

ROBUST

MARCH 2017 MURRAY & ROBERTS GROUP MAGAZINE

**ACKNOWLEDGING OUR SUCCESSES
AND THE ROAD AHEAD**

BUSINESS PLATFORMS

**Morupule A project update and interview
with Peter Bennett, Oil & Gas platform CEO**

**RUC Cementation Mining innovates at
Karari Gold Mine**

CORPORATE CITIZENSHIP

**Sports stars shine at the
Jack Cheetham and Letsema
Sports Awards**

ENGINEERED EXCELLENCE

CONTENTS

FEATURE

- 04** **ACKNOWLEDGING OUR SUCCESS AND THE ROAD AHEAD**
Henry Laas, Murray & Roberts Group Chief Executive, considers the future of the Group and the challenges it faces in the context of the global macro environment.



PEOPLE

- 06** **ROBUST MAGAZINE Q & A**
Robust Magazine gets to know the Douglas Roberts Centre reception, client service and switchboard teams.

BUSINESS PLATFORMS

- 08** **OIL & GAS**
Robust Magazine chats to Peter Bennett, Oil & Gas platform CEO, as he shares his secrets to leadership success and a happy work-life balance.
- 10** **UNDERGROUND MINING**
Murray & Roberts Cementation successfully implements its pre-sink gantry at Venetia, Cementation Americas expands services across the project life cycle and RUC Cementation Mining innovates at Karari Gold Mine.
- 12** **POWER & WATER**
A project update from Morupule A and Robust Magazine introduces Vusi Tsale, Business Development Manager at Murray & Roberts Power & Energy.



CORPORATE CITIZENSHIP

- 13** **VALUES IN ACTION WITH MURRAY & ROBERTS CEMENTATION**
Daniël Grobler, Managing Director at Murray & Roberts Cementation, talks to Robust Magazine about their Values-in-Action initiative.
- 14** **LET'S KEEP GIRLS IN SCHOOL**
Murray & Roberts Forum for Professional Women raises awareness about the Dignity Dreams project and access to reusable sanitary products.
- 14** **CHANGING THE FACE OF MEN'S HEALTH**
Clough takes part in Movember, and in the process cultivates many magnificent moustaches while raising funds for men's health.
- 15** **CHILD WELFARE FUND GEARS UP FOR AN IMPACTFUL 2017**
Ed Jardim, Chairman of the Murray & Roberts Child Welfare Fund, reflects on a successful year and how to make a difference in 2017.
- 16** **JACK CHEETHAM AND LETSEMA AWARDS**
The finalists inspire at the 2016 awards evening.



NEWS

- 18** **JEREMIA MAKANYA LIVES THE MURRAY & ROBERTS POWER & ENERGY VALUES**
Steve Harrison, CEO of the Power & Water platform, nominates Jeremia Makanya from the Secunda Oil & Gas project for the company's 'Living the Values' Award.
- 18** **WALKING THE TALK ON SAFETY**
Clough makes history by recording zero injuries on the Karratha Gas Plant project and the Group records some impressive safety statistics.

COMPETITION

- 19** **WIN A GOPRO HERO5 BLACK**
Your chance to win a GoPro Hero5 Black, sponsored by Overend Outsource.
Mr AR Smith from Durbanville was the lucky winner of an iPhone 6 in the September 2016 Robust Magazine competition.

A

MESSAGE FROM

HENRY

Welcome to the first edition of Robust for 2017! I trust you had a restful festive break and hope that the year ahead will be prosperous for you and your families.

It's important to reflect, but without losing sight of where you'd like to be in the future. In my feature article I will touch on both, with a specific focus on what I believe will be an exciting future for the Group, post the challenging macroeconomic period we currently face.

I recognise the hard work from our corporate finance and legal teams in seeing through three challenging agreements and transactions; the settlement agreement following historical collusive conduct, between seven listed construction companies and the South African Government, the settlement of all Gautrain development period disputes and the sale of the Infrastructure & Building businesses.

The rest of the issue features news updates on each of our business platforms, profiles our energetic and friendly frontline office team, highlights the 2016 Jack Cheetham and Letsema Award winners and the Murray & Roberts Child Welfare Fund reports back on the difference that our employees, business partners and clients' generosity has made to vulnerable children across South Africa.

Most importantly, I acknowledge and thank Cobus Bester, who in December 2016 announced his retirement as Group Financial Director after a tenure of almost six years, and more than a decade of service to the Group – read more inside.

I hope you enjoy reading this issue as much as I have.



HENRY LAAS
GROUP CHIEF EXECUTIVE

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FEATURE

Acknowledging our successes and the road ahead



“ The Group’s companies are respected for their capabilities and services, and the Group is well positioned for the expected upturn in the commodity cycle in the medium to long term. ” HENRY LAAS, MURRAY & ROBERTS GROUP CHIEF EXECUTIVE

It’s been six months since my last note to you, where I penned some thoughts on the long and proud heritage we all share by being part of the Murray & Roberts family – 115 years (young) this year! It’s important to reflect from time to time, but without losing focus on where you’d like to be in the future. In this article I’d like to do a bit of both. However, this time I won’t dwell in the past too much, as we have an exciting future to look forward to.



Before I delve into the details, I would like to acknowledge Cobus Bester, who in December 2016 announced his retirement as Group Financial Director after a tenure of almost six years, and more than a decade of service to the Group. Cobus and I took over the reins in July 2011 and we have together addressed many challenges from our past and steered the Group into a new direction. Cobus’ acumen as Financial Director is proven by the fact that at our annual and interim results presentations, we hardly receive any questions from the floor – an anecdote I always refer to in jest at

our results presentations. Cobus will continue in his role until a successor is appointed and thereafter he will take on a temporary assignment in the Group. I would like to thank Cobus for his service and partnership during our tenure together – it’s been a privilege to work together.

ACKNOWLEDGING OUR SUCCESSES

Settlement agreement with the South African Government

In October 2016, we and six other South African engineering and construction companies, reached a settlement agreement with the Government of the Republic of South Africa, mitigating the companies’ risk to potential claims for damages from identified public entities, arising primarily from the fast track settlement process launched by the South African Competition Authorities in February 2011. A key outcome of concluding this agreement is that it will enhance the companies’ relationship with Government, which we acknowledge is critical in the current economic climate. This agreement also signifies the Government and companies’ commitment in promoting sustainability, transformation and development in the construction sector.

Settlement of all Gautrain development period disputes

In November 2016, the Bombela Concession Company (on behalf of the Bombela Civil Joint Venture of which Murray & Roberts is a 45% shareholder) and the Gauteng Provincial Government, agreed to a comprehensive settlement of all disputes relating



to the development period (construction period) of the Gautrain Rapid Rail Link project, bringing an end to multi-year protracted legal processes. Due to the extended time, significant costs and uncertain outcomes involved in these legal processes, both parties agreed to explore an amicable settlement of all development period disputes. In terms of the agreement, the Gauteng Provincial Government agreed to pay an upfront amount of R980 million and a further payment over two years of a capped amount of R294 million. This is the final settlement of all construction-related disputes and I believe the settlement is in the best interest of all stakeholders.

Sale of the Infrastructure & Building businesses

As mentioned before, this decision did not come easily, nor quickly. It was subject to debate at Board level for more than two years. Although the deal is not yet finalised, we are near to closing out the transaction. It was a momentous decision for the Group, and we believe in the best interest for both the Murray & Roberts Group, as well as for the Infrastructure & Building businesses. We do recognise the emotional attachment of our people to its legacy, most visibly expressed in the iconic infrastructure and building projects it has delivered over several decades. However, the Group's strategic direction is now firmly focused on selected global oil & gas, metals & minerals and power & water market sectors. We believe that this focus and strategic direction allows the Group to be more responsive and relevant to our clients, while simultaneously enhancing shareholder value over the long term.

I would like to thank the executives who worked tirelessly to make the above transaction/agreements a reality, especially Cobus Bester, Group Financial Director and our corporate finance and legal team.

LOOKING FORWARD

As the saying goes, we live in interesting times. When taking a look at the macroeconomics of the natural resources markets in which we operate, we see that these global markets have been depressed for the last few years and we expect difficult trading conditions to continue in the short to medium term. We also know that the current financial year will be more challenging than the past year, but we have full confidence that our strategy will position us well for when the markets recover.

Our vision is to be, by 2025, a leading multinational group, which applies its project life cycle capabilities to optimise fixed capital investment.

Considering the above macro market prospects, let me provide you with some context on our three business platforms:

Oil & Gas – The most material factor still affecting the Group's profitability today, is the substantial decline in the Oil & Gas platform's earnings following the significant drop in the oil price during the second half of calendar year 2014. Hardly any new international capital project opportunities came to market, as global energy producers delayed or cancelled major Greenfields projects and deferred Brownfields expenditure to preserve cash. The platform is facing a challenging short to medium-term future and prospects will only improve when oil companies again start to invest in new projects. The market has contracted substantially and competition is fierce for any available work. However, the platform is comprised of companies with leadership teams who are experienced and respected and I believe that as soon as the market turns favourably, the platform has a bright future.



Underground Mining – The platform continues to perform well in a challenging global commodities market, which I believe is a vote of confidence in the breadth of expertise which the Cementation brand is known for. There is a large medium-term investment pipeline of new underground projects in regions where the platform has a presence, while mining companies’ ongoing infrastructure replacement spend continues to present opportunities to sustain the platform’s business. The platform is well positioned globally in the world’s leading commodity geographies: Africa, Australia and the Americas and is a contractor of choice to blue chip clients. The platform is now undertaking contract mining services in all these geographies, some of which were secured after engineering and constructing the shafts on these mines. We believe that the market for new Greenfields projects will return in the medium term and this will bolster the current Brownfields projects available in the market.

Power & Water – The prospects for power projects are positive, especially in South Africa, and the platform is well positioned to secure work in the coal, solar and future gas-to-power sectors. Opportunity remains strong, but the market is very competitive as more companies target this market. The platform also continues to service complementary markets, such as construction and shutdown work for Sasol Limited in Secunda and Sasolburg, and is establishing a water business with a focus on desalination, innovative municipal wastewater treatment technologies, industrial modular water treatment plants and acid mine drainage.

IN CONCLUSION

We are strategically growing the presence of our business platforms in the chosen geographic regions and market sectors, with the overall objective to increase the value they should return to our shareholders.

The natural resource market sectors are cyclical and the Group will trade through this difficult period. The Group’s companies are respected for their capabilities and services, and the Group is well positioned for the expected upturn in the commodity cycle in the medium to long term.

As we look towards the coming year and the difficulties we will no doubt face, our belief in *Engineered Excellence* will be especially important in ensuring we continue to focus on improving our performance.

I look forward to working together with you this year! **R**

Henry

PEOPLE

Robust Magazine gets to know the Douglas Roberts Centre reception, client service and switchboard teams



BONGKI MKHWANAZI
RECEPTIONIST



SUE DE LIMA
RECEPTIONIST



LEBO NGWENYA
RECEPTIONIST



LUNGI SHABALALA
CLIENT SERVICE CONSULTANT



UNATHI AMADI
CLIENT SERVICE CONSULTANT



FLORENCE SHIBAMBO
SWITCHBOARD OPERATOR



SELLO LIBUSHA
SWITCHBOARD OPERATOR

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

- Sue** If you don’t try you will never succeed – be open to all opportunities. Don’t take things personally, people have good days and bad days and their reactions are not a reflection of you.
- Lungi** Grab the opportunity and never be afraid to ask for help.
- Unathi** Never regret failure. Instead look at it as an opportunity to push your career further ahead.
- Sello** Work hard. Be exceptional and professional and always add value to the organisation and to your colleagues.



Work hard. Be exceptional and professional and always add value to the organisation and to your colleagues.

SELLO LIBUSHA, SWITCHBOARD OPERATOR,
MURRAY & ROBERTS CORPORATE OFFICE



WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

- Bongi** I successfully completed my certificate in Business Administration Level 2 and 3.
- Sue** I'm proud of having been an employee of Murray & Roberts for so long. I started as a temp 12 years ago and in August 2017, I will have been permanent for 11 years!
- Lebo** I am proud of being a professional receptionist at a well-recognised company like Murray & Roberts. My job allows me to keep on learning as there are so many different types of people we interact with.
- Lungi** Working for Murray & Roberts Construction was my first job. All the people I worked with in my department positively influenced me by giving me opportunities to gain experience.
- Unathi** I achieved my Certificate in Marketing Management.
- Florence** I enjoy working at Murray & Roberts. I started as tea lady and now I am a switchboard operator. You have to learn to stand on your own feet, contribute and carry your own weight and I am very proud of what I've achieved.
- Sello** I am proud of being a team leader and senior switchboard operator.

WHAT ARE SOME OF THE CHALLENGES YOU FACE IN YOUR CURRENT ROLE AND HOW DO YOU OVERCOME THEM?

- Sue** Some clients can be difficult at times, however, I have learnt to not take things personally and just breathe.
- Lebo** In our front-line role, we sometimes have to deal with bad tempers and complaints, which is sometimes stressful. It is important to maintain good service regardless as we are the face and reputation of Murray & Roberts. In order to overcome these challenges, we regularly receive training to better manage customer services.
- Unathi** Part of the job involves handling difficult customers. I try not to take things personally and always keep control of myself.
- Florence** Working on a busy switchboard and talking telephonically with a variety of people with different attitudes is challenging but interesting at the same time. It is important to work as a team, stay motivated and to keep each other's spirits up.
- Sello** Very high call volumes, disrespectful clients, and language barriers are some of the challenges in our role. I manage these challenges by being focused and professional, maintaining a high energy level while remaining calm and not being affected personally when clients are frustrated.

ff Never regret failure. Instead look at it as an opportunity to push your career further ahead. **”**
 UNATHI AMADI, CLIENT SERVICE CONSULTANT,
 MURRAY & ROBERTS CORPORATE OFFICE

WHAT HAS BEEN ONE OF YOUR MOST MEMORABLE OR EXCITING EXPERIENCES AND WHY?

- Bongi** I love our Wellness Days and in 2015 I won a Virgin Active sports bag!
- Sue** Last year I had the opportunity to visit Cape Town for the first time in my life. It was a fantastic holiday! I was able to travel up Table Mountain, view all the beautiful places that we all take for granted and enjoy this phenomenal trip with my sister.
- Lungi** We got the chance to visit Kusile and it was very valuable to see what happens on our project sites.
- Florence** When I started as a switchboard operator, I was very excited as well as a bit nervous because I had never worked on a switchboard before. Now I aim to deliver the best service that I can to our clients and customers.
- Sello** I was very happy to receive my five year long service award from Murray & Roberts last year. It is also fulfilling to assist our clients with their many different requests for information.

WHAT EXCITES YOU ABOUT 2017?

- Bongi** It's a new beginning and an opportunity to do things differently, hopefully to be better off financially and to be healthy. I hope as a Group we win more projects.
- Sue** It's a new beginning, a new season, a chance to turn over a new leaf, accept new challenges and embrace new opportunities.
- Lebo** There are new opportunities to look forward to. I have completed my Receptionist and PA Administrator course and look forward to working towards a Certificate in Office Management this semester.
- Lungi** I look forward to completing my Certificate in Marketing Management.

ff I started as tea lady and now I am a switchboard operator. You have to learn to stand on your own feet, contribute and carry your own weight and I am very proud of what I've achieved. **”**
 FLORENCE SHIBAMBO, SWITCHBOARD OPERATOR,
 MURRAY & ROBERTS CORPORATE OFFICE

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

- Bongi** I love to sing and dance and to socialise with my friends and family.
- Sue** I am part of a CANSAs fundraising charity; I enjoy walking and do the Parkruns on weekends; I enjoy reading, movies and spending time with family and friends.
- Lebo** My passion is baking and doing my best to be a well groomed mother, wife and spiritual leader. I also enjoy going out with friends and family.
- Lungi** I love to spend time with my family and friends.
- Unathi** I enjoy meeting and talking with new people, there is always something new to learn from them.
- Florence** I enjoy visiting my friends and family as well as going to church and listening to gospel music.

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

- Bongi** People don't know that I have two dogs named Salt and Pepper.
- Sue** I am actually very soft natured, have a sense of humour and I don't have a Nimbus2000 behind my desk!
- Lebo** I am passionate about motivational speakers and leadership workshops. I attend them as often as I can. I am also currently the branch secretary at my church.
- Lungi** I can dance.
- Unathi** I can play chess very well.
- Florence** I can be friendly and cheeky.
- Sello** Even though I am visually impaired, I perform my job effectively and try to be helpful to others. **R**

BUSINESS PLATFORMS



OIL & GAS

“ I see the relationship with Murray & Roberts as very positive and there are many opportunities to leverage the skills of both organisations to develop something that is greater than the sum of its parts. **”** PETER BENNET, CLOUGH, CHIEF EXECUTIVE OFFICER

LEADERSHIP SUCCESS: PETER BENNET, CEO OF CLOUGH

Robust Magazine chats to Peter Bennett, CEO of Clough. Peter has 26 years of international experience in the oil and gas, LNG and infrastructure contracting service sector and shares his secrets to leadership success and a happy work-life balance.

YOU SPENT 26 YEARS WITH CB&I IN A RANGE OF POSITIONS. WHY DID YOU DECIDE TO TAKE THE POSITION OF CEO OF CLOUGH?

Clough is at the start of a key phase in its growth as it becomes a focused oil and gas company and expands globally. My background at CB&I aligns strongly with this phase of growth and I believe my skills and experience will help guide Clough through this journey.

WHAT MAKES YOU MOST EXCITED ABOUT CLOUGH'S FUTURE?

Clough is a great company with a long history, and there has been a lot of success. I would like to continue that success on an expanded scale. I see the relationship with

Murray & Roberts as very positive and there are many opportunities to leverage the skills of both organisations to develop something that is greater than the sum of its parts.

WHAT CHALLENGES DO YOU BELIEVE YOU ARE FACING YOU IN THIS ROLE?

The global oil and gas market downturn is the greatest challenge we are facing at this time. Our work opportunities are much more limited than previously and there is increased competition for every opportunity. Having said that, opportunities are there, and we need to put our best foot forward to ensure we win our share.

HAVING MANAGED A NUMBER OF HIGH PERFORMING TEAMS, WHAT DO YOU THINK IS THE SECRET TO STRONG LEADERSHIP?

Good two-way communication is imperative - you must be able to listen as well as be heard, but probably the key factor in my view is ensuring a unified direction is communicated and everyone is aligned, working as a team, with the same vision, views and objectives.

WHAT HAS BEEN THE HIGHLIGHT OF YOUR CAREER SO FAR?

Successfully entering a new geography is always rewarding. Gaining market entry into Russia would have to be one of my highlights. It's a tough place to work and establishing key partners, setting up a company and successfully executing projects in that region was a definite highlight for me.





WHAT HAS BEEN YOUR BIGGEST CHALLENGE PROFESSIONALLY AND WHAT LESSONS HAVE YOU LEARNT FROM IT?

Effectively adapting to different cultures, both in different countries and within the different companies that CB&I acquired. I learnt early on that speaking louder definitely does not make you better understood! You need to be able to recognise cultural differences and adapt your style to that of your audience in order to have meaningful interactions, discussions and resolve issues effectively.

YOU HAVE WORKED ALL AROUND THE WORLD – WHAT HAS BEEN THE MOST INTERESTING PLACE YOU HAVE WORKED AND WHY?

That's a tough one – I've worked in so many great places. Russia was always interesting with its rich history and thousands of years of culture. Everyone has pre-conceived ideas about Russia. Perceptions around the iron curtain just being lifted and it being a grim, grey and dark place. The reality is very different. The people are wonderful and it has a tremendous culture.

WHAT DO YOU ENJOY DOING WHEN YOU ARE NOT AT WORK?

I have two young kids and I enjoy spending time with them. I also have my motorbikes, a Ducati and a custom built bike. These travelled with me to Europe and the Middle East, though I haven't taken the covers off them in Australia for a while.

WHAT STRATEGIES DO YOU HAVE TO FIND WORK LIFE BALANCE?

My strategy is simple – work at work and be at home when you are home. I devote my time off to my family. I leave the office in time to put my kids to bed and I try not to travel on weekends when I can. **R**





UNDERGROUND MINING

MURRAY & ROBERTS CEMENTATION SUCCESSFULLY IMPLEMENTS ITS PRE-SINK GANTRY AT VENETIA

Murray & Roberts Cementation continues to develop innovative technologies aimed at enhancing safety and increasing efficiencies and productivity on their sites.

By taking best practice components of methodologies used in other industry sectors such as civil engineering and tunnelling and then adapting them, Murray & Roberts Cementation produces new best practice technology for the mining sector.

Following extensive development, Murray & Roberts Cementation implemented its innovative pre-sink gantry at its Venetia Project.

This 21st century shaft sinking methodology is engineered to deliver optimal safe working conditions and comprises a single rail mounted gantry which combines the stage and kibble hoists as well as the blast barricade. The stage is suspended from the gantry on steel wire ropes attached to two 8 tonne stage winders on purpose-built platforms to the sides of the main girders.

“Enhanced safety and productivity is achieved with man and material loading being handled on one side of the gantry and waste rock being dumped from the other, which is achieved with the gantry traversing between these two points,” says Allan Widlake, Business Development Director at Murray & Roberts Cementation. The main hoist of the gantry, used for kibble hoisting and slinging, was custom engineered to allow a pre-sink of up to 80 metres below the collar elevation. On the Venetia Project an actual depth of 60 metres below collar elevation was sunk.

The hoist is able to raise and lower a kibble with a 10 tonne payload at a conveyance speed of 0.5 metres per second. The gantry system incorporates an automatic tipping frame. The kibble is slewed into its docking position where it is automatically positioned and hooked onto the frame. By lowering the hoist, the kibble’s payload is discharged into a truck waiting below.

Continues Widlake, “This system significantly reduces risk thereby enhancing safe working conditions and as it reduces tipping cycle times, there is also an increase in productivity.”

The height of the gantry structure is matched to the height of the stage and this allows the stage to clear the collar once raised to its upper limit. Once the stage has been raised in this upper position,

the long travel wheel drive motors are energised to move the gantry, complete with suspended stage, away from the shaft. The blast barricade is then drawn over the excavation and this effectively prevents fly rock from leaving the shaft barrel during blasting.

After blasting and clearing the shaft of the blast fumes by means of forced ventilation, the gantry rolls back to its position over the shaft, and the fully equipped stage is automatically aligned and positioned using a fully integrated programmable logic controller, and then lowered back into the shaft to the required depth.

An innovation which further facilitates productivity applies to projects where more than one shaft needs to be sunk. The pre-sink gantry offers the ability to pull itself along the rails between the first and second shaft positions.

“Being able to move rapidly from the one shaft to the second during the pre-sink phase offers major time saving advantages and further reduces risk,” says Widlake. Traditionally, set up for a pre-sink can take between one to three months but with this innovative technology it is now possible to achieve this over as little as two to three days.

Further improvements on the pre-sink stage include integral mechanised drilling systems. This consists of six vertical drill rigs supported on swivel arms suspended under the stage. Each operator guides the drill and manoeuvres it to match the pattern of holes required for the blast. An inline pneumatic air leg on the rock drill extends to create the necessary thrust between the stage and the floor and for drill retraction after drilling is completed.

“This technology has reduced the physical effort involved in the drilling operation and most importantly there are no longer any manual drill operators in the shaft bottom,” continues Widlake. The shaft lining process has also been simplified. A proprietary shuttering system is now suspended from the sinking stage. The shutter depth is 6 metres and after each 6 metre excavation the shutter is positioned 12 to 18 metres above the shaft bottom. This means that the shutter can be left in position during drilling and blasting operations.

“The pre-sink gantry was not engineered for a single project and it is able to handle shaft pre-sinks from 6 metre diameters up to a large 10 metre diameter shaft,” Widlake concludes.

This technology is set to change how shaft sinking is done on the African continent and is evidence of the Group delivering sustainable project engineering solutions. **R**

CEMENTATION AMERICAS EXPANDS SERVICES ACROSS THE PROJECT LIFE CYCLE

In line with the strategic direction of Murray & Roberts to provide services across the project life cycle, Cementation operations in the Americas has expanded its service offering. Traditionally Cementation in Canada and the United States, has differentiated itself from the competition through a design-build style of contracting with a foundation built on a core of engineering excellence. The group has always been involved in early project study work, detailed engineering and underground excavation and construction. Two recent additions to the group have expanded these capabilities.

In late 2015 Merit Consultants International joined the Cementation group. Merit is a well-respected consulting company with over 30 years of experience in surface mine infrastructure construction management. This was a strategic acquisition for Cementation. Merit’s long term and well-structured construction management practices will support Cementation as the group takes on more engineer, procure and construct style work. Also, being able to offer surface construction management services, provides a wider bank of capabilities and even more assurance of a coordinated capital



project. Merit's involvement from studies through to construction is aligned with the Cementation approach and with Cementation's support, Merit is in a strong position to also do construction management for underground projects. Merit's long term experience internationally, having worked in over 30 countries, is also beneficial to the group as Cementation's geographical market expands.

Last year the Group also added Cementation Above Ground to its service offering. The Company, based in Salt Lake City, USA, is a specialist design-build EPC style contractor working in the minerals handling space, providing surface material handling and processing services on a "pit to port" scope. Anchored by a core of specialist engineering personnel and a strong management team, they are supported by Cementation's engineering services. They also interact with other businesses within the Murray & Roberts Group, including Clough's North American operations CH-IV and Enercore.

With all of these elements in place, Cementation is in an excellent position to provide clients with services across the project life cycle, for both the underground and surface plant scopes. This seamless, one contractor approach, with early involvement, is the fastest route to production and a recipe for success on any major capital project. **R**

RUC CEMENTATION MINING INNOVATES AT KARARI GOLD MINE

During the last five months, RUC Cementation Mining has implemented Minetec's underground positioning and tracking tool at Karari Underground Gold Mine. This is an underground real-time positioning system which provides accurate tracking of assets by sending data across the underground ELF (Ethernet over leaky feeder) network, from each individual vehicle.

Each vehicle has had a touch screen monitor installed within the cabin. This enables the operator of each vehicle, to identify where every other vehicle is in the mine in real time. Each operator will be able to make an informed decision to determine whether they should proceed or alter their journey, which will enable greater productivity and efficiency within the operation. The real-time tracking will assist in eliminating light vehicle and heavy vehicle interactions.

RUC Cementation Mining has also worked with Minetec to develop Minetec's SMART task automation system. This is a system where tasks are allocated to operators over the ELF system through to their touch screen. The SMART systems allows each operator to see the tasks allocated to every other operator, and to see what stage in the job cycle that other operator is at.

The combination of real-time tracking and SMART is a first for RUC Cementation Mining and Minetec in an underground developing operation.

Guidance

RUC Cementation Mining has introduced automated guidance technology to its primary bogger used in the extraction of gold ore from stoping blocks at the Karari Underground Gold Mine. The state-of-the-art technology autonomously drives the bogger, assisting it to avoid walls and major obstacles, increasing tramming speeds, prolonging machine component life while keeping the machine in the optimal tramming path.

The automated guidance system allows the operator to set a pre-determined path that the machine will travel on without the need for the operator to control steering; allowing the bogger do all the work. When the path is difficult to navigate or extends over a long distance the independent guidance feature will ensure reliable repeatable tramming.

This technology has allowed RUC Cementation Mining to use larger bidders (Sandvik 621) in tunnel profiles typically designed for smaller equipment (Sandvik 517), resulting in increased productivity and eliminating damage caused by accidental contact between side walls and equipment.

Early indications suggest a 40% increase in productivity, increased equipment availability and operator satisfaction.

Resin Cable Bolt

On another innovative front, RUC Cementation Mining has had successful trials replacing the industry standard application of cementitious grout with a resin grout for the installation of cable bolts. The main driver of this trial was to reduce the down time associated with curing times of cable bolts in headings as part of the jumbo development cycle. In partnership with Normet, early trials have shown curing times of installed cable bolts have reduced from 12 hours to 30 minutes from using a Normet's Tampur 116T resin grout instead of the industry standard cementitious grout.

Due to the limited number of headings available for jumbo development, reducing the time taken for cable bolt grout to cure will significantly increase productivity and efficiency on site. **R**

POWER & WATER

MORUPULE A POWER STATION PROJECT UPDATE

Robust Magazine gets an update from Udo Strahlendorf, Project Manager to Murray & Roberts Power & Energy on the Morupule A Power Station project.

CAN YOU TELL US ABOUT THE WORK MURRAY & ROBERTS POWER & ENERGY IS DOING ON SITE?

The project entails the replacement and refurbishment of the aged equipment as necessary to restore the power station to its design capacity of 132MW gross outputs.

Morupule A Power Station is a coal-fired power station near Palapye, Botswana, situated about halfway between Francistown and Gaborone. It uses coal from the adjacent Morupule Colliery. The power station, owned by the Botswana Power Corporation (BPC), comprises four 33MW air-cooled units. It was constructed in 1982 and was commissioned in two stages with the final generator being commissioned in March 1989. It was designed for a 40-year life span.

It was shut down in 2013 in anticipation of the commissioning of the adjacent new Morupule B which was to have an installed capacity of 600MW (4 x 150MW).

As a result of non-performance of the Morupule B Power Station, BPC appointed Doosan Heavy Industries & Construction (DHIC) to return the station to service. Murray & Roberts Power & Energy has been contracted to carry out the majority of the mechanical works of the refurbishment.

Following completion of the project, it is anticipated that additional output will be achieved with state-of-the-art turbine generators and better emissions, as a consequence of upgrades to back end equipment including the addition of new flue gas filters and desulphurisation equipment.

HOW MANY PEOPLE ARE EMPLOYED ON THE PROJECT?

We have 388 employees on site, including 96 subcontractors.

DO YOU HAVE ANY ACHIEVEMENTS FROM THE PROJECT YOU'D LIKE TO SHARE?

From a safety perspective, we have had 483 797 fatality/disabling injury free man-hours to date. I am particularly proud of the number of local artisans and foremen who have proven their abilities and have been promoted to more senior positions on site. We have also engaged suitably qualified and experienced local companies to work on the specialised mechanical packages.

WHAT ARE SOME OF THE KEY FOCUS AREAS FOR THE PROJECT OVER THE COMING MONTHS?

We are focused on meeting our project milestones and maintaining production efficiencies during the latter phases of the project. As part of our commitment to sustainable project solutions, we continue to provide knowledge and experience to the local community and workforce.

WHAT ARE SOME OF THE CHALLENGES YOU FACE ON THE PROJECT?

The diversity of languages and cultures on site can present a challenge in effective communication and finding suitably skilled and experienced artisans is something most projects have to deal with.

WHAT MEMORABLE MOMENTS FROM THE PROJECT CAN YOU SHARE?

It was an honour to experience Botswana's 50 years of independence celebration. This was a long-awaited festival for the citizens of Botswana and was marked nationwide. Everyone was dressed in the colours of the Botswana flag and the Botswana Government put a lot of effort into the celebrations. **R**



INTRODUCING VUSI TSALE, BUSINESS DEVELOPMENT MANAGER AT MURRAY & ROBERTS POWER & ENERGY

WHAT CAREER MILESTONES ARE YOU MOST PROUD OF HAVING ACHIEVED?

The most memorable and impactful career milestone was my recent assignment as Head Project Development in Cennergi, a South African IPP jointly owned by Exxaro and Tata Power. After the Department of Energy had awarded preferred status on two wind projects during 2013, with an estimated capex value of R7.5 billion, the team and I had to hit the ground running in order to deliver new technology, on time and to the highest safety standards.

The plants have successfully achieved commercial operation within budget and with no fatalities or recordable incidents and are currently pumping power into the national grid.

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

A listed multinational project group like Murray & Roberts must always demonstrate a solid order book to give comfort to investors and shareholders of its ability to grow and sustain earnings into the future. A large part of this emanates from business development. The markets we operate in are often unpredictable and can experience delays when executing resource plans which inevitably result in delays for companies such as ourselves, in rolling out projects.

Our strength lies in our ability to adapt and respond to these ever-changing environments across our markets to deliver on our commitments.

WHAT EXCITES YOU ABOUT THE FUTURE IN YOUR INDUSTRY?

The Board of Murray and Roberts has made a strategic decision to focus Murray & Roberts Power & Energy on the African continent. I see Africa as a new frontier of growth, especially in the power and water sectors. We see this as evidenced by:

- Population growth
- Very low electrification rates in the majority of the 54 African states
- Very low base of installed capacity in major African states like Nigeria
- Intent from policy makers and heads of state to deliver sustainable electricity to foster industrialisation in their countries
- Continued large discovery of hydrocarbons in East Africa

WHAT ARE SOME OF YOUR INTERESTS OUTSIDE OF THE OFFICE?

I enjoy cycling, football and listening to music.

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

Align your career objectives to your natural passion.

WHAT WOULD PEOPLE BE SURPRISED TO KNOW ABOUT YOU?

I could have been a professional footballer.

WHAT WAS YOUR FIRST JOB?

I studied at the University of Cape Town under the Sasol Group scholarship programme. After university I was employed as Junior Mechanical Engineer in Sasol Chemical Industries at the Sasolburg Polymers Plant. **R**

CORPORATE CITIZENSHIP

Daniël Grobler, Managing Director at Murray & Roberts Cementation, talks to Robust Magazine about their Values-in-Action initiative

VALUES-IN-ACTION

WHAT IS THE MURRAY & ROBERTS CEMENTATION VALUES-IN-ACTION INITIATIVE?

Murray & Roberts Cementation launched the Group Values [Respect, Integrity, Care, Commitment, and Accountability] as “Values-In-Action”. Why? Values can only be enacted if people put them into action with daily practices i.e. through their behaviours, decisions and words.

We created a symbol for each value with this concept in mind. We used real people to create each symbol to stress the importance of Values-In-Action through people. However, symbols hanging on walls do not embed a culture, we therefore created infographics for each value explaining:

- What each value means at Murray & Roberts Cementation;
- Why it is important; and
- What each value looks like in action at Murray & Roberts Cementation.

The rolling out process I adopted was an inclusive one, I introduced each value with a Values-In-Action story based on my experience at Murray & Roberts Cementation and then encouraged employees to share their values-aligned stories. This Values-In-Action awareness campaign resulted in a Values-In-Action storybook, which is a collation of stories submitted. This is available on our intranet site and will be included in the induction of new employees in order to expose them to what the values look like in action at Murray & Roberts Cementation.

I appreciate every employee who took the time to share their experiences with Murray & Roberts Cementation. Have a look at the infographic of a Values-In-Action story on Respect.

WHAT ARE SOME OF THE GOALS YOU WOULD LIKE TO ACHIEVE WITH THE CAMPAIGN?

The values of Respect, Integrity, Care, Commitment and Accountability were presented to employees as RICCA.

RICCA is a common acronym in South Africa, used across levels from frontline employees to top management thus easily remembered.

RICCA requires South Africans to validate their personal details from time to time, similarly RICCA will require employees to ‘validate’ their behaviour to ensure alignment with Murray & Roberts Cementation’s values; validation will be informed through the Murray & Roberts Cementation Leadership 360° survey and the Murray & Roberts Cementation annual company-wide survey.



Following the release of survey results leaders will be required to implement action plans for areas of improvement and success will be measured in the next survey cycle.

The ultimate aim of this initiative is to fully embed RICCA within Murray & Roberts Cementation in order to achieve a values based performance driven culture. **R**







1 WHAT DOES RESPECT MEAN AT MRC?

- Appreciating the environment in which we operate.
- Acknowledging and appreciating each other's (customer and colleague) differences in culture, viewpoints, philosophies, physical ability, beliefs and personality.
- Treating each other (customer and colleague) with trust and dignity.

2 WHY IS RESPECT IMPORTANT?

A respectful workplace creates employees who are:





3 WHAT DOES RESPECT LOOK LIKE IN ACTION AT MRC?



I encourage the expression of ideas and opinions.



I listen to, and respect the ideas and opinions of others.



I critique ideas, not people.



I demonstrate courtesy, politeness and kindness to all.



I am aware of my own body language and conduct in workplace interactions.



I respect and protect MRC assets.



I engage in work which is safe, healthy and environmentally sensitive.

RESPECT SHOULD GUIDE YOUR BEHAVIOUR AND CONDUCT AT MRC

* RICCA will require you to 'validate' your behaviour to ensure alignment with MRC's values through annual site and leadership 360° surveys.



LET'S KEEP GIRLS IN SCHOOL – A MURRAY & ROBERTS FORUM FOR PROFESSIONAL WOMEN INITIATIVE

For many young people, the start of puberty is a challenging time. This is especially true for young women who may have little knowledge about what is happening to their bodies and are unable to afford sanitary protection, something that most of us take for granted.

Lack of sanitary protection, embarrassment and shame lead to a decline in school attendance for these young women.

In support of the 16 Days of Activism Against Gender-Based Violence campaign, the Murray & Roberts Forum for Professional Women initiated a sanitary product collection drive to be distributed to schools in need within the communities in which the Group works. The forum also hosted Dignity Dreams at the Douglas Roberts Centre to raise awareness of the important work they do.

The business of Dignity Dreams is centred on five pillars:

- Provide reusable sanitary wear to girls who can't afford it;
- Provide age-appropriate information regarding menstruation and hygiene;
- Establish and support women-owned micro-businesses;
- Make men and boys part of the conversation, the empowerment of girls needs the inclusion of their peers; and
- Be kind to the environment, a disposable sanitary towel takes hundreds of years to decompose.

Thank you to the many employees who donated sanitary products to the collection drive and to those who made much-needed cash donations to Dignity Dreams.

A special acknowledgment goes to the Murray & Roberts Power & Energy team, led by Patrick Metswe, for their generous donation.

The Murray & Roberts Power & Energy Secunda project also deserves mention. The ladies issued a challenge to the men to collect money for sanitary products and then, to go and purchase the products themselves. A challenge that they accepted, well done gentlemen for getting involved!

You can find out more about Dignity Dreams at www.dignitydreams.com. **R**



CHANGING THE FACE OF MEN'S HEALTH

In November 2016 the Clough Executive Committee, led by CEO Peter Bennett, participated in Movember. People across Clough's corporate offices and project sites took up the challenge to raise funds and awareness for some of the biggest health issues facing men: Prostate, Testicular Cancer and Mental Health.

Competitive rivalries were strong. The Clough Corporate Team, captained by Peter Bennett, and the Wheatstone Hook-up and Commissioning Team, captained by Project Manager Matt Taylor, engaged in a head-to-head battle to raise funds.

Personal rivalries were also fierce with staff members often facing the predicament of whose efforts they should support, with many making the safe career choice and backing the team as a whole. Some executives even stooped as low as learning how to use Snapchat filters to boost their chances of success.

Suffice to say, some 'Mos' developed at a greater pace than others, but by the end of the month none were deemed keepers. Much to the relief of wives, children and small animals across Perth, all 'Mos' were removed.

The Clough Mo Team raised a total of AUD\$14 732, eclipsing the target set of AUD\$12 000 and placing us 71st of all Movember teams in Australia.

The Movember Foundation is the only global charity focused solely on Men's Health. Every November they conduct Movember, where men across the world take part by growing their 'Mo'. Participants compete as either a 'MoBro' or 'MoSis', or through supporting fundraising efforts of the participants. **R**

MOVEMBER FOUNDATION – CLOUGH 'MO' TEAM

FINAL STATISTICS:

Funds raised:	AUD\$14 732
National ranking:	71

TOP PARTICIPANTS:

Peter Bennett, CEO:	AUD\$ 3 003
Mike Hansen, Head of Supply Chain:	AUD\$ 2 674
Richard Simons, CFO:	AUD\$ 2 573
Christian Ainslie, Group General Counsel:	AUD\$ 808



Ed Jardim, Chairman of the Murray & Roberts Child Welfare Fund, reflects on a successful year and how to make a difference in 2017

CHILD WELFARE FUND GEARS UP FOR AN IMPACTFUL 2017

I'd like to take a page from our Group Chief Executive's article up front in the magazine and look back at the successes of the first half of the 2017 financial year (June to December 2016).

The Murray & Roberts Child Welfare Fund (MRCWF) makes an enormous difference. In the first six months of the new financial year, the fund donated just under R300 000 to organisations supporting vulnerable and orphaned children. This would not have been possible without the generosity of our employees, business partners and clients – and we thank you for your continued support!

I'd like to name our beneficiaries below:

- Bhabhisana Baby Project – Therapeutic Intervention & Training Project
- DOCKDA Rural Development Agency – Keep Girls in School Programme
- Elkana Childcare – Nutrition & Linen Project
- Uhambo Foundation – Mobility Devices
- Spitskop Special Needs School – Vegetable Tunnel Project
- Guild Cottage – Therapy Programme
- Kids Haven – School Uniform Project
- Look Forward Creativity Centre – Nutrition Project

MATCHING OF FUNDS FROM MURRAY & ROBERTS' LETSEMA SIZWE

As you may know, the MRCWF is almost solely dependent on small monthly and once-off donations from our employees. The funds raised from employee donations are complemented with funds raised at our annual golf day in May each year. Each Rand we raise from employees and the golf day is matched by Murray & Roberts via the broad-based community trust, Letsema Sizwe. A big 'thank you' to Murray & Roberts for their support of the fund!

MRCWF COMMITTEE ANNUAL SITE VISITS

The MRCWF Committee undertakes annual site visits to organisations that have received donations throughout the year. Through these site visits the committee demonstrates care and accountability, while simultaneously positioning Murray & Roberts as a responsible, engaged corporate citizen.

Spending time with beneficiary organisations provides first-hand insight into the lives of vulnerable children in South Africa. The visits enable committee members to meet and interact with children, learn about the impact of poverty and abuse and to develop a deeper appreciation for the valuable contribution that you make through the MRCWF. Representatives from beneficiary organisations welcome these visits and commend Murray & Roberts for the 'personalised' approach to our partnerships.

As custodians of the funds raised from our employees, business partners and clients, the committee is responsible for ensuring that funds are allocated and utilised appropriately. The site visits provide the opportunity to monitor programme implementation, ensure that funds have been allocated accordingly and promotes effective and transparent reporting to our donors.

HOW CAN YOU MAKE A DIFFERENCE?

MRCWF Golf Day – Glendower Golf Club – Friday, 19 May 2017

We have booked the date for the 2017 Golf Day – we will host our players on Friday, 19 May at Glendower Country Club – please save the date! If you are interested in playing, please send an email to ed.jardim@murrob.com to receive the details. The booking form and information pack will be sent out to all past players and sponsors in due course.

Not yet a donor?

If you are interested in getting involved and making a difference, please email Makgobadi Dikotla on makgobadi.dikotla@murrob.com and we will send you a pledge form. We distribute a brief quarterly newflash to each one of our donors providing accountability for how your donations are making a difference.

If the first six months was anything to go by, then I know we will be making an even bigger impact this year – **TOGETHER!** 





These awards have had tremendous impact on the beneficiaries over the past 35 years and now we celebrate another six finalists who use sport to nurture and inspire young people in their communities. We are excited about the potential that can be realised in our youth through the additional support the awards provide.

HENRY LAAS, MURRAY & ROBERTS GROUP CHIEF EXECUTIVE

JACK CHEETHAM AND LETSEMA AWARDS

Sail Africa Youth Development Foundation and Rowing South Africa were each awarded first place at the 35th Jack Cheetham and Letsema Sports Development Awards, hosted by Murray & Roberts in association with SASCO.

Sail Africa Youth Development Foundation were the winners of the Jack Cheetham Award, which recognises sports development projects transforming the lives of able-bodied young South Africans. The foundation exposes previously disadvantaged youth to the sport of sailing and provides opportunities for careers in the nautical sciences and maritime industry. Participants of the project have previously represented South Africa at world sailing events.

First place in the Letsema Award went to Rowing South Africa for their Rowing for the Disabled programme. The Letsema Award is presented to sports development projects for people with disabilities. Rowing for the Disabled has a mass outreach programme for both indoor and outdoor rowing, which continues to produce elite athletes, several of whom have participated in the Paralympic Games.

The runner-up in the Jack Cheetham Award was National Archery in Schools Programme – South Africa, which uses the sport of archery to promote participation in outdoor activities, while developing life skills. Third place went to CODAH Cycling Club. The club provides support to vulnerable and orphaned children through an outreach programme that includes a feeding scheme, basic life skills and cycling training.

The Letsema Award runner-up was the Northern Cape Sports Association for the Physically Disabled. The association provides opportunities for people with physical disabilities to participate across a wide code of sporting activities. Third place in the Letsema Award went to Frances Vorweg School for learners with special needs, for their sports programme. Through the sports programme, the school has seen improvements in their learners' self-esteem, confidence and scholastic subjects.

Henry Laas, Murray & Roberts Group Chief Executive, says, "These awards have had tremendous impact on the beneficiaries over the past 35 years and now we celebrate another six finalists who use sport to nurture and inspire young people in their communities. We are excited about the potential that can be realised in our youth through the additional support the awards provide."

Each of the 2016 finalists was so impressive that choosing one winner per category was a challenge for the adjudication committee. The committee uses a number of criteria in the adjudication process, these include the reach of the project, impact on the communities as well as inspirational leadership and all our finalists had these in abundance.



THE 2016 JACK CHEETHAM AWARD FINALISTS:

Sail Africa Youth Development Foundation

Sail Africa Youth Development Foundation was established in 2007 and is the development project of Sail Africa. The overall objective of the Foundation is to expose youth to the sport of sailing as well as to careers in nautical sciences and the maritime industry.

The Foundation has forged strategic partnerships with the KZN Department of Education to identify and attract urban and rural schools to the programme as well as aligning their training programmes to support curriculum around nautical sciences and maritime studies.

Approximately 80 learners per term are engaged on the development programme with all learners afforded the opportunity to participate in national and international events. Youth that have mastered the basics of sailing are then passed onto yachting clubs, where they are supported in high performance training. Several youngsters from the Foundation have gone on to represent South Africa in world events.

National Archery in Schools Programme – South Africa

National Archery in Schools Programme (NASP-SA) uses the sport of archery to uplift the youth and promote participation in responsible outdoor activities while developing life-long skills.

NASP-SA is the development project of 3DI Target Africa which is affiliated to the Federation of Archery in SA. NASP introduces the sport of archery, facilitates and implements archery programmes, facilitates training and participation in competitions, develops infrastructure needed for the sport and identifies and trains coaches.

One of the development programme archers is one of the top 16 archers in South Africa and was part of the NASP-SA national team that competed in the Africa and World Championships in 2015. NASP was the first runner-up for the Jack Cheetham prize in 2012.

CODAH Cycling Club

CODAH Cycling Club is a project of the Children of Destiny at Home (CODAH). CODAH is an NPO operating in Hammersdale, KZN and was established in 2007. CODAH provides support to orphans and vulnerable children living in impoverished environments through an outreach programme which includes a feeding scheme, life skills training, sports and basic skills development. The programme reaches approximately 900 children, with almost 300 of them being orphans.

CODAH recognised the need for sport for the children and established a development cycling club in 2014. Supported by KZN Cycling, the club engages boys and girls between the ages of 3 and 20 and to date they have 300 children in the programme.

There are currently 40 participants that receive high-performance training, supported by KZN Cycling.



MARCH 2017 / ROJUST 17

THE 2016 LETSEMA AWARD FINALISTS:

Rowing South Africa – Rowing for the Disabled

Rowing for the Disabled is a project of Rowing South Africa and has achieved great success. It is an inclusive sport in that rowers can participate and train as exclusively disabled rowers but they are also able to compete with and against able-bodied rowers. Rowing South Africa has a mass participation programme including both indoor and water rowing programmes and had elite para-rowers, with two crews having qualified to participate at the Paralympics in 2016.

Rowing for the Disabled was awarded the runner-up prize at the 2012 Letsema Awards.

Northern Cape Sports Association for the Physically Disabled

The organisation was established in 1979 with the aim of improving opportunities for people with physical disabilities to participate in sport and promotes sport for physically disabled people at both a junior and senior level through development and elite training programmes.

They work primarily with schools for learners with special needs through which they are able to expose learners to sport, create opportunities for learners to try out for several sports, identify learners with potential and then provide extensive coaching for learners who are able to participate in high-performance training programmes.

The organisation reaches a large number of beneficiaries through its mass participation programme at schools and has approximately 60 athletes that participate at a competitive level. They offer training in several sporting codes including table tennis, boccia, athletics and swimming, wheelchair tennis, powerlifting and cycling.

Frances Vorweg School Sports Programme

Frances Vorweg is a school for learners with special needs, primarily accommodating children with cerebral palsy but also those with ADHD.

There are currently 405 learners enrolled, ranging in age from 3 to 18 years and the school promotes a holistic education, offering academic, skills and sports development programmes. Included in their sporting activities are swimming, athletics and soccer. Archery was introduced two years ago and has become the fastest growing sport at the school.

The school has seen physical improvements in posture and strength as well as improvements in maths and reading, receiving instruction and self-esteem through the sport of archery. The archery club has achieved recognition from Archery South Africa and receives invitations to participate in both club and provincial level events.

Please visit www.jclawards.co.za for more information and to view the photo gallery. **R**

NEWS



WALKING THE TALK ON SAFETY

During January 2017, BAM Clough's project team on Woodside's Karratha Gas Plant Life Extension Project demobilised from site without a single injury. This was the first time in Clough's history that such an achievement was made.

BAM Clough also received a Contractor of the Month Award in August and September 2016 in addition to letters of acknowledgement from Woodside, commending the safety culture on the project.

BAM Clough's Pursuit of Excellence and commitment to its core values made this achievement possible. The project was challenging as marine refurbishment involves high-risk tasks such as heavy lifts over water, diving, marine operations, anchor handling, working at height, rope access and scaffolding.

Each of the tasks presents risks and Project Manager, Luke Munro, and construction superintendent, Joe Solomon, set high safety targets for their teams from the outset and actively encouraged participation in the HSE programmes.

Says Luke, "Safety is critical for BAM Clough and our clients, and this achievement further strengthens our relationship with Woodside."

"Our industry-leading safety performance and commitment to Zero Harm is part of the Clough Difference," concludes Joe.

The team completed 82 470 man-hours over 29 weeks on site. **R**

ff Our industry-leading safety performance and commitment to Zero Harm is part of the Clough Difference. **jj** JOE SOLOMON, CONSTRUCTION SUPERINTENDENT



LIVING THE MURRAY & ROBERTS POWER & ENERGY VALUES

Jeremia Makanya is a truck driver for Murray & Roberts Power & Energy Secunda Oil & Gas and has worked at the project for three years. His commitment to the Group values was noticed by Steve Harrison, CEO of the Murray & Roberts Power & Water platform. "Jeremia lives the values of accountability, care, respect and commitment which is evident in the way he conducts his duties and maintains his equipment," says Steve.

"I am an old driver and was taught to look after my things, so I try to do this with my equipment. I am also very thankful for my work and am proud of my job," continues Jeremia.

Jeremia transports steel pipes that are fabricated at the workshop as well as equipment containers to the site for installation, and has been driving trucks for over 30 years. He has also done long distance haulage over a number of routes before he joined the Murray & Roberts Group. The biggest rig Jeremia has driven was a 30 tonne interlink truck!

Jeremia is the first nomination for the platform's Living our Values award.

"I am proud to have a colleague like Jeremia and congratulate him on his nomination," concludes Steve. **R**

Safety News Flash

PLATFORM	COMPANY	PROJECT	Period without a Lost Time Injury (LTI)
Company specific achievement			
Oil & Gas	Clough	Clough (Total)	1 year LTI free
Project specific achievement			
Underground Mining	Cementation SA	Finsch Mine	1 year and 3 months LTI free
Underground Mining	Cementation SA	Mufulira Deep	1 year and 2 months LTI free
Power & Water	Power & Energy	Medupi	4,2 million LTI free hours

COMPETITION

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Durable by design, HERO5 Black is waterproof to 10m without a housing.

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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 31 JULY 2017 TO:

Email: competitions@overend.co.za

Murray & Roberts Competition – MARCH 2017
P.O. Box 652464, Benmore, 2010
Sandton, Gauteng, South Africa

Remember to include:

"Murray & Roberts Competition – MARCH 2017" in the subject line.

RULES:

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

Simple one-button control

A single press of the shutter button powers the camera on and starts recording automatically.

Advanced video stabilisation

HERO5 Black can capture stunningly smooth video handheld, mounted to your favorite gear and more.

Mr AR Smith from Durbanville was the lucky winner of an iPhone 6 in the the September 2016 Murray & Roberts Robust Magazine competition.



ENTRY FORM: ROBUST MARCH 2017 COMPETITION

Name: _____

Phone number: _____

Address: _____

Question: What is the Group's Vision? _____

* Strictly one entry per person

Terms and conditions apply.



**Murray
& Roberts**



Child Welfare Fund

WHY DO I DONATE?

“It’s the right thing to do. How can you go to bed warm, well-fed and safe and not care about the thousands out there not as fortunate as you.” – **Sharon Carew, Murray & Roberts Cementation**

“By donating a small amount to the Child Welfare Fund, I know this money is channelled into organisations that are doing good work for our less fortunate children.” – **Anonymous, Murray & Roberts Power & Energy**

“By donating to Murray & Roberts Child Welfare, you know the funds are going to various charities, the charities are scrutinised and the money is used for the purpose intended. At the same time, it takes no effort to donate, yet it has a huge impact on many, many lives.” – **Samantha Botha, Murray & Roberts Limited**

“I donate because I believe that love is the only antidote against an individual’s, and ultimately a community’s breakdown in welfare and wellbeing. I believe that through the Murray & Roberts Child Welfare Fund, we are going to see the fruit of it in various South African communities in the next decade.” – **Warren du Plessis, Murray & Roberts Power & Energy**

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

email: makgobadi.dikotla@murrob.com

PLEDGE YOUR SUPPORT!