# HEALTH AND SAFETY

Providing a safe and healthy work environment for employees, contractors and other stakeholders remains one of our key focus areas. We have set a challenging goal of achieving zero harm across all of our operating companies.

Murray & Roberts seeks to create a mindset and an environment where all employees believe it is possible to work injury free, regardless of where they are in the world, what role they undertake or in which operating company they work.

The Group health, safety & environment framework, depicted below, articulates the roles, responsibility and accountability of corporate office versus the operations in delivering our health and safety commitment. The framework seeks to implement a continuous improvement risk-based approach to better understand and treat the exposures facing Murray & Roberts.

Figure 1: Murray & Roberts Health and Safety Framework
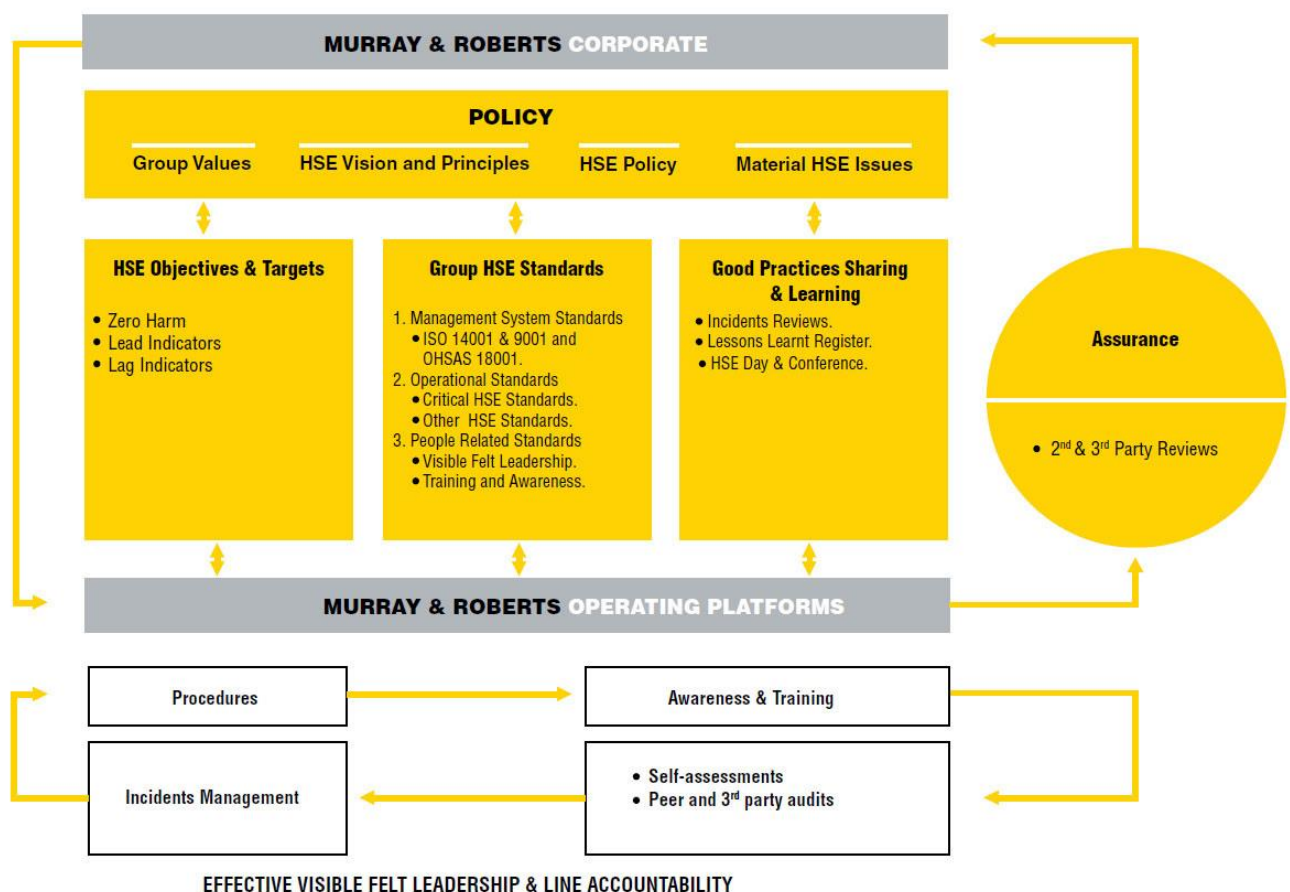
Health, Safety, Environment Vision

Our HSE Vision is *"Together to Zero Harm"*. This vision is supported and further clarified by the following principles which seek to guide behaviour of all Murray & Roberts employees:

- All injuries and incidents can be prevented
- Caring and Visible Leadership:
  - *Leadership setting the example, walking the talk and visibly engaging with employees*
  - *Leadership refers to everyone leading a team or having people reporting to them*
- Open and Honest Communication
  - *Providing information, giving and receiving feedback and encouraging everyone to speak their mind*
- Stop.Think.Act.24/7
  - *We do not act without planning a safe and environmentally friendly way forward*
- Active Learning
  - *Encouraging continuous improvement, sharing lessons learnt and correcting deficiencies without delay*
- Zero Repeats
  - *No repeat injuries and incidents*
- Safe Work and caring for the environment are Non Negotiable
- Accountability
  - *Management is responsible for preventing injuries and incidents*
  - *Employees have the responsibility to work safely, protect the environment and report to management all unsafe and environmentally unfriendly conditions and behaviours.*

Participation and contribution by all employees and subcontractors is essential in our quest to achieve this vision.

We have developed the Group's policies and standards to guide operations in delivering the health and safety commitment. The Group HSE policy, Stop.Think.Act.24/7 Bill of Rights and HSE management standards, protocols and life-saving behaviours are mandatory for all Murray & Roberts operations. These documents address specific areas where it is important that activities are carried out consistently across Murray & Roberts.

Group guidelines are advisory and provide Murray & Roberts operations with guidance on the effective implementation of the policy, standards and protocols. Operational HSE procedures apply within the particular sites and operations where they are issued and are intended to support Group requirements and the relevant operational HSE management systems.

Health, Safety and Environment Policy

The Group HSE policy outlines Murray & Roberts's aspiration of zero harm and the commitment to provide resources to achieve it. This policy is communicated to all employees, subcontractors, visitors and other interested and affected parties.

Bill of Rights

Employees' rights to a safe and healthy work environment are enshrined in the Stop.Think.Act.24/7 Bill of Rights, copies of which are provided to employees. The Bill of Rights empowers employees to question instructions that put their lives or the environment at risk. It also spells out employees' health, safety and environment responsibilities.

Consistent health and safety standards

All our operations are required to implement Group standards which include adoption of internationally recognised health and safety management systems and implementation of critical safety standards aimed at addressing material safety risks. The aim is to establish a consistent standard that will bring sustainable improvement across the organisation.

We have made significant progress in implementing OHSAS 18001 health and safety management system at all our operations. To this end 94% of our workforce is covered by OHSAS 18001 certification.

Through our critical safety standards, we have outlined clear requirements for managing material safety risks at operations. Our material safety risks include working at height, mobile equipment, marine operations, temporary works, air transport, lifting operations, stored energy, hazardous materials, working in confined spaces, fire & explosion, excavations & penetration and subcontractor management.

We recently rolled out the Major Accident Prevention ("MAP") programme to further enhance interventions aimed at preventing major accidents and fatalities on our sites. MAP which has been successfully implemented at our Australian (Clough) operations ensures implementation and verification of critical controls on high risk activities on site. It focuses management's and employees' attention to hazards and activities which give rise to major accidents and fatalities, and provides real time verification that the critical controls that directly prevent a Major Accident Event (MAE) are implemented each time employees are exposed to MAE hazards.

By engaging employees who are performing the task to actively check on and implement the critical controls, employees and line management proactively intervene and prevent major accidents from occurring. Leaders and employees managing high risk activities are empowered and have a clear mandate to 'stop work' when they identify a MAE critical control that is not being implemented or effective. Lessons learnt from safety incidents and MAP field implementation are reviewed and incorporated back into the MAE register for deployment and verification on site.

Drawing from the successes achieved by Clough following implementation of MAP, we have full confidence that this programme will go a long way in making our goal of zero fatal incidents a reality.

Through our assurance programme we conduct peer and independent assessments to establish the level of entrenchment of critical safety standards, including MAP. Recent assessments (both internal and external) indicate a significant improvement in the level of compliance at operations. The successful implementation of this programme remains the key element in us achieving our main goal of eliminating major accidents events and fatal incidents at our operations.

We use subcontractors at some of our businesses and they remain a key contributor to our health and safety statistics, especially in the Infrastructure & Building Platform. We continue to ensure that subcontractors' safety standards meet our expectations. Our subcontractor management framework emphasises pre-qualification, performance management and post-contract evaluation of subcontractors' health and safety performance. Assurance audits conducted on this aspect also indicated a maturing level of compliance at operations.

Objectives and targets

Murray & Roberts' goal of achieving zero harm is premised on the belief that all workplace injuries and illnesses can be prevented. The following progressive targets along the journey to zero harm have been set at Group level:

- Zero fatalities
- Lost Time Injury Frequency Rate (LTIFR) of <0.75 by June 2017
- Total Recordable Case Rate (TRCR) of <4.0 by June 2017
- Entrenchment of lead indicators and visible felt leadership (VFL) engagements
- Implementation of MAP across all operations
- Achievement of OHSAS 18001 and ISO 14001 certification by June 2017 at all operating companies.

Communication & Awareness

The **Stop.Think.Act.24/7** programme initially introduced in 2006 as **STOP.THINK** has been the major driver in achieving effective communication, awareness and enhancement of operating discipline. Keeping everyone's mind focused on health, wellness, safety and environment is a continuous responsibility that requires a relentless focus on providing new and relevant HSE messages. **Stop.Think.Act.24/7** is a widely recognised brand aimed at educating and motivating employees to take responsibility for their own safety, colleagues and the work environment. It consists of various communication media used on work sites, including **Stop.Think.Act.24/7** awareness videos, newsletters, safety clothing, signage etc.

Stop.Think.Act.24/7 emphasises the importance of taking action to correct unsafe conditions and behaviours as well as recognising positive behaviour. Employees are encouraged to do this at all times (**"24/7"**) i.e. at work, at home and in everything we do.

An extension of **Stop.Think.Act.24/7** brand is the *Impilo Yethu* print medium comic strip communication platform. *Impilo Yethu* was originally created with a predominant focus on health and safety related issues at work but has since broadened its mandate to health and safety at home, protection of the environment, employee wellness and business conduct. Operating companies use *Impilo Yethu* to raise HSE awareness at operations.

Employee Health and Wellness

Murray & Roberts believes in empowering and investing in employees. In living our value of Care, we recognise that each person is not just an employee but also a human being.

The following health and wellness principles have been adopted by the Group:
- **No discrimination**: fair and equitable treatment of employees affected by HIV/AIDS, other chronic and/or acute conditions.
- **Confidentiality**: employee medical information will be treated with strict confidentiality. All medical records shall be handled in accordance with existing legal requirements, medical, ethical and management practices.
- **Partnership**: working together with all stakeholders (employees, communities, etc) is essential.

- **Personal Responsibility**: each individual takes responsibility for their own health and wellbeing.
- **Sustainability**: continuous improvement, sharing of lessons learnt and addressing deficiencies are essential.
- **Health promotion and protection**: continuous communication, training and engagement on wellness matters will be promoted.
- A healthy workforce is a productive workforce.

The following Group Health Policies and Standards have been developed and communicated to operating companies:
1. Health, Safety, Wellness and Environment Policy – including HIV/AIDS.
2. Health and Wellness Standard – including HIV/AIDS.
3. Occupational Health Risk Assessments.
4. Risk Based Medical Surveillance.
5. Fitness to Drive.

We have implemented the enhanced Philisa Employee Health and Wellness programme, at our South African operations, which integrates the various elements of occupational health and wellness management to proactively manage associated risks. Similar programmes are in place at our overseas operations and these cover the following services:
- Health and Wellness Education, Training and Awareness specifically including HIV/AIDS and TB training to all employees. HIV/AIDS training covers all topics from transmission, prevention, to screening and treatment.
- Occupational Health Management including occupational health risk assessments and risk-based medical surveillance, as well as management of occupational health conditions, injuries and claims.
- On-site clinics at large sites providing primary health care and emergency services.
- 24 Hour Medical and Counselling Call Centre available through a toll-free line and sms facility to all employees and family members.
- HIV/AIDS and TB screening, support, referral and facilitation into treatment programmes.
- Wellness screening to identify chronic diseases of lifestyle and provide support, information and referral to affected employees.
- Chronic Disease Management – assistance and support to affected employees.
- Psychological Counselling – face-to-face or telephonic counselling provided to employees that are having challenges with issues such as HIV/AIDS, domestic violence, substance abuse, stress or depression etc.
- Legal Counselling – support provided for employees that require legal information and assistance.
- Financial Counselling – support provided for employees that require help on financial issues, such as problems with debt.
- Managerial Counselling- support provided to managers that have difficult issues regarding employees.
- Absenteeism Management.
- Incapacity and Disability Management.

Line Accountability through Effective Leadership

We believe that visible leadership commitment is the basic component of a successful health, safety and environmental (HSE) management programme. For the programme to be most effective this commitment must be visible in action and felt from the top down to all levels of the organisation.

At Murray & Roberts, all leaders are accountable for providing a safe, healthy and environmentally friendly work environment. Leaders must ensure that HSE is integrated into every aspect of running an operation, project or site. HSE personnel provide subject expertise, support and guidance to line management in discharging this accountability.

Leadership is expected to set the example, model the way, walk the talk and visibly engage with employees on an ongoing basis. To assist leadership in delivering on the commitment to Zero Harm, the company has developed a Visible Felt Leadership Engagement programme, where every leader is required to be trained and to engage visibly with employees and contractors across operations, projects or sites. Further leadership assistance is provided through the Group leadership development programmes designed to help leaders with skills required to meet their accountabilities.

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