

MARCH 2014

MURRAY & ROBERTS GROUP MAGAZINE

ROBUST.

Best for project

Improving safety, reducing costs, delivering on time

Enterprise development

Skills for tomorrow

A new strategic future

Murray & Roberts prepares to enter a bold new era

**Murray
& Roberts**



Cover Award winning Portside, Cape Town's tallest building



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Robust magazine is published on behalf of
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1918 – 2013

“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.”

– Address at Walter Sisulu's 90th birthday celebrations, 2002

With the passing of former South African President, Mr Nelson Mandela, the world lost one of its most influential and courageous leaders of all time.

Through his efforts, Mr Mandela presented South Africa's rainbow nation with an opportunity to all live free, together in peace and harmony. His greatest legacy is his commitment to reconciliation and the rejection of all forms of racism and oppression. We must not forget his message of reconciliation which ultimately led to a new South Africa – we must embrace his vision for our country to ensure that all South Africans can and will enjoy the peace and harmony that Nelson Mandela was striving for.

Henry Laas, CEO Murray & Roberts

You've left a great legacy. The world became a better place for all because you planted a seed of love.

Daniel Mahkene

Thank you for the sacrifices you made for us Tata. We can stand firm on the foundation laid for us.

Agatha Manuel

You brought understanding, tolerance and love to us all. You are a man we have admired above all others. Your integrity was second to none, your smile came from the heart. We admire the example you have set for our lives. **Baltus and Samantha Botha**

Tata Madiba, you're so strong around the world, because you're the one who relieved the world from sadness and turned it into peace.

Mogadi Lisbeth Malema

May the peace and unity that Tata blessed our nation with be the foundation of our country forever.

Yerusha Govender

Thank you Tata Madiba for making us one big family. May your soul rest in peace. **Denise Fray**

A NEW STRATEGIC

Murray & Roberts has embarked on a process to determine a New Strategic Future that could fundamentally alter the course of the 112 year old construction and engineering organisation.

FUTURE



A Clough LNG Jetty

The three year Recovery and Growth plan which restored Murray & Roberts' financial stability, returned it to profitability and established a foundation for growth will end in June this year, and Group Chief Executive Henry Laas says that a process is underway to map out a New Strategic Future for the Group.

"We have achieved most of the Recovery and Growth milestones we set ourselves in 2011 and are now exploring what we want Murray & Roberts to be in 15 or 20 years and what we should be doing now to achieve that future. We have to create better value for our shareholders."

Murray & Roberts has appointed a leading global strategy consulting firm to assist it in a process of rigorous analysis and assessment of different strategic hypotheses. While Laas hopes to have determined the broad principles of the New Strategic Future strategy by the time the Group concludes its business and strategic planning process in the next few months, he accepts that it may take longer to reach the right decision.

"Murray & Roberts is in a far stronger position now than it was three years ago. The Recovery and Growth plan established a solid foundation with a much stronger balance sheet and four operating platforms that have the capacity to compete effectively in their markets and continue generating value for the Group. We are thus not in need of an urgent intervention as we were in 2011, but we know that when businesses stop moving forward they stagnate, so we have set ourselves a deadline to have the New Strategic Future well defined by no later than June 2015."

TAKING MURRAY & ROBERTS INTO A NEW ERA

Laas does not only envisage an incremental plan to improve operational efficiency – although important, that is the responsibility of the executives leading each of the four operating platforms – but rather a new future which may introduce the possibility of a quantum leap requiring bold corporate actions to take Murray & Roberts into a completely new era.

There are a number of factors that explain why the Group wants to redefine its future. The most significant of these are evident in a simple analysis of where the Group generates most of its value.

In February this year, the market capitalisation of Murray & Roberts – the value the market assigns to its shares in issue – was R11,5 billion. This includes Murray & Roberts' 100% ownership of Clough, which had a market cap of approximately R10 billion just prior to its delisting in December 2013. This implies that the market values the rest of Murray & Roberts at only R1,5 billion. Furthermore, contribution to Group profits is heavily weighted in favour of the international operations with more than 80% of earnings before interest and tax attributable to the two international operating platforms of Construction Global Underground Mining and Construction Australasia Oil & Gas and Minerals.

Another consideration – which is reflected in the decline in foreign shareholders from about 40% of the Group's shareholder base three years ago to approximately 20% this year – is the higher perception of risk associated with investment in emerging markets, including South Africa.

Laas says the process to define a New Strategic Future involves looking at the world through three different lenses to determine what Murray & Roberts should focus on and how it should position itself to deliver optimal value. These include:

- **Selecting growing market segments:** Which market segments offer the greatest future potential to an engineering and construction business? Will oil & gas, power and energy, mining and minerals and water continue to be major growth segments because they meet the basic needs of growing populations and economies? Are there other attractive growth segments that Murray & Roberts has not yet explored? Does it have the capacity, knowledge or skill to compete in new segments or does it need to acquire these?
- **Positioning in the value chain:** In construction and engineering, the value chain progresses from project development to engineering, construction and finally operations and maintenance. Murray & Roberts generates about 90% of its profits in the construction phase, has limited exposure to engineering and operations and maintenance and does not participate in project development. Yet, businesses primarily positioned in the construction phase of the value chain trade at significantly lower earnings multiples than those in the other phases of the value chain. What does that imply for the future of Murray & Roberts? A key consideration for the selection of future segments and position in the value chain is whether Murray & Roberts has sufficient engineering capability, intellectual property or research and development capability to differentiate itself and to compete in its chosen segments. If not, how will it obtain the required capability?

- **Geographic focus:** Which geographic markets offer the best growth potential? Which markets present unacceptably high levels of risk? What implications will the choice of geographic markets have for where the company is domiciled?

"These are the issues we are grappling with but at the end of the day it's all about creating value," says Laas. "For any business to be sustainable and to create value, it has to succeed in the triple bottom line arena, although financial success remains the ultimate measure which enables sustainability.

"We do not necessarily have a fixed agenda to internationalise the organisation, but if our research shows

"The Recovery and Growth plan established a solid foundation with a much stronger balance sheet and four operating platforms that have the capacity to compete effectively in their markets and continue generating value for the Group."



that that is how we will be able to generate the greatest value, we have to take that into consideration in defining the New Strategic Future.”

CLEARING THE OBSTACLES TO GROWTH

There is one significant obstacle in the way of implementing a new strategic direction, and that is the outstanding claims on the GPMOF, Dubai International Airport and Gautrain projects, which collectively lock up approximately R2 billion of cash (almost 20% of the Group’s market capitalisation).

“These outstanding claims are significant and the delay in settling these claims could impact the rate at which we are able to grow Murray & Roberts,” says Laas. “It is therefore increasingly important to settle these claims as a matter of urgency and to deploy the funds for strategic purposes.”

“Our legal position on all three claims is strengthening as time moves on. However, we are hoping to expedite settlement of the two international claims by attempting resolution outside of the legal processes,” he adds.

The financial performance of Murray & Roberts for the first six months of the year to 31 December 2013 reflects the full consolidation of Clough as a wholly owned subsidiary (as from mid-December 2013) and, in line with expectations, confirms that the Group is financially sound and is maintaining a positive earnings growth trend. This bodes well for an exciting new future.



Hecla Mining Company, Lucky Friday Mine, Idaho

MAJOR CLAIMS UPDATE

Gautrain

The Gautrain Delay and Disruption claim is expected to be settled during 2016 and the legal process is progressing.

An arbitration award has been made in the Gautrain water ingress dispute between Gauteng Province and the Bombela Concession Company. The Tribunal supported Province’s interpretation of the water ingress specification for the amount of ground water contractually allowed to drain into the Gautrain tunnel and ruled that in certain parts of the tunnel the non-compliance with specification could be settled through financial compensation. In other parts (sections between Park Station and Rosebank Station) additional works by the Bombela Civil Joint Venture (of which Murray & Roberts has a 45% shareholding) would be required to meet the specification.

A panel of technical experts and design consultants has been appointed to design a solution to the water ingress and the Bombela Civil Joint Venture should be in a position towards September 2014 to have a reasonably accurate view of the potential cost and other implications of any remedial works to the Park and Rosebank station hubs.

Gorgon Pioneer Materials Offloading Facility (GPMOF)

As previously reported, the merits of the design change claim on GPMOF in Australia was ruled in Murray & Roberts’ favour and the arbitration on the claim quantum is now underway and progressing well. At a recent Points of Claim hearing, the method adopted by Murray & Roberts to quantify the design change claim value was accepted and it is expected that the quantum of this claim will be determined by December 2014. There are also several other claims on this project that need to be resolved.

Dubai International Airport

The arbitration for the Dubai International Airport claim continues to be challenging and frustrating. However, the parties are exploring the potential of an alternative settlement mechanism to the legal process of arbitration.

INTERNATIONAL

BEST FOR PROJECT

Cementation Canada has developed a strong track record of innovation and excellence in project delivery. With a contracting model that is based on a “best for project” philosophy, Cementation Canada goes out of its way to help clients improve safety, reduce costs and shorten project schedules.

The Young Davidson project in Matachewan Ontario is a great example of the “best for project” philosophy. The project is being carried out for AuRico in Northern Ontario and involves the upgrading of an existing shaft and establishment of additional material handling systems to meet the projected 7 000 tonnes per day of gold ore to be brought to surface during production.

Cementation designed a borehole hoisting shaft for the mine to solve a mine access and material handling challenge. This unique combination of technologies, accurate large diameter raise boring, coupled with high speed hoisting, saved the mine owner money and time and reduced exposure of personnel to the work face operations.

Cementation had an engineer, procure and construct (EPC) role on the project and did the detailed design, managed the surface works, and carried out the underground and raise bore works with its own personnel. The first phase of the project was commissioned in October 2013 and brought the underground mine into production on time. Work continues at this project as the mine continues to expand.

An important aspect of the project is the partnership that Cementation Canada has established with the Matachewan First Nations. This partnership includes financial benefits as well as employment opportunities for First Nations people.

Another EPC project which Cementation is in the final stages of commissioning is the Picadilly twin shaft project in Sussex, New Brunswick, Canada. These two shafts for PotashCorp are in water bearing formations and specialty grouting and shaft liner designs were required. These two shafts were sunk with no lost time injuries and are a reflection of the focus and importance that Cementation places on safe work practices.



ABOUT CEMENTATION CANADA

Cementation celebrated its 15th anniversary in 2013 and 2014 marks a decade with Murray & Roberts. Cementation was recognised as one of the top 100 employers in Canada for the seventh time in 2013. Cementation USA received awards as an employer of choice and is one of the fastest growing companies in the state of Utah.



AuRico, Young Davidson Project, Ontario

Clough's Kevin Gallagher CEO of the Year

Kevin Gallagher, CEO and Managing Director of Clough, one of Australia's most established engineering and project services companies, beat more than 100 of Australia's top business leaders to be named the CEO of the Year at *CEO Magazine's* 2013 Executive Awards in Sydney.

Under Kevin's leadership, Clough has achieved unprecedented success through a strategy focused on project execution excellence, cost efficiency and enhanced productivity.

"The judges were completely knocked out by the year that Kevin had achieved, though more important was the dedication and promotion of his staff and colleagues in a highly volatile industry," said Australian television presenter and businessman Eddie McGuire. "Kevin has shown that old fashioned values combined with innovation and a real feel for business won the day. Kevin was a very popular winner and even more so after his generous acceptance speech. All class."

At the same awards ceremony Kevin was also voted the Energy and Resources Executive of the Year.

Kevin is widely recognised for delivering record results, despite turbulent market conditions in the resources sector.

Clough is known for providing services across the full project lifecycle to some of the world's largest energy and resource companies. Its business model reduces risk while optimising safety, productivity and cost across every phase of a project.

Underground contractor of choice in the USA

In the United States, Cementation USA has quickly established itself as the underground mine contractor of choice. In addition to major projects at Resolution in Arizona, and Lucky Friday in Idaho, the group secured an extension of work at Kennecott's Bingham Canyon project in Utah. Bingham Canyon was the site of a massive landslide in the spring of 2013 that resulted in loss of access to the underground workings and a suspension of the contracts that Cementation USA had in place. They were awarded the next phase of the work, and working closely with Kennecott personnel, established high advance rates in difficult conditions. This superior performance was a key factor in Cementation USA winning the next major underground contract at Kennecott Bingham Canyon.

Another key part of the future of Cementation USA is the Eagle project for Lundin Mining in Michigan. This development project was awarded to the company in November 2013 and mobilisation commenced at the end of the calendar year. The work scope is substantial and has helped Cementation USA maintain a strong order book for the next few years. Top all that off with over 700 days with no lost time injuries, and this has been a banner year for Cementation USA.



Kennecott, Bingham Canyon Mine, Utah



REGIONAL

BUILT TO LAST

New Awards

VENETIA DIAMOND MINE

Murray & Roberts Cementation has commenced work as a contractor to develop an underground mining operation at the De Beers Venetia Diamond Mine.

The multibillion rand project will extend the life of the mine beyond 2040 and replace the open pit with an underground operation.

Based near Musina in Limpopo Province, Venetia is South Africa's biggest diamond mine representing about 40% of the country's diamond output. Historically, the mine was a conventional opencast operation, but it reached a stage where it was decided that it could be mined more effectively as an underground mine. Murray & Roberts Cementation assisted with the feasibility study conducted by De Beers.

The project represents a significant long-term opportunity for Murray & Roberts. An important factor in its award was the benefit Murray & Roberts Cementation receives from the expertise and technology of its colleagues in North America. This includes a new approach to shaft sinking in favour of a Canadian model that undertakes all activities in the sinking cycle in-line – with no two jobs taking place simultaneously.

This practice is expected to bring about the same safety performances achieved by Murray & Roberts Cementation's sister companies in Canada and the USA. This 'Zero Harm' performance is attributable both to technology and to a higher skills-set among the personnel involved.

BRIDGE PARK DEVELOPMENT

Murray & Roberts has commenced construction of the R450 million Bridge Park development in the Bridgeways precinct site at Century City. The development will consist of two "green" office blocks on a shared basement and podium with a total rentable area of more than 18 000 m².

Construction of the first block, Bridge Park East, started in January and completion is expected in April 2015. The timing of the second block, Bridge Park West will be determined by market demand but will more than likely take place within the contract period due to the high demand for commercial office space in Century City.

The project has been registered with the Green Building Council of South Africa and the developers are striving for a five star green star rating in the Design and As Built categories.

Project manager Raynard Haupt says that Bridge Park is being developed as part of "an all-green precinct" at Century City which will also include The Business Centre, Phillip Morris and Chevron.



"Bridge Park will be built in phases and is ideally suited for corporates that want office space of between 1 590 m² and 18 000 m². The project, undertaken in partnership with Growthpoint, South Africa's largest listed property fund, is a strategic venture as it will provide future expansion options for Growthpoint's extensive tenant database."

Project excellence and innovation recognised



Portside Building (forefront), Cape Town's tallest building, completed in record time with a commendable safety achievement

Construction industry's best projects

Murray & Roberts companies and projects received accolades at the 2013 Construction World's Best Projects awards ceremony that recognises projects across the entire construction industry.

Murray & Roberts Western Cape was named the overall winner of the Building Contractors category for its work on Portside, Cape Town's tallest building. Tasked with a fast track construction period of only 26 months, the Murray & Roberts Western Cape Portside project team gained a competitive edge by paying attention to detail in the planning stages. Under the leadership of Project Manager Chris Prodehl, the team formulated an intelligent methodology to generate optimal time efficiencies, which also benefited site safety (see page 14). This attention to detail and lateral thinking created sufficient leeway to complete the project within the required time frame.

INNOVATION IN CIVIL ENGINEERING

Concor Roads & Earthworks, received a highly commended award in the Civil Engineering Contractors category for a major SANRAL project to rehabilitate the N2-11 from the eastern boundary of the Coega Industrial Development Zone to the Colchester intersection, as well as the construction of a new carriageway to the south of the existing road.

This massive undertaking was characterised by several innovations, including the raising of an existing bridge using jacking techniques, access platforms in a river estuary to facilitate construction of a new bridge, and the application of Concor Roads & Earthworks' proprietary Novachip ultra-thin friction course (UTFC) for sections of road passing through residential areas.

Genrec, heavy engineering at its best

2013 Steel Awards

The main frame and boiler grid support project at Medupi Power Station was the overall winner in the 2013 Steel Awards and also won the mining and industrial award. This was the second consecutive year that Medupi Power Station was recognised at the prestigious awards.

Spencer Erling, a director of the South African Institute of Steel Construction and a respected engineer described the winning project: "The boiler support structures exhibit excellence in the use of structural steel. It is a classic heavy engineering project of spectacular proportions. It is heavy engineering at its best. The structures look clean and simple especially before all the rest of the steelwork, platforms, boiler casings and piping bundles, and other equipment enclose them. Don't be fooled. These four legged braced monsters soar 105 metres into the sky. They are supplied and erected in five levels."

Competition judge, Louis Breckenridge, representing the Constructional Engineering Association, commented: "It is difficult to grasp how impressive they are until you get close to these gigantic objects, all the more impressive because of all the contentious publicity surrounding Medupi.

"These structures demonstrate clearly the capability of South African fabricators to supply and erect very sophisticated, heavy structures as well as any country in the world. The quality of the workmanship is exceptional, particularly the welding and fit up."

Genrec, the Murray & Roberts company responsible for the project, had to satisfy four inspection authorities, and achieved an impressive safety record while fabricating this steelwork.

ENTERPRISE DEVELOPMENT

R300 million invested in skills and small contractors

Murray & Roberts invested more than R300 million in skills, enterprise and community development projects in 2013. This equates to nearly 1% of the Group's turnover and almost a third of its profit after tax.

The bulk of this expenditure (R160 million) was directed at internal training and development, of which R110,3 million was invested in South African operations. Investment in the Group's enterprise development initiatives totalled R143,4 million, while another R15 million was spent on community development projects.

"I don't think there has ever been a more important time for the construction sector to demonstrate that it is committed to the growth and sustainability of the sector, especially when it comes to skills development and supporting smaller contractors," says Henry Laas, Group Chief Executive.

The more than R100 million skills development investment in local operations spans the entire organisation from leadership development programmes to artisan skills training, as well as engineering bursary schemes and secondary and tertiary education bursaries for employees and their families.

The investment favours South Africans as the majority of Murray & Roberts' 33 000 employees are based in southern Africa.

Laas believes that a successful, sustainable construction industry will allow companies to continue to invest in programmes that help to train and employ more people while still lending the necessary support to emerging contractors.

"This has been a difficult year for the sector, we have paid dearly for mistakes made in the past. That said, we will continue to support Government's efforts to create jobs, stimulate small business and develop the skills our country so desperately needs."

This is especially important given large-scale projects like the 18 Strategic Infrastructure Projects (SIP) envisaged for the country as part of the National Infrastructure Plan that will have a positive impact on skills development, economic growth and the creation of jobs.



CREATING JOBS THAT MATCH EMPLOYERS' NEEDS

"We need to invest in the right kind of skills development," says Laas. "There are thousands of workers that are able to work on large-scale construction and engineering projects but we need to ensure that they are skilled in the right areas, that we create employment and that we are able to keep them employed."

The company believes this requires a show of commitment from both the public and private sector clients, through their roles as catalysts of growth.

"While we know that we are more able to deliver on our mandate to train and employ when we are a sustainable industry, we also understand that right now, there is a need to invest in people and emerging contractors. This

“This could be the start of a new way of undertaking large construction projects in South Africa.”

Medupi to provide post-construction employment opportunities

An initiative to help local unskilled and semi skilled workers find employment after completion of the Medupi power station project near Lephalale is setting the precedent as the largest post-construction work opportunity programme of its kind in South Africa.

Launched by state utility Eskom, the Medupi Leadership Initiative (MLI) presents the first-ever work opportunity for many of the more than 17 000 workers on site at the largest construction project in the Southern hemisphere. Eskom launched the MLI together with contractors, organised labour, local government and traditional leaders in April 2013 in an attempt to extend the benefit of employment beyond the project and to avoid community destabilisation following the project's completion.

“The MLI is the first project of this nature and scale to be undertaken in the South African construction industry. “It’s a model that could be replicated at other large infrastructure projects,” says Medupi power station project GM Roman Crookes.

The MLI is a collaboration between Eskom and its key partners in the Medupi project, including Murray & Roberts, Aveng, Alstom Africa, Hitachi Africa, Basil Read, LPS Consortium, Lesedi and Actom.

CREATING HOPE FOR THE FUTURE

The initiative comprises job-enabling opportunities, including financial literacy courses that provide learners with the ability to manage personal finances; a ‘Drive Your Life’ course, which is designed to help learners take control of their own lives and to understand what options they have once the project is completed; further education and training courses; small, medium-sized and micro enterprise skills development, as well as hub expansion to provide incubation office space to entrepreneurs.

The MLI also comprises job opportunity initiatives, including ‘Drylands’, which provides jobs in environment restoration and rhino-poaching prevention; corporate and social investment in construction/refurbishment of community facilities; and local municipality projects in Lephalale.

“The MLI is a voluntary programme that has come to life because of the willingness and contributions of the contractors, government, organised labour and local leaders. It could be the start of a new way of undertaking large construction projects in South Africa,” says Crookes.

investment will ensure that when the growth comes, we are in a position, as a collective, to deliver greater employment opportunities for South African people,” says Laas.

“We also need the sector to commit to increasing its skills capacity so that the industry as a whole is able to compete throughout the rest of the continent and globally.”

This is a process that demands long-term commitment from industry players to invest in programmes that improve the skills base – both within and outside of their organisation – and that smaller contractors are given the support and opportunity to earn their place in the industry.

Together to Zero Harm



Al Mafrag Hospital: Employees mark 10 million man hours without LTI

10 million man hours

The Al Mafrag Hospital project in Abu Dhabi has achieved 10 million man hours without a lost time injury

Murray & Roberts, working in joint venture with Habtoor Leighton Group, recorded an exceptional safety achievement of 10 million man hours worked without a lost time injury on the Al Mafrag Hospital project in Abu Dhabi on 13 January 2014.

Colin Pickering, GM of Murray & Roberts Middle East says, "This is an incredible safety achievement and it would not have been possible without the commitment shown by all of our employees, partners and subcontractors to the principles of the Stop.Think.Act.24/7 programme. The Habtoor Leighton Murray & Roberts JV was awarded the project in March 2011 and has approximately 6 000 employees on site daily, reinforcing the significance of this achievement."

The 739-bed facility will be one of the leading trauma and surgery hospitals in the region and spans 245 000 m². Work includes the construction of several multi-storey buildings, a link bridge and underground parking for 1 300 vehicles.

COLLECTIVE DRIVE TOWARDS ZERO HARM

The Kingsbury Hospital contract in Cape Town was awarded first place in its category in the Master Builders Association National Safety Competition.

The Portside project was ranked 4th in the major projects category (with a commendable score of 94%).

"These awards are recognition of our collective drive towards Zero Harm," said Dave Heron, Managing Director of Murray & Roberts Western Cape.



HSE employee of the year, Reitumetse Sefolo – Tolcon

REWARDING SAFE BEHAVIOUR

The 2013 Group Chief Executive Health, Safety and Environment Recognition Awards recognised employees and teams who demonstrated outstanding practices that support the health and safety vision and goals of Murray & Roberts.

- **HSE employee of the year**
Reitumetse Sefolo – Tolcon
- **HSE leader of the year**
Hermie Keyser – Murray & Roberts Cementation
- **Most improved Safety performance by a company**
Murray & Roberts Plant
- **Zero LTI Safety award**
Murray & Roberts Plant, Murray & Roberts Marine, Concor Engineering, Concor Opencast Mining, Ocon Brick
- **Best Environmental improvement idea**
MPSJV – Batch Plant Yard
- **Best Health & Safety improvement idea**
Dan Loughran and Jason Smith – Cementation Canada
- **Managing Director HSE award**
Jim Wiggins – Murray & Roberts Plant
- **Platinum Club Membership**
Bombela Operating Company, Clough, Concor Civils, Concor Engineering, Concor Opencast Mining, Concor Roads & Earthworks, Genrec, Much Asphalt, Murray & Roberts Botswana, Murray & Roberts Plant, Murray & Roberts Power (MPSJV), Murray & Roberts Namibia, Murray & Roberts Marine, Murray & Roberts Middle East, Murray & Roberts Projects, Ocon Brick, Wade Walker
- **Special recognition from the Group CE**
Concor Engineering, for achieving two years without LTI

PEOPLE

Student inspired by solar challenge

While most university students would be happy with just completing the theory of their final year research project, a University of KwaZulu Natal student is taking it a step further by putting his words into action.



Shivendren Ramchurun, 22, a 4th year electrical engineering student and Murray & Roberts Projects bursary holder, has built the first solar powered boat in Durban.

The boat boasts a top speed of 25 km/h, a current rating of 16 amps in full sunlight and a voltage rating of 24. "It is an opportunity to show the capabilities of solar power and how it is incorporated into a petrol-powered system and in the process, having fun and saving the environment," he said.

Shivendren's project received a highly commended award and was one of the top ten projects out of 74 in his class.

Shivendren was also awarded a certificate of merit for constructing a Star Delta Induction Motor Starter, which is used to reduce the start current applied to the motor as a means of reducing the disturbances and interference on the electrical supply.

He hopes to get into construction technology once he graduates, and says he foresees planes using solar energy in the future.

Sources:
Daily News; Murray & Roberts Projects December newsletter



FEATURING: HERMIE KEYSER

Hermie Keyser, Murray & Roberts Cementation Project Manager and recipient of the HSE Leader of the Year Award, has an incredible safety record. In a period of

nine years he had two lost time injuries and currently his Murray & Roberts Cementation sites are lost time and injury free for five years. Hermie has been able to instil a culture of working safely and independently. It's through these achievements that he has also earned awards and recognition from BHP Billiton. Hermie's target for LTFIR is <1.2. His actual achieved is 1.37.



HARRY SINGLETON (51)

Qualifications: Baccalaureates Degree in Technology (Civil Engineering)

Harry Singleton was appointed Operations Executive of Murray & Roberts Water with effect from 1 October 2012. His previous experience included overseeing the acquisition of Keyplan into the Aveng Group and the establishment of Aveng Water to which he was appointed a Director.

What are the milestones you are most proud of having achieved in your career so far?

I have been very fortunate in my career to have been able to work in two very different sectors of industry, both of which have been of significant relevance to the building of South Africa and have a significant impact on the day to day lives of many South Africans.

In the mid 1990s to early 2000s I was based in the Eastern Cape as a Regional Manager developing RDP housing under the then Capital Housing Subsidy Scheme where qualifying beneficiaries received a R15 000 grant which was made available to a developer to service a stand and provide a "top structure". In 1999 the projects in the Eastern Cape in Port Alfred, Cathcart and Komga won the Institute for Housing of South Africa's National Developer of the Year award. This was a very proud achievement for me.

Since 2008 I have been involved in the water treatment industry which once again affords me an opportunity to make a contribution to solving the water issues in our country and in Africa and thereby having a direct impact on the lives of individuals in Africa. The successful execution of the Tarkwa project for Gold Fields is a proud achievement given the emergency nature of the project and its significance as a springboard for Murray & Roberts Water.

What are the most important areas you are currently focusing on in your role at Murray & Roberts?

In September 2012 Murray & Roberts was awarded a project to design and supply mine water treatment plants for Gold Fields at their Tarkwa mine in Ghana. This project was significant for Murray & Roberts in two respects; firstly it signified the birth of Murray & Roberts Water and secondly it was an emergency project with very tight timeframes and significant pressure for Murray & Roberts to perform. I joined Murray & Roberts shortly after the project was awarded with the specific task to ensure that the project was set up correctly and executed well.

We performed well on the project and met all of our commitments to Gold Fields. With this successful reference plant my focus is now on developing a robust strategy for Murray & Roberts Water while securing new work that will ensure that we are able to contribute consistently to the revenue and profit of Murray & Roberts.

What are your main interests after-hours?

I try to gym regularly during the week and to play a game of golf at least once a month. As a family we enjoy weekend breaks and travelling and we try to get away at least once a quarter with a good break at the coast at the end of the year. My wife and I try to get away on an overseas break every second year for about ten days without the kids.

A VEHICLE FOR SOCIAL CHANGE

Two amateur sporting clubs were the victors at the 2013 Jack Cheetham and Letsema Awards.

The awards held in conjunction with the South African Sport Confederation and Olympic Committee (SASCOC), reward those who contribute to the development of sport in South Africa.

The Jack Cheetham Award for sports development projects for able-bodied persons was awarded to the Bethelsdorp Wrestling Academy, while the Letsema Award for people with disabilities went to Mandeville Aquatics Disability Swimming Centre of Excellence. Both projects won R500 000 payable over five years.

For Group Chief Executive Henry Laas, these awards are a way for Murray & Roberts to actively make a difference. "We are constantly inspired by the way in which these projects use sport as a vehicle to transform the lives of so many young South Africans. As has been the case with the previous winners of these two awards, we believe that with financial assistance they will have an even greater positive impact in future."

SASCOC CEO Tubby Reddy said: "As an Olympic movement, we render our undivided support to awards like these as they encourage our athletes and sports clubs to maintain a positive and winning spirit. Talent identification starts with these amateur sports clubs. That talent is then nurtured in order to produce winners all the way to international level."

Prize is handed over to Paddy Slattery, Director, Mandeville Aquatics Disability Centre of Excellence



Winner of the Letsema Award: Mandeville Aquatics Disability Swimming Centre of Excellence

The Mandeville Aquatics Disability Swimming Centre of Excellence's mission is the development of swimming in Central Gauteng's disabled communities with a focus on previously disadvantaged children. The Centre of Excellence identifies talented swimmers and develops them to a level where they can compete successfully at National and Paralympics level with the objective of developing South Africa's first black Paralympics swimming medalist.

Winner of the Jack Cheetham Award: Bethelsdorp Wrestling Academy

Bethelsdorp Wrestling Academy is a programme to uplift children from communities in Bethelsdorp, Jacksonville, Gelvandale, Kwazakhele and Kleinskool in Port Elizabeth that are affected by drug abuse, gang activities and poverty. The academy provides an environment of self discovery, mutual respect and discipline and takes vulnerable children off the street. Bethelsdorp Wrestling Academy took home seven gold medals, six silver medals and one bronze medal at the South African Regional Championships in September.

Prize is handed over to Flavius Westraadt, President of the Bethelsdorp Wrestling Academy



About the Awards

The Jack Cheetham Memorial Award was initiated by Murray & Roberts 32 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 who was able to instil in young people the belief that they could win. The award targets sports development projects, focusing on individuals or teams that have the potential to be champions.

The Murray & Roberts Letsema Award was first awarded in 2009 following the outstanding performance of athlete Hilton Langenhoven who captured the attention of the world at the 2008 Paralympics in Athens. This award recognises sports development projects for people with disabilities.

Young CSIR researcher shines

The 2013 JD Roberts Award for emerging researchers was presented to Alize le Roux of the CSIR.



About the award

The annual JD Roberts Award is a prestigious event for both Murray & Roberts and CSIR Built Environment. It is an occasion to pay tribute to the memory of Dr Roberts and the bond between the two bodies, as well as recognising the outstanding contribution by researchers.

Sibusiso Sibisi, CSIR Executive, Alize le Roux, winner of the 2013 JD Roberts Award, Katekani Ngobeni and Kishan Tuli, both runners up and Henry Laas, Murray & Roberts Group Chief Executive

The award is a long-standing tradition between Murray & Roberts and the CSIR's Built Environment. This year both parties agreed to call for nominations of emerging researchers to recognise and celebrate the contributions of younger colleagues within CSIR Built Environment.

The award is usually bestowed on more seasoned researchers' work over an extensive period. The two categories will in future be celebrated every alternate year.

Alize Le Roux is a geo-informatics scientist in spatial planning and systems who has made substantial and innovative contributions to many high profile projects and initiatives by consistently providing technical leadership and innovation over the past six years. Le Roux has already supervised two Honours students at the University of Pretoria and been invited to deliver a number of presentations on her work.

She has been applying her knowledge in a wide range of disciplines such as urban and regional development and planning, and related fields. Le Roux's area of research includes regional socio-economic and environmental analysis, geo-informatics, planning support systems, data management, urban simulation, land-use change modelling and risk and vulnerability analysis.

The 'spirit' of the JD Roberts Award for emerging researchers remains unchanged. It is awarded based on the relevance and potential improvement to the quality of life of people of South Africa; the innovation, uniqueness and distinction of the work; the potential uptake and practicality of the research in the relevant sector and the potential impact of the research.

Three highlights of Le Roux's technical expertise, innovation and peer recognition include:

- Developing a widely accepted settlement typology for South Africa, for the continuum of urban and rural areas.
- Identification of vulnerable settlements in South Africa in a CSIR-wide project where she bridged the interdisciplinary gap between social, economic and environmental analyses within the field of risk and vulnerability.
- Contribution towards work done in support of local municipalities to enable them to adopt land-use change models as part of the authorities' urban and regional planning processes.

Le Roux received a Kruger rand and a cash prize, while the two runners-up also received cash prizes. According to the panel of judges, the competition was fierce and the presentations made by the three CSIR finalists were of an outstanding quality.

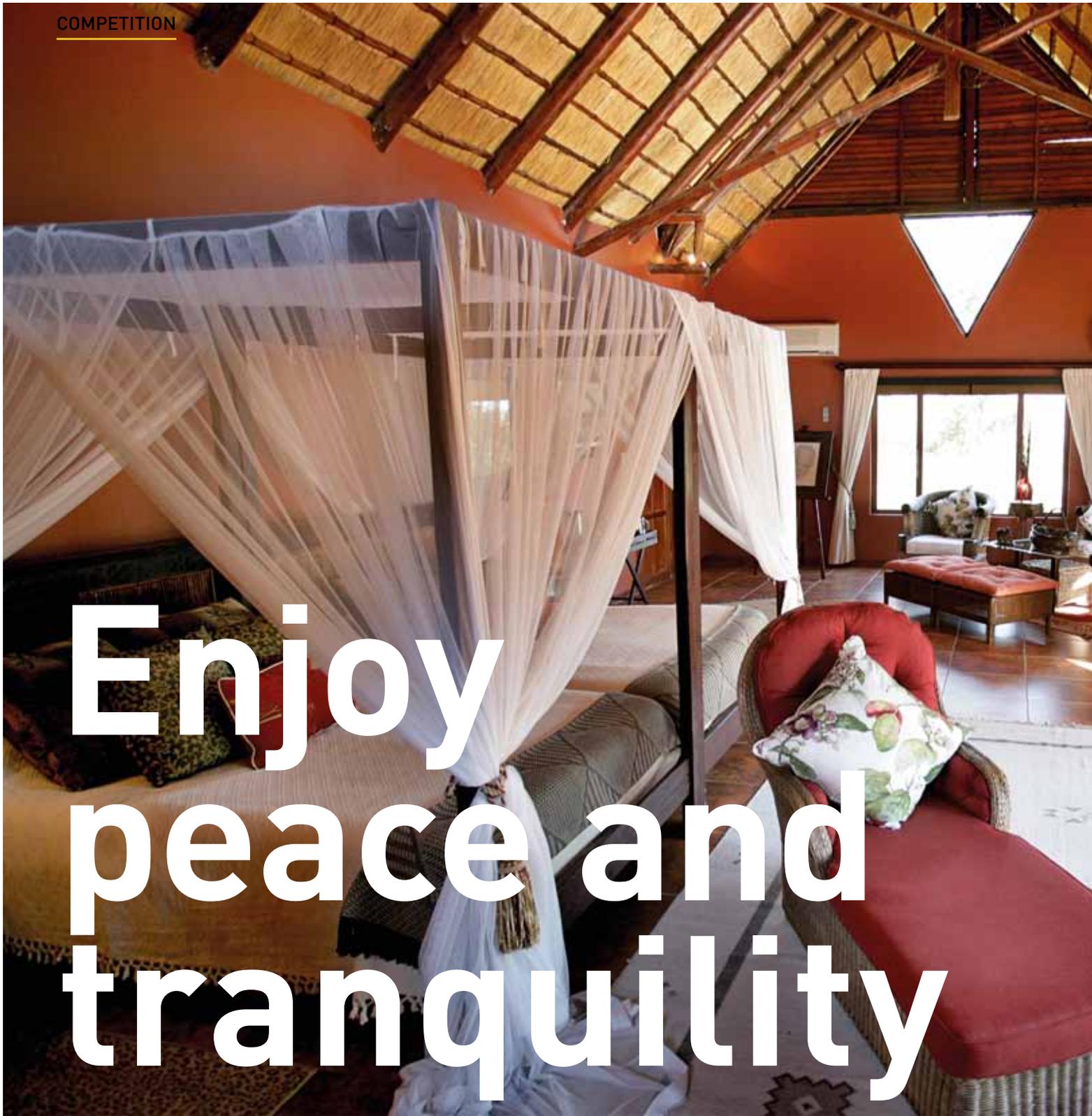


In Memoriam: Dave Phelp

The CSIR has lost one of its very strong, dedicated and respected people – coastal engineering expert Dave Phelp. A fit person, he had an unexpected heart attack while cycling in October 2013.

Dave worked in the Stellenbosch coastal engineering and port infrastructure group, which he headed as research group leader.

He was a former recipient of the JD Roberts Award, whose work was recognised in the development of innovative methods for effective monitoring of harbour and coastal structures which play a major role in ensuring the safety and integrity of coastal facilities.



Enjoy peace and tranquility

The Zulu name Thula Thula literally means peace and tranquility... Thula Thula, with its centuries of cultural and wildlife heritage, takes pride in tracing back its origin to the private hunting grounds of King Shaka, founder of the Zulu Empire.

Derived from the Zulu word for 'peace and tranquility', Thula Thula Private Game Reserve is a sanctuary for wildlife and guests alike. Located two hours northeast of Durban in a malaria free area, the reserve abounds with wildlife, including a breeding herd of elephant, who were reintroduced to the area in 1999 for the first time in a hundred years.

Set amidst lush lawns, the reserve's Elephant Safari Lodge boasts eight elegant and spacious suites. The lodge is one of KwaZulu Natal's most renowned gourmet destinations, where guests



TOTAL VALUE:
R12 000

www.thulathula.com



are treated to a gastronomic fusion of French and African cuisine.

In a style true to the African safari camp of a past era, Thula Thula's Luxury Tented Camp is decorated in an African style, with each of the eight tents boasting a private viewing deck and Victorian en-suite bathroom. The swimming pool deck overlooking the Enseleni River offers the perfect opportunity for game viewing from the vantage point of a tree suspended hammock.

Late owner, Lawrence Anthony is world renowned for his conservation efforts. His unique ability to rehabilitate a herd of rogue elephants, earned him the reputation of "The Elephant Whisperer". His unique relationship with Nana, matriarch to the herd, is recounted in his second bestselling book, *The Elephant Whisperer*.

FOR MORE INFORMATION

Contact Thula Thula Private Game Reserve on +27 (0)82 259 9732 / +27 (0)73 266 8577 or visit www.thulathula.com



PRIZE
details are:

Three nights accommodation for two people at the Thula Thula Private Game Reserve in a luxury tented camp. The prize includes all meals as well as game activities to the value of R12 000.

ENTRY FORM: ROBUST/THULA THULA MARCH 2014 COMPETITION

Answer the easy question, complete the entry form and send to Murray & Roberts Competition, PO Box 1151, JHB 2000 – to reach us before 30 April 2014. You can also fax to (011) 646 6040 or e-mail competitions@propart.com (remember to put Murray & Roberts Competition in the subject line).

Name: _____

Phone number: _____

Question: Name the title of the new Murray & Roberts strategy? _____

* Strictly one entry per person

**Murray
& Roberts**

TIP-OFFS ANONYMOUS

IF YOU'VE WITNESSED:

- Fraud
- Corruption
- Bribery
- Harassment
- Blackmail
- Discrimination
- Theft
- Abuse of company materials or procedures
- Assault



You need to report it by calling
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so your identity will be kept a secret.*

Please use the tip-off line responsibly and only report **SERIOUS** misconduct.



**Stop.
Think.
Act.
24/7**