

ROBUST

MARCH 2016 MURRAY & ROBERTS GROUP MAGAZINE

ONE MURRAY & ROBERTS FAMILY

Great projects start with great people

MAP

Mapping the path to safety

BUSINESS PLATFORMS

The Group continues to implement its strategy in tough global market conditions

ENGINEERED EXCELLENCE

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A

MESSAGE FROM HENRY

Welcome to the first edition of Robust for 2016! I trust you had a restful break during the December holiday period.

In my regular feature article in Robust, I generally update you about the most important news from across the Group over the past six months. In this issue of Robust, I decided to do things differently – I wish to dedicate my feature article to the employees of Murray & Roberts. Before I do that though, I would like to start off by making a brief comment about our current market conditions.

Murray & Roberts' business is largely dependent on the global natural resources sector. This is the sector we are focussing on, as we believe it presents the best long term opportunities for our Group. We also understand that the natural resources sector is cyclical, and we are currently finding ourselves in one of the worst cycle downturns in many years. The persistent weakness in the commodity cycle, low oil price and poor global and domestic economies, are limiting our business opportunities. The trading environment remains very tough, and market analysts believe that this will continue for another 12 to 24 months.

As we firmly believe in our strategy, we will continue to implement our plans and weather this storm by minimising expenditure and improving business efficiency. This is the focus for all our business platforms and we should also pursue every suitable business opportunity that the market presents to us.

Now for my dedication to the people of Murray & Roberts. It is our employees that make this company great – without your commitment and dedication, it would not be possible for us to become a leading diversified project engineering, procurement and construction group.

In place of the normal feature article, I decided we should publish photos of some of our employees and share their thoughts on what it means to be a part of the Murray & Roberts family.

Thank you for your contribution and hard work during the past year and let's look forward to a safe, productive and profitable new year. Enjoy this edition of Robust Magazine.

HENRY LAAS
GROUP CHIEF EXECUTIVE

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ONE MURRAY & ROBERTS FAMILY

The capability and capacity of our employees is critical in achieving the Murray & Roberts Vision of being a leading diversified project engineering, procurement and construction group in selected natural resources sectors and supporting infrastructure by 2020.

Murray & Roberts strives to build a culture of Engineered Excellence and foundational to this are its values of integrity, respect, care, accountability and commitment.

With this in mind, Robust Magazine spoke to a number of employees and asked:

“What does Murray & Roberts mean to you?”



Great projects start with great people and our people are at the core of the Murray & Roberts Group.

Henry Laas, Group Chief Executive

Sello Libusha

SWITCHBOARD OPERATOR,
MURRAY & ROBERTS CORPORATE OFFICE

"Murray & Roberts is my pride, champion, pioneer, hope, home and a tool which I use for engineering my future. Murray & Roberts belongs to all employees, irrespective of their colour, race, religion, nationality, and gender or disability status. Murray & Roberts is the best company to work for."



Moratha "Happy" Tselana

WELDER, GENREC ENGINEERING

"Murray & Roberts is an environment of choice because it provides guidance in dealing with potential problem situations. It also works in partnership to create a better future for all employees as well as integrating health, safety and environmental activities to achieve Zero Harm."



Stephelenah Mathebula

FLAG LADY, MURRAY & ROBERTS INFRASTRUCTURE

"Murray & Roberts has given me a salary so that I can bring food to the table and help my kids to go to school and buy clothes for them."



JP Barwise

DESKTOP SUPPORT TECHNICIAN,
MURRAY & ROBERTS CORPORATE OFFICE

"It means being part of a team that applies the moral values of the company that we as South Africans could apply to our own lives. You feel a sense of pride and achievement whenever Murray & Roberts gets mentioned. We are all part of the Murray & Roberts team, and we need each other. Even when times are tough you need to keep on looking ahead and rely on each other to get the job done, working at Murray & Roberts is a testament to this."



Samantha Els

DATA CAPTURER, MURRAY & ROBERTS CEMENTATION

"Murray & Roberts is a first choice company that truly care, respect and value their people. That's why I am so proud to say that I am honoured to still be a part of the family after 10 years."



Sam Makolane

HEALTH & SAFETY REPRESENTATIVE,
MURRAY & ROBERTS CEMENTATION

"Murray & Roberts is a big company that gives a lot of people the opportunity to work. The company trains and develops its people which is why it is a world leading company. Safety is important to me and Murray & Roberts continually improves safety performance in pursuit of Zero Harm."





Fortunate Makhotho

**SWITCHBOARD OPERATOR,
MURRAY & ROBERTS CORPORATE OFFICE**

"I feel privileged to have worked at Murray & Roberts for the last seven years and feel that management value their employees and team work. I have been able to improve my own skills which gives me pride and respect in my work and the opportunity to reach my potential."



Lungi Shabalala

**CLIENT SERVICE CONSULTANT,
MURRAY & ROBERTS CORPORATE OFFICE**

"Murray & Roberts management strive to see the staff grow. They provide training for employees and even allowed me to study for my work related course which will open career opportunities and help me further develop key skills for this industry."



Martin Serage

STORES PICKER, MURRAY & ROBERTS CEMENTATION

"For me, working at Murray & Roberts also allows me to learn as it has its own learning academy at Bentley Park. I hope and wish for a better future for myself and others who are also employed by Murray & Roberts. It is a proud partner to all spheres of its operations."



Peter Madiba

SHUTTER HAND, MURRAY & ROBERTS INFRASTRUCTURE

"Murray & Roberts has given me a bright future and also taught us about safety, we live Stop.Think.Act.24/7."



Courtney Dodds

**SYSTEMS ENGINEER, MURRAY & ROBERTS
CORPORATE OFFICE**

"What does Murray & Roberts mean to me? I can say it in one word, family. Every single morning I walk into the building and am greeted by smiling faces who ask me how I am. I may not work directly with these people but they care about my well-being and I them. They say you can pick your friends but not your family. However, it makes me glad knowing that I can leave this family but wish not to. Murray & Roberts is my other family who I am elated to be a part of."



Bongi Mkhwanazi

**RECEPTIONIST, MURRAY & ROBERTS
CORPORATE OFFICE**

"Murray & Roberts assisted me with my personal growth, through the company I obtained a Business Admin certification which has changed my life. They also offered my girl child a bursary to assist her in furthering her studies which gives me great pleasure to be part of this group. Murray & Roberts also pays my salary and I receive it with a big smile like a giraffe." **R**



PEOPLE

Robust interviews Michiel Korthals Altes Power Programme Director at Murray & Roberts Power & Energy



WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

I feel proud of completing projects in very adverse circumstances. The most challenging project I managed was in Mexico in the year 2000. A very demanding client, scarce skills and an unqualified work force, non-performing subcontractors going bankrupt, permits challenged by the local community; it took all the skills of the project team to get the job done. Ultimately we delivered a very good plant.

I am also very proud to have set up a project delivery unit at Essent in the Netherlands. Essent is a utility which had lost its project management ability since its last power plant construction 20 years earlier. In a short period, we hired the necessary resources, coached them, put in place the right procedures and placed the orders to build new assets. It proved, after delivery of the project, that investing in people and robust work processes was a key success factor.

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

Both Medupi and Kusile are extremely complex projects.

The first challenge is our productivity. We are in competition with other subcontractors, to which our customer can reallocate work when not satisfied with our performance. We have already experienced it in the past, and it is our priority to avoid this in the future. I am happy about the current positive trend, which is to be strengthened.

The second main challenge is industrial relations. At Medupi, we faced a long period of unrest and strikes. After closure of the disciplinary procedures and remobilisation, we are giving a new impulse to the social dialogue on site. Therefore, we have to engage with all our stakeholders, in particular the trade unions. Our aim is to contribute to sound collaboration with the unions, improve the work moral and ultimately accelerate the delivery of the plant within the budgetary constraints.

The last challenge is to ramp up our production capacity to meet the new and ambitious completion targets set by Eskom and our client MHPSA.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

The sky is the limit. The need for power is still increasing, infrastructure is lagging in South Africa, as well as in neighbouring countries.

Technologies are evolving, and the regulatory framework and the contractual mechanism even faster. Moreover new players appear in the market continuously, be it equipment suppliers, power producers, or financial institutions. Consequently nothing can be taken for granted, and we need to be alert and open to new types of projects.

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

My interests outside of the office are broad. I like travelling and discovering new countries and cultures. I am particularly interested in recent history to understand people. Nothing relaxes me more than long hikes in nature. Furthermore, I like to go out and enjoy a good meal and some drinks with friends or colleagues.

Since my arrival in South Africa last July, I can confirm that all those interests are fulfilled.

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

Every problem has its solution. This advice came from the site manager at the Eemshaven Combined Cycle project in the Netherlands, a huge and complex project of 5 units, where I was a young commissioning engineer more than 20 years ago. When you face complex issues, take the time to analyse all its aspects, work out possible solutions, test them out with your stakeholders, and ensure the commitment of your colleagues. But above all, remain optimistic, and communicate your confidence and resolution around you.

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

I think if I hadn't chosen an engineering career path, I would have liked to be a blues singer or a rock star, to liberate my energy and be connected with others.

WHAT WAS YOUR FIRST JOB?

My first job was commissioning engineer on a power plant project in Pakistan. Producing the first megawatts in such a different context was quite a step away from the university classes I just completed. It confirmed however my fascination for complex projects in challenging environments, which I still have as of today. **R**

SAFETY

“ The MAP programme has taken a non-traditional approach to safety management, not because these tools don't work, but because we believe that we can do better for our people. ”

THOKOZANI MDLULI, GROUP HEALTH, SAFETY AND ENVIRONMENT DIRECTOR

MAP – MAPPING THE PATH TO SAFETY

The Murray & Roberts Group has set an ambitious target of achieving Zero Harm across all its businesses and aims to provide all employees with a safe and healthy work environment.

The Stop.Think.Act 24/7 programme seeks to create a mindset and an environment where people believe it is possible to work injury free, regardless of where they are in the world, what role they undertake, or in which business they work.

The industry in which the Group operates is considered high risk, and employees on site are exposed to hazards that can cause serious injury if not properly managed. A typical site has multiple dynamic work fronts and different overlapping trades working adjacent to one another. Our safety management programmes must therefore be effective in managing change on an hourly, daily and weekly basis.

The Group has implemented a number of measures to manage safety, these include Fatal Risk Control Protocols and Life-Saving Rules.

These programmes have increased awareness around hazards and safety requirements, as evidenced by the Group's industry-leading lost time injury frequency rate of 0.79 achieved last financial year. However these measures can become normalised as employees are exposed to them on a daily basis.

Last year, the Major Accident Prevention (“MAP”) programme was implemented to further focus interventions aimed at preventing major accidents and fatalities on our sites. MAP was developed by Clough and ensures implementation and verification of critical controls on high risk activities on site. It focuses management's and employees' attention on hazards and the activities which give rise to these major accidents and fatalities, and provides real time verification that the critical controls – actions taken in the field that directly prevent a Major Accident Event (“MAE”) hazard – are implemented each time employees are exposed to MAE/fatal hazards.



By engaging employees who are performing the task to actively check on and implement the critical controls, employees and line management proactively intervene and prevent major accidents from occurring. Leaders managing high risk activities are empowered and have a clear mandate to ‘stop work’ when they identify a MAE critical control that is not being implemented or effective. Lessons learnt from safety incidents and MAP field implementation are reviewed and incorporated back into the MAE register for deployment and verification on site.

The MAP programme produced impressive safety results on Clough's Ichthys and AP5 projects with an immediate reduction in high potential incidents, this continued with the Oil & Gas business platform achieving a record 11 lost time injury-free months late last year, following the MAP programme implementation. **R**

MAP
MAJOR ACCIDENT PREVENTION

MAP PRINCIPLES

- Know and understand the activities that could give rise to a MAE.
- Identify and define the critical controls that prevent a MAE.
- Implement and verify that the critical controls are effective.



RUC CEMENTATION MINING TALKS SAFETY

Barry Upton, Managing Director at RUC Cementation Mining was awarded the Managing Director HSE Award at the 2015 Group CE Health, Safety and Environment Recognition Awards. Robust talks to Barry about his safety philosophy.



WHAT ARE SOME OF THE CHALLENGES YOU FACE IN TERMS OF SAFETY IN YOUR INDUSTRY?

Clearly the underground work environment is an inherently hazardous workplace so the biggest challenge we face is ensuring that all of our workers have a hazard identification and management mindset at all times, not only at work but on the way to work and home and at home as well. With over 80% of our workforce based in Indonesia, communication is a challenge at times and this can only be overcome with clear and concise instruction and quality training which is a challenge.

HOW DO YOU OVERCOME THESE CHALLENGES?

We have to communicate the message around hazard awareness constantly and all levels of the organisation buy into the simple philosophy of hazard management.

Constant reinforcement, education and training are key tools to ensure that we never become complacent or forgetful. Confirming that personnel understand the message and buy into the message is key.

WHAT IS THE BEST PIECE OF ADVICE YOU'VE RECEIVED, THAT HAS SHAPED THE WAY YOU VIEW SAFETY?

Keep it simple and understandable and limit your communication to three powerful messages or themes at any one time. Good production performance comes from good safety performance, the two are not conflicting. **R**

2015 GROUP CE HEALTH, SAFETY AND ENVIRONMENT RECOGNITION AWARDS

HSE Employee of the Year

Tony Pretorius – Murray & Roberts Cementation

HSE Leader of the Year

Jonathan Hall – Murray & Roberts Power & Energy

Best Health & Safety Improvement Idea

MAP Implementation on Wheatstone Jetty Project – Clough

Best Environmental Improvement Idea

Rain Water Harvesting – Murray & Roberts Plant

Zero LTI Safety Award

Murray & Roberts Infrastructure

Murray & Roberts Electrical & Control Systems

RUC Cementation Mining

Cementation Canada

Special Acknowledgment

Most Improved Safety Performance – RUC Cementation Mining

Highest Score on FRCP's Audit

Kusile Project

Two consecutive LTI-Free Years

Murray & Roberts Botswana

Murray & Roberts Plant

Managing Director HSE Award

Barry Upton – RUC Cementation Mining

FEATURED 2015 WINNER

HSE EMPLOYEE OF THE YEAR

Tony Pretorius – Underground Mining

Tony makes use of his risk and safety knowledge to improve education and training methods. He makes use of e-learning, virtual-based training and simulation to ensure reflex knowledge is trained ensuring employees are competent, proficient and effective so as to minimise risks and hazards in the mining environment. **R**



BUSINESS PLATFORMS



OIL & GAS

PETER BENNETT SUCCEEDS KEVIN GALLAGHER AS CEO OF THE MURRAY & ROBERTS OIL & GAS BUSINESS PLATFORM AND OF CLOUGH LIMITED



Peter Bennet has been appointed as Chief Executive Officer (“CEO”) of the Oil & Gas business platform with effect 1 February 2016.

Peter succeeds Kevin Gallagher who has been appointed as CEO of Santos Limited.

Henry Laas, Group CEO, Murray & Roberts comments: “Peter is an experienced oil and gas executive and joins the Group after 26 years with CB&I, a leading global engineering, procurement and construction company, focused on

energy infrastructure. Peter will play an important role in the pursuit of our strategic future defined as Engineered Excellence and our vision of being a leading international diversified project engineering, procurement and construction Group by 2020.”

Peter most recently served as CB&I’s President, Oil & Gas International, based in The Hague, Netherlands. Prior to that he was CB&I’s Senior Vice President, Oil & Gas Operations Australia and Asia Pacific, based in Perth, Australia.

Peter has more than twenty years of business leadership experience in the international oil & gas and liquefied natural gas (“LNG”) markets covering general management, operations, project management, business development and mergers and acquisitions. Peter has working experience in Australia, Asia Pacific, Europe, Africa, the Middle East and North America.

“I would like to take this opportunity to thank Kevin for his significant contribution to Clough and Murray & Roberts and in particular his drive for excellence across the business. I wish Kevin all the very best in his new endeavours,” concludes Henry. **R**

CLOUGH ACQUIRES CANADIAN ENGINEERING COMPANY

CLOUGH ENERCORE Clough recently completed the acquisition of Enercore Projects Limited (“Enercore”), a privately owned engineering services company headquartered in Calgary, Canada.

Enercore specialises in the provision of Engineering, Procurement and Construction Management (“EPCM”) services to the Canadian oil and gas sector. Established in 2006, the group employs 70 engineering and technical personnel, and operates in the Canadian conventional oil & gas and oil sands sectors.

Henry Laas, Group CEO, Murray & Roberts, comments: “The acquisition builds on Clough’s North American presence, which commenced in the USA in 2014 with the establishment of a Clough engineering team in Houston, Texas; and the acquisition of LNG engineering and consulting specialist CH-IV in Baltimore, Maryland.

This acquisition further supports Murray & Roberts’ strategy to grow its engineering capability in the business platforms that are focused on the natural resources market sectors, which is being pursued through small bolt-on acquisitions.”

Clough Enercore will form part of Clough’s global network of engineering centres which draw on state-of-the-art 3D design, Cloud-based technology and over 1000 in-house engineers, including engineering teams in Canada and the USA. This engineering network model has been structured to optimise utilisation and reduce the cost of high-quality engineering services for oil and gas clients worldwide supported by a strong regional presence.

Clough’s CEO and Managing Director Peter Bennett said the acquisition aligned with the company’s international expansion strategy.

“When Clough looks to acquire a business, we search for attributes that represent a strong strategic and cultural fit. Enercore is a company that follows a production-focused approach to maximise the value of our clients’ assets across the entire asset lifecycle, which fits well with Clough’s strategy to provide a significantly strengthened project service offering to Canadian oil and gas clients. Importantly, Enercore is passionate about its values; which align strongly with Clough’s values.”

Greg Roemer, President, Clough Enercore comments, “I’m excited about the opportunities the Clough Enercore business will bring. As part of the Clough group, Clough Enercore will have access to larger scopes of work in the Canadian oil and gas market, while



supporting Clough's engineering projects globally. We will draw on Clough's strong engineering, construction and project management capabilities to offer a comprehensive suite of EPC services while maintaining our commitment to providing fit-for-purpose, high-quality EPCM and engineering services to our existing client base."

Despite subdued oil and gas market conditions globally, the North American oil and gas industry is forecast to continue to grow; buoyed by a significant pipeline of projects in the LNG sector. The USA and Canada have the highest planned LNG capital expenditures globally over the next five years, with more than US\$300 billion of proposed projects, which is anticipated to increase liquefaction capacity significantly in the two countries. **R**

PROJECT AWARDS



Woodside Energy Limited ("Woodside") awarded the BAM Clough Joint

Venture the Marine Installation Services contract for the Karratha Gas Plant Life Extension Integrated Marine Campaign project.

The contract involves project management and installation engineering works associated with replacing existing equipment on two berths, including LNG and LPG marine loading arms, gangways and dolphin fenders, with an option to provide marine equipment and resources to undertake the site works.

Woodside and BAM Clough have a long history of successful collaboration. During the 1980's BAM Clough built Australia's first LNG load-out jetty for the North West Shelf, and more recently completed the Train V LNG Jetty expansion and the Pluto LNG Jetty.

BAM Clough is a 50/50 joint venture between Clough Limited and BAM International. Established in 1964 the group has successfully delivered 16 major jetty and near shore marine projects throughout Australia and Papua New Guinea. Current and recent projects include Chevron's Wheatstone Product Loading Facility and Tug Berths, INPEX's Ichthys LNG Jetty and Module Offloading Facility and Fortescue Metals Group's Anderson Point Facility Berth 5.



Clough AMEC has been awarded a new three year contract with

ConocoPhillips in Australia, to provide asset support, operations and maintenance services to the Bayu-Undan offshore field development, located in the Timor Sea.

The Bayu-Undan offshore facilities consist of a floating storage and offloading facility and three fixed platforms, a remote wellhead platform and a compression, utilities and quarters platform and

a drilling, production and processing platform. The latter two are located adjacent to each other and linked by an access bridge, forming the Central Production and Processing Complex.

Clough AMEC is a 50/50 joint venture that has provided asset integrity management and implementation services support to these facilities since July 2004.

Henry Laas, Group CEO, Murray & Roberts, comments: "We are very pleased with these awards, considering the low oil price and current pressure on the global oil and gas market."



CH-IV International has been selected as owner's engineer for Eagle LNG Partners' ("Eagle LNG") previously announced LNG production and export facility on Zoo Parkway in Jacksonville, Florida. As owner's engineer, CH-IV is responsible for the engineering necessary for completion of the Federal Energy Regulatory Commission ("FERC") application.

Jeffrey P. Beale, President of CH-IV International stated, "CH-IV is extremely proud that Eagle LNG has chosen us for such an important energy project. Our experience in designing LNG facilities requiring FERC regulatory permit approval will help Eagle LNG progress this project toward providing a new source of clean-burning natural gas for the island nations in the Caribbean."



Samsung Heavy Industries Co. Ltd. awarded a contract for hook-up services on the Ichthys LNG Project Central Processing Facility ("CPF") to Clough. The scope of work includes the preparation and execution of offshore hook-up activities and assistance to commissioning. Project management will be executed from Clough's office in Perth, with the technical support of Clough's Korean joint venture, CloughCoens.

"The Ichthys LNG project follows on a strong relationship with INPEX over many years and Clough's investment in developing its hook-up capability and implementing key productivity tools and processes to reduce cost and deliver greater certainty of project outcome for clients. The CH-IV project may not be material from a contract value point of view, but it's another successful bid in the owner's engineering space in the US," continues Laas.

Daewoo Shipbuilding & Marine Engineering Co. Ltd. ("DSME") has awarded Clough a contract for the hook-up services on the Ichthys LNG Project Floating, Production, Storage and Offloading ("FPSO") facility. The Ichthys FPSO is a 336 metre long, permanently moored and weather-vaning vessel designed to hold more than one million barrels of condensate.

The scope of work includes the preparation and execution of offshore hook-up and assistance to commissioning. Work will commence in the first quarter of 2016 with the mobilisation of engineering and technical teams to the DSME fabrication yard located in Geoje, Korea before moving offshore in the Browse Basin, 200km off the northern coastline of Western Australia.

Clough's CEO and Managing Director Peter Bennett commented: "This second award firmly establishes Clough as the leader in the provision of hook-up services to the oil and gas sector. We are delighted to be assisting INPEX and DSME with this critical phase of the project."

The Ichthys LNG Project is a joint venture operated by INPEX in partnership with Total, CPC Corporation Taiwan and the Australian subsidiaries of Tokyo Gas, Osaka Gas, Kansai Electric Power, Chubu Electric Power and Toho Gas. It is among the most significant oil and gas projects in the world with the largest offshore facilities in the industry, a state-of-the-art onshore processing facility and an 890km pipeline linking these facilities for an operational life of at least 40 years. **R**



UNDERGROUND MINING

3D PRINTING ADDS GREATER FUNCTIONALITY TO MURRAY & ROBERTS CEMENTATION

Known for its use of best in class technology, Murray & Roberts Cementation has added 3D printing technology to its capability portfolio and believes that this will add greater functionality during project design stages.

Allan Widlake, Business Development executive at Murray & Roberts Cementation, says that use of 3D printing technology allows engineers to take designs from CAD or other modelling software and convert this into complete models. “The primary advantage is that the physical model and the virtual model are almost identical and the ergonomics of the structure can be visually checked to ensure functionality.”

The first model produced by Murray & Roberts Cementation is of the Ivanplats’ Platreef No. 2 shaft headframe. The model is a 1:260 scale and is an accurate physical rendering of the headgear. It was printed using ceramic as opposed to plastics for aesthetic purposes, and took just 17 hours.

“3D printing of structures allows for the assessing of the constructability of the design and we believe that this could become a vital tool as it allows a far more realistic perspective. In the case of the headgear we were also able to confirm that there is sufficient space to access all components of the headgear from a maintenance and servicing perspective,” Widlake says.

3D printing, also called additive manufacturing, is the process of creating three dimensional objects from a digital model. Advances in 3D printing technology has seen it become more affordable allowing reasonably priced models to be produced, and from a planning perspective this means that engineers can use these 3D printed models to discuss with crews exactly how the construction will be done. This provides a much more tangible idea of the construction required.

Murray & Roberts Cementation was responsible for the design of Ivanplats’ mechanised, high tonnage Platreef No. 2 shaft headframe. It will be the main production shaft, capable of hoisting six million tonnes of ore per year and will also transport large mechanised equipment between surface and underground.

By comparison with most steel frame PGM headgears in South Africa, it will be a considerable concrete structure – 100.5 metres in

height. The lined shaft will be 10 metres in diameter. The headframe will house all equipment necessary for operating the shaft thereby reducing the surface footprint. During sinking, maximum use of permanent infrastructure has been achieved in order to minimise the changeover delay from sinking to permanent conditions.

The No. 2 shaft will be sunk to a depth of 1 080 metres and will feature two high mass, high speed 40 tonne skips running at 18 metres per second. It will also be capable of conveying 40 tonnes of material or 225 persons in a single deck using a cage and counter weight arrangement. **R**

CEMENTATION CANADA ACQUIRES MERIT CONSULTANTS INTERNATIONAL



Cementation Canada (“Cementation”) has completed the acquisition of Merit Consultants International Inc. (“Merit”).

Merit has worked with clients in the mining and resource industry worldwide providing project and construction management services, successfully participating in projects in the USA, Canada, Australia, China, Turkey, Philippines, Papua New Guinea, Chile, Guyana, Myanmar, Peru and Portugal. Merit’s head office is located in Vancouver, BC, Canada. Jay Collins will continue as President of Merit.

Roy Slack, President of Cementation said “We have known Jay and his team for many years and recognise Merit has a great reputation and solid performance record in the industry. As project management is a core competency in our business, we look forward to further advancing this area with access to Merit’s specialised project management skills. We are fully committed to the West Coast mining industry and our presence there will help us better support our current and future clients.”

This acquisition establishes a Canadian West Coast presence for Cementation to provide further access and support to the mining industry in the region. This transaction provides Merit with a depth of engineering and technical support and their clients with the option of additional services.

Jay Collins, President of Merit said “I am extremely pleased that Merit has been acquired by Cementation. This arrangement will allow Merit to continue to operate as a project and construction management group based in Vancouver, and we will now have the strength of a very successful global organisation to allow us to expand our services into almost all facets of engineering, procurement and construction.”

Henry Laas, Group CEO, Murray & Roberts, comments: “This is a small acquisition, which supports the strategy to grow our engineering capability in the business platforms that are focused on the natural resources market sectors. Merit will broaden and enhance our existing service offering to our clients in the global underground mining market.” **R**



POWER & WATER

MURRAY & ROBERTS SECURES GEORGE SMALL SCALE BIOMASS PROJECT

Murray & Roberts Power & Energy has been awarded a R250 million, Engineering, Procurement and Construction (“EPC”) contract for the George Small Scale Biomass project.

Murray & Roberts Power & Energy is part of the Energy Consortium, which comprises Tirisano Green (Pty) Ltd, BuiltAfrica Holdings, MBHE African Power (Pty) Ltd and a Community Trust. Murray & Roberts will be EPC contractor and MWPS (a Murray & Roberts and WorleyParsons Joint Venture) will take up the role of operations and maintenance operator.

Henry Laas, Group CEO, Murray & Roberts, comments, “This is a significant award for the Power & Water platform, as the team has been working hard for a number of years to secure opportunities outside of the Eskom Power Programme. We are also excited about the award of the operations and maintenance contract, as the Group aims to secure more work across the engineering and construction value chain.”

The Minister of Energy, Ms Tina Joemat-Pettersson, has in the Renewable Energy Independent Power Producer Procurement Programme (“REIPPPP”), allocated 100MW of the 3 725MW to the procurement of Independent Power Producers (“IPP”) under the Small Projects programme, which individually have a maximum contracted capacity of 5MW. The projects with a generation capacity of not less than 1MW and not more than 5MW, utilising onshore wind, solar photovoltaic, biomass, biogas and landfill gas technologies, are considered as qualifying technologies for selection under this Small Projects IPP Procurement Programme.

The proposed project is a 5MW thermal biomass power plant fired from wood waste. The plant will be located within the George industrial area in the Western Cape. The wood waste will include bark, chips and sawdust, which will originate from several saw mills and local wood processors from within the George Municipal Area and potentially Southern Cape Region.

“The next step is to secure financial close, which is expected in April 2016 and commercial operation of the plant in the second quarter of calendar year 2017. The consortium will offer a plant with high local content in terms of the plant ownership, equipment manufacturing and supply, construction and plant operator personnel. We believe the platform is well positioned to secure similar opportunities in the near term,” concludes Laas. **R**

POWER & WATER EXECUTIVE APPOINTMENTS



Steve Harrison has been appointed as the CEO of the Power & Water business platform. Steve has also been appointed to the Board of Murray & Roberts Limited.

Steve has been the Managing Director of Murray & Roberts Power & Energy since November 2011, when he joined the Group from Aveng Engineering and Projects Company.

Steve has been intimately involved in the Medupi and Kusile boiler mechanical contracts for Mitsubishi Hitachi Power Services Africa. Steve has also been responsible for Murray & Roberts Power & Energy’s growth strategy outside of the Medupi and Kusile contracts. Steve has also overseen the bidding and execution of work in Ghana and has overseen Murray & Roberts Power & Energy’s activities in Mozambique.

Prior to joining Murray & Roberts, Steve started his career in the mining industry as a metallurgist, and then joined LTA Process Engineering, where he held several process engineering, project engineering and project management roles. Steve held divisional director roles in Grinaker-LTA Process Engineering and later in Aveng Engineering and Projects Company, where he was the Project Delivery Director.



Adrian Plantema has been appointed as the CFO of the Power & Water business platform.

Adrian has been working closely with Steve in Murray & Roberts Power & Energy and brings significant financial and commercial experience in the engineering and construction sector to the role, having joined the Group in October 2008.

Prior to joining the Group, Adrian held the position of Group Financial Director at Federal Mogul and was previously an Alternate Director at RMB Corvest Limited, a private equity business within the Rand Merchant Bank group. **R**



CENTURY CITY SQUARE PROJECT A WINNER AT CONSTRUCTION WORLD'S BEST PROJECTS 2015

Murray & Roberts Western Cape was announced the overall winner in the Building Contractors category of Construction World's Best Projects 2015 for its work on the Century City Square project.

Western Cape Master Builders Association also awarded a Five Star Health and Safety rating to the project and in addition the project placed first in category at the regional Master Builders Health and Safety Competition. The site also achieved **1 million man hours worked without a LTI**.

Century City Square is a flagship development for the Rabie Property Group and is pioneering a new four star mixed use Green Building Council rating, ensuring that sustainable green design principles are implemented on site.

Murray & Roberts Western Cape also hosted a number of matriculants, as part of its "Go for Gold" programme, on the Century City Square project. This programme aims to advance skills development and training by recruiting new matriculants to spend a year in the industry in order for them to decide if construction would be a viable career option.

Says Jerome Govender, CEO of the Infrastructure & Building business platform, "Not only is this recognition important from an industry perspective, it also underpins our focus on delivering excellence in terms of sustainable and cost effective construction methodologies and solutions as well as achieving great safety ratings." **R**

MURRAY & ROBERTS INFRASTRUCTURE AWARDED N2 UPGRADE CONTRACT

SANRAL awarded Murray & Roberts Infrastructure the contract for the upgrade of 33.7km of National Route N2, between Mtunzini Toll Plaza and Empangeni T-Junction in KwaZulu Natal.

The contract entails the construction of a new dual carriageway including bridges, major culverts, drainage and ancillaries. The contract is valued at R830 million rand and will run over 37 months. **R**

MURRAY & ROBERTS BOTSWANA AWARDED ANOTHER CONTRACT BY DEBSWANA DIAMOND COMPANY

Murray & Roberts Botswana has been awarded a contract to build 47 "D" band houses for the Debswana Diamond Company at its Jwaneng Mine in Botswana. Debswana Diamond Company is a partnership between the Government of the Republic of Botswana and the De Beers Group of Companies.

The Jwaneng pipe was discovered in the Naledi River Valley, Southern Botswana in 1972 and the mine is the richest diamond mine in the world by value. The Jwaneng Mine is the flagship of Debswana due to substantially higher dollar per carat obtained for its gems. Jwaneng Mine contributes about 60 – 70% of Debswana's total revenue.

Says Karl Redinger, Managing Director Murray & Roberts Botswana, "We are proud of our association with the Debswana Diamond Company and have previously concluded many successful contracts for the company."

The project is scheduled to start in January 2016. **R**

INFRASTRUCTURE & BUILDING

LAYING GREEN FOUNDATIONS FOR THE FUTURE

Murray & Roberts Construction is laying the wind turbine foundations at Loeriesfontein Wind Farm in the Northern Cape. The foundations have been designed using an 89% replacement of Portland cement, resulting in one of the world's lowest carbon footprint for any wind farm foundation.

The foundations use a by-product from the iron industry to replace the traditional Portland cement.

"The strength of concrete is measured in megapascals ("MPa"), which means that in theory, a cubic metre of concrete that is rated 30 MPa, is able to withstand the weight of six bull elephants spread over one square centimetre. A square centimetre of the concrete used in the Loeriesfontein Wind Farm foundations is able to withstand the weight of 20 bull elephants, which is a phenomenal feat" says Cyril Attwell, Concrete Research Manager at Murray & Roberts Construction.

Strength tests conducted on the "green" cement formulation indicated a strength of 55 MPa after 28 days and 100 MPa after 56 days.

30 MPa concrete normally uses approximately 350kg of ordinary cement per cubic metre. Cyril and his team have developed technology that meets and exceeds the 30 MPa standard, by using just 25kg of ordinary cement.

A carbon footprint is defined as the total amount of greenhouse gasses produced to support human activities, either directly or indirectly and is expressed in equivalent tonnes of carbon dioxide ("CO₂"). By using the cement technology developed by Murray & Roberts Construction in its foundations, Loeriesfontein Wind Farm has a carbon footprint of approximately 91kg of CO₂ per cubic meter, compared to approximately 350kg of CO₂ per cubic meter when using traditional 30 MPa concrete supplied by the ready-mix industry.

Loeriesfontein Wind Farm is located in the Hantam Municipality and has 61 wind turbines, each 99m tall with an output of 140 MW, enough to power 120 000 average households. This translates into a reduction of 550 000 tonnes of carbon emissions every year when compared to using traditional fossil fuel power plants.

The civil and electrical works are being completed by Murray & Roberts Construction and Consolidated Power Projects and the wind farm is expected to be operational by December 2017. **R**

NEWS



LOCAL ECONOMIC DEVELOPMENT

Martha Mhlauli was born in a small village outside Rustenburg and growing up, the only buildings in the village were small, primitive huts constructed with cob bricks.

“When I returned to my home village after many years, I was amazed to see a sizeable town with modern facilities and infrastructure,” says Martha.

This is the transformative power of the construction industry, to effect social and economic development and is what motivated Martha to fulfil her dream of starting a construction company.

The journey to Women’s Pride Construction Company began when Martha started work at the South African Homeless People’s Federation (“SAHPF”), which is a network of community based organisations from across South Africa using collective action to help homeless communities overcome their challenges, housing being one of them. During her time at SAHPF she acquired skills in house planning and development, costing, bricklaying, site supervision and project management and then later shared her knowledge, by implementing training programmes aimed towards women in the homeless communities. Martha was also fortunate to be able to attend exchange programmes in innovative building solutions for the poor with other countries.

Martha left SAHPF and spent three years with African Bank in Knysna. Says Martha, “I was never fully happy in my bank job, my heart was in the construction and civil engineering business.”

So when the opportunity arose, Martha decided to start her own construction company and this was the beginning of the Women’s Pride Construction Company.

Martha’s characteristic enthusiasm, determination and commitment to excellence earned her a partnership with Murray & Roberts Construction in their Enterprise Development programme.

“Enterprise Development is an integral part of Murray & Roberts Construction’s empowerment programme,” says Sheldon Mayet, Senior Transformation Manager at Murray & Roberts Construction. The programme’s objective is to significantly contribute to the transformation of the construction industry and to build and improve the skills base within the country.

The Enterprise Development programme currently supports 24 small and developing contractors and provides financial support through direct funding, early payment and preferential credit terms, as well as extensive mentoring. It also includes business management and technical support to help build capability and capacity.

“Through Women’s Pride Construction Company, we aim to empower and develop women, as well as contribute to improving the welfare of our fellow South Africans through the development of infrastructure and housing,” concludes Martha.

The company has capacity in roads and building kerbing, side drains, culvert retaining walls and plastering and is owned and managed by an experienced group of women. **R**





Waves for Change and Wheelchair Tennis South Africa score first place at the 2015 Jack Cheetham and Letsema Awards

Waves of Change was awarded the Jack Cheetham Memorial Award for their outstanding development work within the Cape Town community, and the Letsema Award for sporting projects for disabled athletes, went to Wheelchair Tennis South Africa. Both projects receive R500 000 payable over five years.

Runners up in each category receive R150 000 over three years, while third place winners receive R75 000 over two years.

ABOUT THE 2015 JACK CHEETHAM AND LETSEMA AWARDS FINALISTS:

JACK CHEETHAM AWARDS

WINNER: Waves for Change

Waves for Change (“W4C”) provides surf therapy programmes for young people affected by violence and abuse in volatile township communities. The programme aims to correct the anti-social and high-risk behaviour patterns that are associated with continuous exposure to emotional distress and trauma, while transforming the South African surfing landscape. The programme was formally launched in 2012 and now reaches 250 youth each week and employs 16 coaches across three townships in Cape Town.

W4C combines intensive surf training with psychosocial support services to build emotional vocabulary, awareness of behaviour triggers and new coping skills. Participants in the W4C Surf Therapy programme include children and young adults from backgrounds of poverty, neglect and violence, who are often excluded from other programmes due to behavioural problems. While W4C uses the sport of surfing to address and correct anti-social and high risk behaviour among youth, it also aims to create the largest ‘black’ surf movement in Africa, thereby transforming the sport.

The W4C surf programme is a year-long programme after which surfers graduate in order to make room for the new intake. Graduates can also become community coaches who receive two-year accredited coach training. Through the W4C programme, the first ever township teams participated in the SA National Inter-Club championships held at Strand Beach in 2014. To date several promising surfers have been developed and participate in district, provincial and national competitions.



FIRST RUNNER-UP: uMzinyathi Canoe Club – Development Team

The uMzinyathi Canoe Club was established in 1982 and their training facilities are based at the Shongweni Dam in rural Kwa-Zulu Natal. The development programme was initiated 10 years ago and targets youth from the local community, with a strong focus on girls.

There are currently 30 paddlers in the development programme. The programme begins with a Learn to Swim component, followed by strength and conditioning and exposure to competitive environments such as cross country racing. The purpose of the Learn to Swim component is to introduce participants to the water, to ensure that all paddlers are capable swimmers and to expose them to the dynamics of the river. Once learners are water safe and demonstrate the interest and fitness required, they are introduced to canoeing. A Level 1 International Canoe Federation coach from the local community facilitates their training on flat water, river paddling and river proficiency.

The programme builds confidence, discipline and self-esteem among the participants which improves their academic and social skills.

The development team has achieved recognition at provincial and national competitions, with one of the team members, Sbonelo Kwhela winning the Dusi Canoe marathon and non-stop Dusi.

SECOND RUNNER-UP: No Limits Trampoline Club

The club was established 16 years ago and has 100 registered members comprising youth from Sebokeng, Three Rivers and Johannesburg South. No Limits Trampoline Club provides training in the sport of trampoline, with emphasis on providing equal opportunities for all children who display an interest or talent in the sport irrespective of race, age or gender or the ability to pay membership fees.

Through their outreach programme No Limits Trampoline provides free coaching to children and youth from Sebokeng. Through physical activity, the club develops athletic ability as well as reducing risk taking behaviour such as drug use or criminal behaviour. Many of these gymnasts participate provincially and nationally and are viewed as role models in their communities, providing hope and inspiration and increasing participation rates amongst the community.

High performance gymnasts are coached by Protea gymnast, Simphiwe Mosoang who received Protea colours for nine consecutive years. He was also a beneficiary of the Jack Cheetham award in 2009. Through the high performance programme No Limits Trampoline Club has sent a number of their gymnasts to participate in national and international competitions. 14 gymnasts participated in competitions in Denmark, achieving three Gold, two Silver and three Bronze medals.

WINNER:

Wheelchair Tennis South Africa

Wheelchair Tennis South Africa was established in 2005 and has grown participation in the sport from 18 players to over 500 players today. They have also expanded their network to include 50 centres across all nine provinces and host six International Tennis Federation events annually.

The programme consists of an introduction to the sport at interested clubs, then offers weekly group coaching and equipment. Players who perform well are introduced to competition at regional and national level and then progress to participation at international events. Wheelchair tennis improves the quality of life of disabled athletes by offering opportunities, experiences and role models and showcases South Africa's best disabled athletes.

Due to the work and impact of WTSA, South Africa has the second highest number of wheelchair tennis players, ranking 4th in the world in terms of the Quads division, 8th in the Open Women's and 11th in the Open Men's Division. Their goal is to have a minimum of six players qualifying for the Paralympics in 2016.

FIRST RUNNER-UP:

Fulton School for the Deaf

The Fulton School caters for learners with special needs, specifically children who are deaf, intellectually impaired and autistic. The school was established in 1959 and is located in Kwa-Zulu Natal and accommodates 110 learners from across the country.

The school has always promoted sports, but following a triathlon event hosted at the school, employees sought permission to establish a small team and identified six teenagers with severe behavioural problems to participate. The positive influence triathlon had on the learners included reduced doses of medication and therapy sessions and improved academic performance.

The sport has now grown to include 60 learners, including autistic learners, those with cerebral palsy and severe intellectual impairment. All learners wanting to participate in triathlon are encouraged and the sport has grown at the school. Learners participate at local events and this creates opportunity for travel, social interaction and has a positive effect on self-confidence and well-being.

Several deaf athletes have also been selected to participate in the national championships for triathlon and duathlon, competing against hearing and other able-bodied athletes. The team is supported by the KZN Triathlon Association and has also been invited to participate in events like the Tinman Series, Midlands Ultra Triathlon, and the Mudman series. Those that are more successful also compete in the KZN provincial and SA championships.

SECOND RUNNER-UP:

National Association for Blind Bowlers – Ekurhuleni Region

The National Association for Blind Bowlers caters for bowlers with varying levels of visual impairment and was established in 1963. In South Africa it has a membership of 170 players across 11 regions. The Ekurhuleni region formed from the split of the Central Gauteng region caters for bowlers across the East Rand and promotes the sport to other disabled persons. Despite the challenges being faced, the ER has achieved some outstanding results in competitions with bowlers winning mainly Gold and Silver medals in several competitions. One of the future plans for this region is preparation for the Nationals and eventually the World Bowls competition in New Zealand. **R**

For more information on the Jack Cheetham and Letsema Awards please visit www.jclawards.co.za.



DREAMWORK THROUGH TEAMWORK TAKES CHAELI TO THE SUMMIT

The Chaeli Campaign was founded by Chaeli Mycroft and her friends and family in 2004 as a means of raising funds for a motorised wheelchair for Chaeli who has cerebral palsy. The Chaeli Campaign was a winner of the Letsema Award in 2011. Chaeli is an ability activist who aims to change society's perception of people with disability.

Last year, Chaeli Mycroft became the first female quadriplegic to summit Mount Kilimanjaro.

She began her seven day ascent of Mount Kilimanjaro on 27 August 2015 with a team of six committed climbers, known as the Chaeli Kili Climbers, with the aim to show how important it is to work together to attain a seemingly impossible goal. Their goal is to show that one's physical disability places no limitations on what one is able to achieve.

On 30 August 2015, the second day on the mountain, Chaeli celebrated her 21st birthday!

In addition to awareness, the purpose of the climb was to raise funds for two important Chaeli Campaign projects.

ECD Skills Development Community Project

The Chaeli Campaign runs an education programme in Masiphumelele, Khayelitsha and Phillipi. A community worker and occupational therapist work extensively in the communities and provide:

- Community outreach through therapies
- Early detection of various barriers to learning
- Essential ECD skills training to equip learners for Grade 1
- Parents/caregiver capacity building to facilitate home carry-over
- Educator capacity building

Chaeli Cottage Inclusive Pre-School & Enrichment Centre

The Chaeli Cottage Pre-School and Enrichment Centre is a place of belonging and learning for all children, irrespective of ability.

The centre currently facilitates learning for six disabled children, five of whom have no functional language, as well as four non-disabled children who also attend. The pre-school is growing organically through word-of-mouth and the centre has set a goal to have 20 children enrolled by the end of 2015. **R**



“ Murray & Roberts is proud of our association with the Tomorrow Trust and we are delighted to report on their excellent achievements. ” DONIQUE DE FIGUEIREDO, GROUP CORPORATE SOCIAL INVESTMENT EXECUTIVE

DISTINCTIONS & ACHIEVEMENTS FOR TOMORROW TRUST'S GRADE 12 LEARNERS IN PARTNERSHIP WITH MURRAY & ROBERTS.

The Tomorrow Trust is a South African based non-profit organisation that supports orphaned and vulnerable youth to achieve their educational goals as part of an exit strategy from charity. The Tomorrow Trust was founded in 2005 and is in its 11th year of operation. The organisation provides educational support for children from Grade R through to Grade 12 and provides further assistance to students engaged in post-secondary studies.

The ethos of Tomorrow Trust has always been medium to long-term investment in their beneficiaries' academic studies, in order to lead them to economic empowerment and to become contributing members of society. The team at Tomorrow Trust achieves this by providing youth with academic support in schools via the Holiday and Saturday School programmes, as well as providing Grade 12 youth with academic support in post-secondary studies.

Murray & Roberts' partnership with the Tomorrow Trust dates back to 2012 when we agreed to support 170 grade 6, 7 and 8 learners. The initial sentiment around the request and partnership was uncertainty, given the longitudinal nature of their programmes. Our partnership meant that we had to commit for the long haul and journey with these students until they completed their secondary schooling. Traditionally, Murray & Roberts only partnered grade 10, 11 and 12 learners but over time, we could no longer ignore reports pointing to the pervasive gaps within primary education and the long-term impact thereof.

2016 marks the 5th anniversary of our partnership and we have no regrets so far. This partnership has enriched our appreciation for the challenges within primary school education. Furthermore, it has assisted us to recognise that achieving excellence and transforming educational outcomes cannot be attained overnight. Over the years and through these recent results, the Tomorrow Trust and their learners have demonstrated commitment and a consistent excellence. We are proud of our partnership and are committed to the next part of our journey. **R**

<p>8 distinctions Sigcnilie Twala</p> <p>Including: English (83%) Mathematics (83%) Life Science (85%) Physical Science (76%)</p>	<p>6 distinctions Zama Madonsela</p> <p>Including: Mathematics (94%) Physical Science (76%) Life Science (84%)</p>	<p>6 distinctions Raymond Ubisse</p> <p>Including: Mathematics (92%) English (86%) Physical Science (83%)</p>	<p>5 distinctions Kgaokgelo Tjege</p> <p>Including: Mathematics (79%) English (76%) Life Science (75%)</p>	<p>5 distinctions Lehlohonolo Mpebe</p> <p>Including: Mathematics (83%) Physical Science (75%)</p>
<p>4 distinctions Malehlohonolo Lebitsa</p> <p>Including: Business studies (83%)</p>	<p>3 distinctions Themba Mathabatha</p> <p>Including: Life Science (78%)</p>	<p>3 distinctions Nhlanhla Khoza</p> <p>Including: Life Science (86%) English (78%)</p>	<p>3 distinctions Nomthandazo Dlamini</p> <p>Including: English (79%) Life Science (82%)</p>	<p>The group increased their results in the National Senior Certificate to 57% in Mathematics (from 5% in 2012) and 66% in English (from 22% in 2012). Taryn Courtinho, programme co-ordinator at Tomorrow Trust.</p>
<p>3 distinctions Ofentse Sehunoe</p> <p>Including: Mathematics (93%) Physical Science (76%)</p>	<p>3 distinctions Zinhle Mbonxa</p> <p>Including: Life Science (75%)</p>	<p>3 distinctions Fotoula Mokgaetjie</p> <p>Including: Mathematics (79%)</p>	<p>2 distinctions Themba Mwale</p> <p>In: Mathematics (78%) Life Science (79%)</p>	

COMPETITION



Win a R15 000 Flight Centre travel voucher towards a destination of your choice!

f We travel not to escape life but for life not to escape us. **”**
ANONYMOUS

Dare to dream.

Whether you dream of languishing on exotic islands, exploring cultural sites or diving into wild adventures – being there is within your grasp!

TO STAND A CHANCE TO WIN, COMPLETE THE ENTRY FORM BELOW AND ANSWER THE EASY QUESTION. POST OR EMAIL YOUR ENTRY FORM TO REACH US BEFORE 01 JULY 2016 TO:

Murray & Roberts Competition – MARCH 2016
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 2016” in the subject line.

Mrs Jean Egerer, winner of the September 2015 Murray & Roberts Robust Magazine competition



ENTRY FORM: ROBUST MARCH 2016 COMPETITION

Name: _____

Phone number: _____

Address: _____

Question: What is the value of the N2 Upgrade contract? _____

* Strictly one entry per person

Terms and conditions apply.



Child Welfare Fund

"solely for the benefit of needy children"

thank you!

2015 has been another meaningful year in terms of what the Murray & Roberts Child Welfare Fund has been able to achieve. We rely on donations from people like you, to continue making a difference in the lives of orphans and vulnerable children in South Africa. Your steadfast commitment, financial contributions and interest has once again enabled us to touch the lives of hundreds of children in need.

Thank you for helping us, help them!

Raised

R280 231



Donated

R357 910

**Employee payroll giving and
Letsema Sizwe Trust matching**

**20 child welfare
organisations assisted**

"We would like to thank the Murray & Roberts Child Welfare Team for providing such a huge sparkle in the eyes of our little angels at our Mapetla Day Care Centre. Your contribution to Hospice Wits not only in monetary value, but also you as passionate individuals have empowered us massively" – Mark O' Rourke, Mapetla ECD

"Boots for Dreams would like to thank you for your generous donation towards our Mandela Day initiative on the 25th July 2015. Your donation enabled the clubs to receive 30 Umbro soccer balls, bibs for training purposes, cones and whistles" – Tanya Dimas, Boots for Dreams.

The Vision Is Vital Collaboration 2015 project was made possible with donations from Murray & Roberts Child Welfare Fund. 220 children were exposed to eye test/vision screening and four learners received new, prescription spectacles" – Suzelta Viljoen, AMT Community Development.

The children and staff of New Jerusalem Children's Home would like to say a big thank you to Murray & Roberts Child Welfare Fund for the generous donation that helped in relaunching academic after care programs" – Patrick Emorhokpor, New Jerusalem Children's Home.

Child Welfare Fund Committee

