



ROBUST

AUGUST 2019 MURRAY & ROBERTS GROUP MAGAZINE

OUR STRATEGY IN ACTION

STRATEGIC FLEXIBILITY – ACQUISITIVE GROWTH SUPPORTING ORGANIC GROWTH

JACK CHEETHAM AND LETSEMA AWARDS

A PROUD HISTORY OF SUPPORT FOR DEVELOPMENT SPORTS AND THEIR COMMUNITIES

PEOPLE

LEADERSHIP, SUCCESS AND TAKING RISKS
LEARNING FROM THREE IMPACTFUL WOMEN

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A MESSAGE FROM HENRY

WELCOME TO THE AUGUST 2019 EDITION OF ROBUST MAGAZINE

From trade wars to Brexit, the past financial year has been characterised by uncertainty, change and disruption on a global level. The Group's resilience to the effects of the macroeconomic environment, has been strengthened by our strategic repositioning and diversification across natural resources market sectors, selected geographic regions and the different phases of the engineering and construction project lifecycle. In our feature article, I discuss the Group's strategic flexibility and how acquisitive growth will support our organic growth aspirations.

Our philosophy of *Engineered Excellence* is also visible throughout this edition of Robust and, in particular, the bright futures the beneficiaries of the Jack Cheetham and Letsema Awards have created and how they continue to make positive changes to their communities after receiving the award.

It was a pleasure to host the annual Murray & Roberts Group Safety Conference earlier this year and I commend all the winners of the Group CE Recognition Awards, but also every employee who has embraced our belief that Zero Harm is possible, made visible by our achievement of a world-class safety performance over the past financial year.

Excellence in leadership, especially when navigating the challenges that corporate organisations face today, is admirably demonstrated by the Murray & Roberts Holdings Board. In the Robust Q&A, the advice shared by the accomplished women on our Board is invaluable and I hope you will enjoy reading their interviews as much as I have.

HENRY LAAS

Group Chief Executive



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FEATURE

OUR STRATEGY IN ACTION

The reclassification in March 2017 of its listing on the JSE from the heavy construction to the diversified industrial subsector marked the beginning of a new development trajectory for Murray & Roberts, as a multinational provider of specialised engineering and construction services, primarily in the metals and minerals, oil and gas and power and water market sectors.

The Group's resilience and growth potential depends on this strategic repositioning as an effective response to market cyclicality. It is pleasing to reflect on the progress made in the last year to further enlarge the Group's international footprint and to grow its presence in core as well as selected high-growth complementary market sectors. Most rewarding has been the Group's outstanding safety performance, with no fatal incidents and a world-class lost-time injury frequency rate recorded for the past financial year. This performance was achieved across a project portfolio of more than 100 projects around the world, making this a truly remarkable outcome.

Our order book is nearing record levels and the prospects for an improvement in the Group's earnings in the near term is encouraging. The Group's financial position, even after a number of years of subdued profitability, remains robust. With gearing at a prudent level and a strong cash balance, our financial position is solid to fund our organic and acquisitive growth plans.

STRATEGIC FLEXIBILITY – ACQUISITIVE GROWTH SUPPORTING ORGANIC GROWTH

During the past year, we concluded several strategic acquisitions, which strengthened the Group's resilience against market volatility and also improved the earnings potential of our three business platforms. The acquisitions have grown our presence in our selected market sectors and geographic regions and provide us with greater coverage of the different phases of the project lifecycle:

- A strategic milestone in the internationalisation of the Oil & Gas platform was the acquisition of Saulsbury's Gulf Coast's downstream and petrochemical engineering, procurement and construction (EPC) division, rebranded as Clough USA.



- The Underground Mining platform acquired Terra Nova Technologies (TNT) in the USA, an international provider of material handling solutions for underground and aboveground mines. TNT adds a new capability to the platform's service offering, diversifying its revenue and risk profile.
- The Underground Mining platform acquired a 49% stake in Boipelo, a business providing contract mining services to coal mines in South Africa. This extends the platform's contract mining exposure beyond gold, copper, platinum and chrome.
- The acquisition of OptiPower Projects has given the Power & Water platform the capability to undertake work in the transmission, distribution and substation sub-sectors of the power market, with substantial growth potential in these segments in the next few years in both South Africa and sub-Saharan Africa.



An important focus in the coming year will be to grow the order books of these newly acquired businesses.

An example of our acquisition strategy in action, is the recent award to Clough USA of a US\$620 million petrochemical EPC project in the USA. This acquisition and the formation of Clough USA has essentially allowed for the internationalisation of the Oil & Gas platform in a significant way through a relatively low-risk entry to the fast-growing gas and petrochemical markets in the USA.

UPDATE ON THE ATON MANDATORY OFFER

Implementation of ATON's mandatory offer to acquire up to 100% of the issued ordinary shares of Murray & Roberts, not already

owned by ATON, remains subject to certain suspensive conditions, specifically receipt of the required regulatory approvals.

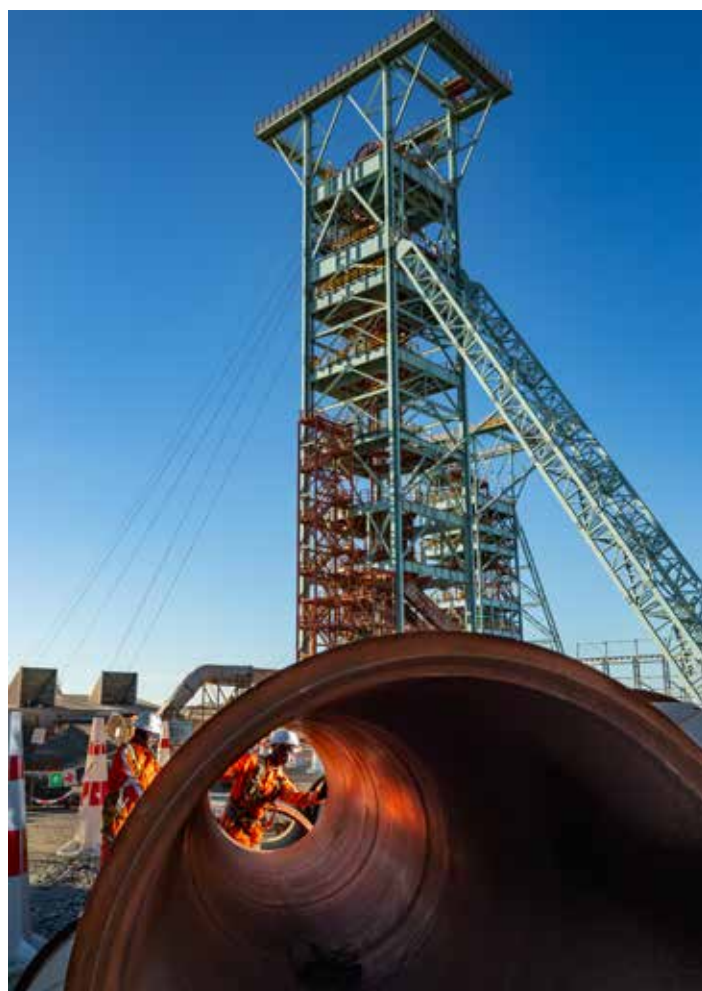
On Friday, 19 July 2019, the Competition Commission of South Africa recommended to the Competition Tribunal that the merger be prohibited. The Competition Tribunal held a pre-hearing conference on 6 August 2019, at which a timetable was settled for contested proceedings to be conducted before the Competition Tribunal. The hearing of the matter has been set down from Monday, 9 December 2019 until Friday, 13 December 2019 and Monday, 20 January 2020 to Tuesday, 28 January 2020.

CLOSING COMMENTS

The Group's focus on *Engineered Excellence*, underpinned by continuous improvement and innovative approaches, will be the bedrock of our competitiveness, resilience and reputation – the cornerstones of sustainable value creation.

The three business platforms are making good headway in consolidating their strategic positions, competitive advantages and growth prospects. The Group has built a strong, quality order book of R46,8 billion and near orders of R13,9 billion, compared to an all-time high order book of R55,5 billion – which supports our confidence that the Group's strategy is starting to deliver. The prospects for an improvement in our operational performance is encouraging and the Group remains optimistic about the longer-term outlook for natural resources markets.

I would like to thank the Group's executive teams and all our employees for their extraordinary commitment to delivering excellence, our Board for the guidance provided and all our stakeholders, specifically our shareholders, for their support during the past year. **R**



BUSINESS PLATFORMS



OIL & GAS

“Repairing the roads and bridges along the Kutubu Access Road was the most challenging and most rewarding scope the Clough team has completed so far.”

RONNIE PROSSER, CLOUGH SENIOR PROJECT MANAGER FOR THE EARTHQUAKE RESPONSE PROJECT TEAM

CLOUGH COMPLETES KUTUBU ACCESS ROAD

Clough and Oil Search marked the successful completion of the Kutubu Access Road with a day of activities and celebration in recognition of the project team and local community.

The celebration was hosted at the Fogomau School in Hegeso and was inaugurated with a prayer from Pastor George Hare, followed by touch rugby games and a traditional mumu barbecue and concluded with an awards presentation.

The day was an important milestone for Clough and the Earthquake Response Project team following 15 months of working with Oil Search to repair roads, bridges, camps and infrastructure that was damaged in the 7.6 magnitude earthquake that hit the Southern Highlands in February 2018. This infrastructure links the Kutubu region with the Highlands highway and is a major access road providing a crucial logistics route for supplies and passage to the local communities along the road.

Managing and coordinating a workforce made up of over 95% national labour, the Earthquake Response Project team completed a number of major and high-risk repair scopes in the Kutubu region over the past 476 days and to date remains LTI and injury free. This is a major safety achievement also worthy of celebration.



Clough has over 35 years' experience in Papua New Guinea and its success is dependent on building relationships with and transferring skills to the local workforce, as well as effective partnerships with clients, their host communities and project partners.

Ronnie Prosser, Clough senior project manager for the Earthquake Response Project team said, “Repairing the roads and bridges along the Kutubu Access Road was the most challenging and most rewarding scope the Clough team has completed so far. Roads and bridges bring people together, it brings communities together and the milestone could not have been achieved without a team effort from Oil Search, the local land owner companies and the support of the communities along the road. It is only because we all worked together that we were able to successfully and safely complete this project.” **R**

CLOUGH HAS PROUDLY COMPLETED OVER 2000 ICONIC ENERGY, MINING AND INFRASTRUCTURE PROJECTS ACROSS AUSTRALIA AND AROUND THE WORLD.

2019 marks 100 years of Clough, a time to celebrate all of the company's achievements and successes.

Clough was founded in Perth, Western Australia, in 1919 by John Oswald Clough as a construction company that built quality homes, schools and commercial properties.

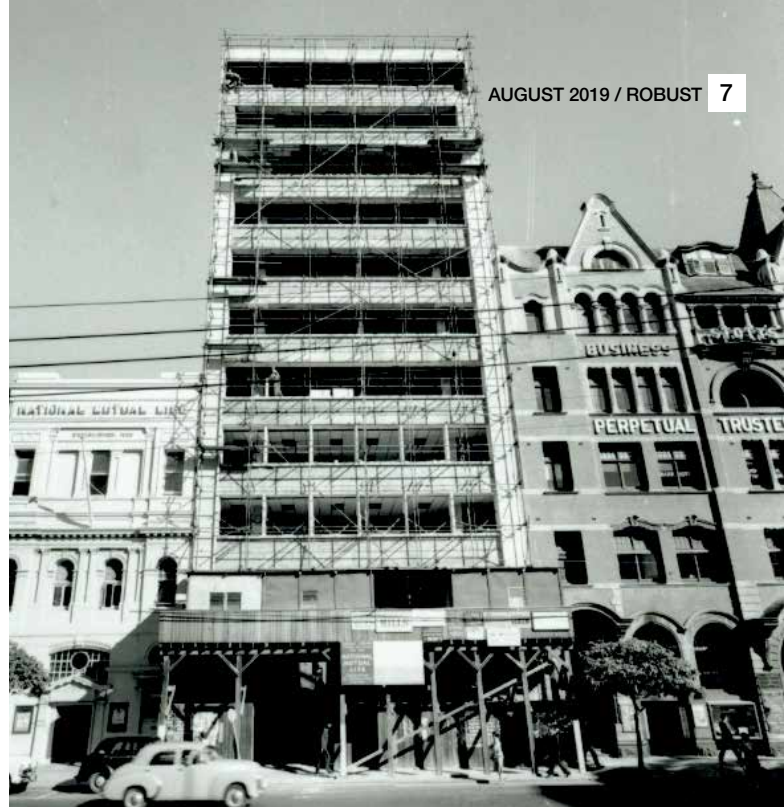
John's son, Harold, joined the Clough company in 1954, and soon after, the status of the company soared to new heights when Clough won a contract to build Perth's first high-rise building – The National Mutual Building. It was the first major office building completed in Perth after World War II, the city's first high-rise, and a game-changer for Clough, underpinning its growth from three employees to 100.

In 1957, Clough was awarded its first major infrastructure project, the Narrows Bridge in Perth. The Narrows Bridge project was a landmark, not only for the company, but for Western Australian history, as prior to its award there were no civil engineering contractors in the whole of Australia. It was at this time that Clough's reputation as a pioneering engineering contractor was cemented.

As the company grew, it branched into emerging markets in Western Australia, and was instrumental in the development of the state's resources sector. When the Western Australian government sought to establish the state as an oil and gas producer, it was Clough that undertook its first project on Barrow Island in 1966 for Western Australian Petroleum Ltd.

1966 also saw Clough's first mining project, the Parker Point Ore Wharf for Hamersley Iron (now Rio Tinto), also starting a long-lasting engagement as a marine contractor of choice.

The journey for Clough has always been dynamic as the cyclical nature of its markets has often necessitated changes to the services or geographies in which the company operates. Clough has completed over 2 000 challenging projects across 33 different countries, in locations from Western Australia's scorching Pilbara region, to the remote Gobi Desert, the highlands of Papua New Guinea, North Sumatra, Nigeria and Pakistan, to name a few.

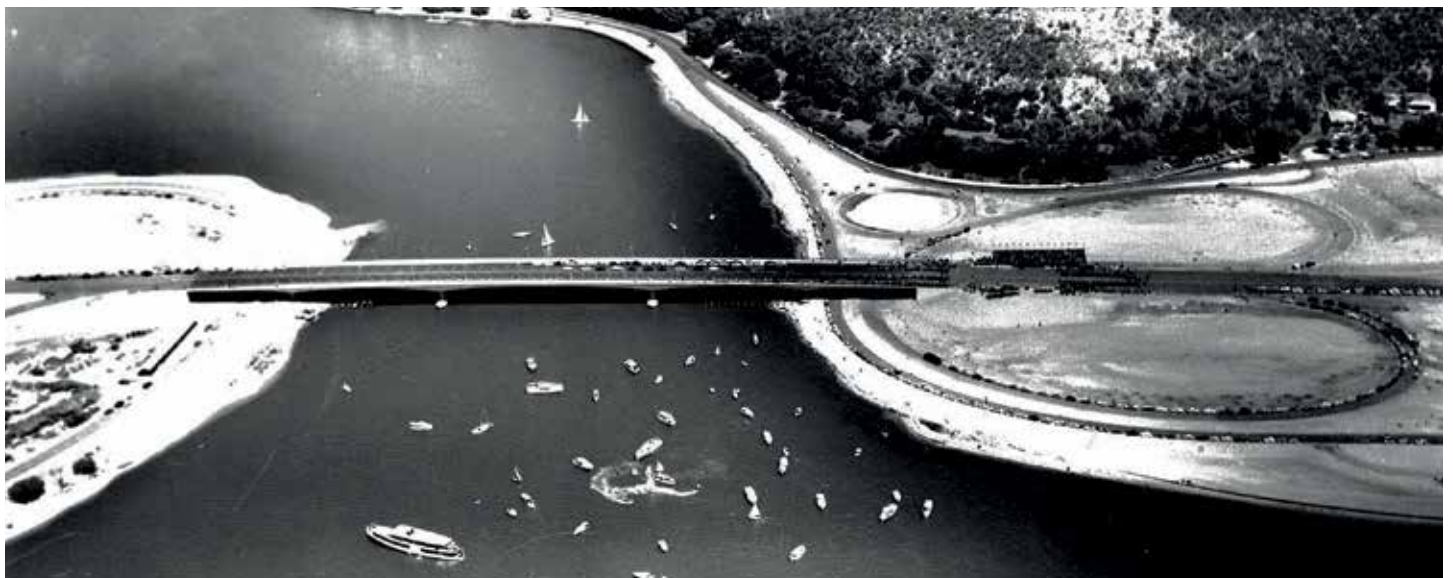


The National Mutual Building, Perth – 1955

Always important to the Clough organisation is the reputation of leaving a positive legacy. Through Clough's scholarships, graduate and internship programmes, Clough has played a significant role in ensuring Australian engineering remains at the highest standard. Clough has provided over 300 scholarships since the establishment of its Clough Scholars programme in 1972 and with the establishment of the Clough Foundation in 2014, over AU\$1 million has been donated to community partners in Australia and overseas.

Today, Clough employs approximately 2 000 employees in 17 offices around the world working with its clients to deliver their visions, and since 2013 is a wholly owned subsidiary of the Murray & Roberts Group.

The milestone centenary year of 2019 has marked several significant achievements for the company with the award of projects in new territories and its official expansion into North America with the acquisition of a business unit in Houston, Texas. As the strength of the company grows, it continues to make remarkable strides. Clough's successes over its centenary, and today, have only been made possible by its people, the true cornerstone of the organisation. It is the pioneering spirit that has carried Clough through the last 100 years and will continue to inspire the next 100. **R**



Opening of the Narrows Bridge in Perth – 13 November 1959. (Image supplied by Mains Roads WA)



UNDERGROUND MINING

“Personally, I see RUC’s investment in STEM united as a no-brainer. The RUC leadership team and Board fully support the programme, not only is it necessary from an industry perspective, but also from a corporate social responsibility perspective.”

BARRY UPTON, RUC CEMENTATION MINING MANAGING DIRECTOR



RUC CEMENTATION MINING COLLABORATES ON STEM UNITED PROGRAMME

STEM is an acronym for science, technology, engineering and maths and leading STEM education provider, Fire Tech Australia, will introduce thousands of Western Australian Year 9 students to the world of robotics and drones, with the launch of STEM united, a school programme aimed at promoting careers in STEM.

According to a recent report, 75% of all future work roles will require STEM skills and the programme aims to bridge young people’s interest in STEM and its real-world applications. Industries are increasingly adopting robotics and drone technology and it is vital that the workforce of the future is well versed in these technical skills and where they can be applied.

RUC Cementation Mining, along with funding partners WA Mining Club and Platform Communications, have provided their financial support to the programme enabling Fire Tech Australia to offer free STEM lessons to low and mid socio-economic status schools.

Says Barry Upton, RUC Cementation Mining managing director, “Personally, I see RUC’s investment in STEM united as a no-brainer. The RUC leadership team and Board fully support the programme, not only is it necessary from an industry perspective, but also from a corporate social responsibility perspective. It is the right thing to do.” **R**



BOIPELO MINING CONTRACTORS WINS NEW CLYDESDALE MINING CONTRACT

Empowered joint venture company Boipelo Mining Contractors has won a contract from Universal Coal for mining and related services at New Clydesdale Colliery in Mpumalanga.

New Clydesdale Colliery produces thermal coal for the local and export market and is one of four collieries operated by Universal Coal.

Boipelo Mining Contractors is a joint venture between Murray & Roberts Cementation and the Amandla TM Group.

Work began in February 2019 and the turnkey contract covers three underground sections of the mine. The current operation is on the #2 lower with a complete suite of equipment to support three continuous miner sections. Boipelo Mining Contractors is also responsible for the installation and maintenance of the conveyor and ventilation infrastructure.

“Opportunities do exist in the current operation for expansion and we will continuously be on the look out to improve efficiencies in order to surpass our contractual obligations. The transition to Boipelo Mining Contractors has been well received and was achieved through extensive consultation with New Clydesdale management and the affected employees,” says Charles Makgala, executive partner at Boipelo Mining Contractors.

“This is an exciting project for us and will employ 175 people directly, over and above which there will be sub-contractors on site when necessary,” says Allan Widlake, Boipelo Mining Contractors executive partner and new business director at Murray & Roberts Cementation.

“We are bringing a depth of coal mining experience and expertise from both JV partners and are confident that we will deliver an efficient and cost effective solution to the client,” concludes Widlake.

As part of the mining services offered, Boipelo Mining Contractors will also be negotiating the geological features of three mining sections, which is likely to require drilling and blasting of dykes in the orebody when necessary. **R**



CEMENTATION AMERICAS – GODERICH MINE REHABILITATION

The world’s largest underground rock salt mine, the Goderich Mine in Goderich, Ontario, Canada, is situated on the east shore of Lake Huron. Development of the mine began in 1957 when Cementation Canada was contracted to sink the production shaft (#1 Shaft). The shaft, with a diameter of 4.9 metres, was completed to a depth of approximately 540 metres in 1959. A ventilation shaft, (#2 Shaft) of similar dimensions, was completed between 1961 and 1963; it was later converted into a service shaft.

By 2010, the shaft conditions in the original #1 and #2 Shafts had sufficiently deteriorated to the point that an extensive rehabilitation programme was required. Deterioration was evident both inside the shaft barrel and the headframe structures – due to age, freeze-thaw effects and salt creep on both the shaft liner and the surrounding rock mass, which opened up new areas of water inflow. In 2015, the mine owner, Compass Minerals, and mine contractor, Cementation Canada, formed a team to design and implement innovative methods to repair and revitalise the shafts, as well as the demolition and reconstruction of two headframes to deliver years of future service.

The rehabilitation scope was divided into two general zones. The upper zone is within heavily water-bearing carbonate rocks where the damaged liner was allowing water inflows and creating the potential for further deterioration. A new liner needed to be installed within the pre-existing concrete liner, as removing the old liner would risk flooding the mine. An inventive welded steel lining and installation system was chosen, as it resulted in a smaller reduction in shaft diameter compared to other options – reducing the shaft diameter to 4.4 metres.



In the lower zone, there are alternating salt and dolomite/shale layers and the existing concrete liner had been damaged by salt creep and geological movement. To accommodate creep deformation, the proposed rehabilitation plan called for the removal of the damaged liner and the installation of compressible fill behind a new structural concrete liner. As this is a complicated construction methodology, the Cementation team looked for a simpler design solution and a high strength concrete liner, capable of withstanding the radial creep forces, was then implemented.

In addition to the demanding ground and groundwater conditions, the project dealt with the challenge of not interrupting active mining operations on a very tightly constrained mine site in the middle of a busy harbour. This required careful planning and execution at all times to maintain mine operation. Further challenges included work platform design and modifications for all the various aspects of the project, including stripping, steel lining, grouting, blasting, concreting and re-equipping the production shaft. Despite many challenges, Compass Minerals and Cementation partnered together to complete this complex project within budget and schedule, and most importantly, without a lost time incident. **R**



POWER & WATER

“The project has to date logged many millions of work-hours employing the local community and assisting families for many years.”

MURRAY AND ROBERTS POWER AND ENERGY – MAINTAINING KUSILE’S LIVE UNITS

Murray & Roberts Power & Energy (MRPE) is the main subcontractor at Eskom’s Kusile power station and was contracted to erect six super critical boilers, with a scope that included the boiler main structure, the boiler and its related pressure parts, supplementary piping, coal bunkers, fuel burners, ducting systems and the associated mechanical systems to feed coal and reticulate air.

The project has to date logged many millions of work-hours (equating to several human lifetimes) employing the local community and assisting families for many years. At peak MRPE employed over 3 500 people. The first unit, Kusile 1, or colloquially known as K1, was synchronised to the national grid late in December 2016. In the interim, Unit 2 (K2) has been synchronised, as well as K3. The fourth unit (K4) is in active mechanical commissioning. K5 is in the final stages of construction, with K6 short on its heels and destined to be mechanically complete by mid-2020. For MRPE, mechanical completion means that MRPE has completed its construction scope

and will be able to hand over the last unit to the client, Mitsubishi Hitachi Power Systems Africa (MHPSA), who will commission the power station once Eskom has installed all the electrics, controls and measurement systems.

MRPE provides active support and expertise to MHPSA during the commissioning phase of each unit, where systems are energised, tested and integrated, so that the boiler unit can be effectively operated. The commissioning support requires broad application of MRPE’s skills, ranging from general labour, to boiler making and welding, basic maintenance of plant operations, often on a 24-hour or standby basis.

Any power station, no matter how well run, requires maintenance. MHPSA is obliged to provide maintenance as part of the manufacturer’s guarantee, and after a period of 18 months, that responsibility passes to Eskom. It has been of strategic importance for MRPE to be recognised as the best contractor to perform this work and to change the market perception that MRPE is primarily a constructor, and not active in the support of a live station. The maintenance of a power station is conducted under a general outage, in which the boiler unit is shut down, allowed to cool, and

various systems are inspected and repaired or subjected to preventative maintenance. An outage varies in duration, but a comprehensive outage typically lasts between one and three months. The planned outage for K1 and K2 was at the end of 2018, shortly after a raft of planned national outages (load shedding), when the grid could ill afford to sacrifice generating capacity. However, this planned work had to be done to avoid a later, unexpected and unnecessary outage due to possible system failures.

After a protracted, competitive and thorough open-market tender process, bidding against renowned local and international competitors, MRPE proved its credentials to MHP SA as the most appropriate contractor to conduct maintenance and repair works at Kusile, with an overwhelming local understanding and context. The excellent work performed in commissioning the units was a useful platform and reference to motivate MRPE's technical bid. The scope required repairs to various systems, primary being the Gas Air Heater (GAH), two of which operate in tandem on each unit. This component is akin to an industrial air mixer, and uses hot exhaust air to pre-warm cold intake air, thus reducing the fuel burn and improving the efficiency of the boiler. It is to a boiler what a heart is to the human body. The GAH had shown excessive wear on its casing or shell, and required an upgrade due to a revision of the design, following operation experience gained at both the Kusile and Medupi power stations.

Associated to the GAH, were repairs to ducting systems and mills. The five mills per unit, designed to crush coal prior to combustion within the boiler, had been exposed to accelerated wear and needed repair and replacement of the crushing interface, which is made of hardened steel wheels that crush coal in a corresponding steel track. This required the removal of moving parts, most weighing several tonnes, and the replacement and reinstallation of various components.

MRPE sourced and employed local teams of artisans, engineers, quality inspectors, planners, human resource and safety personnel, with the correct management to successfully conduct the works, on a turnkey basis. As the work was undertaken, further systems that required maintenance were identified and additional crews were employed to repair operational damage. Despite tight deadlines, an annual December break and intense attention from both MHP SA and Eskom, the MRPE crews were able to complete the work and cement a reputation as the contractor of choice who should maintain the boilers that we built.

As a consequence, further outage and maintenance works have been awarded to MRPE, ideally positioning the company to generate ongoing and repeat revenue at Kusile and Medupi, post construction completion. MRPE is subsequently engaged on further maintenance and repair works on all three active units at Kusile, with increasing expertise in maintenance of rotating mechanical equipment. These reference projects add depth to MRPE's service offering and support the strategy to be the first choice partner in maintaining the sub-Saharan Africa's power generation fleet. **R**



MURRAY & ROBERTS POWER & ENERGY ACQUIRES OPTIPOWER PROJECTS



Murray & Roberts Power & Energy recently acquired OptiPower Projects to facilitate entry into the high and medium voltage transmission, distribution and substation sector in South Africa and sub-Saharan Africa.

The next growth market for Murray & Roberts Power & Energy will be transmission. Low electrification rates and a lack of access to power and energy for citizens in large African economies, as well as vast geographies and scattered populations, will further drive this growth.

OptiPower Projects has the technical capability to deliver transmission, distribution and substation projects in the region and have access to specialised plant and equipment to offer a solution to specialised construction and refurbishment projects in this sector.

Its technical capability combined with the global relationships, balance sheet strength and engineering excellence of Murray & Roberts Power & Energy, will provide access to opportunities across the African continent. **R**



PEOPLE

Ntombi Langa-Royds

NON-EXECUTIVE DIRECTOR



The Murray & Roberts Holdings Board is the highest governing authority in the Group and is ultimately responsible for corporate governance. The board integrates strategy, risk, performance and sustainability in approving the strategic direction of the organisation.

The board consists of eight non-executive directors (NEDs) and two executive directors and Robust Magazine spoke with three of the NEDs about leadership, success and taking risks.

WHO HAS HAD A POWERFUL IMPACT ON YOU AS A LEADER AND EXECUTIVE? HOW AND WHY DID THIS PERSON IMPACT YOUR LIFE?

The person who has had the greatest impact on me as a leader and executive was a man named Mr. Arie van Der Zwan. He unfortunately passed away in 2003. He was my mentor, friend and big brother, since I was 17 years old. He taught me a lot of what I practice today in terms of how to conduct myself as a leader as he not only was an exemplary leader, he lived it. He believed strongly in the goodness of human beings, and that everyone needed to be given a chance, regardless of their race, gender, sexual preference and all the other “isms” we live with today. The late Dr Zack De Beer introduced us one day over coffee in his home. He told me that Arie was one of the best human resources executives he had ever had the privilege to work with, and he advised I should stick close to him because I would learn a lot. I must agree that Zack was absolutely correct. I think if I had not met Arie and taken Zack’s advice I would not have followed a career in Human Capital. I would probably have landed up in Advocate Chambers giving multiple opinions.

WHAT ARE THE BIGGEST CHALLENGES FACING LEADERS AND ORGANISATIONS TODAY?

I believe that one of the biggest challenges facing leaders and organisations is the appropriate use of Human Capital in an

environment where the world of work is rapidly changing. These are some of the questions that need to be carefully considered:

- What are the jobs that will be available in the next 10 years?
- What are the kinds of skills, attributes and competencies that will be needed?
- What will the true impact of artificial intelligence on Human Capital be?

In the South African context, leaders need to engage on the social impact of the current state of affairs in our country on all fronts: political, economic and social. This is especially so because of the things that have gone on in and around our country over the last few years, including the state of the ethics and integrity of our corporates, the political turmoil we are going through, the lack of focus on environmental, social and governance matters for sustainability and transformation, to mention a few.

Simply put, South African organisations and therefore their leaders, have a lot to contend with, and I strongly believe that the profile of the successful leader in a successful organisation in South Africa has been significantly altered. It is certainly no longer business as it was in 2000 or even 2010 for that matter.

WHAT IS THE BEST PIECE OF CAREER ADVICE YOU HAVE RECEIVED?

“Never stop learning and applying what you have learnt because education is not an end goal it is continuous process, as a girl never let any man stand in your way”. That is what my late father Humphrey Malesela Langa ingrained in me.

He told me that he could never give or leave me material things; he was after all a political exile for much of his adult life so had little or no material possessions, but that he would give me an education which no one could ever take away from me. Today when I make decisions, especially in my career and life in general, I always measure their efficacy against that benchmark.

WHAT IS THE BIGGEST RISK YOU’VE EVER TAKEN AND DID IT DELIVER THE RESULT YOU EXPECTED?

I walked out of a top global job. I literally picked my handbag up and said: “When you boys are ready to deal with a black woman of my calibre, call me and I will consider whether I want to assist or work with you.” I did that in a full time job and I have done that as an NED as well. I do believe it has delivered the results I expected.



Emma Mashilwane

NON-EXECUTIVE DIRECTOR

I can truly say and feel, I am not indebted to anyone and that I sleep well at night.

My journey in life has been about doing my best to give others a chance, and I do not believe that if I did not hold the value base I have shared above, I would not be able to fulfil this legacy. So, yes, I do believe these risks and others have given me the expected results.

WHAT ARE YOUR DAILY HABITS FOR SUCCESS?

First and foremost, spiritual grounding, so daily prayer is essential. In addition, I try to stay healthy, therefore eating properly and participating in reasonable exercise form a part of my daily routine. I love Zumba by the way; it is for me a wonderful way to get a full workout and also have fun. I guess it is because I love to dance. I walk in the various big walks quite frequently too; it is a great way to meet people. I also do a lot of reading which I find helps me to relax.

Success is an individual thing and can really only be defined by the person seeking it. Mine is to make every effort to give as many people a chance, as is possible, because primarily, I was given a chance too. I am forever grateful to all those that have believed in me and to God for making certain our paths cross. **R**

EMMA MASHILWANE

WHO HAS HAD A POWERFUL IMPACT ON YOU AS A LEADER AND EXECUTIVE? HOW AND WHY DID THIS PERSON IMPACT YOUR LIFE?

I have been fortunate to have a lot of different mentors in my career who took a keen interest in my goals and supported me directly or indirectly by connecting me with the right people to ensure that I achieve my goals. It is a bit difficult to isolate one particular individual.

WHAT ARE THE BIGGEST CHALLENGES FACING LEADERS AND ORGANISATIONS TODAY?

The world is changing at a rapid pace and there is often so much risk with limited time to juggle a lot of responsibilities. It can be daunting to prioritise and make sure the important things are done. With these pressures comes the challenge of ethical leadership and staying true to one's values.

WHAT IS THE BEST PIECE OF CAREER ADVICE YOU HAVE RECEIVED?

"Stay TRUE to yourself no matter what challenges you might encounter, challenges will always be there but remember that they never last."

WHAT IS THE BIGGEST RISK YOU HAVE EVER TAKEN AND DID IT DELIVER THE RESULT YOU EXPECTED?

After many years in the professional services industry space, I took a leap of faith in 2018 and starting my own audit practice, MASA Risk Advisory Services. It has been a difficult journey but certainly rewarding to see the firm growing from strength to strength. We have managed to secure employment for 20 professionals who work tirelessly to service our clients who have taken a huge risk to support a start-up audit practice like ours.

WHAT ARE YOUR DAILY HABITS FOR SUCCESS?

A daily dose of the bible and prayer keeps me in check and gives me an opportunity to reflect on how best to manage the daily challenges but also just to pause and be grateful for all the blessings.

I am a workaholic so daily exercise helps keep me focused and energised.

I also try and read regularly to stay informed and abreast of local and global news and developments that may impact how I conduct myself as a professional and to ensure that I am agile in my approach to servicing my clients and executing my various responsibilities as a NED. **R**

PEOPLE

Diane Radley

NON-EXECUTIVE DIRECTOR



WHO HAS HAD A POWERFUL IMPACT ON YOU AS A LEADER AND EXECUTIVE? HOW AND WHY DID THIS PERSON IMPACT YOUR LIFE?

So many people I could not possibly choose one. I find I am most developed and impacted by people who believe in me and give me opportunities beyond my own expectations of myself. I was once told by Dr John Maree, previous CEO of Eskom, that I should also acknowledge that when I work for poor leaders they probably develop me the most as I am required to develop skills beyond the norm to deal with these difficult people. And there have been many times when I have had to remind myself of the many skills that poor leaders and difficult people help me develop. Every person you meet and work with gives you the opportunity to develop new skills, no matter how few, and this increases the tools in your tool box to handle all the many new jobs that will come your way.

WHAT ARE THE BIGGEST CHALLENGES FACING LEADERS AND ORGANISATIONS TODAY?

More than ever leaders and organisations need to adapt, change and grow and do so more rapidly than ever before. Technology is constantly changing the competitive landscape and early adopters of technology, which often involves changing mindsets, (we all know change is difficult!) are most often the winners. The way you run your business must also change to access agility and innovation. Too often organisations try to build innovation solely in-house, which makes them slower than competitors. This increased use of outsourced services, especially in areas of technology, where organisations can access innovative solutions but can also change service providers when they cease to innovate and perform satisfactorily, will grow. As these skills are no longer built in-house, it may drive the development of expert skills outside of the organisation, increasing risk which will need to be managed. People and skills, particularly in South Africa, are challenging as we look to build skilled, transformed and diversified workforces comprising individuals that trust and respect each other and are confident in their roles. We need to create working environments that challenge and reset natural biases to build a more accepting society.

WHAT IS THE BEST PIECE OF CAREER ADVICE YOU HAVE RECEIVED?

Play the ball and not the man. As a woman, I do tend to get more emotionally involved in addressing challenges and when it involves

hard discussions with people I tend to bring compassion and my “helping” side into the discussion, which is not always helpful! By focusing on the issues and not the person, it enables one to address the facts and the issue rather than the emotions of the person and you often end up being more fair to the person. As a leader, it also enables you to deal with your own feelings and not end up second guessing all your decisions. Leaders are, after all, human beings too!

WHAT IS THE BIGGEST RISK YOU HAVE EVER TAKEN AND DID IT DELIVER THE RESULT YOU EXPECTED?

I did not realise it at the time, but when I made the decision to leave my awesome role at PricewaterhouseCoopers and join Altron as CFO, I probably took the most significant risk of my career and family life. Statistics showed that partners in the profession did not make a successful transition into commerce. I was a woman entering a very patriarchal business environment, just had a second baby and my husband had been retrenched. I did not have the financial resources to manage a failed career move. It does reflect my approach to life, where I go, where opportunity and excitement leads and have confidence that I will deal with any obstacles or challenges as they arise. It was a wonderful move for me in developing my leadership skills and having the opportunity to learn from passionate and engaged colleagues and founders, and I formed some life-long friendships in the process.

WHAT ARE YOUR DAILY HABITS FOR SUCCESS?

I believe that if you look after yourself you are better positioned to look after others. So I take time to be kind to myself, forgiving myself for mistakes and not dwelling too much on disappointments. There are many mental health challenges resulting from stress and anxiety in our environments, so it is important to look after your mental well-being as well as your physical. It costs nothing to be kind to yourself and others and it generates enormous returns. I also believe that you can never over-recognise. Not just at work, but to the cleaner who cleans the restroom you use at the shopping centre or your husband who lets you sleep in after a late night flight. Taking time to be thankful and appreciative grows your own sense of self-worth. **R**

NEWS

MURRAY & ROBERTS WINS AT THE INVESTMENT ANALYSTS SOCIETY AWARDS

The Investment Analysts Society (IAS) was formed in 1968 with the purpose of improving the quality of investment analysis and analytical techniques and to establish and maintain professional standards in the industry and represent investment professionals across South Africa.

The annual IAS Awards recognises JSE-listed companies for excellence in communication and financial reporting, as well as demonstrating outstanding expertise and transparency in financial disclosure and communication.

The Society takes into account published financial reports, ease of access to online financial information on company websites, corporate financial presentations and guidance on current and future performance. It seeks to promote full disclosure around financial reporting, performance projections, strategy and adherence to corporate governance and sustainability standards.

Murray & Roberts won the award for “Best Presentation to the Society in 2018” for companies with a market capitalisation between R5 to R30 billion.

This is the third award from the Society for Murray & Roberts. The company was recognised in 2015 and 2010 for excellence in financial reporting and communication. **R**



MURRAY & ROBERTS GROUP SAFETY CONFERENCE

The 5th annual Murray & Roberts Group Safety Conference was hosted in May at the Douglas Roberts Centre. The conference provides a valuable opportunity to share ideas on how the organisation can continue to develop as an industry leader in safety performance.

The Group CE Safety Recognition Awards celebrate outstanding safety achievements during the year and the following projects and employees were commended:

UNDERGROUND MINING PLATFORM

- **Best Safety Performance at Project Level**
Eagle Project
- **Best MAP Implementation at Project Level**
Palabora Raise Boring Project
- **Best MAP Implementation at Supervisor Level**
Dave Sheppard and Ben Johnston

OIL & GAS PLATFORM

- **Best Safety Performance at Project Level**
Port Moresby Power Station Project
- **Best MAP Implementation at Project Level**
Mining Area C, Overpass Tunnel Project
- **Best MAP Implementation at Supervisor Level**
Oliver Warburton and Lawrie McIntosh

POWER & WATER PLATFORM

- **Best Safety Performance at Project Level**
Medupi Power Project
- **Best MAP Implementation at Project Level**
Kusile Power Project
- **Best MAP Implementation at Supervisor Level**
Sifiso Bongi Zitha and Jayson Vencatappa

Special Recognition Awards were made to Adrian Short from RUC Cementation Mining, Guy Gaudreault from Cementation America and Steve Lee from Clough for their individual contributions to improving our safety culture. Both the most improved safety performance and the overall best safety performance was won by the Oil & Gas platform.

In pursuit of our safety vision of Together to Zero Harm, the Group proudly achieved a fatality-free period of 12 months as at 30 June 2019. Says Henry Laas, Murray & Roberts Group chief executive, “As an organisation we are proud of this safety milestone. Safe and injury-free operations is one of our key strategic objectives and we will continue our work towards health and safety improvements across all our projects.” **R**



CORPORATE CITIZENSHIP

A PROUD HISTORY OF SUPPORT FOR DEVELOPMENT SPORTS

Murray & Roberts is proud of its support for sports development projects and more importantly, the positive impact the finalists and winners have had on their beneficiaries and extended communities over the 38-year history of the awards.

The **JACK CHEETHAM AWARD** provides financial support for development projects that have a focus on sport and assist able-bodied athletes.

The **LETSEMA AWARD** also provides financial assistance to development projects, but to differently-abled sports and athletes.

Robust Magazine went back to the archives and spoke to some of the previous winners and finalists to find out how the awards made a difference to their organisations.

FULTON SCHOOL FOR THE DEAF

The Fulton School for the Deaf is a school that provides specialised education for deaf children and has a 60-year history in striving for excellence in deaf education. The school takes children from the age of three and offers academic classes up to Grade 12. They also offer specific education for deaf learners who experience additional barriers to learning through vocational and skills-based programmes. The learners come from a variety of socio-economic circumstances, with a high percentage exempt from payment of school fees. The school relies heavily on fundraising to ensure continued excellence and superior education for their learners.

WHAT HAS BEEN ONE OF THE MOST IMPACTFUL THINGS THAT HAS HAPPENED WITHIN YOUR ORGANISATION'S COMMUNITY?

Through the introduction of triathlon and cycling at Fulton School, our learners and their families have been exposed to a whole new world of healthy, competitive sport. Perhaps the greatest impact achieved through our involvement in triathlons, is the heightened level of awareness in the triathlon fraternity to the potential and competitiveness of deaf athletes. The inclusive nature of the sport and the potential for deaf athletes to compete on an equal basis with their hearing peers, to form friendships and push each other to achieve their full potential, has resulted in awareness and social cohesion, the enormous impact of which we will never fully realise. Not only has it positively impacted our learners, but our school coach, Mr Zakes Mkhize, has gone on to introduce the sport in his own community, as well as introduce cycling in another school for the deaf in Durban. His passion for inclusive sport, for triathlon and for equal opportunities for children from many backgrounds, make him an outstanding coach and fair referee. He has also taken one of the school's groundsman under his wing and trained him as an assistant coach.

HOW DID THE BENEFIT THE ORGANISATION?

Since all the learners from our school who participate in triathlon and mountain biking generally come from poor backgrounds,



we rely on the use of donated bicycles to give them access to the sport. We have been able to use the funds provided by the award to buy bicycle spares so that we can keep our equipment in good order for longer. We have also used it to cover all event costs that our learners participate in, as their families are unable to contribute to such expenses. We were also able to purchase all the necessary kit for our learners, as well as safety equipment such as good quality helmets, so that the children can participate professionally and safely.



WHAT IS YOUR HOPE FOR THE FUTURE OF YOUR ORGANISATION AND THE WORK THAT YOU DO?

It is our hope that the deaf learners at Fulton School will continue to have opportunities to shine in the sport of triathlon. We hope that through continued hard work that some of them will achieve provincial and national colours. One of our learners was placed third in KwaZulu-Natal and we would like to see more learners excelling in this sport. It would be greatly appreciated if a sponsor could come on board to ensure the continued support of triathletes at the school, and to ensure both sustainability and growth of the sport. In addition, we hope to see expansion of the sport into more schools for the deaf. **R**





MANDEVILLE AQUATICS DISABILITY SWIMMING CENTRE OF EXCELLENCE

The Mandeville Aquatics Disability Swimming Centre of Excellence was the winner of the 2013 Letsema Award. The centre's mission is the development of swimming in Central Gauteng's disabled communities with a focus on previously disadvantaged learners from schools for the physically disabled.

TELL US ABOUT YOUR ORGANISATION

The majority of our members are learners with disabilities from previously disadvantaged communities and our primary objectives are to teach swimming, develop those with potential to a competitive level and then coach them towards becoming elite athletes.

WHAT IS THE BEST PART OF YOUR DAY WITHIN THE ORGANISATION?

Our elite swimmers enjoy training early in the morning. They are in the water shortly after 05:00 and then at school in time for breakfast and assembly. They say the early exercise sharpens their minds and enables them to concentrate better in the classroom.

HOW DID THE LETSEMA AWARD BENEFIT THE CENTRE?

The injection of guaranteed funding gave us the confidence to take a step up in the facilities we could offer our swimmers, including high performance offerings. This led to more interest in swimming as a primary sport for youngsters and was instrumental in the growth and sustainability of the club.

WHAT HAS BEEN ONE OF THE MOST IMPACTFUL THINGS TO OCCUR IN THE MANDEVILLE SWIMMING COMMUNITY?

Several of our swimmers have achieved Provincial and South African colours. This builds confidence and reflects on all the club members. Many swimmers have also done well after leaving school and are in good careers. Most of them are adamant that the self-discipline they developed through training was instrumental in overcoming challenges after school. **R**

NEMATO ROWING CLUB

The Nemato Rowing Club has grown into a township-based youth empowerment organisation called Nemato Change a Life and uses sport as one of its main tools. It now has four sports clubs offering Olympic sports that were previously not available in the township: rowing, tumbling and trampoline, handball and fencing. The club won the Jack Cheetham Award in 2006.

WHAT HAS BEEN ONE OF THE MOST IMPACTFUL THINGS THAT HAS HAPPENED WITHIN YOUR ORGANISATION'S COMMUNITY?

Community members started coming to our place saying things like: "We never believed success was possible in our township, but now we see your athletes becoming national champions and competing at world championships. It gives us hope. We want to go back to education to make a success of our lives too."

HOW DID THE JACK CHEETHAM AWARD BENEFIT THE ORGANISATION?

The award has been crucial to our survival and success. When our seed funder ran away, we were without any money to run the club. The award helped us to keep going and provided a network that led us to our main funder, thereby helping us to grow and develop to where we are now. Despite the many challenges, our members have achieved both in sports and their careers. With very limited facilities, we have national champions in all our sports, African champions in gymnastics and world championship participants in gymnastics and handball. Althi, who accepted the award in 2006, received a sports bursary from the University of Johannesburg, where he became the first black captain of its rowing club. He has travelled the world as a rowing coach and has been head coach and teacher at some of the top schools in the country. He is now looking to move back to Nemato Change a Life to help address the massive challenge of unemployment in our youth.

WHAT IS YOUR HOPE FOR THE FUTURE OF YOUR ORGANISATION AND THE WORK THAT YOU DO?

Our dream is to establish Nemato Youth Park, a youth empowerment and sports centre. Our vision is that it will be the home of the national tumbling and trampoline academy and offer a wide range of other Olympic sports with international potential and be able to host top-level and international competitions, bringing much-needed benefit to Port Alfred and contributing to the sustainability of Nemato.

WHAT ADVICE WOULD YOU GIVE TO OTHER ORGANISATIONS WHO ARE RECENT RECIPIENTS OF THE AWARD OR WHO ARE THINKING OF APPLYING?

Count on 10 years of hard and persistent work before reaching the tipping point, from surviving to prospering, but take that challenge and dream big, because there is no greater and more humbling reward in life than knowing that most children would not have been able to reach for their dreams and hopes without you. **R**



CORPORATE CITIZENSHIP



WAVES FOR CHANGE

Waves for Change provides surf therapy programmes to vulnerable and differently-abled young people across South Africa. The programme combines learning to surf with evidence-based mind-body therapy and is delivered by 60 trained local coaches, all resident in the targeted communities. Research with the University of Cape Town has demonstrated that the Waves for Change programme reduces violence, improves emotional regulation and capacity to cope with stress, and improves mental health outcomes.

WHAT IS THE BEST PART OF YOUR DAY?

The best part of our week is always working with our locally trained mentors. These are 18 to 28-year-olds who deliver our programmes. They build networks in their communities to refer the most vulnerable children and are transforming how surfing looks and feels along the coast of South Africa!

WHAT HAS BEEN ONE OF THE MOST IMPACTFUL THINGS THAT HAS HAPPENED WITHIN YOUR ORGANISATION'S COMMUNITY?

We now run programmes at five sites across three South African cities. Each site has never seen surfing before and is introducing brand new demographics to surfing. In 2012, we opened a programme at Monwabisi Beach. Then South Africa's most dangerous beach in terms of water incidents and crime, Monwabisi now sees over 400 children per week surfing and has not reported



a violent incident for the last 18 months. By training the community to transform the beach into a locally owned sport and recreation asset, we have created a brand new safe space for the community to enjoy.

HOW DID THE JACK CHEETHAM AWARD BENEFIT THE ORGANISATION?

In 2015, our organisation was starting up. Winning the award created visibility for us, and helped others trust our work. It also helped with vital funding at a crucial time, helping us support our locally trained community workers who deliver our programmes. The award was a game changer for us!

WHAT IS YOUR HOPE FOR THE FUTURE OF YOUR ORGANISATION AND THE WORK THAT YOU DO?

Our goal is to get surf therapy prescribed by schools and hospitals operating along the coast of South Africa, and for local municipalities to use their budgets to support the cost of employing locally trained youth care workers who can provide surf therapy programmes. At all our current sites we have local agreements with education and health departments. These allow children to attend sessions as part of their school day or via a hospital referral, and for unemployed youth to receive payment to be trained by and run Waves for Change programmes. Our goal is to elevate these agreements to a national level, so we can transform how beaches are used across South Africa. **R**

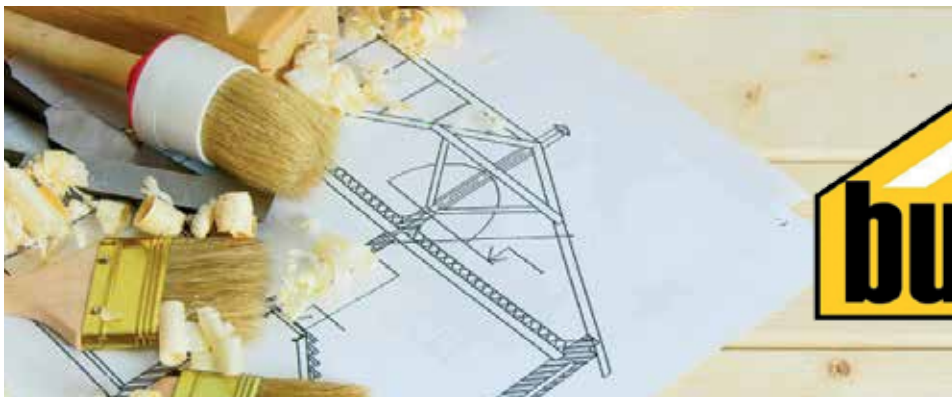
COMPETITION

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Email: competitions@bastiongroup.co.za

Murray & Roberts Competition – AUGUST 2019
PO Box 652464, Benmore, 2010
Sandton, Gauteng, South Africa

Remember to include:

"Murray & Roberts Competition – AUGUST 2019" in the subject line.

RULES:

1. The prize will be awarded to the first correct entry drawn.
2. The judges' decision is final and no correspondence will be entered into.
3. The prize is not transferable and cannot be exchanged for cash.

Congratulations to

Aldo Vermeulen

who was the lucky draw winner of the March 2019 Robust Magazine prize.

ENTRY FORM: ROBUST AUGUST 2019 COMPETITION

Name: _____

Phone number: _____

Address: _____

Question: Name one of the strategic acquisitions completed during the past year.

* Strictly one entry per person

Terms and conditions apply



ENGINEERED EXCELLENCE

Visible Felt Leadership at Murray & Roberts requires a commitment to safety that is visible and felt throughout the organisation. Leaders set high safety standards, lead by example, empower employees to perform their work safely, and recognise good performance. In our belief that Zero Harm is achievable, every leader commits to live and abide by our **Safety Leadership Pledge**.