

A young boy with a prosthetic right leg is running on a grassy field. He is wearing a light green polo shirt and grey shorts. He has a joyful expression, showing his teeth. The background shows a white building with a metal railing. The image is used as a cover for a corporate social responsibility report.

**Murray
& Roberts**

**CORPORATE SOCIAL
RESPONSIBILITY**

ANNUAL REPORT 2020

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GROUP CORPORATE SOCIAL RESPONSIBILITY

Making an impact globally

Murray & Roberts is committed to uplifting the communities in which we operate by responding to local circumstances and social needs. Guided by our Values, we ensure that each initiative adds value and reaches the intended beneficiaries.

The impact of our initiatives is monitored and regular feedback is provided to the Murray & Roberts Limited (“MRL”) Board and the Murray & Roberts Holdings (“MRH”) social & ethics committee.

Corporate Social Responsibility (“CSR”) initiatives are managed through two trusts:

- The Letsema Khanyisa Employee Benefits Trust (“Letsema Khanyisa”); and
- The Letsema Sizwe Community Trust (“Letsema Sizwe”).

These trusts were formed in 2006 to uplift historically disadvantaged South Africans. The word “Letsema” is of Sotho origin, meaning “people coming together to work for a common purpose”. This collective effort is visible in all our flagship initiatives, whereby we collaborate with well-established non-profit organisations to deliver sustainable solutions.

At a platform level, companies support local host communities through various corporate social investment (“CSI”) initiatives.

Employees are also encouraged to play an active role in their communities by volunteering and fundraising.



Developing the next generation

Murray & Roberts prioritises education and skills development funding initiatives from early childhood to postgraduate education. Education is a powerful change agent when it comes to transforming lives and affecting social stability, as well as in relation

to long-term economic growth. Investing in education is investing in the future and it sets the foundation for sustainability. We are proud to present a selection of global initiatives that demonstrate our commitment to positive social change.

“Education is not the filling of a pail, but the lighting of a fire.”

WB Yeats

GOVERNANCE

Doing things right, responsibly and in accordance with the Group's Values

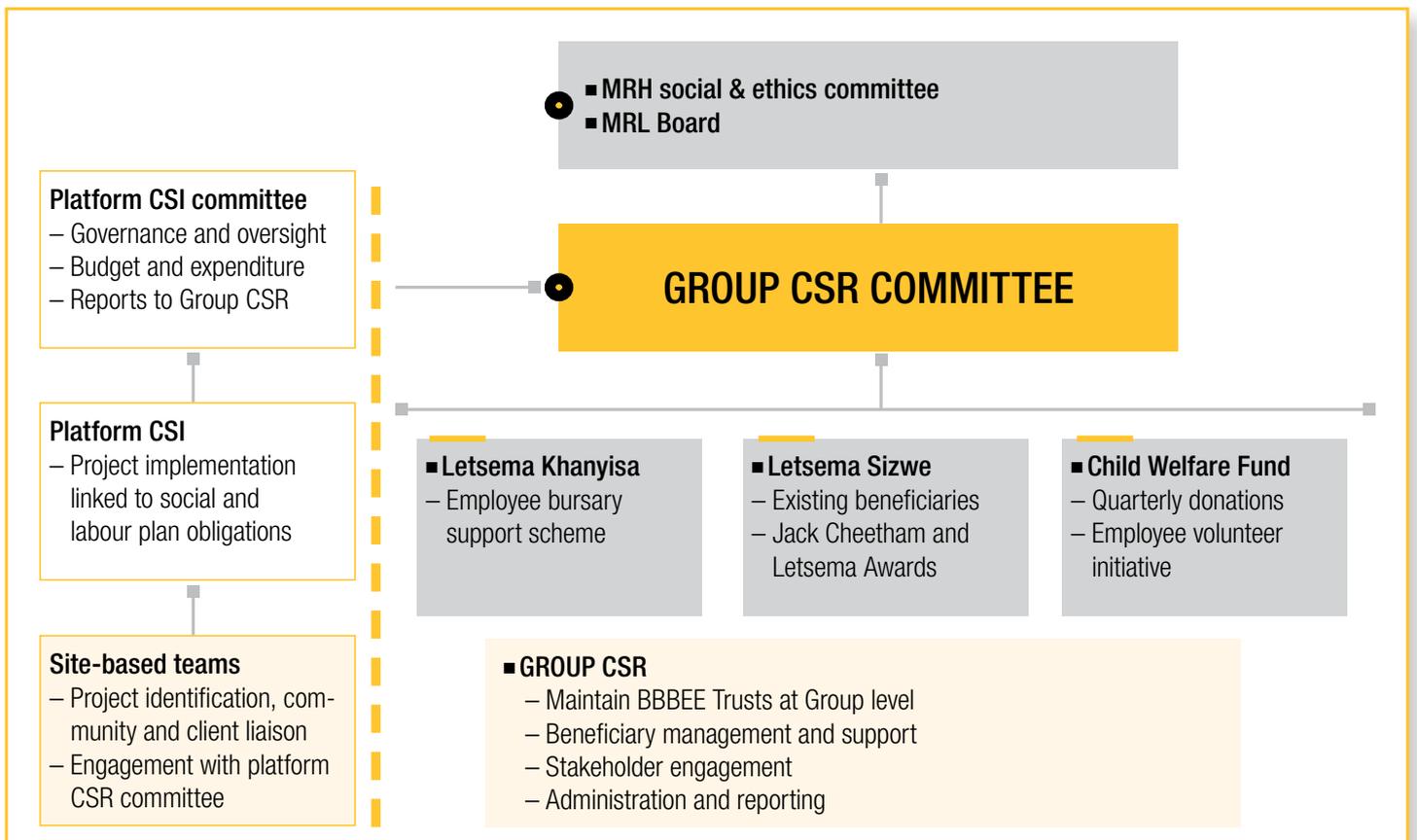
Good governance is critical to ensure that funding decisions are made ethically.

Applications for funding are scrutinised to ensure that the organisation's needs are accurately represented, and where possible, a site visit to assess the organisation is conducted. Recipients of large funding grants are required to provide regular reports, detailing expenditure as agreed.

Quarterly CSR committee meetings are held to review financing and approve new initiatives or changes to the strategy. Platform committees review CSI spend at business level, and report on initiatives and spend to the CSR committee. The MRL Board and MRH, through the social & ethics committee, have oversight of all CSR activities and spend.

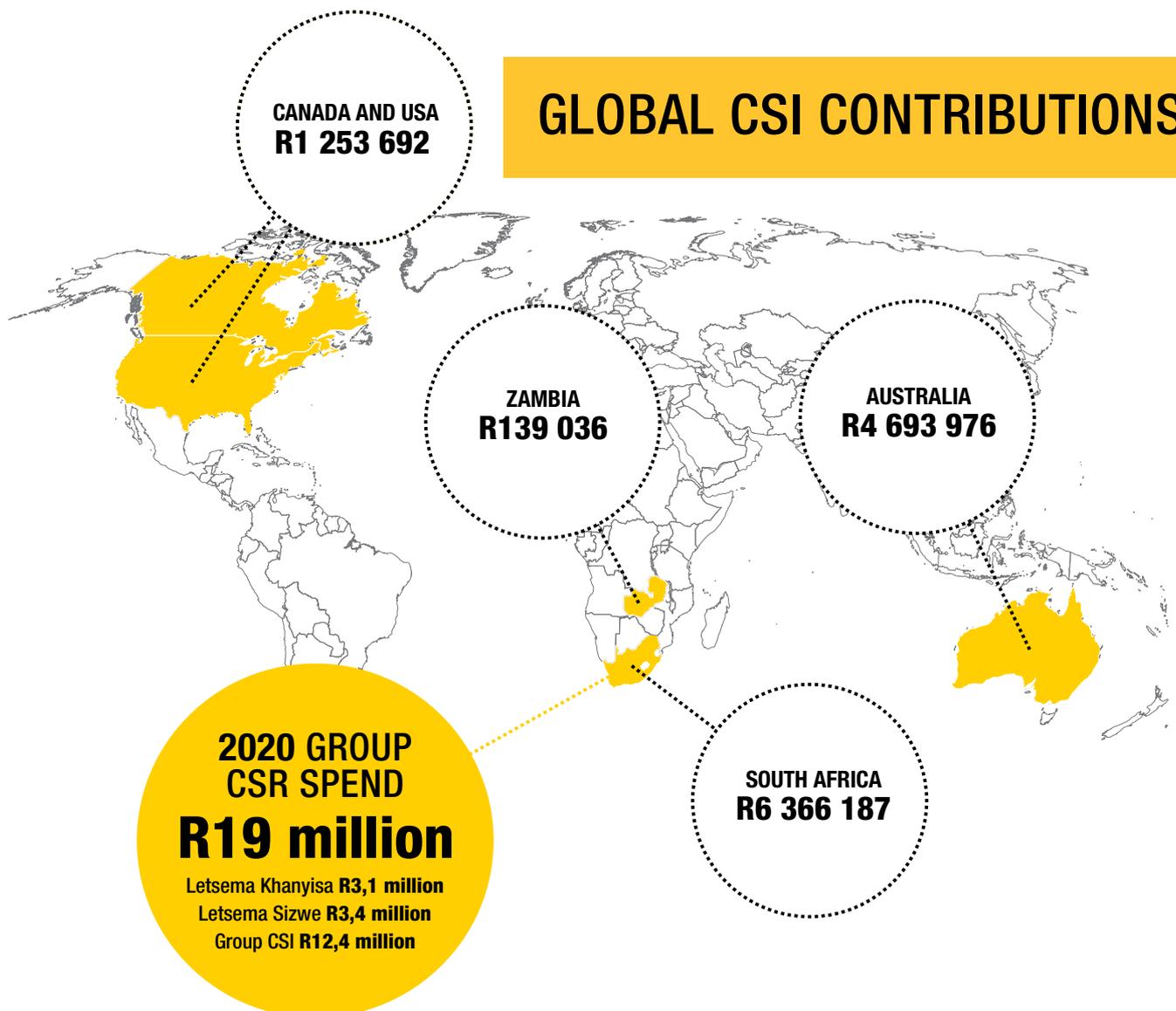


The CSR committee from left to right:
 Back row: Steve Harrison, Thokozani Mdluli, Daniël Grobler, Zelia Soares
 Front row: Brenda Mantje, Ed Jardim, Mike da Costa, Cheryl van Bosch



FINANCIAL SUMMARY

As a multinational Group, we endeavour to uplift communities and be socially accountable in all the geographies that we operate in. Our biggest monetary investment remains South Africa as it continues to face substantial socio-economic challenges.



LETSEMA KHANYISA

The Letsema Khanyisa Trust was established in 2006 to support the dependants of qualifying employees, enabling them to access quality secondary and tertiary education. In 2021, we will extend funding from grade R as we believe that those formative years impact the development of social, cognitive, emotional and physical skills. Gaps in these areas affect the child's ability to cope academically in their senior years.

The scheme provides the learner with financial support, paying for tuition, textbooks, transport, school uniforms and stationery. Furthermore, the learner is supported with professional career guidance and their progress is monitored throughout the academic year.

Over the past 14 years, an investment of **R72,3 million** has been made in support of **1 412 learners**, **643** of whom were afforded a **tertiary qualification**.



SECONDARY SCHOOLING

We currently fund 30 secondary school learners (grades 8 to 12) – 12 males and 18 females – at various schools. Our top learner for 2019 was Sindiswa Mulondo, who scored an average of 75% in grade 10. She attends Eric Louw High School in Musina, Limpopo.



TERTIARY EDUCATION

Sixteen learners are being funded at tertiary institutions. Five of them are male and 11 are female. Our top learner for 2019 was Palesa Mochana, a fourth-year BA Education student at North-West University. She scored an average of 75%.



LETSEMA KHANYISA ENABLING DREAMS – Dineo Monatiso

TELL US ABOUT THE STUDIES YOU DECIDED TO PURSUE AND HOW THE EXPERIENCE HAS AFFECTED YOUR LIFE.

I was fortunate to secure a Letsema Khanyisa bursary to study fashion design, even though it wasn't listed among the fields of study that qualify for funding. Not only did I learn the skills needed to succeed in my chosen career, but my studies also inspired me to adopt an entrepreneurial mindset. I decided to start my own business which I'm now ready to expand.

WHAT ARE YOUR CAREER GOALS? My career goals are to own a successful fashion company and to be recognised as a young black female achiever in South Africa. I want to create jobs for other people in this way so that we can take care of our families and

contribute to a better economy. **WHO HAS BEEN A ROLE MODEL FOR YOU?** My mother. She made sure that I got the best opportunities through the education I received. This has enabled me to become an independent thinker, to strive for excellence and go far beyond my humble beginnings.

WHAT PERSONAL ACHIEVEMENT MAKES YOU PROUD? Being able to register a company immediately after graduating, and working hard to get it up and running despite all the obstacles.

WHAT WORDS OF ADVICE WOULD YOU GIVE YOUR YOUNGER SELF? I would tell my younger self this: "Always travel the hard road as the results will exceed your expectations, and never let the fear of striking out keep you from playing the game."



LETSEMA SIZWE

The Letsema Sizwe Trust has supported a variety of interventions through long-standing partnerships with reputable development organisations. Our focus is primarily on education and we have transformed the lives of many disadvantaged learners since 2006.

TOMMOROW TRUST

Tomorrow Trust is a proudly South African non-profit organisation. It was founded in 2005 to provide holistic support to orphaned and vulnerable children, helping them to attain a comprehensive and integrated education. The trust works with government, business and ordinary South Africans to realise its goal of a more inclusive society that produces conscientious and holistically educated leaders.

Murray & Roberts has partnered with Tomorrow Trust for the past seven years, sponsoring its Saturday school and holiday programmes. To date, we have invested **R3 782 216** in the trust, helping **150 learners pass matric**, with **71% of them achieving a Bachelor's pass**. Many of the learners enter the programme averaging 40%; Tomorrow Trust helps these learners improve their academic results and, by extension, their long-term future prospects.

The programme offers academic and psychological support to learners, enabling them to study further after completing



grade 12. In this way, they are afforded a better chance of finding employment and breaking the cycle of poverty.

During lockdown, Tomorrow Trust provided learners with data and online academic support as well as basic food and hygiene supplies.

TECHNOLOGY RESEARCH ACTIVITY CENTRE

Technology Research Activity Centre ("TRAC") South Africa is a national, non-profit Physical Science intervention programme spearheaded by Stellenbosch University. Mobile science laboratories, along with qualified science teachers, are provided to under-resourced schools that are situated in impoverished communities. The results have been astounding: learners who used to struggle to understand Physical Science and fail the subject are now excelling and qualifying for further studies in the fields of science and technology. We have collaborated with TRAC for nine years. During this time, we have assisted **7 604 matric learners at an investment totalling R22 408 645**. Murray & Roberts is currently sponsoring two laboratories – one in Kuruman and the other in Musina. Two of our large underground mining projects are located in these towns.

The lockdown created a serious challenge for TRAC as all academic interventions had to be suspended. During this time, TRAC used WhatsApp and e-mails to support grade 12 learners in particular, helping them with their academic studies as well as their applications to tertiary institutions.



JACK CHEETHAM AND LETSEMA AWARDS

Letsema Sizwe supports the development of sport in both able and differently abled young people through the annual Jack Cheetham and Letsema Awards. Sport is a powerful enabler for young people. It motivates them to change the trajectory of their lives by channelling their energies into various activities, and in so doing, helps them understand the value of discipline. These behaviours, learnt on the sports field, have a positive impact on their academic performance. Often, sports organisations provide a safe haven for young people against drug use, gangsterism and teenage pregnancy. Our belief is that by instilling hope in the youth, they will become agents of change in their communities.

Winners receive R500 000, paid over a five-year period. This financial boost enables them to sustain themselves as it provides them with the equipment and resources they need.

JACK CHEETHAM AWARD

Fight with Insight was the winner of the 2019 Jack Cheetham Award. Fight with Insight is a thriving inner-city programme situated in the heart of Johannesburg, intertwining local knowledge with world-class expertise and experience. The programme was established to create a safe place for the children of Johannesburg. It uses boxing to teach them life skills and personal responsibility. Fight with Insight is one of the few programmes that focus on the boy child. The aim is to teach boys how to claim their manhood and go out into the world as good men. The programme does not exclude girls; a talented group of young women are enrolled and have reached out to other at-risk girls in the community and are proving to be a positive force for change.

Fight with Insight registered as an amateur boxing gym in 2015. It now has one of the biggest boxing squads in the country and is proud to count a Pan-African champion and multiple South African champions among the squad. During the COVID-19 pandemic, the programme adapted and supported the community with food and health interventions. The 80 children at Fight with Insight received weekly food packs for their families and were screened by a community health worker. Fight with Insight also facilitated educational support by providing the kids with access to online education programmes and WhatsApp groups to keep them motivated and informed.





LETSEMA AWARD

Jumping Kids won the 2019 Letsema Award for differently abled youngsters. At Jumping Kids, the goal is to provide affordable prosthetic solutions while raising awareness of the plight of children living with limb deficiencies and advocating for change. It is not enough to merely fit a child with a prosthetic. Jumping Kids believes that having access to the equipment should translate into gaining access to better education and sport. This is achieved by following a multi-disciplinary approach to ensure the children's long-term reintegration as valuable members of society. Where possible, children are placed in mainstream schools and offered scholarships and mentorship. Currently, 21 Jumping Kids in various stages of schooling are being supported in this way.

Jumping Kids works with about 80 children, aged one to 18. They come from Gauteng, North West, Mpumalanga, KwaZulu-Natal, Western Cape, Zimbabwe and Gabon.

Access to sport is another important part of the Jumping Kids vision. Children are encouraged to participate in parasports at the highest level. The organisation has

produced many champions who have represented South Africa on the world stage, including at Paralympic level.

The COVID-19 lockdown impacted the entire operation. Initially, the prosthetic offices had to shut down, but as restrictions lifted, Jumping Kids was able to deliver critical maintenance services and even provide new work. Despite the fact that all sporting events were cancelled, the organisation has been creative in finding ways to maintain the fitness and training of its elite athletes, with next year's Tokyo Paralympic Games being its primary focus.

The pandemic has placed added economic pressure on beneficiaries and their families, and Jumping Kids has assisted by providing food packages. It has also helped students needing additional support to work from home by providing them with funding for technology and data.

Despite these challenges, Jumping Kids remains committed to its long-term goal of creating a Mobility Centre of Excellence that caters to children living in South Africa as well as the rest of Africa.



Puseletso Mabote started high school this year and is a grade 8 boarder at King Edward VII School in Johannesburg. He attends on a full bursary and, despite the challenges of 2020, is loving his new school and the opportunities it brings. His training for the Tokyo Games is going well and he is currently ranked seventh in the 100m in his classification. He is working towards perfecting his time and securing a qualification for the postponed Paralympics.

The importance of serving all stakeholders is central to the role that corporate organisations play in society. Murray & Roberts has a sense of responsibility and duty towards all our stakeholders and we believe that our social licence to operate is inseparable from our profit aspirations.

THE MURRAY & ROBERTS VALUES: COMMITMENT – CARE – RESPECT – ACCOUNTABILITY – INTEGRITY

EMPLOYEE COMMUNITY INVOLVEMENT

Community involvement is all about the power to bring positive, measurable change to both the communities in which we operate and to the business.

CEMENTATION CANADA AND USA

Cementation is proud of its high ratings in employee engagement and believes that this is part of the success of its business. In FY2019 nearly R1,3 million was spent on charitable initiatives run by employees and their families. Their aim was to improve the communities in which they live and work.

One of Cementation's annual initiatives is called Angel Trees, which supports the local Haemophilia Foundation. Each ornament placed on the tree represents a family, and their wish list to Santa is written on the back. These families have to forego Christmas celebrations because of the high medical costs they are carrying. This tree is an opportunity for the community to help these families celebrate.



MURRAY & ROBERTS CHILD WELFARE FUND

OFFERING CRITICAL SUPPORT DURING THE TIME OF CORONAVIRUS

The year 2020 has left the entire world in disarray, thanks to the outbreak of the COVID-19 virus. It has hit hard, leaving in its wake a humanitarian crisis. No country has been spared. The virus continues to infect and affect people the world over, from all walks of life. However, it's the poorest of the poor who are suffering the most.

The Murray & Roberts Child Welfare Fund relies heavily on proceeds earned from its annual golf day event – because all funds collected on that day are generously matched by Murray & Roberts and the Letsema Sizwe Community Trust. This money enables the Fund to continue to carry out its work in assisting vulnerable children in various communities.

Unfortunately, the COVID-19 outbreak meant that the Child Welfare Fund had to cancel its only fundraiser, the Child Welfare Golf Day.

Thankfully, the Murray & Roberts Corporate Social Responsibility committee has come to the Fund's aid with a one-off donation of alternative monies. This will go a long way in helping the Fund to continue with its work in the new financial year (July 2020 to June 2021). The Fund was very appreciative of this donation and will certainly make the best of it by continuing to share news about its work and about any progress made with its donors.

In the 2020 financial year, the Fund raised about R60 000 from the Murray & Roberts Employee Payroll Giving programme. This amount was matched by the Letsema Sizwe Community

Trust. The Fund is pleased to report that a total of R387 000 was paid to 15 organisations in support of education, building and renovations, medical costs, furniture and equipment, clothing and linen, and food and nutrition.

The Murray & Roberts Child Welfare Fund counts itself fortunate to have very supportive donors. The committee extends its heartfelt thanks once again to every donor for making a difference, especially in these tough times.



CORPORATE SOCIAL INVESTMENT

MURRAY & ROBERTS CHAIR IN INDUSTRY LEADERSHIP 4.0

The Faculty of Engineering, Built Environment and Information Technology at the University of Pretoria launched its 19th industry chair on 25 November 2019, the Murray & Roberts Chair in Industry Leadership 4.0.

The purpose of this research chair is to provide the specialised skills and capacity building that are essential to the implementation of the Fourth Industrial Revolution ("4IR"). Murray & Roberts has committed to supporting this new chair for the next three years.

Considering the challenges facing the mining industry in the future with regard to the 4IR, it is evident that leadership and the implementation of new technology will go hand in hand. The mechanisation and modernisation of the workplace of the future will require leadership in cyber-physical systems, cloud computing, the internet of things and cognitive computing.

Within these contexts, leaders will have to contend with increasingly complex decision making while exercising emotional intelligence in an inspiring and motivating way. More than ever, graduates are entering the workplace at a time

when introspective leaders are needed, who will be able to continually challenge and develop their analytical abilities and leadership effectiveness.

The establishment of the Murray & Roberts Chair in Industry Leadership 4.0 illustrates the department's innovative approach to grooming future leaders. Through this chair, the importance of quality leadership in the implementation of new technology is recognised. Through focused leadership training, companies will be more competitive and sustainable in terms of their growth strategies. Some of the key interventions are leadership workshops, the adoption of new technology and related article publications. The leadership chair will also facilitate training and continuing professional development.

Henry Laas, Group chief executive of Murray & Roberts, and also an alumnus of the University of Pretoria, reinforced the importance of developing skills to function in the 4IR, and as such expressed his excitement in investing in an initiative that would benefit industry at large, from a leadership point of view, by preparing students for the competitive, high-technology demands of the future.



DESIGNING THE FUTURE

Nthabiseng Santho, senior internal auditor at the Murray & Roberts corporate office, took her Vorentoe mentee, Banele Mkhwanazi, to explore the interior design shops and studios in Johannesburg. Banele intends to study interior design after school, so the purpose of the excursion was to show him how interior designers work in practical terms. Says Nthabiseng: "It is a fantastic opportunity to mentor our youth and it was great to spend the day with Banele as we both share a love for interior design."



VORENTOE RUNNING ACADEMY

Murray & Roberts continues to sponsor the Vorentoe Running Academy, which accommodates athletes who've been scouted from disadvantaged schools. The athletes are awarded bursaries to attend Vorentoe High School in Johannesburg and funding is provided for their basic hostel facilities, as well as their medical care, meals and training. Multiple champions have come through this academy.



CORPORATE SOCIAL INVESTMENT

We invest in our communities to provide sustainable solutions and lasting benefits and we are proud to highlight some of our projects.

NDAMBO MAHAPI CRECHE

The Murray & Roberts Power, Industrial & Water platform upgraded Ndambo Mahapi Creche in Seshego, a township in Polokwane, South Africa, at a cost of R306 000. To ensure that the facility remains sustainable, a borehole, solar pump and an irrigation system have been included in the upgrade.



KALAGADI TRAINING CENTRE

Murray & Roberts Cementation spent R403 578 on rebuilding and renovating the Kalagadi Training Centre to benefit the youth and unemployed people living in and around the mining communities in John Taolo Gaetsewe District Municipality in the Northern Cape, South Africa.



CORPORATE SOCIAL INVESTMENT

TECHNOLOGY OF TOMORROW

RUC Cementation Mining sponsors FireTech, which provides free Science, Technology, Engineering and Maths sessions to low and middle socio-economic status schools in Western Australia. With an investment of AU\$85 000 learners in year nine are introduced to the world of robotics and drones, opening them up to future career opportunities. FireTech's success has been noted, and the company has been nominated for the Social Impact award in the 2020 Lateral Incite Awards. These awards seek to recognise outstanding performance and contributions by members of the ICT and telecommunications community in Western Australia.



RARE DISEASE FACILITY

Murray & Roberts Cementation donated a further R750 000 in addition to the R500 000 donated last year, to the Stanley and Daphne Nkosi Foundation, to build Zakithi Nkosi Clinical Haematology Centre of Excellence located at Chris Hani Baragwanath Academic Hospital in Soweto. This 28-bed clinic is a first of its kind in the public sector in South Africa, and is aimed at addressing the haemophagocytic lymphohistiocytosis diseases.

Named after Zakithi 'Zaza' Nkosi, who died at the age of 19 from haemophagocytic lymphohistiocytosis, the facility was built by her mom, businesswoman Daphne Mashile-Nkosi, who tirelessly raised R20 million for its construction. The facility was built and equipped within a year.



HELPING HANDS

Clough supports the community through two channels:

- Major education partnerships with community-based support programmes; and
- The Clough Foundation, a charitable trust that governs Clough's philanthropic work through a semi-independent board.

As part of its 2020 initiatives, the foundation has donated AU\$35 000 to the Clontarf Foundation to improve the education, life skills, self-esteem and employment prospects of Aboriginal boys and men.



CORPORATE SOCIAL INVESTMENT

URBAN GARDEN

Murray & Roberts has built an urban garden at its corporate office in Johannesburg. The garden has been developed using a permaculture approach, which delivers high yields with low maintenance. Not only is it organic, but it is also low on water usage, thanks to its wicking bed design. There is also a worm farm to ensure a thriving garden, while improving soil quality. Farming resources and scrap material were sourced from the community and surrounding areas to build the beds.

The concept is for corporates to sponsor the set-up process and to hand over the management of the urban garden, and its profits, to an unemployed individual. That person will make a living by selling the produce to employees or the surrounding community.

Robert Chauke has been appointed as the urban gardener. Robert has been working at the Douglas Roberts Centre

since 2014 and comes in twice a week to take care of the plants. He has shown much initiative, and under the supervision of facilities manager Samantha Botha, started a vegetable garden last year. Robert will manage the urban garden and will undergo an apprenticeship programme to learn about various growing and cultivating techniques, seasonal planning, seed growing and cuttings. Robert sold produce to the value of R730 at his first harvest in September. Employees snapped up spinach, herbs and a variety of lettuce. Robert is currently expanding his offerings to meet the anticipated demand.

If the concept is successful, we will consider starting additional urban gardens at regional offices or at project level. In addition, we may consider sponsoring an urban garden in orphanages and childcare facilities, ensuring food security for those institutions.



TOUCH LIFE CENTRE

The Touch Life Centre is an early childhood development centre situated in Troyeville, one of the poorer suburbs bordering Johannesburg's inner-city area.

The Touch Life Centre focuses on providing early childhood development education for a nominal fee of R200 per child per month. Many of the mothers are single parents supporting their children with earnings from piece jobs or the child grant. The centre enables mothers to go and find work, secure in the knowledge that their children are being cared for during the day.

Every December, the centre hosts a graduation ceremony for the children who have completed grade R. This is a highlight for the children and their families; it's also an opportunity for the youngsters to show the audience what they have learned during the year. The children are dressed in their graduation gowns and mortar boards. They receive their diplomas and graduation photographs, along with backpacks containing their stationery requirements for the next year.

Murray & Roberts sponsors the stationery and backpacks each year.



GRADE 12 LEARNER SUPPORT INITIATIVE



In response to the COVID-19 pandemic, a grade 12 support programme was developed to assist our Letsema Khanyisa learners as well as the Vorentoe Running Academy learners.

Learners found themselves at home without any formalised online classes. Most of them had no smart devices and data was a constraint. Anxiety was setting in as they had missed so much classroom time.

Murray & Roberts stepped in and came up with this holistic solution to the value of R255 000:

- Each learner (34 in total) received a new Lenovo tablet with 10 gigabytes of data per month;
- Face masks;
- Learners were given access to the Boston City Campus online classroom, which provides curriculum support and assessments;
- Each learner was paired with a Murray & Roberts mentor to provide guidance and support;
- Literature and poetry workbooks; and
- Saturday workshops were held to give learners additional support and tuition.

“The Saturday workshop that we had at Murray & Roberts was the best lesson ever and I enjoyed every moment of it. I learned a lot and could speak out my answers without anyone laughing at me. It was very useful to me and I enjoyed the *Fiel se Kind* lesson. I hope that they continue to help other grade 12s.”

– Oreneile Senna, grade 12 learner and member of the Vorentoe Running Academy



The grade 12 learners maintained social distancing protocols while waiting to meet their Murray & Roberts mentors. After the meet and greet, a grade 12 literature workshop was hosted in the Murray & Roberts learning centre.

NHLAKANIPHO (NIPHO) MADISA

Nipho was born in March 2013 with congenital hemimelia or longitudinal fibular deficiency. His parents took him to the Steve Biko Academic Hospital's Congenital Birth Defect Clinic. This is where he met orthopaedic surgeon Professor Ruan Goller and prosthetist Johan Snyders. Their intervention and the support of Jumping Kids meant that Nipho could undergo an amputation at a very young age and be fitted with his prosthetic early on. Despite experiencing deep-seated prejudice because of his disability, Nipho was able to play with the kids in his community.

Nipho is a very active child, and to give him the start he needed, Jumping Kids sent him to a mainstream crèche and, later on, to a mainstream school. Because he is smart and knows how to read, the other parents sent their children to play with him — because they could learn from him.

Nipho is currently in grade 1 at Laerskool Du Preez Van Wyk in Bronkhorstspuit, Gauteng. He loves music and can't wait to learn to swim.

Being in a better school, Nipho received daily schoolwork and support during lockdown — unlike the other children in his community. As a result, his home has become a learning centre for the local kids. His status and that of his family has improved: they are no longer the family with the “disabled kid”; they are the family with the smart kid who has a ‘robotic’ leg. Their voices are heard and they are included in the community.

“...they are no longer the family with the ‘disabled kid’. They are the family with the smart kid who has a ‘robotic’ leg.”

