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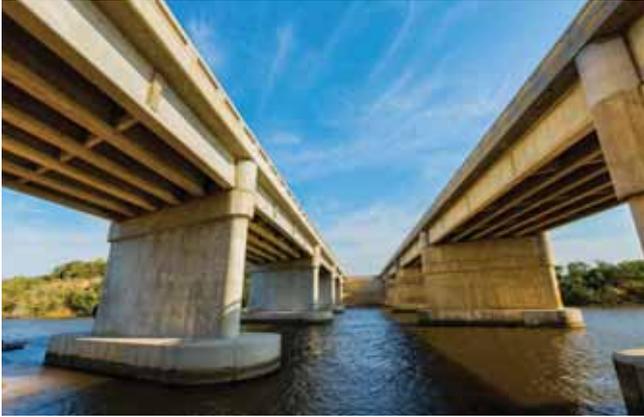
MARCH 2015 MURRAY & ROBERTS GROUP MAGAZINE

FORGING AHEAD

How Murray & Roberts' *Engineered Excellence* strategy is forging ahead to create a sustainable future

ENGINEERED EXCELLENCE

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A

MESSAGE FROM HENRY



It is my great pleasure to welcome you to the first edition of Robust for 2015.

As you will see over the course of the next few pages, 2014 was quite a year for Murray & Roberts.

We consolidated our strategy to create a sharper, more focused international engineering and construction Group that is now well positioned to take advantage of growth sectors and markets. While we have already seen some real progress as a result of these changes, we will continue to seek opportunities for growth and success, in order to deliver the value our stakeholders expect from us.

We have a fundamental belief that our people are our most important asset and as such, we celebrate their many achievements in this issue. These successes include their unwavering commitment to excellence, to creating and maintaining an environment that is safe for them and their co-workers, to developing their skills and capacity to be the best they can be and to contributing towards alleviating some of the country's most significant social challenges.

I wish you pleasant reading and even though the year is well underway, I would like to take the opportunity to wish you all a rewarding, safe and exceptionally happy year.

HENRY LAAS
GROUP CHIEF EXECUTIVE

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FORGING AHEAD

To create a
sustainable
future



A STRATEGY OF ENGINEERED EXCELLENCE

Over the last three years, during which it delivered its *Recovery & Growth* strategy, the Group restored financial stability, returned to profitability and resumed the dividend payment.

In looking towards the future, the board and executives conducted detailed analysis to identify the market sectors, project value chain segments and geographies that in the long-term will present the greatest opportunity to the Group to unlock value by applying its core competencies of engineering and construction. These target markets are specifically in the oil and gas, mining, energy and industrial sectors. It also is the Group's strategic intent to expand into value chain segments that will deliver greater value, growth and returns through offering more complete project solutions to clients.

"Our aim is to position Murray & Roberts as a leading diversified international project engineering, procurement and construction group by 2020. By delineating our businesses within the construct of the operating platforms, we established a focused organisation with clarity regarding core functions, objectives and responsibilities," explains Group Chief Executive, Henry Laas.

The strategy sets the direction for the Group, but a sustainable future is dependent on successful implementation and operational excellence. We cannot achieve operational excellence without trained, skilled and motivated employees and the support from our communities. In this regard, it is important to recognise the Group's achievements and some highlights are shared in this article.

ENGINEERED EXCELLENCE

"We have established a focused organisation with clarity regarding core functions, objectives and responsibilities."
Henry Laas, Group Chief Executive



THE PURSUIT OF ZERO HARM

The safety of our employees will always remain a top priority and the Group's Lost Time Injury (LTI) and total injury rates continue to improve. Some examples of our latest safety achievements are highlighted on page 16.

These projects' safety performances were world-class when compared to peers in their respective markets and demonstrate a maturing health and safety culture in the Group. Achieving these milestones demonstrates that injury free production is possible and we are committed to further improve on the gains that have been made in the Group's safety performance in the year ahead.

RECOGNISED AS AN EMPLOYER OF CHOICE

For the Group to deliver on its strategy, it must be able to attract and retain the necessary skills and to expect the highest levels of performance from its employees – and to do this it has to be an employer of choice.

There are numerous aspects to earning the reputation of being an employer of choice, especially for a Group with the international breadth of Murray & Roberts. Progress has been made on many of these aspects, including remuneration structures, employee relations, training and development and wellness interventions, all of which have been supported by increased investment in the Group's people management practices.

ATTRACTING FUTURE TALENT

Attracting and developing talent is important for Murray & Roberts and it continues to work hard to position itself as an attractive and relevant employer of choice.

The Group's South African Graduate Development Programme equips graduates with the people and management skills necessary to succeed in their careers. Technical training is done on-site by the relevant operating company. In 2014, 39 new graduates joined the programme, of which 62% are black and 26% are women. Murray & Roberts also offers bursaries for students studying towards qualifications in the fields of engineering, quantity surveying and building/construction management and currently sponsors 56 bursars studying at various tertiary institutions in South Africa. Of these bursars, 68% are black and 34% are women.

Finally, Murray & Roberts participated in the Universum Student Survey in 2014. The results of the survey reveal how students perceive organisations as employers in South Africa.

Murray & Roberts ranked in the Top 10 employers in the engineering category, a result which we are exceptionally proud of.





ff It is key that the Group continues to be agile and strategic enough to adapt to a changing environment. **”** Henry Laas, Group Chief Executive

TRAINING AND DEVELOPMENT

During FY2014, Murray & Roberts invested a total of R260 million globally on training and development. This equates to 2,7% of payroll which is above the global benchmark of 2%.

Murray & Roberts' commitment to training and skills development in South Africa is mirrored throughout its operations around the world, where it provides a wide range of training, learning and career development opportunities for its people.

Given the high demand for technical skills within the Group, technical training constitutes one of the largest aspects of its training and development interventions. Crucially, technical training also promotes operational excellence and a safe working environment wherever the Group operates.

INVESTING IN AND SUPPORTING OUR COMMUNITIES

Murray & Roberts has a long track record of being a good corporate citizen. For more than 50 years, the Group has engaged in social upliftment activities aimed at redressing inequalities of the past while simultaneously supporting the developmental objectives needed to sustain economic growth in the future.

In FY2014, the Group invested R24,9 million in community development in South Africa, R14 million of which was spent on its Corporate Social Investment programme.

The Group approaches community development as a critical business imperative that is rooted in understanding and addressing the needs of its local communities and the country's national development priorities. There are currently four programmes that make up Murray & Roberts' South African community development strategy. These focus on education and community skills development as a means to unlock communities' potential for sustainable development.

INNOVATION IN CONCRETE TECHNOLOGY

Murray & Roberts Construction was recently named runner-up in the Nedbank Capital Sustainable Business Awards' Infrastructure and Renewable Energy category for its innovative approach to sustainable building technologies at Transnet's City Deep Container Terminal in Johannesburg. A key client stipulation was to recycle more than 10 000 m² of the original surface concrete in the new build to meet Transnet's sustainability objectives. Murray & Roberts exceeded this requirement by processing more than 35 000 m² of the old concrete and almost 65 000 m² of layer works. The Murray & Roberts Concrete Centre of Excellence has pioneered an innovative geopolymer concrete and high volume pulverised flue ash concrete which demonstrates our commitment to sustainable environmental practices. The article on page 15 explores this technology further.

FORGING AHEAD

The Group is proud of its progress and achievements. In the year ahead, it will focus on consolidating and building on the foundations of growth it achieved during the *Recovery & Growth* strategy.

The operating environment remains a challenging one, not only for Murray & Roberts but for the entire sector, both in South Africa and further afield. Achieving operational excellence to preserve margins will remain of critical importance in this difficult environment.

The key will be to continue to be agile and strategic enough to adapt to a changing environment, to unlock opportunity for growth in key segments, to use the Group's global skills and capabilities to pursue new business and to attract, develop and retain the core skills needed to entrench our industry leadership position. **R**

PEOPLE

Robust interviews
Justin Oleson,
President of Cementation USA



WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

Just this past year, Cementation USA achieved a milestone of two million man hours worked without a lost time injury. This milestone was achieved while performing some of the most challenging work in underground mining, on projects that were going deeper and being performed in places not previously contemplated in the industry. Although the men and women in the field get the true credit for this accomplishment, I am very, very proud to be a part of it.

WHAT ARE SOME OF THE CHALLENGES YOU FACE IN YOUR CURRENT ROLE?

Finding and retaining the right people for our company is our biggest challenge. Our company is built around a "Best for Project" philosophy with long-term client relationships being our primary goal. Our philosophy significantly differs from that of our in-country competition, and I've found that many individuals that have made careers in the contracting industry are unavailable to us to hire due to an inability to adapt to our philosophy. Our future lies with the individuals already within the company, so we need to do our part in providing them the opportunities and training they need to excel.

WHAT EXCITES YOU ABOUT YOUR INDUSTRY'S FUTURE?

During my time in the underground mining industry, there has been a massive shift in thinking with regard to recognition of human suffering and the things that contribute to it. The level of understanding, realisation, and concern around this subject has increased exponentially to a point that for many, it is part of not only their work, but their home life also. It excites me that many employees in our industry now have hazard recognition and mitigation built into their every day, every task thought process.

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

I went through a decade of life that ended with the realisation that all my hobbies had gone by the wayside and that work was completely dominating my life. I vowed to make a change and,

after some dabbling in a number of activities, I have picked up reefkeeping. I've done a bit of diving in my life, and enjoy being able to see a window into that reef environment. To be honest, I'm also a bit of a tech junkie and enjoy monitoring and automating every parameter needed in order to replicate the ocean in an aquarium. I also enjoy a good bit of hunting and fishing.

WHAT IS THE BEST PIECE OF CAREER ADVICE YOU'VE RECEIVED?

"You don't have to be like them." Early in my career I can remember discussing with my father that I did not want to be promoted. My thought was that if I were promoted to management, I needed to start playing that political game which I perceived as very prevalent within the management of my then employer. Although I thought I knew best and argued with him on the point, he was always very adamant that I didn't have to play that game. He was right. If you focus on outputting solid work and being effective at generating product, you will either find a company that appreciates that trait, or you will make your own company and fill it with those effective people.

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

Prior to joining Cementation I was happily "retired" from the mining industry and operating a cattle ranch in the cowboy state of Wyoming. I still have the ranch but certainly wouldn't call myself a cowboy during my morning and evening office commutes! I am happy to report that my marriage has improved as my wife certainly enjoys the Utah climate compared to those cold, windy Wyoming winters.

WHAT WAS YOUR FIRST JOB?

My first paid job was as a roustabout, basically a mechanic for an oil production field. I installed and repaired production and injection pipelines, maintained roads and oil separation facilities, operated and repaired equipment, basically whatever needed doing. **R**

JACK CHEETHAM & LETSEMA AWARDS



Sport is an opportunity to positively affect the lives of young South Africans and with the additional financial support provided through the awards, we look forward to seeing these projects nurture and develop our youth and sporting talent into the future. Henry Laas, Group Chief Executive



Murray & Roberts, in partnership with the South African Sports Confederation and Olympic Committee (SASCOC), presented the 33rd annual Jack Cheetham Memorial and Letsema Awards at a gala event held in Sandton.

The Diepsloot Mountain Bike Academy was awarded the Jack Cheetham Memorial Award, for able-bodied sports development projects, and the Letsema Award for sporting projects for disabled athletes, went to Free State Sports Association for the Physically Disabled and Visually Impaired (FSSAPD). Both projects receive R500 000 payable over five years.

Runner up in the Jack Cheetham Award went to Olympians Wrestling Academy, with Lifesaving South Africa taking third place. In the Letsema category, runner up went to Flairs Gymnastics Club, Thembalethu School Project and third place was awarded to Metro Eagles Sports Club.

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

OPPORTUNITIES FOR THE YOUTH OF DIEPSLOOT

DIEPSLOOT MOUNTAIN BIKE ACADEMY

The Diepsloot Mountain Bike Academy provides opportunities for the youth of Diepsloot through sports development and empowerment programmes to enable them to become active participants in the social upliftment of their community.

The long-term vision of the academy is to develop each athlete into a well-rounded and skilled individual who is able to earn sustainable income and provide for their family.



LEFT

FSSAPD:
Winners of the 2014
Letsema Award



Diepsloot Mountain Bike Academy:
Winners of the Jack Cheetham Memorial Award
for sports development projects

During 2014, athletes from the academy were selected to represent South Africa at the African Youth Games in Botswana, the Youth Olympic Games in Hong Kong and they also attended the 2014 UCI MTB World Championship in Norway.

ENABLING CHILDREN WITH DISABILITIES TO EXCEL

FREE STATE SPORTS ASSOCIATION FOR THE PHYSICALLY DISABLED AND VISUALLY IMPAIRED

The association was established with the aim of supporting children with disabilities to access and excel across a variety of sporting codes including athletics, boccia, para-cycling, goal ball, swimming and cerebral palsy soccer.

Most of the children come from disadvantaged communities and are identified through partnerships with schools for learners with special needs. The association provides an opportunity for disabled athletes to participate in sport nationally and internationally. Athletes from the association have been included in the Free State Sports Institute high performance programme with one athlete in the SASCOC Operation Excellence programme.

THE AWARDS

The Jack Cheetham Memorial Award was initiated by Murray & Roberts 33 years ago, in conjunction with the Johannesburg Sportsman's Club and in recognition of the special qualities of Jack Cheetham, a former director of the company and inspirational captain of the South African cricket team in the 1950s.

The awards are now undertaken in partnership with SASCOC. The award targets sports development projects, focusing on individuals or teams that have the potential to be champions.

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

For more information on the awards and finalists please visit www.jclawards.co.za. Contact awardsinfo@murrob.com to nominate deserving sports development projects. **R**



MURRAY & ROBERTS CHILD WELFARE FUND

Community engagement within Murray & Roberts has its origins in the 1950s, with the establishment of the Murray & Roberts Child Welfare Fund. Former director, Dr Andrew Roberts initiated the programme in response to the growing plight of children in South Africa. Partnering with Child Welfare South Africa at the time, Murray & Roberts supported projects aimed at improving the social welfare of society's most vulnerable members. The primary focus of the fund was to respond to the needs of children while also stimulating interest and engagement from employees.

Over the years, the Murray & Roberts Child Welfare Fund has evolved into an established programme and has been adopted as the Group's flagship employee engagement programme. Our employees have always been the human face of Murray & Roberts in the community and the Child Welfare Fund remains the conduit through which meaningful employee involvement and volunteering is facilitated.

The legacy instilled by Dr Roberts four decades ago is still evident in present day activities of the Child Welfare Fund. Although the programme structure and implementation has been re-engineered over time, the fundamental objectives and principles have remained intact. The strategic objectives of the fund include:

- Providing financial assistance to organisations that promote the interests and wellbeing of a broad spectrum of vulnerable children in South Africa;
- Increasing employee involvement in community development with the aim of promoting awareness and driving ownership;
- Building and sustaining relationships with the Group's existing and potential stakeholders through mutually beneficial partnerships;
- Increasing client goodwill and loyalty by contributing to the development of disadvantaged people in our communities; and
- Retaining and enhancing the loyalty and pride of employees by instilling a passion for the Group's values.

In 2014 a new Child Welfare Fund committee was appointed. The committee has been mandated to raise the profile of the programme, increase employee participation and consequently attract greater income to the fund. All committee members are passionate supporters of the Child Welfare Fund and serve the programme in a voluntary capacity. The Child Welfare Fund committee is representative of the South African operating platforms and has taken up the challenge to ensure that the maximum number of employees across the group pledge their commitment to the programme.

Funding for the Murray & Roberts Child Welfare Fund is derived from voluntary employee payroll giving, once-off donations, the annual golf day and complimentary fundraising activities. In the past, the fund has been able to support 20 small organisations per annum and this year the committee seeks to increase the number of organisations that will benefit, thus positively impacting a greater number of children. **R**



CHAIRMAN: Ed Jardim
SECRETARY: Donique de Figueiredo
EMAIL ADDRESS: child.welfare@murrob.com

OIL & GAS



Building a globally competitive business and expanding our global footprint and services to our oil and gas clients. **Kevin Gallagher, Platform Executive**

ACQUISITIONS

During 2014, Clough acquired CH – IV, a highly specialised liquefied natural gas (LNG) company based in Hanover, Maryland.

CH – IV is well positioned in the US LNG market and provides LNG engineering and consulting services to LNG asset developers and operators to ensure their assets are designed, constructed and operated safely and in accordance with a projects' technical and commercial specifications.

The acquisition holds strategic importance in enabling Clough's global expansion by providing the company with access to the US market, and an opportunity to enhance its current range of services for LNG engineering, jetties and terminals, commissioning and brownfields scopes of work.

Kevin Gallagher, Oil & Gas Platform Executive says, "The acquisition aligns with Clough's strategy to build a globally competitive business and expand our global footprint and services to our oil and gas clients."

Clough also acquired Booth Welsh, a privately owned engineering services company headquartered in Ayrshire, Scotland. This follows the establishment of Clough's engineering centre in Glasgow earlier in 2014.

Booth Welsh specialises in the provision of electrical, instrumentation and automation design, process consultancy, project management, implementation and commissioning services. The company's controls and asset management capability will enhance Clough's operations and maintenance services while their specialisation in control system design will assist the CloughCoens commissioning business in Korea with design, delivery and commissioning activities.

e2o, one of Australia's leading specialist, multi-discipline commissioning contractors was also acquired by Clough.

e2o is well positioned in the LNG sector, and is currently working on commissioning scopes for major LNG projects.

Kevin says, "This acquisition will increase Clough's project service capabilities and enhance the company's range of services to operators in the energy and resources industry."

"Through the acquisition of e2o, Clough provides clients with a seamless transition from construction to operations resulting in a flawless start-up of facilities and increased productivity. It also supports and strengthens Clough's expertise in its Commissioning and Asset Support business and drives our strategy to become the pre-eminent commissioning contractor in Australia," concludes Kevin.

LNG TECHNOLOGY LEADERS TO DELIVER SMALL-SCALE LNG SOLUTIONS

Clough and GE Oil and Gas Australia (GE) have signed a teaming agreement to identify and deliver Small-Scale LNG fuel solutions for clients located in Australasia. The agreement will bring together leaders in LNG technology and EPC capability to develop small LNG network solutions for domestic applications including remote power, industrial use and transportation fuel (road, mine, locomotive and marine).

The collaboration between GE and Clough will ultimately help build a virtual pipeline network for LNG fueling in the region where physical pipeline infrastructure is scarce, particularly to remote areas for power generation and mining operations. The companies plan to provide an end-to-end LNG fuel solution that will convert natural gas into LNG and deliver it to the final point of use, including all the associated infrastructure, storage and transportation. Providing this fully-integrated solution ensures a reliable LNG fuel supply to replace diesel, allowing clients to focus on their core business.

The solution will enable clients to sustainably reduce energy costs and carbon emissions.

"Replacing diesel with LNG fuel for transport and power will provide sustainable economic and environmental benefits, not only for clients, but for all of Australia. LNG fuel is cost-effective, clean and safe, and makes use of abundant Australian gas resources. Clough and our partner GE aim to become the enabler for clients to convert from imported diesel to domestically supplied gas." Says Kevin.



Clough will develop the leadership, management, technical and communication skills that will see Clough certified project managers recognised as the best in the industry.

Kevin Gallagher, Platform Executive



CLOUGH AMEC JV AWARDED AU\$70 MILLION ARROW BOWEN GAS PROJECT CONTRACT

The Clough AMEC joint venture has been awarded a AU\$70 million front end engineering design (FEED) contract for Arrow Energy's proposed Bowen Gas Project in central Queensland.

The contract involves front end engineering to support the next phase of Arrow's work to develop and commercialise its significant Bowen Basin gas reserves. The FEED scope includes engineering, procurement and contracts award for the early works.

The FEED contract commenced on 6 October 2014 and is expected to continue for up to 12 months. The work will provide employment opportunities for local engineering, technical and professional personnel.

"This important contract will extend our presence across the Queensland Coal Seam Gas (CSG) sector and support the planned growth in our Engineering division, while providing an excellent opportunity to showcase the benefits of value focused Australian engineering," said Kevin. "We will work closely with Arrow Energy and our long term strategic partner AMEC, to establish strong foundations for the successful delivery of the development in the longer term."

Arrow's Bowen Gas Project involves a major, staged expansion of Arrow's existing domestic CSG production in the Bowen Basin, to supply gas to the domestic market and for the production and export of LNG.

INVESTING IN PROJECT MANAGEMENT CAPABILITY

Clough has launched a new programme to help develop critical project management skills that are core to the success of the business. The Clough Project Management Academy (the Academy) will identify and select future project leaders to undertake an intensive project management programme of development.

Development will consist of e-learning, a 360° feedback tool, workshops and specific on-the-job experiences and will culminate with a residential programme at Stanford University in the USA.

Participants will progress from a Clough Certified Project Practitioner, to Project Manager to the ultimate Clough certification of Project Master. Successful students will also receive the globally recognised Project Management Body of Knowledge accreditation.

"The Australian resources sector has witnessed cost and schedule overruns on the majority of projects executed in recent years," says Kevin.

Lack of project management expertise has been cited as one of the root causes of this industry issue.

"Clough will develop the leadership, management, technical and communication skills that will see Clough certified project managers recognised as the best in the industry."

The first participants will commence training with the Academy in March 2015 with the launch of phase 1, the Clough Certified Practitioner.

In addition to the Clough Project Management Academy investment, Clough will continue its support of the 47-year old Clough Scholars programme, which has awarded more than 200 scholarships to the brightest engineering students in Western Australia. **R**



UNDERGROUND MINING

ff We are seeing a lot more opportunity on the continent in terms of new projects. **ff**

Allan Widlake, Business Development Manager,
Murray & Roberts Cementation



UNDERGROUND MINING PLATFORM IS THE SINGLE MOST ACTIVE SHAFT SINKING GROUP IN THE WORLD OUTSIDE OF CHINA

The Underground Mining platform has not only grown its order book, but with 22 active shaft projects underway globally, it is the single most active shaft sinking group in the world outside of China.

The platform comprises the following businesses: Murray & Roberts Cementation, based in Johannesburg; Cementation Canada, based in North Bay; Cementation USA, based in Salt Lake City; Cementation Sudamérica, based in Santiago and RUC Cementation Mining, headquartered in Kalgoorlie.

The platform is also credited with a number of achievements including the deepest single-lift shaft sunk in South Africa, at South Deep, the deepest single-lift shaft in the USA, at Resolution Copper Mine, and the deepest shaft in Canada, at Kidd Mine. It is currently sinking what will be the deepest shaft in the USA, at Lucky Friday.

AFRICAN BUSINESS UPDATE

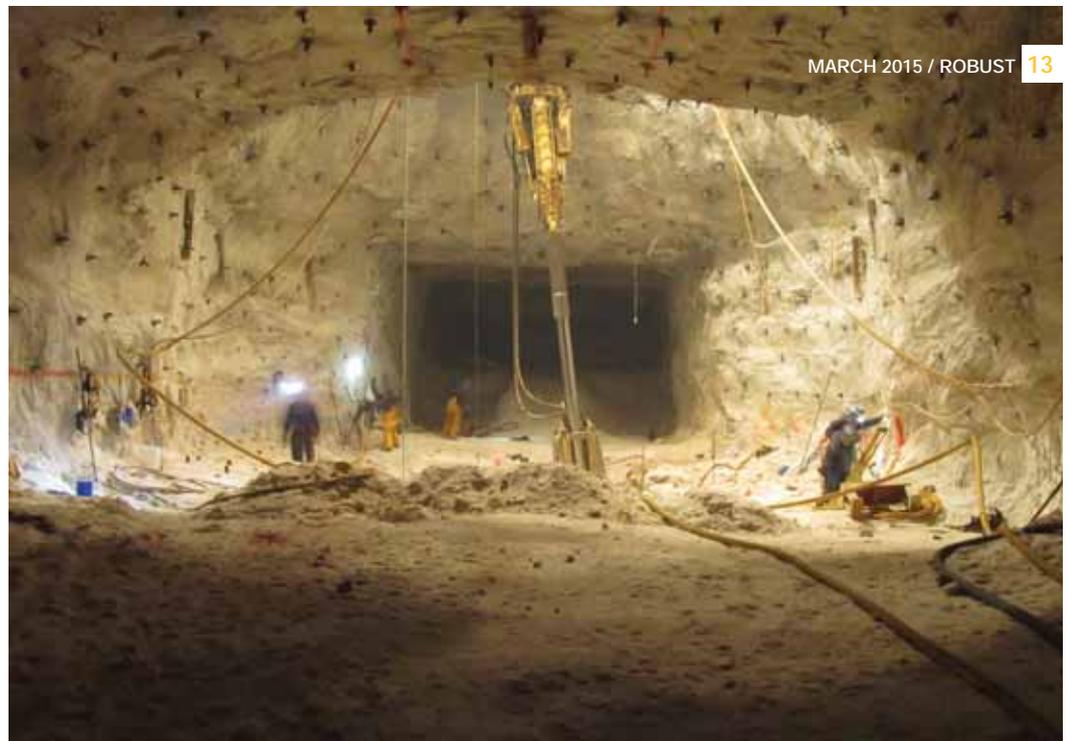
Allan Widlake, Business Development Manager at Murray & Roberts Cementation says it is focused on West, Southern and East Africa as its primary target markets. "The company has opened offices in Zambia and Ghana and has entered into partnership with a local Central African industrial group."

"In Zambia, Murray & Roberts Cementation is blind sinking and equipping the main shaft at Mopani Copper Mines' Synclinorium Shaft as well as high speed development and shaft sinking at the Mufulira Deeps expansion project also for Mopani Copper Mines," continues Widlake.

In South Africa, Murray & Roberts Cementation is delivering a twin vertical and single decline shaft at Sasol's Impumelelo coal mine. At Petra Diamonds Cullinan mine, the company is deepening the No. 1 and 3 shafts in addition to slope and line development. Work has also begun on blind sinking a ventilation shaft at Assmang's Gloria mine.

"We are seeing a lot more opportunity on the continent in terms of new projects and while our order book has grown, we are hopeful to add additional projects in the short term," concludes Widlake.





CEMENTATION USA SINKS THE DEEPEST LIFT SHAFT IN THE UNITED STATES

Cementation USA has completed sinking the deepest single lift shaft in the United States at the Resolution Copper Project in Superior, Arizona. With a finished diameter of 28 feet (8.5 m), the No.10 shaft was sunk to a final depth of 6 943 feet (2 116 m) below surface.

"Congratulations to the entire team, past and present, who have worked on the Resolution Copper Project," said Justin Oleson, President of Cementation USA. "Completion of the No.10 shaft may not receive as much fanfare as some of the more visible wonders of the world, but the technical expertise and operational focus required to complete this project is certainly on the same level."

"The successful completion of No.10 Shaft at Resolution is an achievement that the Cementation and Resolution Copper team should be extremely proud of," said Mike Nadon, Senior Executive at Cementation USA. "The many technical challenges were overcome with good engineering and planning and our crews executed the plan with sincere regard for each other's safety and consistent effort despite some very difficult conditions."

“ The successful completion of No.10 Shaft at Resolution is an achievement that the Cementation and Resolution Copper team should be extremely proud of. **”**

Mike Nadon, Executive, Cementation USA

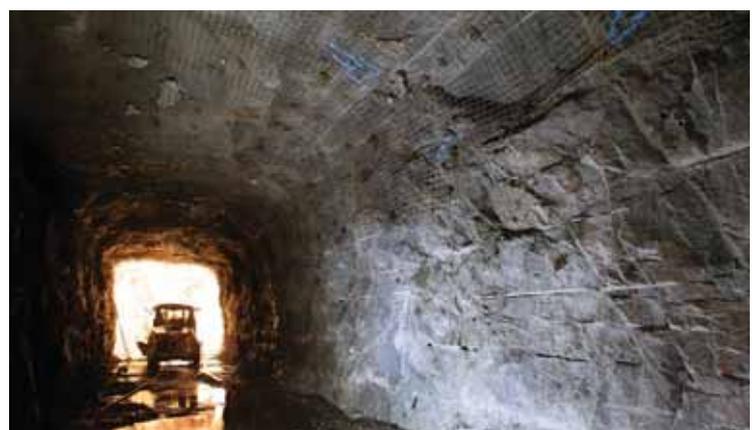
CEMENTATION CANADA ENGAGED AS PRIME CONTRACTOR FOR COMPASS MINERALS

Cementation Canada has been issued a letter of intent by Compass Minerals to carry out the shaft rehabilitation and upgrades of two mine shafts at their mine in Goderich, Ontario. The letter of intent will allow engineering on the work to commence while a contract is finalised.

When the tenders were submitted for the shaft upgrade project, Cementation Canada proposed some alternate approaches to the design and installation of the new liners, which reduced risk to the mine operations and were of interest to Compass Minerals. Further work with the Compass Minerals technical team continues to examine innovative approaches that will add value to the project.

"We are very pleased to be working with Compass Minerals and the Goderich mine team on this significant and technically challenging project. The Cementation group has a long history of work at the salt mine and we recognise the importance of this project to Compass Minerals and the operations," said Roy Slack, President of Cementation Canada.

The current Cementation Canada group was formed in 1998, but a former Cementation group sunk the original shafts: the number 1 shaft completed in 1959 and the number 2 shaft in 1968. **R**



ENERGY & INDUSTRIAL



THE FUTURE LOOKS BRIGHT FOR THE ENERGY & INDUSTRIAL PLATFORM

With an expanded engineering and operations capability, the future of the Energy & Industrial platform is full of possibility.

The platform is in the final stages of acquiring an electrical and controls systems engineering business. This acquisition will provide an opportunity for the platform to offer complete Electrical and Control Systems project services and compete in another segment of the Engineer, Procure and Construct market.

In October 2014, the platform acquired Aquamarine Water Treatment, a company offering complete customised water solutions.

Harry Singleton, Operations Executive for Murray & Roberts Water says, "Aquamarine will facilitate the company's entry into the equipment and technology supply and operations and maintenance segments of the value chain, as well as providing installation capabilities for containerised modular water plants."

Murray & Roberts Water also recently completed the FEED phase at the Newmont Water Project in Ghana and will shortly begin the Engineer, Procure, Construct and Manage phase of the project.

The platform has also added to its order book in recent months. Murray & Roberts Electrical & Control Systems won a R200 million contract at Husab Mine in Namibia. When complete, Husab will become the second largest Uranium mine in the world.

Murray & Roberts Power & Energy, in addition to receiving a letter of intent for the Takoradi Port Tank Farm in Ghana, has won a R205 million contract for the Sasol Volatile Organic Compounds project.

The platform's Joint Venture with Worley Parsons, which provides Operations and Maintenance services to the power market, has been successful in contracting work for private power station clients across borders. The Joint Venture recently completed its third outage for Pongola Sugar Mill and is confident of winning work directly with Eskom.

The platform's Employee Relations Model which was developed and piloted at Kusile has made significant progress. Says Frank Saieva, Platform Executive for the Energy & Industrial platform, "The Employee Relations Model has positively affected all aspects of the site, significantly contributing to the Murray & Roberts Power & Energy Kusile project achieving a milestone of 5 million man-hours without a lost time injury, which is a world class achievement."

Although the challenges ahead are clear, the platform has a committed and motivated team and is focused on achieving excellence in its performance aspirations this year.

MURRAY & ROBERTS TO PARTNER WITH NAMIBIA TRAINING AUTHORITY TO DEVELOP CRITICAL SKILLS

Murray & Roberts has begun a collaboration with the Namibia Training Authority (NTA) in developing critical skills needed to boost the country's economic development programme.

The group signed a memorandum of understanding that will see it offering NTA trainees and trainers internship programmes, on-the-job training and opportunities to be part of the Murray & Roberts organisation.

The programme will be open to welders, pipe fitters, boilermakers, riggers, electrical, instrumentation and general construction trainees.

Speaking at NTA's offices, Mile Sofijanac, Managing Director of Murray & Roberts Resources & Industrial and Electrical & Control Systems says: "We are exceptionally proud to partner with the NTA and are committed to this process."

Gavin Taylor, Managing Director of Murray & Roberts Namibia comments: "The company's continued presence in Namibia for over 50 years is testament to our commitment to being part of the fabric of Namibian society and working in a sustainable way. We are committed to providing opportunities for the upliftment of Namibian nationals."

MURRAY & ROBERTS RESOURCES & INDUSTRIAL TO APPLY ITS EXTENSIVE EXPERIENCE TO TSUMEB SULPHURIC ACID PLANT

Murray & Roberts Resources & Industrial has been appointed to undertake civils, structural, mechanical, plate work and piping works at the new sulphuric acid plant at Dundee Precious Metals' Tsumeb smelter in Namibia.

The construction of the gas cleaning system and sulphuric acid plant at Tsumeb will see the processing of off-gases from the smelter and its converters, which yield high arsenic content copper. The acid plant forms part of the Namibian government's mandate to bring the smelter in line with international environmental standards, reducing emissions which will improve the working and living conditions around the smelter.

A total of 6 700 tonnes of steelwork will be erected on site, of which 2 500 tonnes is allocated to structural steelwork, 600 tonnes to tank work and the remaining 3 800 tonnes will be used for the mechanicals, piping, platework and ducting.

Murray & Roberts Resources & Industrial is subcontracting to Outotec on this project. Outotec is a sulphuric acid plant designer with operations in Africa, Europe, Asia, Australasia and the Americas. **R**

INFRASTRUCTURE & BUILDING



NEW CONCRETE TECHNOLOGY LAYS FOUNDATION FOR GREEN BUILDING TECHNIQUES

There could be no stronger statement about Murray & Roberts Construction's innovative approach to sustainable building technologies than applying this to the world's largest inland port.

Transnet's City Deep Container Terminal in Johannesburg recently underwent a major revamp that required the 144 000 m² facility to be resurfaced and expanded by an additional 2 000 m². A key stipulation in the contract was to recycle more than 10 000 m² of the original surface concrete in the new build to meet Transnet's sustainability objectives.

"We are proud to say that, with the client's buy-in, we exceeded this requirement by processing more than 35 000 m² of the old concrete and almost 65 000 m² of layer works," says Jerome Govender, Platform Executive for the Infrastructure & Building platform. "The true innovation, however, was using a revolutionary new geopolymers concrete and high volume pulverised flue ash (HVPFAC) concrete to surface the terminal, thereby raising the sustainability bar to even higher levels."

This unique approach to sustainable building technologies was given credence earlier this year when the City Deep Container Terminal project was named runner-up in the Nedbank Capital Sustainable Business Awards' Infrastructure and Renewable Energy category. Giving even greater substance to this recognition is that the category winner, the Tshedimotsetso House in Pretoria owned by Growthpoint Properties, was developed by Murray & Roberts.

HVPFAC relies on a relatively new technique that combines a high percentage of flue ash recovered from coal burnt in power generation plants with small amounts of Portland cement to produce a concrete that has clear environmental benefits.

"HVPFAC has in the past been considered inferior to conventional concrete, but our processes and technological advancements have shown that this is no longer the case," explains Govender. "The compound significantly reduced water consumption, improved workability, minimised cracking and enhanced durability, demonstrating that new technologies can compete favourably with materials that had become industry staples."

Geopolymer concrete, on the other hand relies on using industrial by-products to form a solid binder that has similar characteristics to standard Portland cement concrete. Using this technique, CO₂ emissions are reduced by up to 90% while the concrete also has improved resistance to fire and aggressive chemicals.

"We firmly believe that the application of these technologies point to the future of construction methodologies. These are particularly relevant to South Africa given the focus on carbon emissions and

the introduction of a carbon tax," says Govender. "Of course, it also takes foresight from our clients to adopt these technologies, and Transnet needs to be commended for allowing us the leeway to show how they could benefit."

MURRAY & ROBERTS INFRASTRUCTURE AWARDED CONTRACT BY TRAC

Murray & Roberts Infrastructure has been awarded a 22 month contract by Trans African Concessions (TRAC) for upgrade work on the strategically vital N4 toll road connecting South Africa with Mozambique. The N4 toll road stretches for 570 km from the Solomon Mahlangu off ramp near Pretoria to the Port of Maputo in Mozambique and includes six toll plazas.

The scope of work involves increasing the carrying capacity of an 18 km section of the toll road by constructing a new double-lane eastbound carriageway with associated infrastructure such as a bridge overpass at the Klein Olifants River and various other structures, as well as the rehabilitation and reconfiguration of the existing section of the N4 to a new three-lane westbound carriageway.

"Murray & Roberts Infrastructure will construct a new dual carriageway in an easterly direction. Upon completion of the new eastbound carriageway, the existing westbound carriageway will be converted into a three-lane carriageway," says Eric Wisse, Managing Director of Murray & Roberts Infrastructure.

In addition, the contract includes construction of a new bridge, the extension of an existing bridge, minor rehabilitation to existing bridges and construction of six large on-site culverts and associated drainage works. **R**



NEWS



The Group CE Health, Safety and Environment Recognition Awards recognise employees, teams and companies in the Group that demonstrate outstanding practices that support the health and safety vision and goals of Murray & Roberts.

Henry Laas, Group Chief Executive



2014 GROUP CE HEALTH, SAFETY AND ENVIRONMENT RECOGNITION AWARDS

HSE EMPLOYEE OF THE YEAR

Tokkie Holmes,
Murray & Roberts Cementation

HSE LEADER OF THE YEAR

Neels Becker,
Murray & Roberts Middle East
Niel Fourie,
Murray & Roberts Infrastructure

BEST HEALTH & SAFETY IMPROVEMENT IDEA

Trigger Action Response Programme – Reporting and Recording System
Murray & Roberts Cementation

BEST ENVIRONMENTAL IMPROVEMENT IDEA

Concrete Recycling at City Deep Container Terminal
Murray & Roberts Infrastructure

MOST IMPROVED SAFETY PERFORMANCE BY COMPANY

Murray & Roberts Middle East

MANAGING DIRECTOR HSE AWARD

Chris Sheppard,
Murray & Roberts Cementation

ZERO LTI SAFETY AWARD

- Cementation USA
- Murray & Roberts Plant
- Murray & Roberts Marine
- Murray & Roberts Resources & Industrial
- Murray & Roberts Middle East
- Murray & Roberts Botswana

FEATURED 2014 WINNERS:

TOKKIE HOLMES, MURRAY & ROBERTS CEMENTATION

FY2014 HSE EMPLOYEE OF THE YEAR

Tokkie Holmes has an excellent safety record in underground mining. Tokkie and his team work in a high risk environment and have accumulated 1 921 injury-free shifts. His passion for safety is evident to clients and colleagues who hold him in high regard.

NEELS BECKER, MURRAY & ROBERTS MIDDLE EAST

FY2014 HSE LEADER OF THE YEAR

Neels Becker has a passion for people and safety. His ability to foster a culture of safety has led to a significant improvement in HSE performance with achieving 25 million man hours without a lost time injury in May 2014.

NIEL FOURIE, MURRAY & ROBERTS INFRASTRUCTURE

FY2014 HSE LEADER OF THE YEAR

Niel Fourie has been instrumental in the improvement of HSE performance at Murray & Roberts Infrastructure. Niel has a no-compromise attitude towards health and safety, which has resulted in a steady improvement of the division's HSE performance over the past five years.

GROUP HEALTH, SAFETY AND ENVIRONMENT ACHIEVEMENTS

The Group reached a number of milestones and achievements over the past six months. Says Thokozani Mdluli, Group HSE Executive, "The outstanding HSE achievements, across the Group, have been made possible by every employee's commitment to Zero Harm and demonstrates that working safely is a possible and reachable goal."

A selection of the Group's achievements are listed here:

- Murray & Roberts Middle East Mafrq Hospital Project in Abu Dhabi achieved 32.4 million man hours without a LTI in January 2015
- Kusile Power Station Project (MRPE Self-Managed) reached 5 million man hours worked without a LTI in January 2015
- Genrec achieved 2 million LTI free man hours followed by 1 year without a LTI in February 2015
- Medupi Power Project achieved 1.5 million man hours without a LTI in January 2015
- Murray & Roberts Infrastructure D327 Road Upgrade Project successfully protected endangered Camel Thorn (*Acacia erioloba*) trees while mining material in the area.

CEMENTATION STRIKES GOLD AT THE 2014 CANADA'S SAFEST EMPLOYERS AWARDS

Cementation's contribution towards developing a strong safety culture within the company and within the underground mining industry has earned recognition from a Canadian occupational safety publication.

Cementation Canada received the 2014 Canada's Safest Employers gold award in the Mining and Natural Resources category. Working safely is a value Cementation wants every employee to embrace at both work and home. Excellence in safety is a cornerstone of the company's mission statement and the first to be listed under corporate values.

Roy Slack, President of Cementation Canada said: "We are very honoured to receive this award which recognises a foundational aspect of our organisation, that being that we truly care about our employees. This award has been earned by our employees, who come to work every day committed to keeping themselves and their co-workers safe."



2014 Winners of the Group CE Health, Safety and Environment Recognition Awards



URBAN PLANNING RESEARCH EXPERT RECEIVES 2014 JD ROBERTS AWARD

The 2014 JD Roberts Award was presented to Dr Louis Waldeck at a ceremony hosted at the CSIR International Convention Centre.

Dr Waldeck leads the Urban Simulation Component of the Integrated Planning and Development Modelling project. Dr Waldeck's system allows for the modelling of a city and the behaviour of residents in choosing, amongst others, a place to live and travel routes. This information is used for high level decision making in the development of a city.

The finalists' research presentations are adjudicated based on the relevance and potential improvement to the quality of life of people in South Africa; the innovation, uniqueness and distinction of the work; the potential uptake and practicality of the research in the relevant sector and the potential impact of the research.

"All three finalists presented research of a very high calibre and determining a final winner was a challenging process" says Andrew Skudder, Sustainability Director at Murray & Roberts and member of the adjudication panel. The first runner up was Dr Joseph Anochie-Boateng and second runner up was Dr Dirk Conradie.

The JD Roberts Award recognises the significant contribution made by researchers to improving global competitiveness of South African industry. It is also an occasion to pay tribute to the memory of JD Roberts and the association between Murray & Roberts and the CSIR.

JD ROBERTS' DAUGHTERS COMPETE AT FINA WORLD MASTERS CHAMPIONSHIPS IN MONTREAL

Sue Leuner and Anne Jones, daughters of the late JD Roberts, competed at the FINA World Masters Championships in Montreal, Canada last year. FINA is the world governing body for the six aquatic disciplines of swimming, diving, water polo, synchronised swimming, open water swimming and high diving.

The FINA World Masters Championships is its biggest competition and every two years welcomes adult athletes from all over the world. 2014 was the 15th edition of the competition.

Sue won five freestyle medals in the 75 to 79 age group, including gold in the 100m event – 58 years after winning an Olympic bronze at the Melbourne Games.

Sue and Anne were encouraged to participate in sports by their father. "Our father was an absolute sports fanatic, he taught us to surf among many other sports," said Anne.

Anne, a swimming coach at Roedean School in Johannesburg, loves swimming. "In a pool, you feel ageless," she said.



TOP LEFT: JD Award winner Dr Louis Waldeck (centre)
ABOVE: Sue Leuner and Anne Jones

GENREC AWARDED BEST CORPORATE CITIZEN

Genrec received an award from the City of Ekurhuleni for the Best Corporate Citizen and Partner on Youth Development.

Genrec has employed 28 youngsters who are part of the Ekurhuleni Youth Development drive. They receive a minimum salary, paid by Ekurhuleni, whilst being employed at Genrec for a period of one year. These are mostly people with a tertiary education who have battled to find jobs due to a lack of work experience.

"Genrec gives them an opportunity to gain the necessary work experience required to apply for permanent employment, contributing to community and social development." says Mike Borello, Managing Director, Genrec. **R**



MURRAY & ROBERTS AWARDED 'COMPANY OF EXCELLENCE'

Murray & Roberts employees participated in the 2014 Deloitte Best Company To Work For Survey.

This annual survey aims to identify and celebrate the best companies to work for across the Southern African region, as rated for by employees.

Based on the survey responses, Murray & Roberts is considered a "Company of Excellence".

Murray & Roberts has shown a year-on-year improvement across almost every single performance dimension measured and **84.4% of our employees consider Murray & Roberts an Employer of Choice.**

Says Henry Laas, Group Chief Executive, "I would like to thank our employees for their honest feedback. We are committed to using this opportunity to improve upon our performance and our employees experience within Murray & Roberts, with the aim of achieving excellence in all that we do."



COMPETITION

ff Step into DSLR photography and let your creativity grow. Produce superb photos and video with an 18-megapixel sensor and enjoy shooting with an easy to use Vari-angle Clear View LCD II Touch screen. **ff**

WIN THE CANON EOS 700D 'ULTIMATE BUNDLE' VALUED AT OVER R15 000!

KIT INCLUDES:

- EOS 700D 18-55 IS STM lens
- 50mm f1.8 lens
- 75-300mm USM lens
- Sandisk 32GB card
- Lowepro Orion backpack
- Gorillapod
- Facefilter Software
- RS-60E3 Remote
- Free Training Course (terms and conditions apply)
- 2 Year Local Warranty

FEATURES:

- Create high-quality low-noise images that are packed with detail
- Shoot 18-megapixel photos and Full-HD video from the same camera
- Movie Servo AF keeps moving subjects in focus when shooting video
- Explore different shooting angles with a Vari-Angle Clear View LCD II Touch Screen
- Get shooting quickly and easily with Scene Intelligent Auto

SUPERB IMAGE QUALITY

Capture every detail with an 18-megapixel Hybrid CMOS AF sensor. Shoot video at 1080p resolution, enjoying the right level of automatic or manual control for you. Record stereo sound with a built-in or external microphone.

KEEP UP WITH FAST MOVING ACTION

Track moving subjects even if they move across the scene with an autofocus system comprising 9 cross-type AF points. Continuous shooting at 5 fps for bursts of up to 22 shots means you'll never miss that decisive moment.

EXPLORE NEW ANGLES

Compose photos and movies from new and interesting angles using the EOS 700D's Vari-angle 7.7cm (3.0") 3:2 ratio Clear View LCD II Touch screen. Shoot over the top of crowds, or go for a dramatic ground-level viewpoint.

TOUCH-SCREEN CONTROL

The EOS 700D is easy to use from the moment you first pick it up. Shoot and focus with a single tap of the camera's touch screen, and use pinch and swipe gestures to navigate when reviewing images.

SCENE INTELLIGENT AUTO

Shoot great pictures easily. Canon's Scene Intelligent Auto mode analyses the scene and selects the most appropriate camera settings automatically.

TAKING YOUR NEXT CREATIVE STEPS

Choose from and preview a range of Creative filter effects, including Grainy Black & White, Toy Camera and Miniature effect. Theme-based scene modes automatically pick the right settings for the subject being photographed, while Creative Auto mode offers more control over factors like background blur, via an intuitive interface.

TAKE COMPLETE CONTROL

When you're ready to advance your photography choose to Aperture Priority, Shutter Priority or Manual mode for complete control over your images.

LOW-LIGHT PERFORMANCE

Take great pictures even in low light, shooting without flash to capture the true ambience of an occasion.

GREAT RESULTS IN DIFFICULT CONDITIONS

HDR Backlight Control mode captures three different exposures and combines them into one, retaining shadow and highlight detail. The EOS 700D's Hand Held Night Scene mode captures multiple images at fast shutter speeds and blends them together for a blur-free result.



VALUED at over R15 000 CANON EOS 700D: 'ULTIMATE BUNDLE'



*COLOUR OF PRODUCTS MAY VARY.

TO STAND A CHANCE TO WIN, COMPLETE THE ENTRY FORM BELOW AND ANSWER THE EASY QUESTION. POST, FAX OR EMAIL YOUR ENTRY FORM TO REACH US BEFORE 01 MAY 2015 TO:

Murray & Roberts
Competition – March 2015
P.O. Box 652464, Benmore, 2010
Sandton, Gauteng, South Africa
Email: competitions@overend.co.za

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.

Remember to include:
"Murray & Roberts Competition – March 2015" in the subject line.

ENTRY FORM: ROBUST MARCH 2015 COMPETITION

Name: _____

Phone number: _____

Address: _____

Question: Name one of the Group's target markets. _____

* Strictly one entry per person

Terms and conditions apply.



"solely for the benefit of needy children"

THANK



YOU

“On behalf of the Reach for a Dream Foundation Board of Directors, staff, volunteers, dream children and their families, please accept our deepest thanks for the kind donation, in support of making dreams come true for children with life-threatening illnesses.”

– REACH FOR A DREAM FOUNDATION

“We would like to take this opportunity to thank Murray & Roberts Child Welfare Fund for the stunning ceiling that was installed at our clinic in Parktown. We realise that this has financial implications for Murray & Roberts. We are really grateful for your assistance.”

– THE TEDDY BEAR CLINIC

“On behalf of the children and staff at Touch Life Centre, we would like to express our very grateful thanks to the Murray & Roberts Child Welfare Fund for providing us with backpacks, containing stationery and other essentials for the twenty children who graduated on Saturday. This is such a special gift, as many of the parents just cannot afford to provide these things for their children because of their poor circumstances.”

– TOUCH LIFE CENTRE

“Thank you for the cash donation made to Angels Baby Sanctuary. These funds will be used for the flooring in the home. It is through your heartfelt warmth and generosity that the Home for Angels exists.”

– ANGELS BABY SANCTUARY

“We would like to thank you for the substantial donation that was recently granted to Joshua’s House. Because of your generosity, we can continue to take care of our precious babies and provide them with a loving, nurturing and safe place to grow. Thank you for investing in our organisation and in the babies we care for.”

– JOSHUA’S HOUSE

2015

IF YOU KNOW OF DESERVING PROJECTS THAT YOU ARE WILLING TO CHAMPION, CONTACT US.

email: cwf@murrob.com

Pledge your support and commitment.