

## Broad Based Black Economic Empowerment Verification Certificate

A Consolidated Verification Certificate Issued to

**Murray & Roberts Holdings Limited & Subsidiaries**

**Level 1 Contributor**

### Measured Entity

<b>Company Name</b>	Murray & Roberts Holdings Limited & Subsidiaries
<b>Registration Number</b>	1948/029826/06
<b>VAT Number</b>	4550113890
<b>Address</b>	Douglas Roberts Centre 22 Skeen Boulevard, Bedfordview 2008

### B-BBEE Status

<b>B-BBEE Status Level</b>	Level 1				
<b>Total Points Obtained</b>	101.81	EO: 30 points; MC: 10.97 points; SD: 19.82 points; ESD: 35.03 points; SED: 6 points			
<b>Discounting Principle Applied</b>	No	<b>Procurement Recognition</b>	135.00%	<b>Participated in Y.E.S Initiative</b>	No
<b>Empowering Supplier</b>	Yes	<b>Measurement Period Year End</b>	30/06/2023		
<b>Black Voting Rights</b>	84.77%	<b>Black Women Voting Rights</b>	47.27%	<b>Black Designated Groups</b>	0.00%
<b>Black Economic Interest</b>	73.09%	<b>Black Women Economic Interest</b>	39.50%	Black Youth	0.00%
<b>51% Black Owned</b>	Yes	<b>30% Black Women Owned</b>	Yes	Black Disabled	0.00%
<b>Normal Flow Through Applied</b>	Yes	<b>Black New Entrants</b>	23.73%	Black Unemployed	0.00%
<b>Modified Flow Through Applied</b>	No	<b>Mandated Investment Exclusion Applied</b>	No	Black People Living in Rural Areas	0.00%
				Black Military Veterans	0.00%

<b>Issue Date</b>	28/09/2023
<b>Expiry Date</b>	27/09/2024
<b>Certificate Number</b>	ELC12193RGENBBCON
<b>Version</b>	Final
<b>Applicable Scorecard</b>	Amended Construction - Generic Contractor
<b>Applicable BBBEE Codes</b>	Amended Construction Sector Codes Gazetted 1 December 2017



**EmpowerLogic (Pty) Ltd**  
Reg. No. : 1995/000523/07  
BBBEE Verification Agency

Per Gianna Le Roux  
Member - Verification Committee



SANAS Accredited

BVA018

This certificate is the result of an independent and impartial verification of the BBBEE status of the measured entity measured against the Codes of Good Practice on Broad Based Black Economic Empowerment and has been issued in accordance with the EmpowerLogic Verification Certificate Policy. This certificate supersedes any previous certificates issued to the Measured entity. For enquiries please contact EmpowerLogic at 086 111 4003.

## Broad Based Black Economic Empowerment Verification Certificate

A Consolidated Verification Certificate issued to

### Murray & Roberts Holdings Limited & Subsidiaries

Certificate Number: ELC12193RGENBBCON

## Level 1 Contributor

### Entities Included in the Consolidated Verification Certificate

Company Name	Registration Number	Vat Number
Murray & Roberts Holdings Limited	1948/029826/06	4550113890
Murray & Roberts Limited and its divisions listed below:	1979/003324/06	4630107995
Murray & Roberts Limited - Corporate Office		
Murray & Roberts Marine t/a Clough Murray & Roberts		
Murray & Roberts Power, Industrial and Water		
Aquamarine		
Murray & Roberts Water		
Wade Walker Electrical & Instrumentation		
OptiPower		
Murray & Roberts Projects		
Wade Walker Solar		
Murray & Roberts Cementation (Pty) Ltd	1954/003508/07	4720120817

#### EmpowerLogic (Pty) Ltd

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## 1. Introduction :

Murray & Roberts Holdings Limited & Subsidiaries's Broad Based Black Economic Empowerment verification has been based on the Amended Construction Sector Codes of Good Practice for Broad Based Black Economic Empowerment Gazetted on 1 December 2017

All BEE statistics (especially Supplier information) was collated in a comprehensive information gathering initiative to allow accurate scoring on all objectives and themes. With the increased emphasis by Government on broad based BEE, such figures must remain accurate and easily available for future measurement and reporting initiatives. The measurement period used for all financial information is 1 July 2022 to 30 June 2023.

This report is the result of an independent and impartial verification of the BBBEE status of the measured entity measured against the Codes of Good Practice on Broad Based Black Economic Empowerment. The objective of our verification is to verify the validity and accuracy of the BBBEE status represented by the measured entity. EmpowerLogic is not responsible for ensuring completeness of information provided to support the BBBEE status.

All the information contained in this document has been collected from sources within Murray & Roberts Holdings Limited & Subsidiaries and believed to be accurate and reliable at the time of the measurement.

All referencing to Black individuals is based on the generic term used to refer to African (A), Indian (I), Coloured (C) and Chinese (C) South African citizens.

The verification for Murray & Roberts Holdings Limited was based on the following elements:

- *Equity Ownership – % flow of economic benefits and voting rights.*
- *Management Control – % black board composition, black executive management and measurement of Senior, Middle and Junior Management against EAP targets.*
- *Skills development - Skills development expenditure as a proportion of total payroll leviable amount and black people participating in Category B,C and D.*
- *Enterprise and Supplier Development*
  - *Preferential Procurement – Weighted Preferential Procurement spend based on the BEE Procurement Recognition Levels;*
  - *Supplier Development – Annual recoverable and non-recoverable contributions to Supplier Development as a % of NPAT;*
  - *Enterprise Development – Annual recoverable and non-recoverable contributions to Enterprise Development as a % of NPAT;*
- *Socio Economic Development - Annual non-recoverable contributions to Social Development as a % of NPAT.*

The following diagram illustrates the process that was followed, as well as the documentation involved in each part of the process :



The total score of a company will be used to rank them according to their progress in achieving broad-based black economic empowerment. The total points that a company earn are set out as follows by the Amended Codes of Good Practice:

Level		Qualification	Procurement Recognition %
Level 1	Green	≥ 100 Points	135%
Level 2	Green	≥ 95 but < 100	125%
Level 3	Green	≥ 90 but < 95	110%
Level 4	Green	≥ 80 but < 90	100%
Level 5	Yellow	≥ 75 but < 80	80%
Level 6	Yellow	≥ 70 but < 75	60%
Level 7	Yellow	≥ 55 but < 70	50%
Level 8	Red	≥ 40 but < 55	10%
Non Compliant	Red	<40	0%

## 2. Amended Construction - Generic Contractor Scorecard:

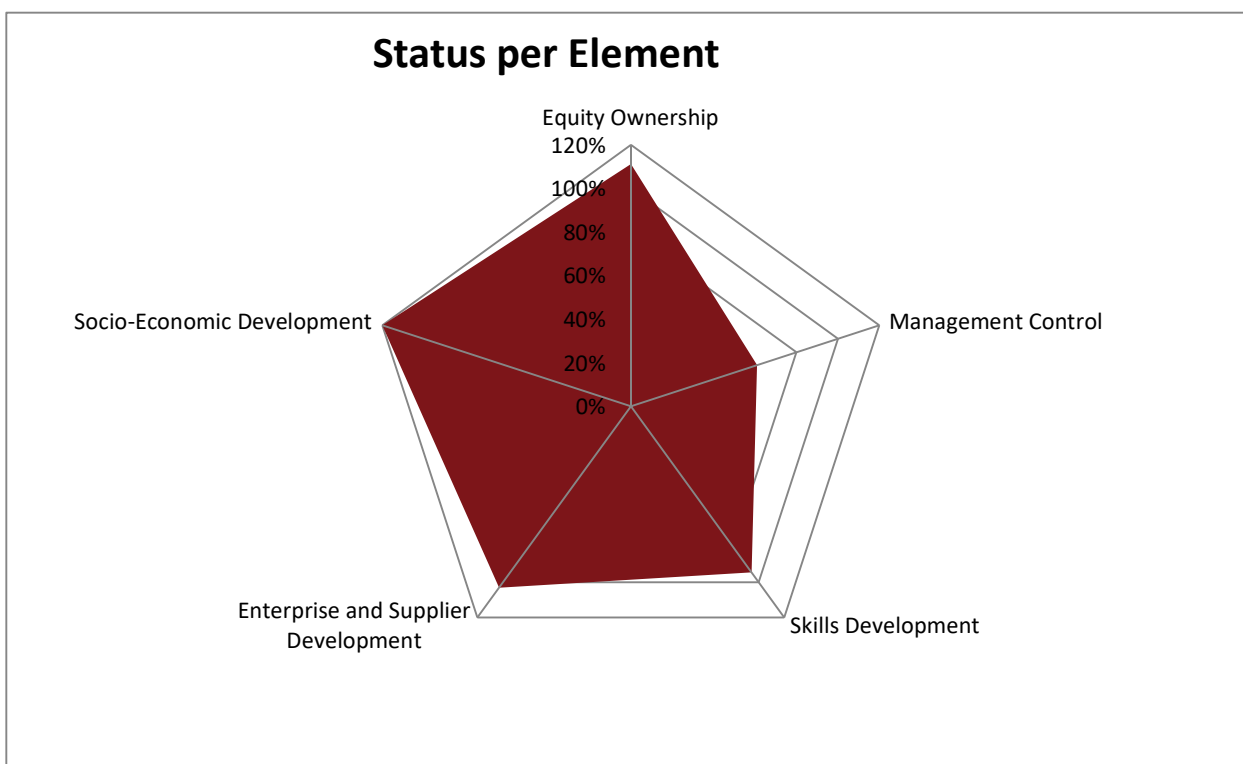
Element	Indicator	Weight	Target
Equity Ownership	Exercisable Voting Rights by Black People	4.50	35.0%
	Exercisable Voting Rights by Black Women	2.00	14.0%
	Economic Interest to which Black People are entitled	4.50	35.0%
	Economic Interest to which Black Women are entitled	2.00	14.0%
	Economic Interest to which BDG's, EOS, BBOS and Co-op's are entitled	3.00	12.0%
	Involvement in the ownership by Black New Entrants	5.00	5.0%
	A - Net Value	6.00	25.0%
	Bonus Points:		
	Exercisable Voting Rights in the hands of Black People above 50%	1.00	Yes
	Exercisable Voting Rights in the hands of Black People above 75%	2.00	Yes
	Exercisable Voting Rights in the hands of Black Women above 50%	1.00	Yes
Management Control	% Exercisable Voting Rights of Black Board Members	3.00	50.0%
	% Exercisable Voting Rights of Black Women Board Members	1.00	20.0%
	% Black Executive Directors	2.00	50.0%
	% Black Women Executive Directors	1.00	20.0%
	% Black Executive Management	2.00	60.0%
	% Black Women Executive Management	1.00	30.0%
	Bonus Points: Exceeding the Target for Black Executive Directors (>50%)	1.00	Yes
	Bonus Points: Exceeding the Target for Black female Executive Directors (>20%)	1.00	Yes
	% Black People in Senior Management	2.00	60.0%
	% Black Women in Senior Management	0.50	30.0%
	% Black People in Middle Management	1.00	75.0%
	% Black Women in Middle Management	0.50	30.0%
	% Black People in Junior Management	1.00	88.0%
	% Black Women in Junior Management	0.50	35.0%
	Black People Living with Disabilities as a % of Office Based Employees	0.50	2.0%
	Black Professionally registered Employees as a % of all Professionally Registered Employees	2.00	50.0%
	Bonus Points: Black Youth Employees as a % of all Employees using ARG	2.00	30.0%
Skills Development	Skills Development Expenditure of Black People as a % of Leviable Amount	4.00	3.0%
	Proportion of Skills Development Expenditure on African People using ARG	2.00	80.0%
	Proportion of Skills Development Expenditure on Black People spent on Black Exec, Snr and Mid Management using ARG	2.00	15.0%
	Proportion of Skills Development Expenditure on Black People spent on Black Junior Management using ARG	1.00	10.0%
	Proportion of Skills Development Expenditure on Black People spent on Black Bursaries or Scholarships using ARG	2.00	15.0%
	Learners in Category A, B, C and D as % of Total Employees	3.00	2.5%
	Black Employees registered as candidates with Professional registration bodies as a % of such registered learners	3.00	60.0%
	Black Disabled Learners in Category A ,B, C and D as a % of Black Office Based Learners	1.00	5.0%
	Implementation of an Approved and Verified Mentorship Programme	3.00	Yes
	Bonus Points: % of Black People Absorbed at the end of Category A, B, C and D learning Programmes	1.00	100.0%
	Bonus Points: Black Employees that completed a Mentorship Programme during the last 3 years that were promoted during the measurement period as a % of all such employees during those 3 years	2.00	15.0%
	Bonus Points: Black Employees who registered as Professionals with industry professional bodies as a % of all Employees registered as such in the measurement period	2.00	60.0%

Element	Indicator	Weight	Target
<b>Enterprise and Supplier Development</b>	Weighted BEE Procurement Expenditure - All Suppliers	6.00	80.0%
	Weighted BEE Procurement Expenditure - Qualifying Small Enterprises	3.00	15.0%
	Weighted BEE Procurement Expenditure - Exempted Micro Enterprises	3.00	15.0%
	Weighted BEE Procurement Expenditure - Suppliers that are at least 51% Black Owned	4.00	20.0%
	Weighted BEE Procurement Expenditure - Suppliers that are at least 35% Black Women Owned	3.00	12.0%
	Bonus Points: Weighted BEE Procurement Expenditure - Suppliers that are at least 51% Black Designated Group Owned	3.00	20.0%
	Bonus Points: Weighted BEE Procurement Expenditure - Suppliers that are at least 51% Black Women Owned	1.00	8.0%
	Compliant Supplier and Contractor Development Programmes	5.00	5.0%
	Annual Value of all Supplier Development Contributions as a % of NPAT	8.00	3.0%
	Annual Value of all Supplier Development Contributions towards 51% Black Women Owned Entities as a % of NPAT (20% of target)	2.00	0.6%
<b>Socio-Economic Development</b>	Annual Value of all Socio-Economic Development Contributions as a % of NPAT	4.00	1.3%
	Portion of Socio-Economic Contributions Spend on communities with Limited Services as a % of NPAT (30% of target)	1.00	0.4%
	Bonus Points: Annual Value of Contributions towards Structured SED Projects as a % of NPAT	1.00	1.3%

### 3. Scorecard Summary and Priority Elements:

Murray & Roberts Holdings Limited is classified as a Level 1 contributor towards Broad Based Black Economic Empowerment.

Description	Weighting	% Score for Indicator	Points	Priority Element Threshold Achieved
<b>Overall BEE Score</b>	<b>105.00</b>		<b>101.81</b>	
<b>Equity Ownership</b>	<b>27.00</b>	<b>111.11%</b>	<b>30.00</b>	<b>Y</b>
<b>Management Control</b>	<b>18.00</b>	<b>60.95%</b>	<b>10.97</b>	
Board and Other Executive Management	10.00	47.36%	4.74	
Employment Equity	8.00	77.94%	6.24	
<b>Skills Development</b>	<b>21.00</b>	<b>94.36%</b>	<b>19.82</b>	<b>Y</b>
<b>Enterprise and Supplier Development</b>	<b>34.00</b>	<b>103.02%</b>	<b>35.03</b>	
Preferential Procurement	19.00	106.77%	20.29	Y
Supplier Development	10.00	97.39%	9.74	Y
Supplier Development Programmes	5.00	100.00%	5.00	Y
<b>Socio-Economic Development</b>	<b>5.00</b>	<b>120.00%</b>	<b>6.00</b>	





## **4 Empowering Supplier Status:**

The Department of Trade and Industry issued Notice 708 of 2016 of Government Gazette No. 40375 on the 28th October 2016 regarding the application of the Empowering Supplier Status.

The recognition of empowering supplier status has been extended until further determination and any entity measured on or after 1 May 2016 will automatically be recognised as an Empowering Supplier until a further notice is issued.

Murray & Roberts Holdings Limited is an Empowering Supplier.

## 5. Sections :

### 5.1 Equity Ownership :

Necessary shareholding information that was found in the Measurement Information Pack, could be confirmed with the share certificate(s), share register(s) and/or other formal documentation.

**Table 5.1.1: Murray & Roberts Holdings Limited & Subsidiaries Shareholders:**

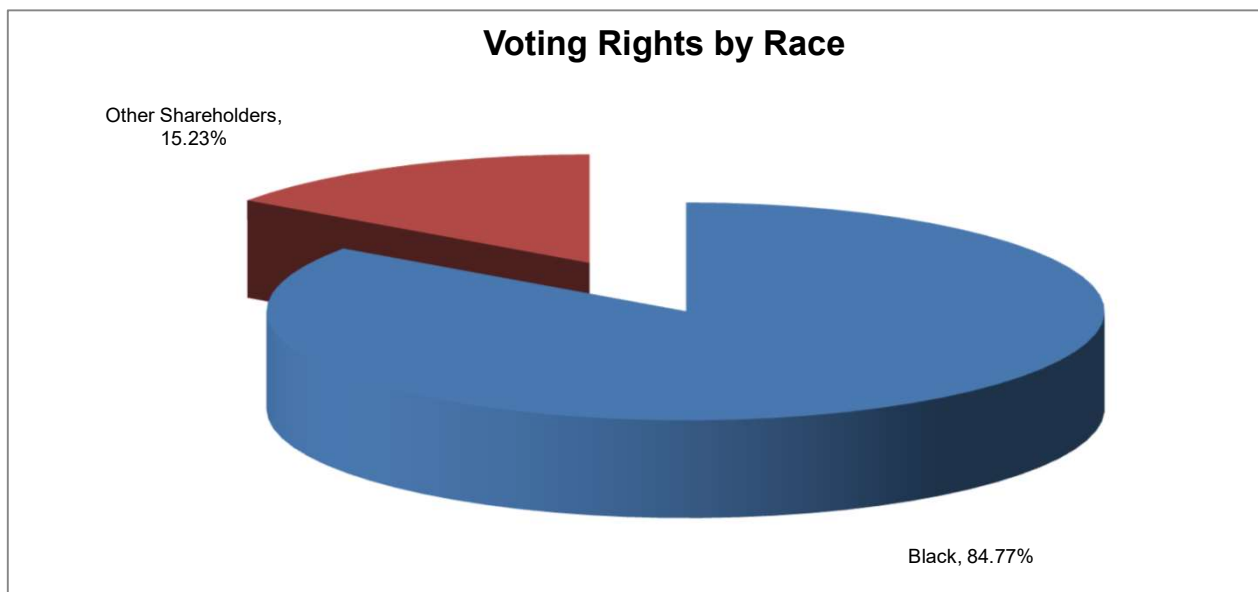
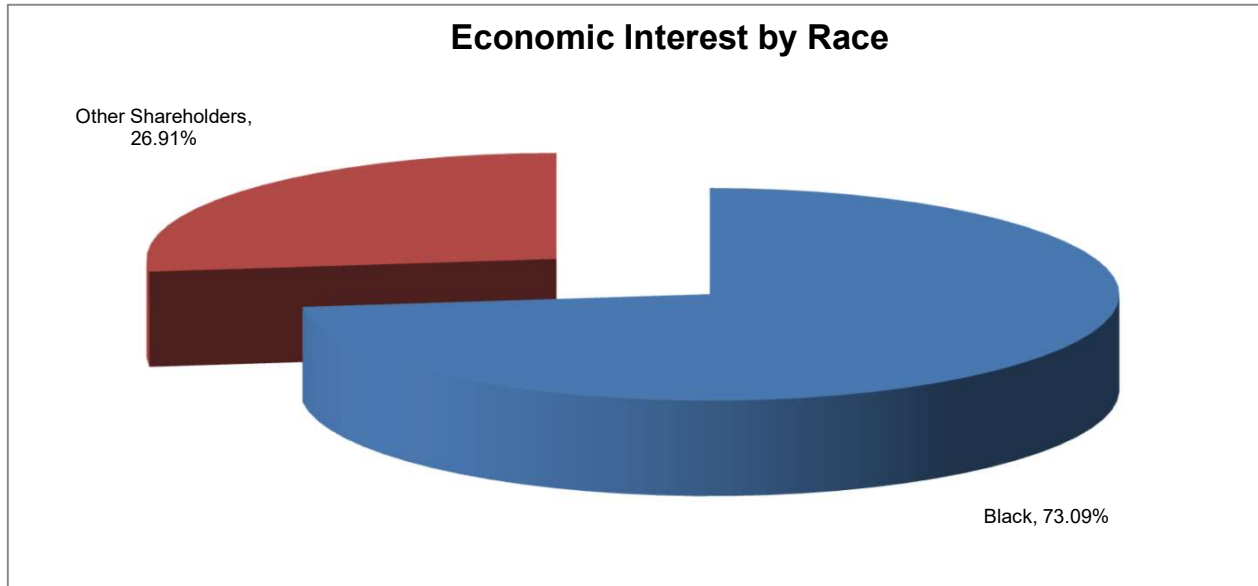
Shareholder(s) Detail	% Share	% Voting Rights by Black People	% Economic Interest by Black People
Murray & Roberts Letsema Khanyisa (Pty) Ltd	2.70%	2.70%	2.70%
Murray & Roberts Letsema Sizwe (Pty) Ltd	2.90%	2.42%	2.42%
Mandated Investments	25.28%	9.25%	6.73%
Other	69.12%	0.00%	0.00%
Sale of Assets :M&R Construction (Concor Holdings)	4.52%	3.92%	3.92%
<b>Total</b>	<b>100.00%</b>	<b>18.28%</b>	<b>15.76%</b>

**Table 5.1.2: Murray & Roberts Holdings Limited & Subsidiaries Effective Black Shareholding**

Description	%
Effective Black Economic Interest in Measured Entity using the Flow Through Principle	15.76%
Total Effective Black Economic Interest Measured Entity using the Flow Through Principle	15.76%
Effective Black Economic Interest calculated using the Exclusion Principle of Foreign Operations	73.09%
Effective Black Voting Rights in Measured Entity using the Flow Through Principle	18.28%
Total Effective Black Voting Rights Measured Entity using the Flow Through Principle	18.28%
Effective Black Voting Rights calculated using the Exclusion Principle of Foreign Operations	84.77%

**Table 5.1.3: Equity Ownership Scorecard**

Indicator	Weight	Actual	Target	Result	Points
Exercisable Voting Rights by Black People	4.50	84.77%	35.00%	100.0%	4.50
Exercisable Voting Rights by Black Women	2.00	47.27%	14%	100.0%	2.00
Economic Interest to which Black People are entitled	4.50	73.09%	35%	100.0%	4.50
Economic Interest to which Black Women are entitled	2.00	39.50%	14%	100.0%	2.00
Economic Interest to which BDG's, EOS, BBOS and Co-op's are entitled	3.00	34.30%	12.0%	100.0%	3.00
Involvement in the ownership by Black New Entrants	5.00	23.73%	5.00%	100.0%	5.00
A - Net Value	6.00	31.18%	25%	100.00%	6.00
B - Economic Interest		73.09%	25%	100.0%	
Bonus Points:					
Exercisable Voting Rights in the hands of Black People above 50%	1.00	Yes	Yes	100.00%	1.00
Exercisable Voting Rights in the hands of Black Women above 50%	1.00	No	Yes	0.00%	-
<b>Total</b>	<b>27.00</b>				<b>30.00</b>



Murray & Roberts Holdings Limited contributes towards broad based black economic empowerment in terms of the equity ownership of the company.

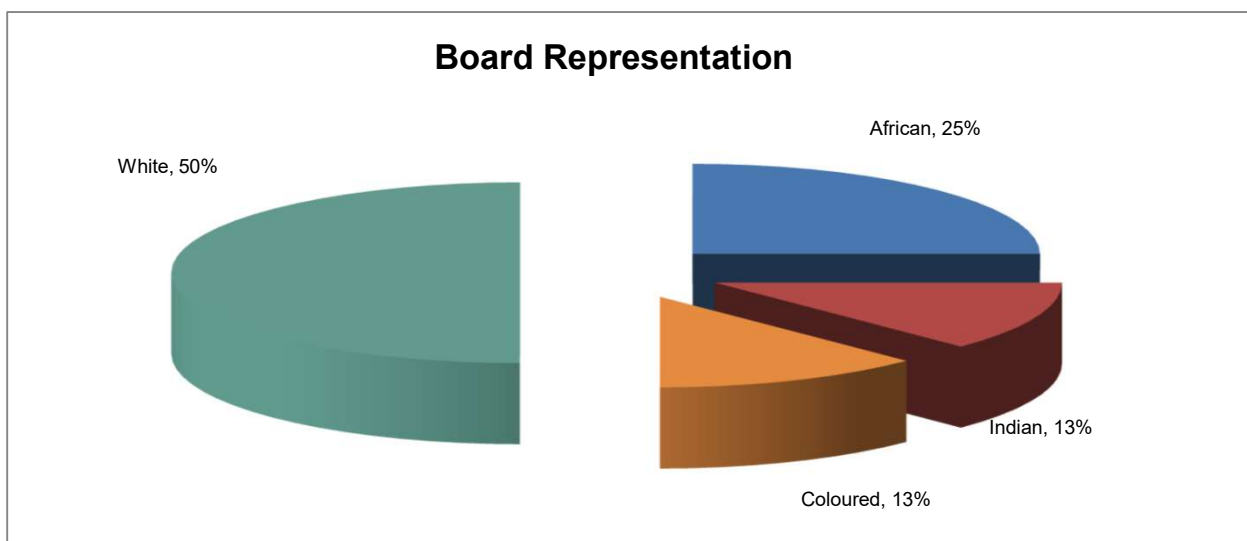
## 5.2 Management Control :

### 5.2.1 Board Representation and other Executive Management:

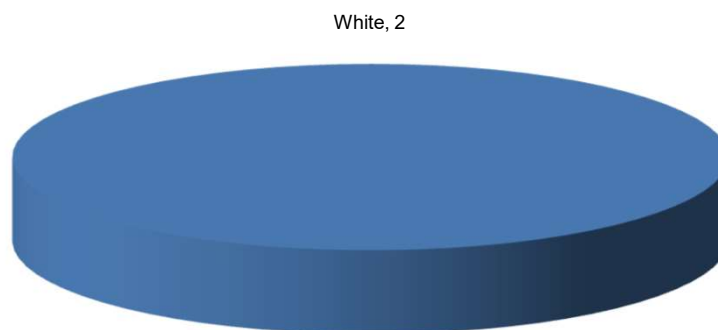
**Table 5.2.1.1: Listing of Board of Directors and other Executive Management**

Designation	Name	Race (A/I/C W/NSA)	Gender (M/F)	% Votes
<b>Board Participation</b>				
Executive Directors	H Laas	W	M	12.5%
	D Grobler	W	M	12.5%
Non-Executive Directors	J Boggenpoel	C	F	12.5%
	R Havenstein	W	M	12.5%
	S Kana	I	M	12.5%
	A Maditse	A	M	12.5%
	A Muller	W	F	12.5%
	C Raphiri	A	M	12.5%
<b>Other Executive Management</b>				
Other Executive Management	M da Costa	W	M	
	S Harrison	W	M	
	T Mdluli	A	M	

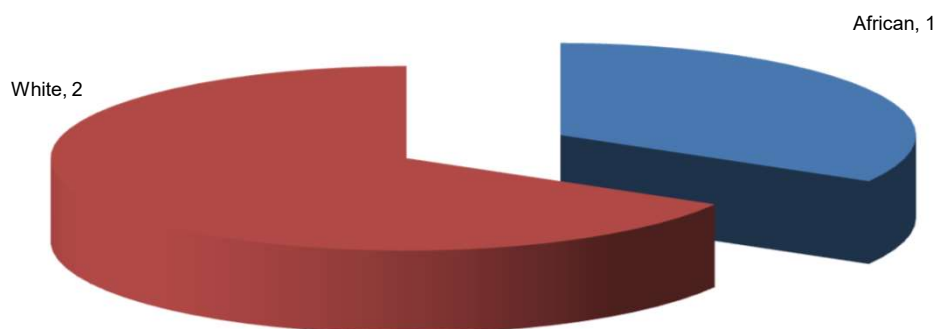
A = African, I = Indian, C = Coloured, W = White, NSA = Non-South African



### Executive Directors Representation



### Other Executive Management Representation



**Table 5.2.1.2: Board Representation and other Executive Management: Scorecard**

Measurement Category	Weight	Actual	Total in Cat	Target	Result	Points
% Exercisable Voting Rights of Black Board Members	3.00	50.0%	100%	50%	100%	3.00
% Exercisable Voting Rights of Black Women Board Members	1.00	12.5%	100%	20%	63%	0.63
% Black Executive Directors	2.00	-	2	50%	0%	-
% Black Women Executive Directors	1.00	-	2	20%	0%	-
% Black Executive Management	2.00	1.00	3	60%	56%	1.11
% Black Women Executive Management	1.00	-	3	30%	0%	-
Bonus Points:						
Bonus Points: Exceeding the Target for Black Executive Directors (>50%)	1.00	No	Yes	Yes	0%	-
Bonus Points: Exceeding the Target for Black female Executive Directors (>20%)	1.00	No	Yes	Yes	0%	-
<b>Total</b>	<b>10.00</b>					<b>4.74</b>

Murray & Roberts Holdings Limited contributes towards broad based black economic empowerment in terms of the board participation and other executive management of the company.

## 5.2.2 Employment Equity:

**Table 5.2.2.1: Employment Equity**

Occupational Level	Males					Females					Total
	African	Coloured	Indian	Non Black	Sub-Total	African	Coloured	Indian	Non Black	Sub-Total	
Top Management	1	-	-	4	5	-	-	-	-	-	5
Senior Management	7	1	1	36	45	-	-	1	3	4	49
Professionals, Specialists & Mid-Management	81	13	7	114	215	19	3	7	14	43	258
Skilled Workers, Supervisors & Junior Management	794	20	7	326	1147	123	7	5	36	171	1,318
Semi-skilled & Discretionary Decision Making	1510	9	1	131	1651	360	10	1	12	383	2,034
Unskilled	320	25	-	42	387	68	24	-	2	94	481
<b>Total Employees</b>	2713	68	16	653	<b>3450</b>	570	44	14	67	<b>695</b>	<b>4,145</b>
<b>Disabled</b>	1	0	0	1	<b>2</b>	1	0	0	0	<b>1</b>	<b>3</b>

The EAP (Economically Active Population) target used for this verification was based on the 23rd National EAP Targets as per annual CEE Report as provided by The Department of Labour. These racial demographics distribution are as follows:

**Table 5.2.2.2: EAP Targets**

National EAP Targets as per annual CEE Report			
Race	Male	Female	Total
African	43.40%	36.60%	80.00%
Coloured	4.90%	4.40%	9.30%
Indian	1.70%	1.00%	2.70%
White	4.50%	3.50%	8.00%
<b>Total</b>	<b>54.50%</b>	<b>45.50%</b>	<b>100.00%</b>

The indicators as per Table B5.2.2.3 for Employment Equity uses the Adjusted Recognition for Gender (ARG) principle being:

$$A = (B/F) + C$$

B = black employees in measurement category

F = ARG Factor (see table below)

C = black women employees in measurement category (limited to 50% of the target), therefore the lower of C1 and C2 in table 5.2.2.3 below

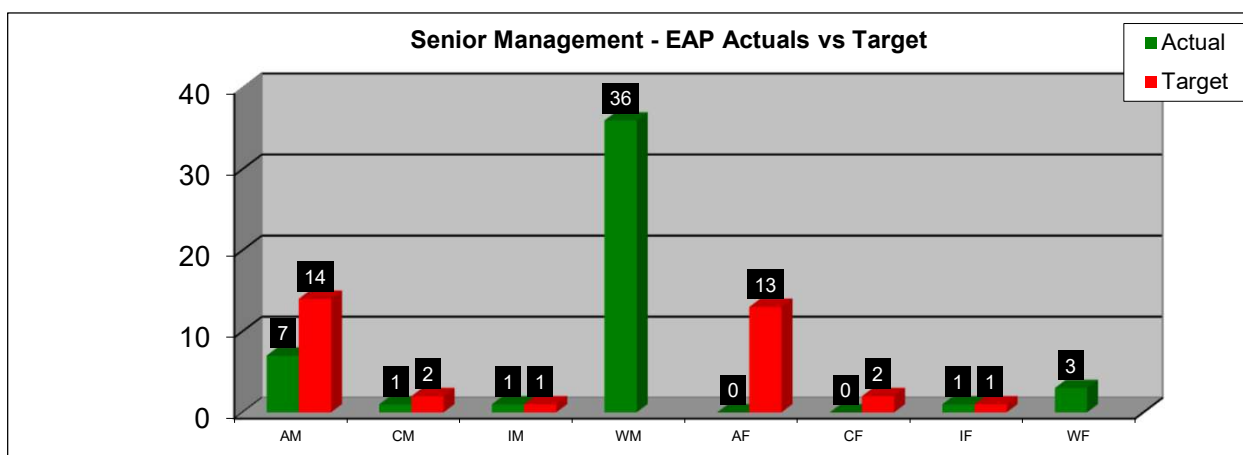
**Table 5.2.2.3: Adjusted Recognition for Gender**

Measurement Category	Total in Cat	Target	Black People (B)	ARG Factor (F)	Black Women (C1)	50% of Target (C2)	ARG (A)
Bonus Points: Black Youth Employees as a % of all Employees using ARG	4,145	30%	1,490	1.3	353	621.75	1,499.15

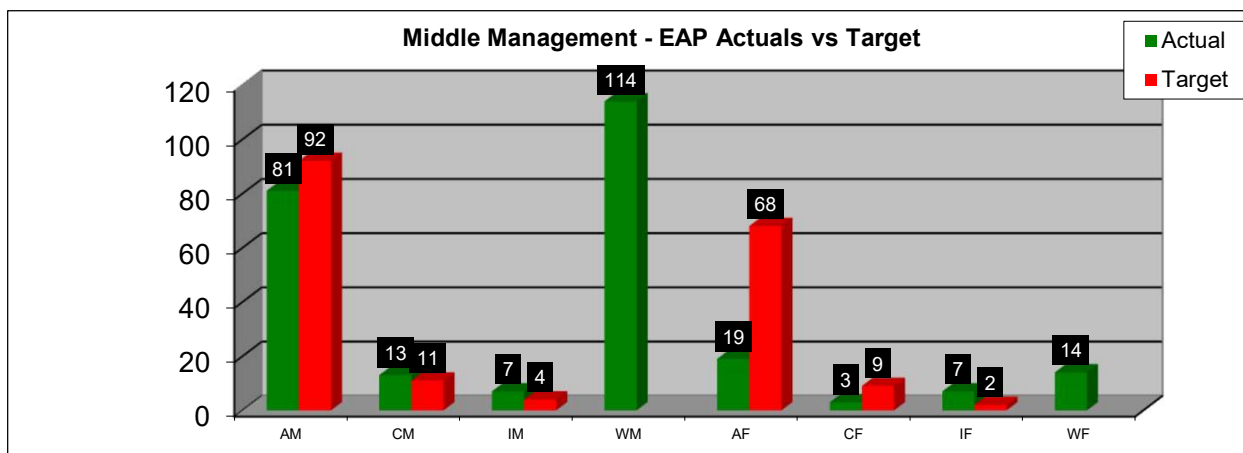
**Table 5.2.2.3: Employment Equity Scorecard**

Measurement Category	Weight	Actual	Total in Cat	Target	Result	Points
% Black People in Senior Management	2.00	9	49	60%	30%	0.60
% Black Women in Senior Management	0.50	0	49	30%	2%	0.01
% Black People in Middle Management	1.00	119	258	75%	61%	0.61
% Black Women in Middle Management	0.50	24	258	30%	31%	0.15
% Black People in Junior Management	1.00	709	1,318	88%	61%	0.61
% Black Women in Junior Management	0.50	135	1,318	35%	29%	0.15
Black People Living with Disabilities as a % of Office Based Employees	0.50	2	533	2%	19%	0.09
Black Professionally registered Employees as a % of all Professionally Registered Employees	2.00	59	81	50%	100%	2.00
Bonus Points: Black Youth Employees as a % of all Employees using ARG	2.00	1,499.15	4145	30%	100%	2.00
<b>Total</b>	<b>8.00</b>					<b>6.24</b>

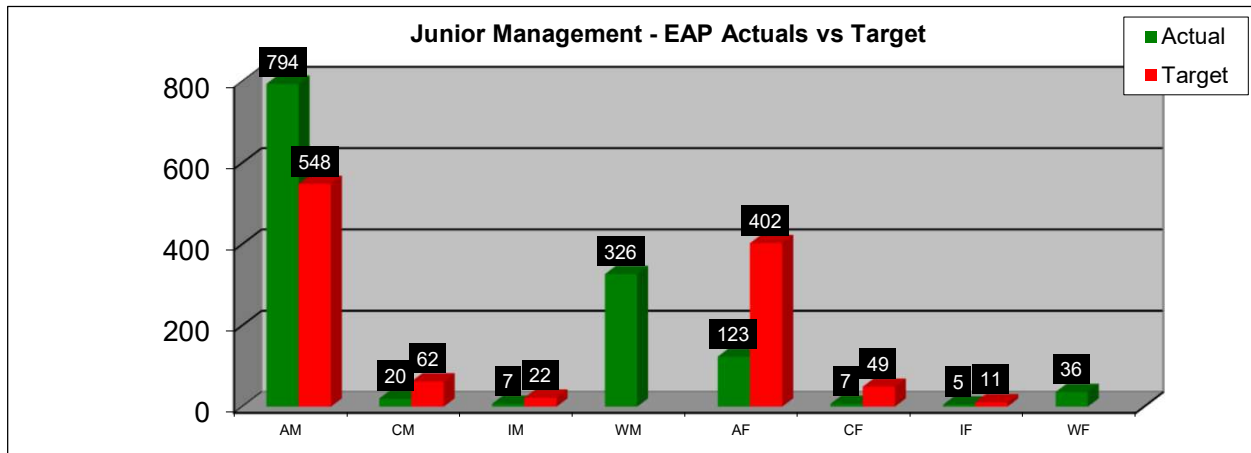
The representation of the various race groups in senior management against EAP targets is represented as follows:



The representation of the various race groups in middle management against EAP targets is represented as follows:



The representation of the various race groups in junior management against EAP targets is represented as follows:



Murray & Roberts Holdings Limited contributes towards broad based black economic empowerment in terms of the employment equity of the company.



### 5.3 Skills Development :

Skills Development Expenditure is classified in the categories listed in table 5.3.1 below. All categories are included for skills development expenditure in Rands but category F and G, accommodation, travel and catering is limited to 30% of overall spend. Categories A, B, C and D are included in the second section of the skills development scorecard measuring the number of learners in those categories.

**Table 5.3.1: Learning Programme Matrix**

Category	Narrative Description	Delivery Mode	Learning Site	Learning Achievement
A Bursaries & Scholarships (incl school children)	Institution-based theoretical instruction alone - formally assessed by the institution	Institutional Instruction	Universities and colleges, schools, ABET providers	Recognised theoretical knowledge resulting in the achievement of a degree, diploma or certificate issued by an accredited or registered formal institution of learning
B Mandatory work-based, P1 & P2, or workplace experience modules for occupational certificate or part qualification	Institution-based theoretical instruction as well as some practical learning with an employer or in a simulated work environment - formally assessed by the institution	Mixed mode delivery with institutional instruction as well as supervised learning in an appropriate workplace or simulated work environment	Universities and colleges, schools, ABET providers and workplace	Theoretical knowledge and workplace experience with set requirements resulting in the achievement of a degree, diploma or certificate issued by an accredited or registered formal institution of learning
C1 Professional Registration	Recognised or registered structured experiential learning in the workplace that is required for professional registration - formally assessed by an industry professional registration body e.g. BEP councils, ECSA, SACQSP	Requirements as per prescribed by the industry professional registration body	As prescribed by the industry professional registration body	Professional registration
C2 Continued Professional Development	Recognised learning that results in CPD points from an industry professional registration body	Requirements as prescribed by the training body and approved by the industry professional registration body	Learning site as prescribed by the industry professional registration body	Continued professional development points or credits
D1 Apprenticeships, Learnerships, Occupational Certificates	Occupationally-directed instructional and work based learning programme that requires a formal contract - formally assessed by an accredited body	Institutional instruction together with structured, supervised experiential learning in the workplace	Institution and workplace	Theoretical knowledge and workplace learning, resulting in the achievement of a SAQA registered qualification, a certificate or similar occupational or professional qualification issued by an accredited or registered formal institution of learning

Category	Narrative Description	Delivery Mode	Learning Site	Learning Achievement
D2 Post Graduation short term (3-12 months) Mentorship Programme	Work experience for graduates in order to make them employable	Structured workplace experience	Workplace	Employability in the case of graduates. Employability proven by CV and Mentorship Programme
E Occupationally directed	Occupationally-directed instructional and work based learning programme that does not require a formal contract - formally assessed by an accredited body	Structured, supervised experiential learning in the workplace which may include some institutional instruction	Workplace, institutional as well as ABET providers	Credits awarded for registered unit standards or occupational modules
F External Informal Training	Occupationally-directed informal instructional programmes	Structured information sharing or direct instruction involving workshops, seminars, conferences and short courses	Institutions, conferences and meetings	Attendance Register or completion certificate from training, conference or seminar organizer
G Internal Informal Training	Work-based informal programmes	Informal training	Workplace	Attendance register or log book or instruction book

Quantifiable skills development expenditure could be identified for black employees for the period under review at the time of the measurement, the Adjusted Recognition for Gender (ARG) principle is applicable to the indicators in table 5.3.2.

The indicators for Skills Development uses the Adjusted Recognition for Gender (ARG) principle being:

$$A = (B/F) + C$$

B = skills development expenditure on black employees in measurement category

F = ARG Factor (see table below)

C = skills development on black women employees in measurement category

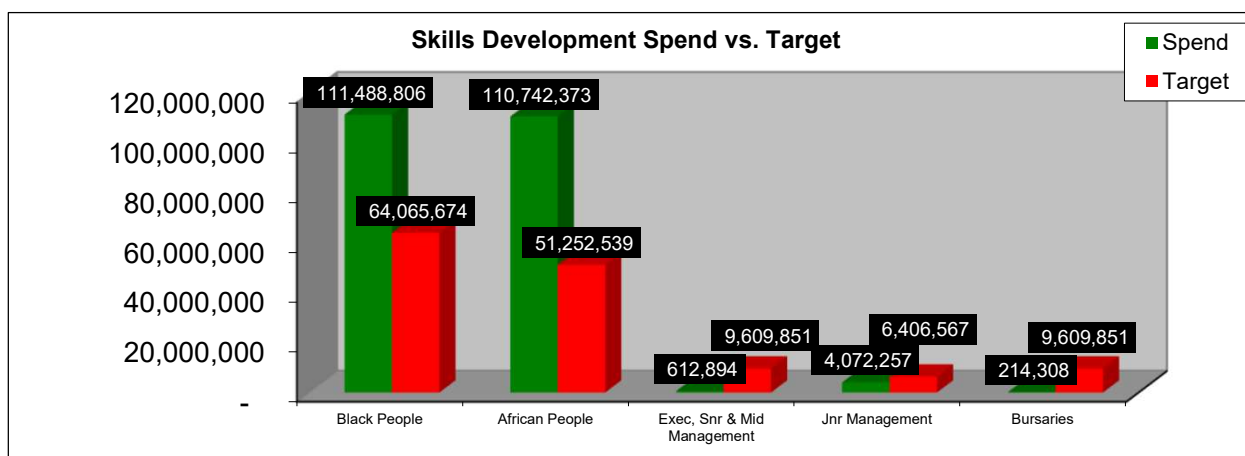
**Table 5.3.2: Adjusted Recognition for Gender**

Measurement Category	Denominator	Target	Black People ( B )	ARG Factor ( F )	Black Women ( C )	ARG ( A )
Proportion of Skills Development Expenditure on African People using ARG	64,065,674	80.00%	110,650,934	1.3	33,751,805	110,742,373
Proportion of Skills Development Expenditure on Black People spent on Black Exec, Snr and Mid Management using ARG	64,065,674	15.00%	694,791	1.3	78,439	612,894
Proportion of Skills Development Expenditure on Black People spent on Black Junior Management using ARG	64,065,674	10.00%	4,976,846	1.3	243,914	4,072,257
Proportion of Skills Development Expenditure on Black People spent on Black Bursaries or Scholarships using ARG	64,065,674	15.00%	221,184	1.3	44,167	214,308

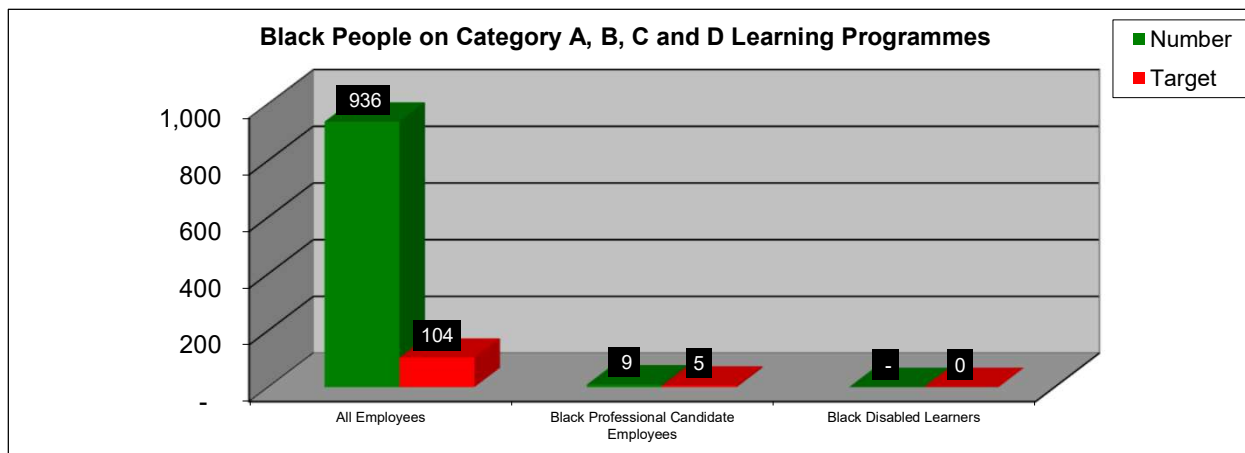
**Table 5.3.3: Skills Development Scorecard**

Measurement Category	Weight	Actual	Denominator	Target	Result	Points
Skills Development Expenditure of Black People as a % of Leviable Amount	4.00	111,488,806	2,135,522,472	3.00%	100.00%	4.00
Proportion of Skills Development Expenditure on African People using ARG	2.00	110,742,373	64,065,674	80.00%	100.00%	2.00
Proportion of Skills Development Expenditure on Black People spent on Black Exec, Snr and Mid Management using ARG	2.00	612,894	64,065,674	15.00%	6.38%	0.13
Proportion of Skills Development Expenditure on Black People spent on Black Junior Management using ARG	1.00	4,072,257	64,065,674	10.00%	63.56%	0.64
Proportion of Skills Development Expenditure on Black People spent on Black Bursaries or Scholarships using ARG	2.00	214,308	64,065,674	15.00%	2.23%	0.04
Learners in Category A, B, C and D as % of Total Employees	3.00	936.00	4,145	2.50%	100.00%	3.00
Black Employees registered as candidates with Professional registration bodies as a % of such registered learners	3.00	9	9	60.00%	100.00%	3.00
Black Disabled Learners in Category A ,B, C and D as a % of Black Office Based Learners	1.00	-	-	5.00%	0.00%	-
Implementation of an Approved and Verified Mentorship Programme	3.00	Yes	Yes	Yes	100.00%	3.00
Bonus Points: % of Black People Absorbed at the end of Category A, B, C and D learning Programmes	1.00	2	245	100.00%	0.82%	0.01
Bonus Points: Black Employees that completed a Mentorship Programme during the last 3 years that were promoted during the measurement period as a % of all such employees during those 3 years	2.00	5	5	15.00%	100.00%	2.00
Bonus Points: Black Employees who registered as Professionals with industry professional bodies as a % of all Employees registered as such in the measurement period	2.00	2.00	3.00	60.00%	100.00%	2.00
<b>Total</b>	<b>21.00</b>					<b>19.82</b>

The allocation of skills development expenditure per indicator is represented by the following graph:



The allocation of Category A, B, C And D Learning Programmes per indicator is represented by the following graph:



Murray & Roberts Holdings Limited contributes towards broad based black economic empowerment in terms of the skills development of the company.

## 5.4 Enterprise and Supplier Development

### 5.4.1 Preferential Procurement :

All goods and services procured by the measured entity, other than any portion specifically excluded is measurable in calculating the Total Measured Procurement Spend (TMPS). Table 5.4.1.1 lists the items included in TMPS and table 5.4.1.2 lists permissible exclusions.

The following procurement is measurable within Total Measured Procurement Spend:

**Table 5.4.1.1: Total Measured Procurement Spend**

Description
Cost of Sales
Operational Expenditure
Capital Expenditure
Public Sector Procurement: all goods and services procured from organs of state and public entities listed in schedules 2 and 3 to the Public Finance Management Act of 1998
Monopolistic Procurement: all goods and services procured from suppliers that enjoy a monopolistic position are included in TMPS. Only procurement for organs of state or public entities that enjoy a statutory or regulated monopoly as listed in table 4.5.1.2 may be excluded
Third Party Procurement: all procurement for a third party where the cost of that procurement is recorded as an expense in the measured entity's annual financial statements
Labour Brokers and independent contractors
Pension and medical aid contributions, excluding any portions of such payments which are a contribution to a capital investment of the employee
Trade Commissions
Imports other than those excluded under permissible exclusions in table 5.4.1.2
Intra-group procurement: except where the procuring entity and the supplying entity form part of the same verification certificate

The following lists the permissible exclusions from Total Measured Procurement Spend.

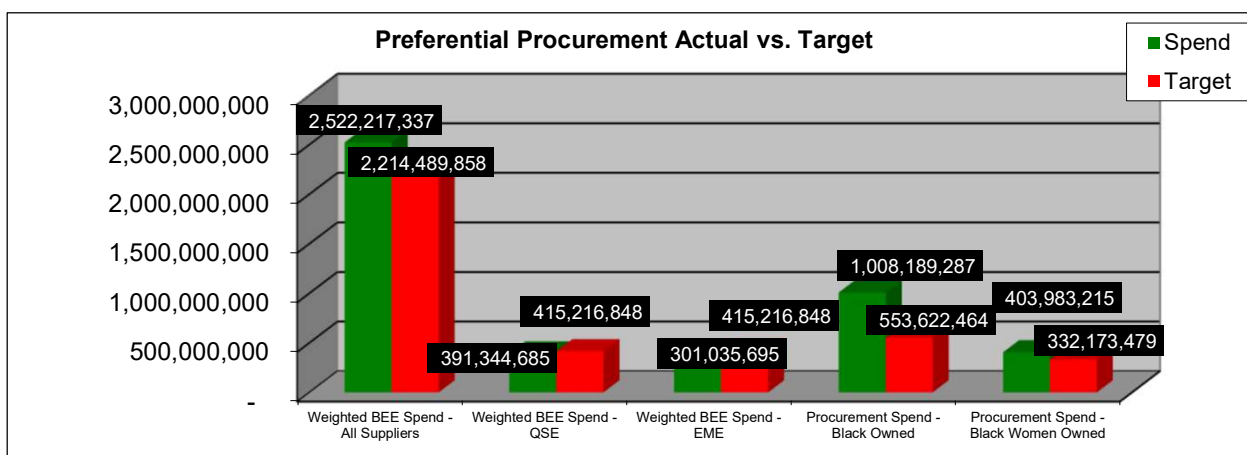
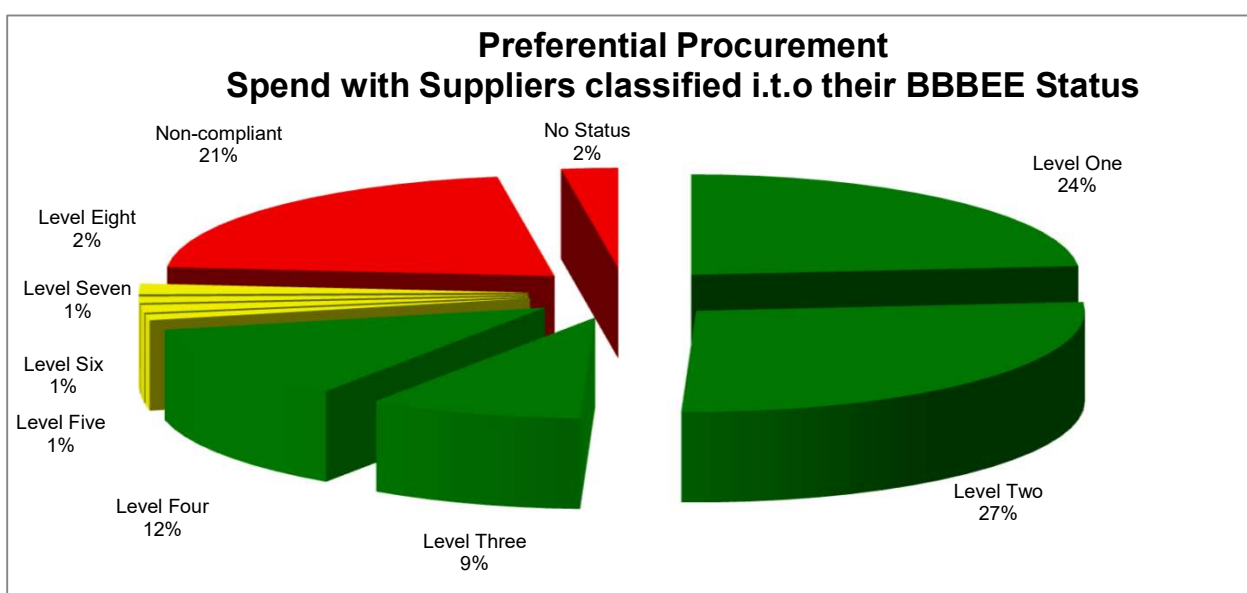
**Table 5.4.1.2: Permissible Exclusions**

Category	Description
A	Taxation
Public Sector Procurement	
B	All goods and services procured from organs of state and public entities listed in Schedule 1 of the PFMA Act of 1999
	All goods and services from any organ of state or public entity that enjoys a statutory or regulated monopoly
C	Salaries, wages, remunerations, and emoluments
D	Pass Through Third Party Procurement where such procurement is not recorded as an expense in the measured entity's annual financial statements
Empowerment Related Procurement	
E	Investments in or loans to an associated enterprise
	Investments, loans or donations qualifying for recognition under Enterprise Development or Socio-Economic Development
Imports	
F	Imported capital goods or components for value-added production in SA provided that there is no local production and that importing promotes further value-added production in SA
G	Imported goods and services that have different technical specifications to the locally produced goods or services.
H	Imported goods and services that have different technical specifications to the locally produced goods or services

The weighted BEE procurement spend constituted 91.12% of total measured procurement spend. The spend with suppliers in the different BBBEE status levels are listed below:

**Table 5.4.1.3: Weighted BEE Procurement per Level**

BBBEE Level	R Value	Recognition %	Weighted BEE Procurement	%
Level One	653,266,173	135%	904,528,693	23.6%
Level Two	747,704,971	125%	946,559,730	27.0%
Level Three	245,427,913	110%	273,198,374	8.9%
Level Four	332,560,225	100%	336,015,674	12.0%
Level Five	25,845,415	80%	21,934,474	0.9%
Level Six	34,561,662	60%	20,736,997	1.2%
Level Seven	28,706,277	50%	14,460,370	1.0%
Level Eight	47,658,166	10%	4,783,024.4	1.7%
Non-compliant	587,111,332	0%	-	21.2%
No Status	65,270,188	0%	-	2.4%
<b>Total</b>	<b>2,768,112,322</b>		<b>2,522,217,337</b>	<b>100.0%</b>



Murray & Roberts Holdings Limited contributes towards broad based black economic empowerment in terms of the preferential procurement of the company.

## 5.4.2 Supplier Development

Supplier Development means monetary or non-monetary contributions made to beneficiary entities, with the objective of contributing to the development, sustainability and financial and operational independence of those beneficiaries. Beneficiaries are classified as either EME's or QSE's with more than 51% Black Ownership. The Supplier Development type contributions are classified in table 5.4.2.1.

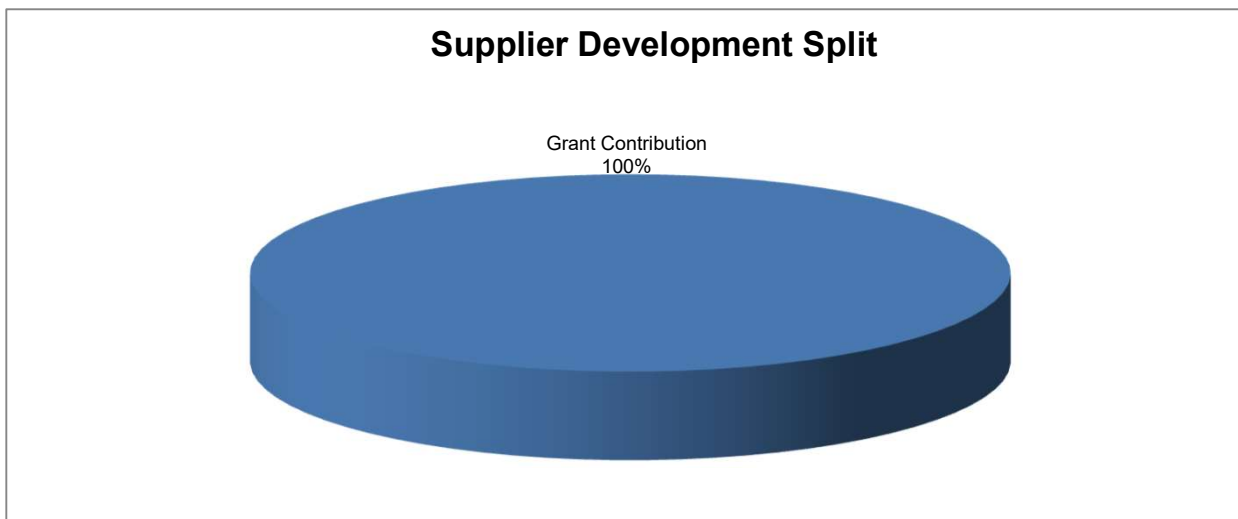
**Table 5.4.2.1: Qualifying Contribution Types**

Grant and Related Contributions	Equity Investments and Related Contributions
Grant Contribution	Minority Investment in Black Owned EME and QSE's
Direct Cost incurred	Minority Investment in other Enterprises
Discounts in addition to normal business practice	Enterprise Development Investment with lower dividend to Financier
Overhead Costs incurred	Contributions made in the form of Human Resource Capacity
Loans and Related Contributions	Professional Services Rendered at no cost
Interest Free Loan with no security requirements	Professional Services Rendered at a discount
Standard Loan to Black Owned EME and QSE's	Time of employees deployed in assisting beneficiaries
Standard Loan to other Beneficiaries	Other Contributions
Guarantees	Shorter payment periods (limited to 15% of points)
Lower Interest Rate	

The following Supplier development initiatives (monetary investments or quantifiable non-monetary support) were identified for the period under review at the time of the measurement.

**Table 5.4.2.2: Supplier Development Contributions**

Qualifying Contribution Type	Contribution
Grant Contribution	1,219,343
<b>Total</b>	<b>1,219,343</b>



Murray & Roberts Holdings Limited contributes towards broad based black economic empowerment in terms of the enterprise development of the company.

### 5.4.3 Supplier Development Programmes

### Level 1

A Supplier Development Programme is a programme whereby the Measured Entity provides structured co-operation and assistance to Qualifying Beneficiary Entities in the form of Qualifying Supplier Development Contributions. Beneficiaries are classified as Entities that are at least 51% Black Owned and who's total annual Revenue did not exceed 30% of the Measured Entities total Annual Revenue for the Measurement Period.

For a Supplier Development Programme to earn the Measured Entity any recognition on the scorecard, the programme must comply with the criteria set out in the Draft Amended Construction Codes.

Based on the Total Annual Turnover of Murray & Roberts Holdings Limited the appropriate target number of Qualifying Beneficiary Entities participating in Supplier Development Programmes is 7 and the appropriate Revenue Ratio requirement is 5% to score full points.

Murray & Roberts Holdings Limited contributes towards broad based black economic empowerment in terms of the supplier development programmes of the company.



## 5.5 Socio-Economic Development:

Socio-Economic Development means monetary or non-monetary contributions actually initiated and implemented in favour of beneficiaries with the specific objective of facilitating access to the economy for those beneficiaries.

The full value of the contribution is recognisable if at least 75% of the value directly benefits black people, if it is less than 75% the % that benefits black people is recognisable. Programmes are classified in table 5.5.1 and Contributions Types in table 5.5.2

**Table 5.5.1: Socio-Economic Development Programmes**

Category	Description
A	Development Programmes for women, youth, people with disabilities, people living in rural areas
B	Support of healthcare and HIV/AIDS programmes
C	support for education programmes, resources and materials at primary, secondary and tertiary education level as well as bursaries and scholarships
D	Community training, skills development for unemployed people and adult basic education and training
E	Support of arts, cultural or sporting development programmes

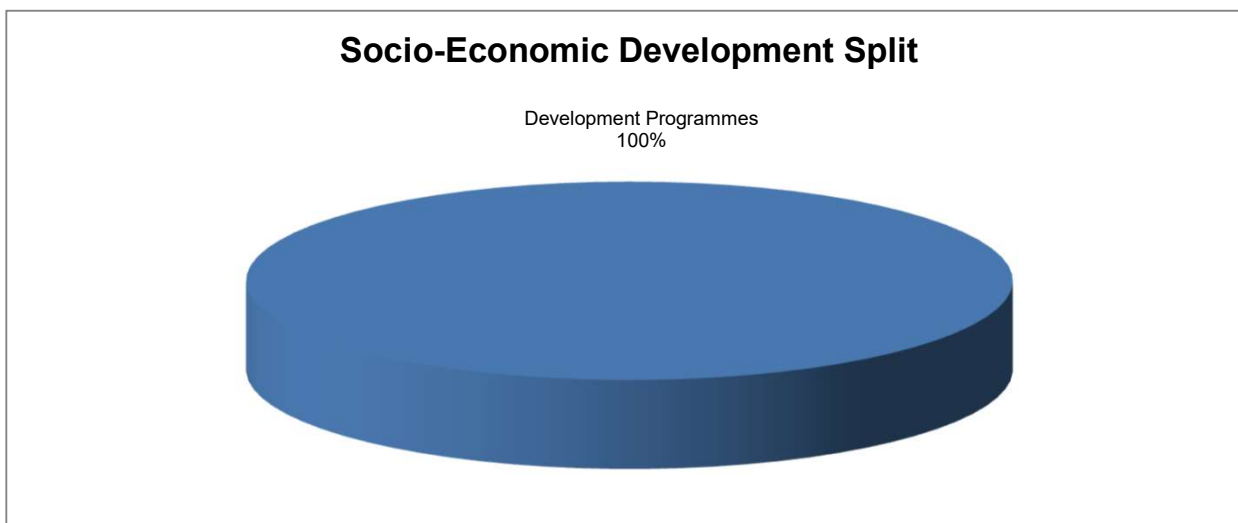
**Table 5.5.2: Qualifying Contribution Types**

Grant and Related Contributions	Contributions made in the form of Human Resource Capacity
Grant Contribution	Professional Services Rendered at no cost
Direct Cost incurred	Professional Services Rendered at a discount
Discounts in addition to normal business practice	Time of employees deployed in assisting beneficiaries
Overhead Costs incurred	

The following Socio-Economic Development initiatives were identified for the period under review.

**Table 5.5.3: Socio-Economic Development Contributions**

Initiative / Project	Contribution
Grant Contribution	2,493,851
<b>Total</b>	<b>2,493,851</b>



Murray & Roberts Holdings Limited contributes towards broad based black economic empowerment in terms of the Socio-Economic Development of the company.

## Amended Construction - Generic Contractor BBBEE Profile

**Broad Based Black Economic Empowerment Score**  
101.81 points - Level 1

**Ownership**  
111.11%

**Management Control**  
60.95%

**Skills Development  
(Incl Bonus Points)**  
94.36%

**Procurement and  
Supplier Development**  
103.02%

**Socio-Economic  
Development**  
120%

**Management  
Control**  
47.36%

**Skills  
Development**  
94.36%

**Preferential  
Procurement**  
106.77%

**Employment  
Equity**  
77.94%

**Supplier  
Development**  
97.39%

**SD Programmes**  
100%

Level 1	≥ 100 points
Level 2	≥ 95
Level 3	≥ 90
Level 4	≥ 80
Level 5	≥ 75
Level 6	≥ 70
Level 7	≥ 55
Level 8	≥ 40
Non-Compliant	< 40

Priority Elements	
Net Value	Y
Skills Development	Y
Preferential Procurement	Y
Supplier Development	Y
Supplier Development Programmes	Y

## Amended Construction - Generic Contractor Scorecard

Objective	Indicator	Weight	Actual Value	Actual Base	Target	Result	Points
<b>Broad Based Black Economic Empowerment Contribution</b>		<b>105.0</b>					<b>101.81</b>
Objective : Ownership		<b>27.00</b>				<b>111.11%</b>	<b>30.00</b>
Equity Ownership	Exercisable Voting Rights by Black People	4.50	84.77%	100.00%	35.00%	100.00%	4.50
	Exercisable Voting Rights by Black Women	2.00	47.27%	100.00%	14.00%	100.00%	2.00
	Economic Interest to which Black People are entitled	4.50	73.09%	100.00%	35.00%	100.00%	4.50
	Economic Interest to which Black Women are entitled	2.00	39.50%	100.00%	14.00%	100.00%	2.00
	Economic Interest to which BDG's, EOS, BBOS and Co-op's are entitled	3.00	34.30%	100.00%	12.00%	100.00%	3.00
	Involvement in the ownership by Black New Entrants	5.00	23.73%	100.00%	5.00%	100.00%	5.00
	A - Net Value	6.00	31.18%	100.00%	25.00%	100.00%	6.00
	B - Economic Interest		73.09%	100.00%	25.00%	100.00%	
	<b>Bonus Points:</b>						
	Exercisable Voting Rights in the hands of Black People above 50%	1.00	Yes	Yes	Yes	100.00%	1.00
	Exercisable Voting Rights in the hands of Black People above 75%	2.00	Yes	Yes	Yes	100.00%	2.00
	Exercisable Voting Rights in the hands of Black Women above 50%	1.00	No	Yes	Yes	0.00%	-
Objective : Management Control		<b>18.00</b>				<b>60.95%</b>	<b>10.97</b>
Objective: Board Participation and Other Executive Management		<b>10.00</b>				<b>47.36%</b>	<b>4.74</b>
Management Control	% Exercisable Voting Rights of Black Board Members	3.00	50.00%	100.00%	50.00%	100.00%	3.00
	% Exercisable Voting Rights of Black Women Board Members	1.00	12.50%	100.00%	20.00%	62.50%	0.63
	% Black Executive Directors	2.00	-	2	50.00%	0.00%	-
	% Black Women Executive Directors	1.00	-	2	20.00%	0.00%	-
	% Black Executive Management	2.00	1	3	60.00%	55.56%	1.11
	% Black Women Executive Management	1.00	-	3	30.00%	0.00%	-
	<b>Bonus Points:</b>						
	Bonus Points: Exceeding the Target for Black Executive Directors (>50%)	1.00	No	Yes	Yes	0.00%	-
	Bonus Points: Exceeding the Target for Black female Executive Directors (>20%)	1.00	No	Yes	Yes	0.00%	-
Objective : Employment Equity		<b>8.00</b>				<b>77.94%</b>	<b>6.24</b>
Employment Equity	% Black People in Senior Management	2.00	8.86	49	60.00%	30.15%	0.60
	% Black Women in Senior Management	0.50	0.35	49	30.00%	2.38%	0.01
	% Black People in Middle Management	1.00	118.98	258	75.00%	61.49%	0.61
	% Black Women in Middle Management	0.50	23.84	258	30.00%	30.80%	0.15
	% Black People in Junior Management	1.00	709.14	1,318	88.00%	61.14%	0.61
	% Black Women in Junior Management	0.50	135.00	1,318	35.00%	29.27%	0.15
	Black People Living with Disabilities as a % of Office Based Employees	0.50	2.00	533	2.00%	18.76%	0.09
	Black Professionally registered Employees as a % of all Professionally Registered Employees	2.00	59.00	81	50.00%	100.00%	2.00
	<b>Bonus Points:</b>						
	Bonus Points: Black Youth Employees as a % of all Employees using ARG	2.00	1,499.15	4,145.00	30.00%	100.00%	2.00

## Amended Construction - Generic Contractor Scorecard

Objective	Indicator	Weight	Actual Value	Actual Base	Target	Result	Points
Objective : Skills Development		<b>21.00</b>				<b>94.36%</b>	<b>19.82</b>
Skills Development	Skills Development Expenditure of Black People as a % of Leviaible Amount	4.00	111,488,806	2,135,522,472	3.00%	<b>100.00%</b>	4.00
	Proportion of Skills Development Expenditure on African People using ARG	2.00	110,742,373	64,065,674	80.00%	<b>100.00%</b>	2.00
	Proportion of Skills Development Expenditure on Black People spent on Black Exec, Snr and Mid Management using ARG	2.00	612,894	64,065,674	15.00%	<b>6.38%</b>	0.13
	Proportion of Skills Development Expenditure on Black People spent on Black Junior Management using ARG	1.00	4,072,257	64,065,674	10.00%	<b>63.56%</b>	0.64
	Proportion of Skills Development Expenditure on Black People spent on Black Bursaries or Scholarships using ARG	2.00	214,308	64,065,674	15.00%	<b>2.23%</b>	0.04
	Learners in Category A, B, C and D as % of Total Employees	3.00	936	4,145	2.50%	<b>100.00%</b>	3.00
	Black Employees registered as candidates with Professional registration bodies as a % of such registered learners	3.00	9	9	60.00%	<b>100.00%</b>	3.00
	Black Disabled Learners in Category A ,B, C and D as a % of Black Office Based Learners	1.00	-	-	5.00%	<b>0.00%</b>	-
	Implementation of an Approved and Verified Mentorship Programme	3.00	Yes	Yes	Yes	<b>100.00%</b>	3.00
	Bonus Points: % of Black People Absorbed at the end of Category A, B, C and D learning Programmes	1.00	2	245	100.00%	<b>0.82%</b>	0.01
	Bonus Points: Black Employees that completed a Mentorship Programme during the last 3 years that were promoted during the measurement period as a % of all such employees during those 3 years	2.00	5	5	15.00%	<b>100.00%</b>	2.00
	Bonus Points: Black Employees who registered as Professionals with industry professional bodies as a % of all Employees registered as such in the measurement period	2.00	2	3	60.00%	<b>100.00%</b>	2.00
Objective: Preferential Procurement and Supplier Development		<b>34.00</b>				<b>103.02%</b>	<b>35.03</b>
Objective : Preferential Procurement		<b>19.00</b>				<b>106.77%</b>	<b>20.29</b>
Preferential Procurement	Weighted BEE Procurement Expenditure - All Suppliers	6.00	2,522,217,337	2,768,112,322	80.00%	<b>100.00%</b>	6.00
	Weighted BEE Procurement Expenditure - Qualifying Small Enterprises	3.00	391,344,685	2,768,112,322	15.00%	<b>94.25%</b>	2.83
	Weighted BEE Procurement Expenditure - Exempted Micro Enterprises	3.00	301,035,695	2,768,112,322	15.00%	<b>72.50%</b>	2.18
	Weighted BEE Procurement Expenditure - Suppliers that are at least 51% Black Owned	4.00	1,008,189,287	2,768,112,322	20.00%	<b>100.00%</b>	4.00
	Weighted BEE Procurement Expenditure - Suppliers that are at least 35% Black Women Owned	3.00	403,983,215	2,768,112,322	12.00%	<b>100.00%</b>	3.00
	Bonus Points: Weighted BEE Procurement Expenditure - Suppliers that are at least 51% Black Designated Group Owned	3.00	241,995,942	2,768,112,322	20.00%	<b>43.71%</b>	1.31
Supplier Development	Bonus Points: Weighted BEE Procurement Expenditure - Suppliers that are at least 51% Black Women Owned	1.00	215,457,445	2,768,112,322	8.00%	<b>97.29%</b>	0.97
	Compliant Supplier and Contractor Development Programmes	5.00	532,196,701	5,129,000,000	5.00%	<b>100.00%</b>	5.00
	Annual Value of all Supplier Development Contributions as a % of NPAT	8.00	1,219,343	33,014,439	3.00%	<b>100.00%</b>	8.00
Socio-Economic Development	Annual Value of all Supplier Development Contributions towards 51% Black Women Owned Entities as a % of NPAT (20% of target)	2.00	172,210	33,014,439	0.60%	<b>86.94%</b>	1.74
	Objective : Socio Economic Development	<b>5.00</b>				<b>120.00%</b>	<b>6.00</b>
	Annual Value of all Socio-Economic Development Contributions as a % of NPAT	4.00	2,493,851	33,014,439	1.25%	<b>100.00%</b>	4.00
Socio-Economic Development	Portion of Socio-Economic Contributions Spend on communities with Limited Services as a % of NPAT (30% of target)	1.00	1,120,851	33,014,439	0.38%	<b>100.00%</b>	1.00
	Bonus Points: Annual Value of Contributions towards Structured SED Projects as a % of NPAT	1.00	1,120,851	33,014,439	1.25%	<b>100.00%</b>	1.00