

MARCH 2013

MURRAY & ROBERTS GROUP MAGAZINE

ROBUST.



Safety

Zero harm in our sights

Triumph of the human spirit

Supporting sports development

Geared for growth

Murray & Roberts returns to profitability, repositions for a new era of growth





Cover Diavik Diamond Mine in summer. The mine is located 220 kilometres south of the Arctic Circle



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Robust magazine is published on behalf of
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GEARED FOR GROWTH

Murray & Roberts has returned to profitability and is repositioning itself for growth in its selected markets.

Presenting Murray & Roberts' financial results for the six months to 31 December 2012, chief executive Henry Laas told investors and shareholders that the Group had restored its financial stability and returned to profitability after a period of recovery and reorganisation.

"Our financial performance is in line with our expectations," Laas says. "Our cash position remains robust and our balance sheet is gaining strength. We are pleased with the current financial position."

This financial performance was achieved in a sustained economic downturn and is largely attributable to the completion of problematic contracts, on which losses were reported in prior financial periods.

"There are no loss-making projects with the potential for this magnitude of financial impact," Laas says.



Major claims to recover losses on these completed projects are still in a legal process for resolution – and it will strengthen Murray & Roberts’ financial position even further if they are resolved in the Group’s favour. Although good progress has been made, no claims have as yet been settled on any of these projects, as the process is challenging and protracted.

The turnaround in Murray & Roberts’ financial position signals the start of the growth strategy that will be implemented over the next two years.

The Group’s vision for 2020 is to be the leading diversified engineering and construction Group in the global underground mining market and selected emerging markets in the natural resources and infrastructure sectors. These market sectors present the best future growth potential for the Group. Opportunities in the metals and minerals as well as oil and gas sectors will be targeted in the geographic markets of Africa, Australasia and South East Asia as well as the Americas.

A STRATEGY FOCUSED ON GROWTH

In the past decade Murray & Roberts has developed a successful track record of achieving quantum growth from acquisitions funded largely by disposals of non-core businesses. For example, the proceeds of the disposal of

Unitrans in 2004 were invested in Cementation and a strategic interest in Clough, which strengthened the Group’s position in key global natural resource markets. The acquisition of Concor in 2006 expanded its domestic construction capacity.

Now the Group is pursuing a strategy of disposals and acquisitions to drive a new era of growth by focusing on its core competencies of engineering and construction, in the abovementioned target market sectors and geographies that we believe present the best sustainable growth potential to shareholders.

The Group’s current operating platforms are not optimally aligned with those market sectors and geographies identified. Accordingly, the Construction Products Africa platform has

“...the Group will be better positioned to sustain growth in the medium to long term with the aim to enhance shareholder value.”

Farewell to UCW

Murray & Roberts has sold Union Carriage & Wagon (UCW) to a consortium of Commuter Transport Engineering (CTE) and the Industrial Development Corporation.

CTE was established in 1999 with the primary aim of refurbishing commuter rail coaches and is the first black woman-owned refurbishment company to enter the South African rail industry.

Commenting on the disposal Murray & Roberts CE Henry Laas said: “We are pleased with the transaction and believe that it reaffirms our core focus on construction and engineering which is part of our overarching Recovery & Growth strategy.”

UCW was established in the 1950s to serve the South African rolling stock market and plays an important role in maintaining the country’s rail transport requirements. It produces the bulk of South Africa’s rail passenger and freight fleets and is best known for building the prestigious Blue Train in 1972 and assembling the Gautrain fleet of 96 rail cars. Murray & Roberts acquired ownership of the business in the early 1990s.



Clough Pluto LNG Jetty, Western Australia

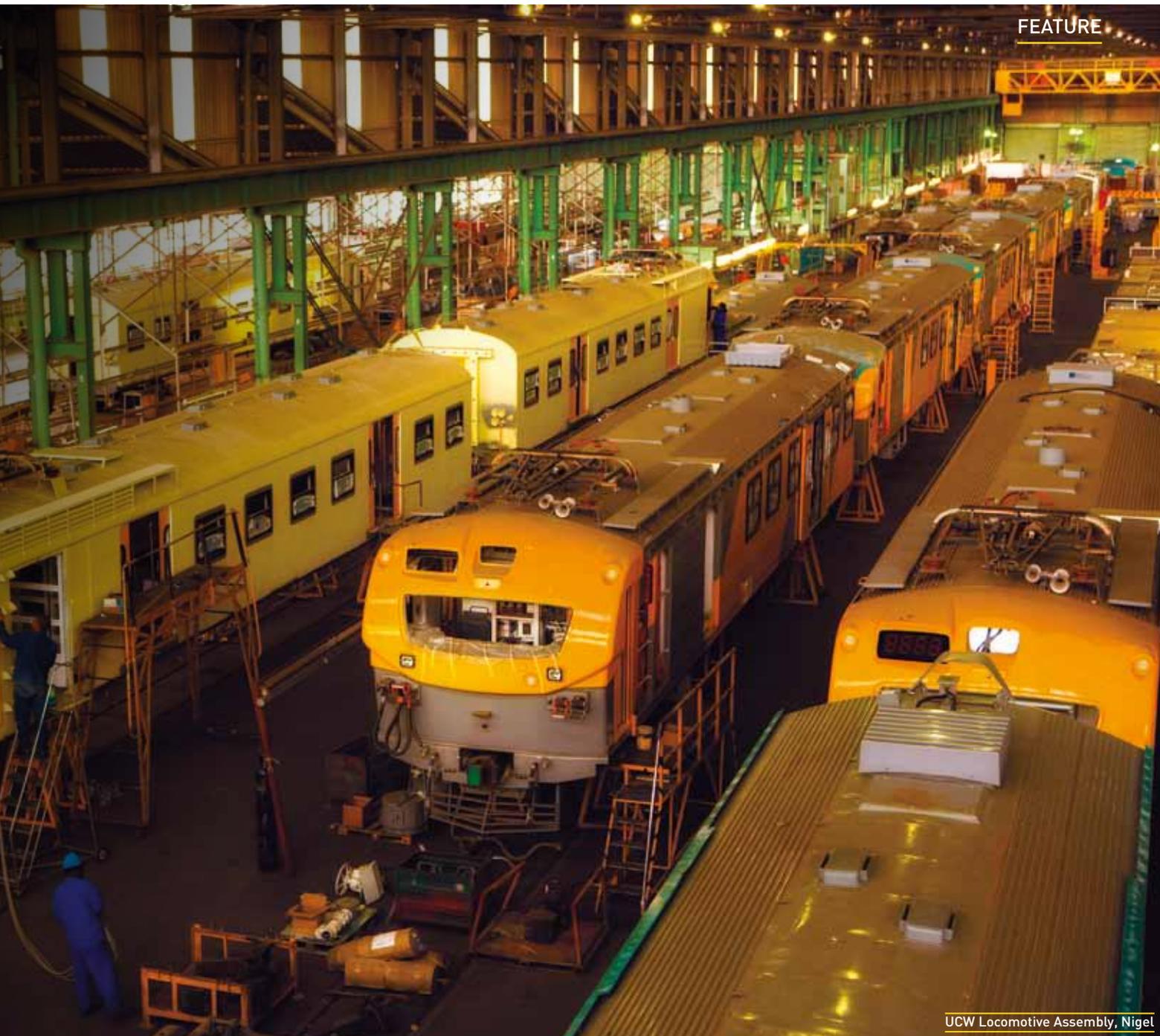
STRATEGY IN ACTION

Recovery objectives achieved

- Murray & Roberts reorganised
- Financial stability restored
- Operational focus and leadership team strengthened
- Disposal of non-core businesses
- Completion of major loss-making projects

Growth objectives targeted

- Return to profitability and further strengthening of balance sheet
- Optimally align Group’s operating platforms for sustainable future growth
- Pursue major project claims
- Focus on core competencies of engineering and construction
- Dispose of balance of non-core businesses and invest the proceeds into core growth markets



UCW Locomotive Assembly, Nigel

been classified as non-core and will not form part of the Group's long term future.

Planning for the disposal and acquisition programme has occurred concurrently and the Group has identified its acquisition targets, but Laas says that the timing of the disposals and acquisitions will be carefully managed to protect the balance sheet and ensure that the Group receives fair value from the disposals and that the proceeds are productively deployed.

"This programme will, after implementation, result in a different portfolio of subsidiary companies through which the Group will be better positioned to sustain growth in the medium to long term with the aim to enhance shareholder value," says Laas.

RESOLVING MAJOR PROJECT CLAIMS

Murray & Roberts is currently engaged in three dispute resolution processes to finalise its claims on the Dubai International Airport, the Gorgon Pioneer Materials Offloading Facility (GPMOF) and the Gautrain contracts.

The Dubai International Airport claim is currently in arbitration and is expected to be concluded by December 2013.

Murray & Roberts achieved its first win in the GPMOF claim settlement process when the arbitration on the principle of design changes was ruled in its favour last year. However, the client to whom Murray & Roberts was sub-contracted is now challenging the ruling on another favourable and related interim award, thereby delaying the resolution of the value of design changes. Murray & Roberts is targeting its 2014 financial year as the year for completing this complex legal process.

The arbitration regarding the water ingress dispute on the Rosebank to Park Stations section of the Gautrain tunnel commenced in September 2012 and will continue in March 2013, with a ruling only expected by June 2013. The hearing date for arbitration of the Gautrain delay and disruption claim has been set for May 2014. Murray & Roberts is involved in preparation of witness statements and justification of the quantum of the claim and must achieve a number of interim legal milestones leading up to the hearing date. Final commercial settlement should be achieved by December 2015.

"The Board and management remain committed to the resolution of all contractual disputes and the collection of proceeds from claim settlements. However, it is a very slow and demanding process," says Laas.

STOP.THINK

Murray & Roberts is taking safety very seriously – and its commitment is delivering encouraging results in safety performance.

A Zero Harm through Effective Leadership project was launched in 2012 to implement key recommendations from the health and safety culture assessment conducted by DuPont in 2010.

The project prioritises five focus areas that form the basis of the first phase of this project which will be in operation over the next two years.

- Strengthening and expansion of the STOP.THINK approach to Stop.Think.Act.24/7 in preventing injuries and failures in Group operations
- Implementing a custom built leadership engagement programme
- Aligning HSE structures across the Group and establishment of appropriate Centres of Excellence
- Building lead indicators to proactively measure progress
- Capacitating Murray & Roberts leadership in support of our purpose, vision and values

The project is owned by the Murray & Roberts Limited Board and coordinated by a team of senior

line leaders and HSE executives from different operating platforms. A number of milestones have been achieved since the project was launched:

REVIEW AND EXPANSION OF THE STOP.THINK PROGRAMME

The STOP.THINK brand has been enhanced to include the ACT.24/7 dimensions and the new brand is Stop.Think.Act.24/7. "ACT" emphasises the importance of taking action to correct unsafe conditions and behaviours as well as recognising positive behaviour whilst "24.7" highlights the need to be safety aware at all times i.e. at work and at home.

On 20 November 2012, CE Henry Laas launched the new brand to 200 senior Murray & Roberts executives. They received a Stop.Think.Act.24/7 DVD and supporting material to assist in rolling out the programme at their sites. There was a company-wide roll out of Stop.Think.Act.24/7 in January and February to coincide with the re-induction of employees after the festive season.

STOP.THINK VISIBLE FELT LEADERSHIP ENGAGEMENT PROGRAMME

This programme will establish consistency in leadership interactions across the Group, to increase leadership visibility and to actively build a safety culture. A custom built visible felt leadership engagement programme has been developed with input from all operating platforms.

The first phase of training is focusing on 740 operational leaders, and will then be rolled out to the supervisory levels.

EFFECTIVE LEADERSHIP DEVELOPMENT

Alignment discussions have commenced for the evaluation and realignment of the Murray & Roberts Leadership Development Framework to capacitate the effective leadership work stream of the Zero Harm through Effective Leadership project.



A RECORD SAFETY PERFORMANCE

Murray & Roberts achieved a record lost time injury frequency rate (LTIFR) of 0.85 for the first six months of the 2013 financial year. It was also the first time ever that no fatality was recorded during any half year reporting period. Furthermore, as at the end of February 2013 the Group achieved 10 months without a fatal incident. This is a significant achievement and a first since the recording of our safety statistics.

"This exceptional performance was made possible by all Murray & Roberts employees and subcontractors," said CE Henry Laas. "On behalf of the Board, I want to thank you for your dedication and hard work towards the achievement of these results. You have demonstrated that Zero Harm is indeed possible at Murray & Roberts and it reinforces our belief that all incidents are preventable.

"This is an example of how we can together lift Murray & Roberts to greater heights. My personal short term safety goal is for Murray & Roberts to achieve zero fatalities in the current financial year to June 2013.

"I am mindful of the safety challenges facing us as evident in a number of high potential incidents still experienced by some of our operations but have full confidence and belief that we can overcome these and achieve zero fatalities in 2013. I urge you to support the Group safety improvement initiatives launched recently and to continue to improve health and safety at our operations," Laas told employees in January.



K.ACT.24/7

REWARDING SAFETY

The first annual Chief Executive Health and Safety Recognition Awards were announced in November 2012 to recognise employees and teams who excelled during the 2012 financial year. The following awards were presented:

Safety employee of the year

Deon Zandberg, Safety Officer at Wade Walker Ghana project – for consistent commitment and passion towards improving safety at his sites.

Safety leader of the year

Gerhard Horn, Project Manager at Wade Walker – for outstanding commitment to health and safety and the positive impact of his leadership style on his team. Gerhard has received numerous recognition awards from clients.

Best safety improvement idea

Concor Roads & Earthworks' Brookes Nek project team – for implementing a successful road safety awareness initiative to safeguard the safety of school children and community members who interfaced with construction machines and vehicles on a roads construction project. The client has since made this initiative a standard for all future roads projects.

Platinum membership Awards: Operating companies that achieved an LTIFR equal to or less than 1 during the financial year

14 operating companies received this award.

Most improved safety performance

Murray & Roberts Namibia.

Zero Lost Time Injuries during the year

Technicrete, Concor Engineering and Murray & Roberts Namibia.

Managing Director Safety Award

Albert Weber, Managing Director of Murray & Roberts Building Products – for his leadership role in improving health and safety performance and instilling a culture of safe operations at Murray & Roberts Building Products.

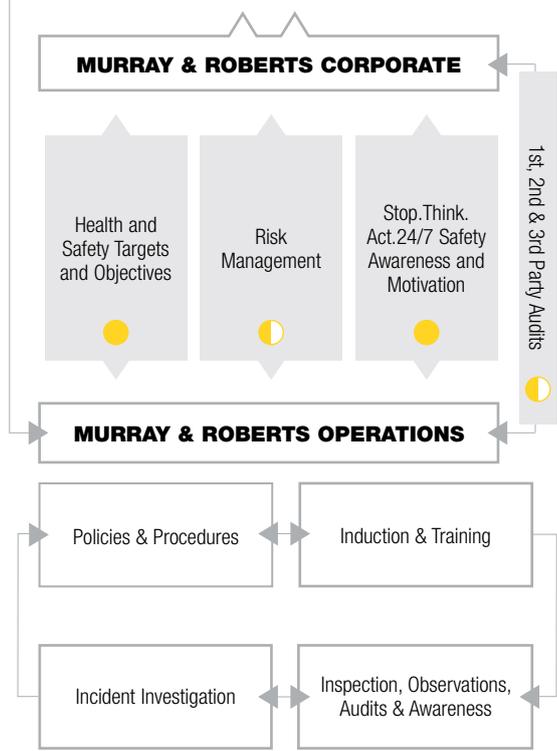


Group CE Health and Safety Recognition Awards

GROUP HEALTH AND SAFETY FRAMEWORK

● Rolled out to operations ◐ Approved for implementation or partially rolled out ○ Not yet rolled out

- 1 Values
- 2 Health & Safety Vision & Principles
- 3 HSE Policy
- 4 Bill of Rights
- 5 HSE Standards
- 6 STOP.THINK Fatal Risk Control Protocols
- 7 STOP.THINK Life Saving Rules
- 8 HSE Governance
- 9 Health and Wellness Framework



Leadership & Line Accountability and Visible Felt Leadership

ZERO HARM THROUGH EFFECTIVE LEADERSHIP

- 1 Expand STOP.THINK
- 2 VLF & Behaviour Observations
- 3 Integrated Structures
- 4 Lead Indicators
- 5 Effective Leadership
- 6 Operational Discipline
- 7 People Capacity & Morale
- 8 Training Modules
- 9 Contractor Safety Management
- 10 Audit Protocols

WORLD CLASS

RAISE YOUR GLASSES

Concor Civils has reason to celebrate. The operation, a partner in the Karrena Concor Joint Venture, was the main contractor for the Medupi Power Station chimney project which was the overall winner in the 31st Steel Awards in 2012. The project also won the Mining and Industrial category prize.

The project team submitted two entries. The first was the platform steelwork designed to give access for future maintenance as well as to assist in overall erection inside the giant concrete chimney, and to support the hanging mass of three nine metre diameter ceramic-lined flues and a concrete roof to the chimneys. The second entry was the actual steel cans that make up the flues.

However, because they are linked the judges decided to treat the entries as one. "In spite of strong competition from the other four category winners, the fabrication of the complex platforms and flue cans for the world class chimneys showed the 'WOW' factor that separates the winner from the rest," the judges commented.

The annual Steel Awards are hosted by the Southern African Institute of Steel Construction.

"In spite of strong competition from the other four category winners, the fabrication of the complex platforms and flue cans for the world class chimneys showed the 'WOW' factor that separates the winner from the rest."



Portside Project, Cape Town



Medupi Power Station, Lephalale



102 Rivonia Rd, Johannesburg

REACHING FOR THE SKY

The Portside development in Cape Town is not only set to be the tallest building in the Mother City, but Murray & Roberts Western Cape, the principal contractor, is also achieving great heights in its management of the project.

The site occupies the city block between Buitengracht, Hans Strijdom, Bree and Mechau Streets in the financial district on the foreshore. The 33 floor office building comprises two basements, a double volume ground floor for retail, reception and back-of-house areas, seven structured parking floors and 20 office floors. When completed in

December 2013, Portside will be the head office of FirstRand and Old Mutual.

The project has maintained its ISO accreditation for quality, environment and safety following an ISO audit. Senior contract manager Chris Prodehl attributes this to a comprehensive performance-based health and safety system that "identifies weaknesses and strengths of individuals and groups where safety is concerned but also empowers and equips people to meet the necessary performance standards."

The project's design methodology is strongly focused on durability, low maintenance, energy and water efficiency, as well as material resource management and indoor air quality to meet the Green Building Council of South Africa's specifications for a four-star building.

**FAST-TRACKING CONSTRUCTION OF ERNST & YOUNG'S NEW SANDTON HQ**

Murray & Roberts Buildings is working to a tight construction schedule on Ernst & Young's new head office at 102 Rivonia Road in Sandton. The eight-storey project commenced in June 2012 and is scheduled for completion at the end of October 2013, while the adjoining 14 storey tenanted block, Eris Tower, will be completed by January 2014.

The built footprint will be 98 000 m² and the development rests on eight storeys of basement parking. The building design has already achieved early recognition at the World Architecture Festival in Singapore, where the project was shortlisted for an award in the Future Commercial Office territory.

Among several elements designed to collectively achieve a four-star green rating, the building will make the most of innovative opportunities to harness natural light and ventilation, and conserve energy. The building project is being guided by an environmental management plan to ensure that the best practices in environment, health and safety are applied.

To meet the requirements of this fast-track project, Murray & Roberts will deploy more than 1 000 personnel, sub-contractors and labourers on site at peak times.

When completed, the project will have used approximately 39 000 m³ of concrete, two million bricks, 6 000 tonnes of rebar and 98 000 m² of formwork.

To date, the project has recorded zero lost time injuries, which projects director, Toni Flavio attributes to a sustained focus on safe behaviours, underpinned by the Murray & Roberts safety mantra, Stop.Think.Act.24/7.

MEGA MOVES

The N2 highway in northern KwaZulu Natal will be shut down for a whole week early in 2014. Bridges and power lines will be torn down and bypasses built – not because of a natural disaster but to facilitate the relocation of a large industrial plant.



A national road is being closed and bridges removed to make way for the transit of super-heavy loads, a massive operation that would not be out of place on the TV show, Mega Moves. It will, in fact, be the biggest, heaviest, most complicated industrial relocation in South African history.

Mining giant Exxaro is moving its mineral sands processing plant at Hillendale to Fairbreeze 32 kilometres away near the town of Mtunzini because the ore body in the vicinity of the plant's current location has been mined out and it has to be moved closer to resources that will be mined in future.

Murray & Roberts Projects has been involved in the ambitious plan to move the plant almost since inception, undertaking

the pre-feasibility and feasibility studies and then, in the past year, engineering the big move. In 2012 a Murray & Roberts Projects team was formed to undertake the detail design. This involved breaking the very large, very complex Hillendale plant into large components which will be dismantled and trucked – in loads of up to 800 tonnes at a time – to Fairbreeze.

Dividing up the plant was done by 3D laser scans of the entire structure which were then transferred to CAD drawings. In total more than 25 000 design hours were spent on the project, the work including a detailed logistics plan, plant layout and engineering and a completely new electrical and instrumentation design.

The actual relocation will entail the temporary removal of seven bridges on the N2 (and then replacing them after the enormous loads have passed through). Seven high-voltage Eskom lines will be removed and relocated and some two kilometres of bypasses will have to be built. The route taken during the relocation exercise will cross rivers which will entail propping a large multi-span bridge by means of a sunk barge.

Murray & Roberts Projects Managing Director Steve Harrison says the successful engineering of the Hillendale/Fairbreeze relocation demonstrates his company's ability to win and deliver complex work outside of the current power programme portfolio. "The fact that the client has entrusted us with the engineering phase shows the merit of being involved from an early stage," Harrison says adding that Murray & Roberts Projects is now well positioned to undertake the implementation phase.

PEOPLE

ROY ANDERSEN

Having been at the helm for nine years, Murray & Roberts Chairman Roy Andersen will retire at the end of February. He leaves a legacy of a world class construction and engineering business that has weathered the most severe of challenges to emerge focused, fit and ready to enter a new era of growth. He shares his memories and future plans with *Robust*.

What are the highlights of your tenure?

In a volatile decade, one of the key successes was our disposal and acquisition strategy. The disposal of our interest in Unitrans in 2004 enabled our investments in the businesses of Cementation and Clough which have positioned Murray & Roberts in key global natural resource markets. The subsequent acquisition of Concor strengthened our domestic construction capacity. Our recent decision to align Murray & Roberts more closely with its core competencies of construction and engineering, and the disposals of the steel businesses and Union Carriage & Wagon as part of that process, will, I believe, bear similar fruits.

Another highlight has been our strength in enduring some of the greatest challenges Murray & Roberts has faced, including the difficulty in collecting payments due on major contracts such as Gautrain and the Dubai Airport Concourse 2 and the absorption of losses on the Gorgon Project in Western Australia. We have recovered from these undoubted setbacks and are stronger for the experience, better protected from a risk perspective and well positioned for the next phase of growth.

The journey we have taken to create a safe working environment for our people has been a matter very close to my heart and it is deeply encouraging to see the good results that are emerging from our decisive safety interventions.

I feel confident that I am leaving behind me a strong management team, a wise

and experienced Board and a return to profitability.

Murray & Roberts has been through periods of extreme challenge in the past decade – which have been the most difficult for you?

The loss of life on a Murray & Roberts site has a profound impact on all of us and I think that this has galvanised us to work even harder on measures to avoid future fatalities.

The problems I referred to on some of our major contracts – which incurred significant losses and impacted our cash flow – compelled us to conclude a rights issue to recapitalise our business. There are inevitably psychological consequences of setbacks of this magnitude and our management team has worked hard to restore the morale of our people and re-energise our business.

What is your view on the future of the construction and engineering industry?

The long-awaited infrastructure spending in South Africa has been delayed as Government has digested the expenditure on the 2010 Soccer World Cup and the impact of the global recession, but it will materialise and it represents significant future opportunity in the domestic market. Further afield, I have no doubt that the opportunities presented by Africa will be realised as the sustained demand for natural resources continues to contribute to the positive economic trend on the Continent. For contractors with global

experience, Australia, and the Western Australian oil & gas and minerals sectors in particular, offer significant ongoing growth potential.

A challenge for the industry is its cyclical nature. I believe that Murray & Roberts is adequately diversified geographically and sectorally to minimise the peaks and troughs that often characterise performance in the industry.

As chairman of the King sub-committee on Boards and Directors, you have played an important role in developing the corporate governance framework in South Africa. Is it achieving its intended outcome?

I believe that the King Report on Corporate Governance has had a generally positive impact on South African businesses and it is encouraging that South Africa is regarded as a world leader on governance. The challenge, of course, is to ensure that the impact of governance remains positive and contributes to sustainable growth rather than stifling it by over-dominating enterprises.

What are your future plans?

I intend to reduce my workload – I'll continue to serve on the Boards of other companies but not as chairman. My military career is also drawing to an end as I approach retirement age. My plan is to devote increasing amounts of time to my hobbies and interests which include military history and heritage, and collecting classic sports cars.

HUMAN CAPITAL

WOMEN IN THE DRIVING SEAT

Tolcon Lehumo, formed after a women-empowered group joined Murray & Roberts, is South Africa's leading traditional tolling operator. It is also the most gender-empowered company in the country's transport, infrastructure and logistics sectors according to the judges of the ninth annual Top Women Awards, announced in August 2012.

Tolcon Lehumo, which operates the N3, N1 North, N17, Mariannhill and Oribi routes, empowers its people with a specific focus on women, many of whom live in rural communities.

Tocon Lehumo's CEO is female, as are two-thirds of all employees, more than half of management and the Board representatives and more than a quarter of the shareholders in a predominantly male sector. The company's focus on empowerment and upliftment has earned it a level 2 BBBEE rating.

WALK THE TALK



In July 2012, 450 Murray & Roberts employees from across the Group participated in the Discovery 702 Walk the Talk at Marks Park Sports Club in Emmarentia. They were amongst over 50 000 participants in the event. Proceeds from the walk are used for various Laureus Sport for Good Foundation projects across the country. Laureus is a universal movement that uses the power of sport to bring people together as a force for good.

DEVELOPING TALENT



Murray & Roberts commenced its ninth Graduate Development Programme with 27 delegates in January.

The programme facilitates the integration of new graduates into the Group's diverse operations to accelerate the development of these young professionals into meaningful and productive roles and foster an environment that encourages initiative, energy and performance.

The programme consists of three blocks of one week each where all delegates return to the training centre, share their experiences and take away new tools to enable further progress in their chosen careers. At induction, the 2013 delegates were challenged with the task of becoming reporters for the day, covering topics of key importance to Murray & Roberts, such as health & safety.



Celebrating 100 years

Murray & Roberts pensioner Mary Grestock celebrated the remarkable milestone of her 100th birthday at the Oyster Box in Durban on 30 December 2012. Mary was employed by former Murray & Roberts chairman Bill Bramwell in the 1950s to make linen and curtains for the caravans used on project sites. Mary lives in Durban and still cooks her own meals and enjoys sewing and knitting.

TO YOUR HEALTH

Murray & Roberts hosted a Wellness Day for employees at the Douglas Roberts Centre on 30 November.

After commemorating World Aids Day with the lighting of candles and singing of South Africa's National Anthem, employees were treated to a range of health and fitness activities. The programme, which included laughter therapy, smoothie showdowns and a demonstration by Virgin Active, showed just how much fun you can have while keeping fit and healthy.

The programme was supported by health, beauty and lifestyle brands including Mangwanani, Sanofi Health, Face Box photography, ICAS, Envision Optometrist and Discovery Health.



REWARDING EXCELLENCE



Dr Kevin Wall, winner of the 2012 JD Roberts Award with Murray & Roberts and CSIR executives and daughters of the late JD Roberts

THE JD ROBERTS AWARD

Dr Kevin Wall received the 2012 JD Roberts Award in recognition of his leading role in developing solutions for alternative housing and infrastructure asset management, as well as for an innovative approach to maintenance of sanitation systems.

Dr Wall developed franchising models for the routine maintenance of municipal infrastructure. These social franchising partnerships have the potential to create many jobs for small entrepreneurs and workers. The model also assists municipalities to meet their service delivery targets. Dr Wall's franchising model has been deployed in 400 schools in the Eastern Cape with another 1 100 to follow. In addition, 600 households have also benefitted with another 2 400 to follow.

The JD Roberts Award is held in partnership with the CSIR and was instituted by Murray & Roberts in remembrance of one of the Group's founders, Dr JD Roberts.

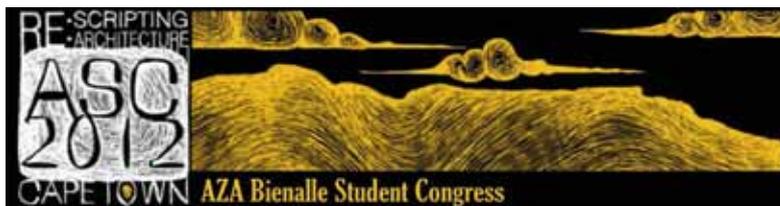
The award recognises and promotes competitive and environmentally sustainable solutions to human dilemmas, and encourages scientific research into technology that enhances the quality of life of all South Africans.

THE DES BAKER AWARD

Two teams from the University of Pretoria (UP) and one from the Tshwane University of Technology (TUT) departments of architecture won joint first place in the 2012 Murray & Roberts Des Baker Award for Architectural Design.

The winners are: Rikus de Kock, Alexander Becker and Justin Coetzee (UP); Christopher Macclements and Johann Wiese (UP); Christelle Coetzee and Rhodé Kasselmann (TUT). The competition brief was Re-scripting Architecture and students were required to consider the relationship between architecture and film in the making of a public space.

The Des Baker Award was initiated in 1983 in recognition of the late Des Baker, a former chairman of Murray & Roberts.



THANK YOU FOR YOUR SUPPORT OF THE 2012 ARCHITECTURE STUDENT CONGRESS



Photograph: Leon Krige

TRIUMPH OF THE HUMAN SPIRIT

The annual Murray & Roberts sports development awards highlight the triumph of humanity over adversity.

Paarl Canoe Club Development Programme winner of the 2012 Jack Cheetham Award



The 2012 Murray & Roberts Jack Cheetham Memorial Award for able-bodied sports development projects was won by the Paarl Canoe Club Development Programme, while the 2012 Letsema Award for people with disabilities went to Shumbashaba – Horses Helping People. Both projects have won R500 000 payable over five years.

The awards, held in conjunction with the South African Sport Confederation and Olympic Committee (SASCOC), recognise the character and ideals of Jack Cheetham, a former director of Murray & Roberts and captain of the South African cricket team in the 1950s, and reward those who contribute to the development of sport in South Africa.

PAARL CANOE CLUB DEVELOPMENT PROGRAMME

The Paarl Canoe Club Development Programme has for many years been encouraging and enabling kayaking as a sport among previously disadvantaged youths in the Western Cape. The programme focuses on both development and high performance and has achieved significant results, dominating the South

African National School sprints in recent years and producing domestic and international gold medal winners, including Luke Stowman who has been identified as

a leading prospect for the 2016 and 2020 Olympic Games.

Coach Wayne August, an early beneficiary of the programme, has trained many of South Africa's national sprint and marathon champions and is a powerful role model to his younger protégées.

SHUMBASHABA – HORSES HELPING PEOPLE

For more than ten years, this project has offered formerly disadvantaged people from the township of Diepsloot access to the therapeutic power of horses. Shumbashaba's community outreach programmes offer therapeutic riding for people with severe disabilities and equine-assisted growth and learning to heal and empower hundreds of South African children who struggle with poverty, limited education and unemployment and face crime, violence and drug and alcohol abuse daily.

Shumbashaba also sponsors the riding tuition of disadvantaged children, providing them with the opportunity to participate in equestrian competitions for riders with disabilities. The Shumbashaba

Shumbashaba – Horses helping people winner of the 2012 Letsema Award





Paralympic stars, Sandra Khumalo and Hilton Langenhoven with Olympic gold medalists Matthew Brittain, Sizwe Ndlovu and James Thompson who were special guests at the 2012 event

ABOUT THE AWARDS

The **JACK CHEETHAM MEMORIAL AWARD** was initiated by Murray & Roberts 31 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.

coaches have represented South Africa in administrative and coaching roles and their expertise is passed on to staff who are empowered in the process.

Commenting on the awards, Group Chief Executive, Henry Laas said they provide an opportunity for Murray & Roberts to actively make a difference.

“It’s hard to believe that we are in our third decade of the awards. 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.”

The runner-up for the Jack Cheetham Award was the Sedibeng Korfball Region,

while in the Letsema category, Rowing for the Physically Disabled and Judo Institute for Special Needs took second and third place respectively.

Runners-up in each category receive R150 000 over three years each, while the third place winners receive R75 000 over the same period.

RISING STAR

Athenkosi Hlekani, a member of the Nemato Rowing Club which won the 2006 Jack Cheetham Award recently returned from a trip to Qatar where he attended a youth leadership camp at the invitation of the United Nations. Athi, 23, was one of only two young leaders from southern Africa invited to attend the camp in January.

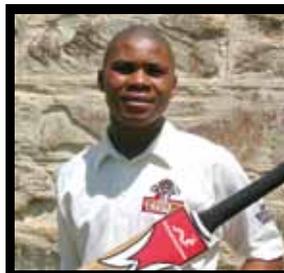
Athi’s life was transformed after he joined the Nemato Rowing Club and become their top rower. He was subsequently awarded a full sports bursary by the University of Johannesburg and he captains the university’s rowing club.

Apart from being a great ambassador and role model for the Nemato project (renamed Nemato Change a Life), Athi is planning to return to Nemato and give something back to his community by taking up a leadership role at the project which has been expanded to include other sporting codes and a youth empowerment and education facility.



Talented Port Alfred rower Athenkosi Hlekani shows (l-r) Nemato Change A Life founders Jan Blom, Chuma Nyendwana and Ashley Backward where he will be going in Qatar

JACK CHEETHAM AWARD BENEFICIARY HAILED A HERO



Masixole “Hassan” Mkrakra, 20, a member of the Tiger Titans Club which won the 2010 Jack Cheetham Award, was hailed a hero after he drowned trying to rescue a friend in December 2012.

Tiger Titans Cricket Club is a cricket club initiated by a 14-year-old school boy Ross McCreath, for young people from the impoverished Nolukanye township in Bathurst. Masixole, fondly known as Hassan by his friends was the first rural player to achieve his Eastern Province colours when he was selected for the Eastern Province Rural team in 2010 as wicket keeper and opening batsman. In 2012, he accompanied Ross McCreath to address some of the biggest names in international cricket at Lords Cricket Ground in London, England.

Murray & Roberts conveys its deepest sympathy to Hassan’s family and the Tiger Titans Cricket Club.

Indulgent relaxation



Experience a superior country getaway

TOTAL VALUE

R12 000



A major attraction for guests wishing to escape the city stress, Valley Lodge & Spa is just an hour's drive from Johannesburg and Pretoria.

Choices of accommodation (76 rooms), range from superior elegance in the new rooms, and luxury river-front rooms to country-cottage cosy rooms overlooking the established gardens, complemented by two bomas, a world-class spa, conference facilities as well as a chapel overlooking the private banks of the tranquil Magalies River flowing through the establishment.

Contact the hotel for children's rates per night, sharing with adults – seven family rooms with sleeper couches are available and child cots provided on request in Luxury Rooms only.

Easter offer

Easter in the country (effective 1 March – 30 April) per person sharing per night, comprises:

Overnight, dinner, bed and breakfast plus a 30 minute Back, Neck and Shoulder massage for two at:

- Standard Room: R1 350
- Luxury Room: R1 575
- Superior Room: R1 805



Autumn offer

Guests at Valley Lodge & Spa in Magaliesburg will be thrilled with the delectable special packages on offer for autumn – could one ignore those cosy fire-places strategically spread around the lodge and some of the rooms? Then, there is the splendid Spa, offering de-stressing treatments to revive body and soul.



COMPETITION

SUNDAY LUNCH is still a refreshing change for city dwellers needing a day out in the country, whilst additional activities at this award-winning country hotel include: Cloud9 hot-air ballooning and fly fishing lessons.



Call Valley Lodge & Spa – less than an hour's drive from Johannesburg and Pretoria – at +27 (014) 577 1301/5; Email: sales2@valleylodge.co.za; www.valleylodge.co.za

PRIZE: Two nights stay for two people sharing
Includes dinner, bed and breakfast

ENTRY FORM: ROBUST/VALLEY LODGE & SPA MARCH 2013 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 2013. 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: What is Murray & Roberts' vision for 2020? _____

* Strictly one entry per person

The prize is subject to availability. Terms and conditions apply. Prize courtesy of Valley Lodge & Spa.

Murray & Roberts Child Welfare has been in existence for over **60** years. The aim of the fund is to support underprivileged children of South Africa.

How can you make a difference?

Employees

1. Complete Murray & Roberts Child Welfare Fund Pledge Form (available on Interchange)
2. Indicate the monthly contribution to pledge and sign form
3. Submit to your payroll administrator and send a copy of the form to child.welfare@murrob.com

Public

Please email child.welfare@murrob.com for more information

The fund has been able to support charity organisations throughout the country with donations such as;

- Educational toys
- Clothing
- Medical supplies
- Building supplies and maintenance
- Kitchen equipment
- Eye testing clinics
- Christmas gifts
- Computers
- Vegetable garden
- Beds and blankets

For more information about the fund please email: child.welfare@murrob.com

