the Medupi Power Station Project and local community members, while creating long-term, positive impacts on the environment, job opportunities and infrastructure.

In FY2017 we disbursed a R3,4 million on top of the R8 million spent in support of this initiative over the last three years.

The MLI project has three main focus areas, namely, Job Creator Projects, Job Enabler Project and the Growth and Sustainability of MLI.

The project has had such a huge impact that to date, over 16 000 community members have received Financial Literacy training, 2 000 have received training from the 'Drive your Life' initiative, 29 SMMEs are currently in the incubation processes within the Lephalale Enterprise Development Centre; and 185 school garden harvests achieved, resulting over 37 000 meals to children.

In addition to the impact created by Working for Ecosystems, the Drylands Value Proposition has trained; 40 anti-rhino poaching officers – 12 of whom are now permanently employed; trained and deployed 100 working on Fire firefighters, 24 of whom just completed training to Structural Fire Fighting level.

Fighting fires



MURRAY & ROBERTS SKILLS DEVELOPMENT PROGRAMME – MECHANICAL ENGINEERING TRAINING

Murray & Roberts Oil & Gas division Secunda ("SOG") researched and established a structured training programme in partnership with Fluor training centre during 2016/2017.

On 3 April 2017, SOG rolled out a nine-month training programme for ten nominated local students within Govan Mbeki Local Municipality, with a focus in three critical areas: Welding, Pipe Fitting & Rigging.

All expenses are covered by Murray & Roberts Power & Energy SOG and each student qualifies for a monthly learnership allowance, as regulated through sectoral determination.

Restoring land and feeding people



Mechanical engineering training





Jack Cheetham category winner: Sail Africa Youth Development Foundation

2016 JACK CHEETHAM & LETSEMA AWARDS

The Jack Cheetham Memorial Award was initiated by Murray & Roberts 36 years ago in recognition of the special qualities of Jack Cheetham, a former director of the company and the inspirational captain of the South African cricket team in the 1950s while the Letsema Award was launched in 2009 to recognise development projects for sports people with disabilities.

The awards are presented annually to projects that demonstrate the qualities of leadership, excellence and commitment, for the benefit of previously disadvantaged people and those with disabilities.

Sail Africa Youth Development Foundation Development ("Sail Africa") and Rowing South Africa ("Row-SA") were awarded first prize categories respectively at the awards held during the reporting period.

The second and third prizes in the Jack Cheetham category were awarded to National Archery in Schools Programme and CODAH Cycling Club, while Northern Cape Sports Association for the Physically Disabled and Francis Voorweg School Archery were awarded second and third place winners for the Letsema category.

Murray & Roberts currently has a total of 22 Jack Cheetham and Letsema beneficiaries supported, with a total of R1,5 million disbursed to these partners annually.



Letsema Award category winner: Rowing South Africa

36 years of awards

22 beneficiaries currently supported

R1,5 million disbursed annually

EMPLOYEE COMMUNITY INVOLVEMENT PROJECTS

Team Murray & Roberts once again supported the “Stop Hunger Now 2016 International Nelson Mandela Day” campaign where 2 556 meals were packed in support of the 2016 Mandela Day.

2 556 meals packed





Scarfs, beanies and blankets collected for the homeless

Murray & Roberts Power & Energy 'Winter Warmer' drive for the homeless

Murray & Roberts Power & Energy embarked on a 'Winter Warmer' drive for the homeless.

The event took place at Secunda on 2 June 2017 and all food donations were distributed to three beneficiary soup kitchens.

The homeless received scarfs, beanies as well as blankets.



INSPIRING HOPE BEYOND BORDERS

Murray & Roberts global operations have CSI initiatives which are aligned to the Group's strategy.

Zambia

During FY2017 Murray & Roberts Cementation Zambia continued, for the third consecutive year, with its support towards the School for the Deaf Project.

For the reporting period, R950 000 was spent towards renovations at the centre and purchasing learner aids and staff salaries.

Murray & Roberts Cementation Zambia have ensured that the centre becomes more secure, user friendly and appealing, as there has been an increase in interest from prospective students who want to access it.

Murray & Roberts' support has enabled the centre to make that all-too important first step for deaf students to have a better future, as informed and educated equal players in society's development.

The school has collectively built a good legacy that they are proud of.

School for the Deaf Project



Canada and United States

In our North Americas operation, we encourage employees to support and get involved in charitable and community organisations.

Funds raised by employees are matched by Murray & Roberts, resulting in a wide-reaching charity and support programme, which touches on the diverse interests of our employees.

In FY2017, employee donations, volunteering and fundraising events supported child welfare, environmental awareness and conservation, health, science and technology and sports programmes.



Australia and Papua New Guinea



Canada and United States



Australia and Papua New Guinea

The Clough CSI Programmes supports host communities via two channels namely, major education and sporting partnerships with community-based support programmes and charitable trusts that govern philanthropic giving through a semi-independent board. The former consists of partnerships with local universities and provides support in terms of MBA scholarships, research and collaborations.

The charitable trusts govern programmes aimed at children and youth development, women empowerment, community health initiatives, education, arts and development of indigenous communities.

Clough partners with Ngala's inaugural "Give Anything for a Good Night's Sleep" campaign and provide ongoing support to Australian parents. Funding supports the provision of essential parenting and early childhood services to support and guide families through the journey of parenting.

Clough also provides funding to support the delivery of a "Youth Focus Year 9 School Mental Health Awareness Programme" to three high schools in Western Australia. Funding supports the rollout of mental health programmes aimed at raising awareness of psychosocial issues. Funding also supports the provision of core counselling services provided by Youth Focus.



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