

The background of the cover is a photograph of a mining site at dusk or dawn. On the left, a tall, dark metal drilling rig stands against a sky with soft, colorful clouds. In the center, a green shipping container is elevated on a metal platform. To the right, a large yellow mobile crane with 'RUC MINING' and 'ALL THE ANSWERS UNDERGROUND' written on its side is parked. The scene is illuminated by various site lights, creating a mix of cool and warm tones.

**Murray
& Roberts**

20

**GROUP
SUSTAINABILITY
REPORT**

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ADDITIONAL INFORMATION ONLINE



ONLINE

www.murrob.com/inv-annual-reports.asp

► 2020 annual integrated report

Our annual integrated report for the year ended 30 June 2020, presents the strategy, governance, performance and prospects of the Group. The full business platform reviews are included in the integrated report.

► Supplementary governance information and King IV application register

► Full annual financial statements



ABOUT THIS REPORT



Our sustainability report for the year ended 30 June 2020 provides an overview of our approach to managing our material sustainability issues, including the issues that matter most to our stakeholders, and our performance in relation to these issues for the year.

The report supplements the Group's integrated report, providing interested stakeholders with more detail on our safety, human capital, social and environmental performance.

Central to our value creation story, and covered in our integrated and sustainability reports, are our commitment and initiatives to deepen and protect our reputation as a well-governed, ethical and responsible multinational organisation.

The report covers our wholly-owned business platforms and the joint ventures in which we have significant influence.

The report follows the same structure as last year with a glossary of acronyms added for ease of reference.

INTEGRATED THINKING

The Group's approach to ethical leadership, corporate citizenship and sustainability, both in managing the pertinent risks and impacts, and in seeking competitive advantage as a contractor of choice and an employer of choice in its markets, are consolidated in its philosophy of *Engineered Excellence*, which has been embedded in the Group's culture. Continual improvement in the Group's standards, systems, best practices and reporting, in response to the operating environment and the needs of stakeholders, as well as performance outcomes, embed this philosophy at every level of the Group.

REPORTING FRAMEWORK

Our sustainability reporting has been prepared in accordance with the GRI Sustainability Reporting Standards at a core application level.



ONLINE
GRI Standards content index

The Group's market capitalisation disqualifies it from a rating in the FTSE/JSE Responsible Investment Index Series.

GOVERNANCE

The social & ethics committee's broad statutory mandate is encapsulated by its primary responsibility to guide, oversee and monitor the Group's commitment to sustainable development and ethical conduct. The committee comprises three independent non-executive Board directors and six executives attend as invitees. This ensures that the considerations attendant to ethical leadership, corporate citizenship and sustainability stewardship inform Board and management thinking and decision-making. The committee assesses and monitors social and ethics performance through well-established reporting lines and against relevant frameworks and indicators.

ASSURANCE

Our independent sustainability auditors, IBIS ESG Consulting Africa (Pty) Ltd, provided limited assurance over selected non-financial performance indicators. Accredited rating agency, EmpowerLogic, verified our BBBEE rating and scorecard.



PG 57

independent limited assurance report

APPROVAL

The social & ethics committee is responsible for overseeing the preparation and presentation of the sustainability report and ensuring its integrity. The committee approved the report on 24 August 2020.

FEEDBACK

The sustainability report is intended to provide the basis for meaningful engagement with our stakeholders. We welcome your feedback which can be provided to Ed Jardim, Group Investor and Media Executive at ed.jardim@murrob.com.



GROUP OVERVIEW

01

MURRAY & ROBERTS

AT A GLANCE

We enable fixed capital investments that allows people to live better lives. We are both a service provider to society, and an integral part of the socioeconomic ecosystem.

Murray & Roberts is a multinational specialised engineering and construction group focused on the natural resources sector. While there is high uncertainty in the near-term outlook for global economic growth and commodity price recovery, the medium-term structural shifts and long-term demand fundamentals (global population growth, rapid urbanisation and economic growth) in our market sectors remain favourable.

PURPOSE

Enabling fixed capital investments that support the advancement of human development.

VISION

To be a leading multinational engineering and construction group that applies our project life cycle capabilities to optimise fixed capital investment.

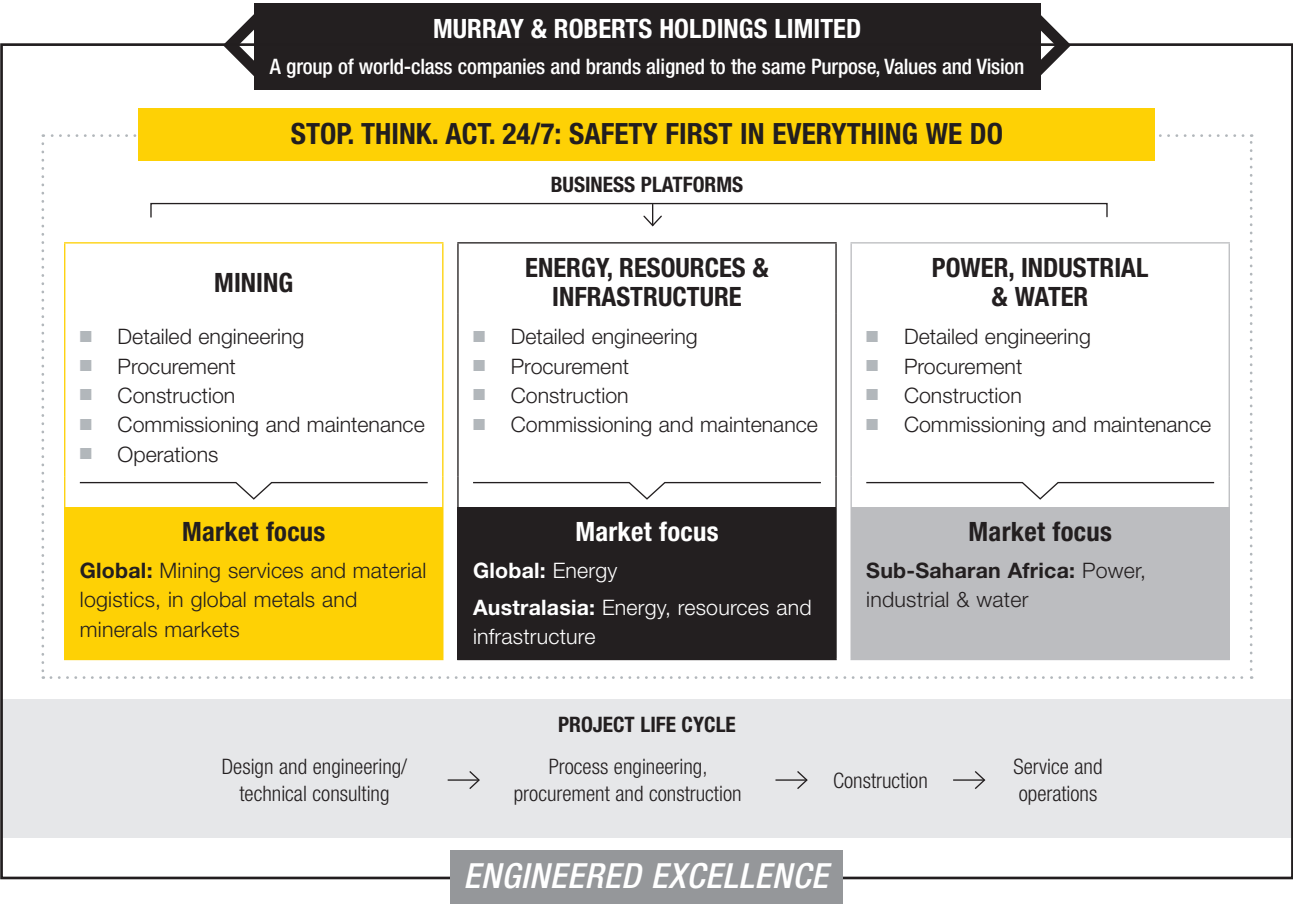
Our **Purpose** connects our capabilities to the investment our clients make in the infrastructure required for long-term economic and social development of industries, countries and communities.

We design, construct and maintain the mining operations that provide the resources on which all real economic activity is based; the infrastructure that turn gas, water and sun into electricity, and take it to industries and individuals; and the complex transport infrastructure like roads, tunnels and water works that serve growing and increasingly urban populations.

Our **Values** of Integrity, Respect, Care, Accountability and Commitment guide us individually and collectively in everything we do, in every country we work. Our culture of *Engineered Excellence* defines, governs and informs our management approaches throughout the organisation. This reinforces the competitiveness of our operations, and our reputation as a well-governed, values-driven and ethical multinational organisation, which is how we define the leadership aspiration in our Vision.

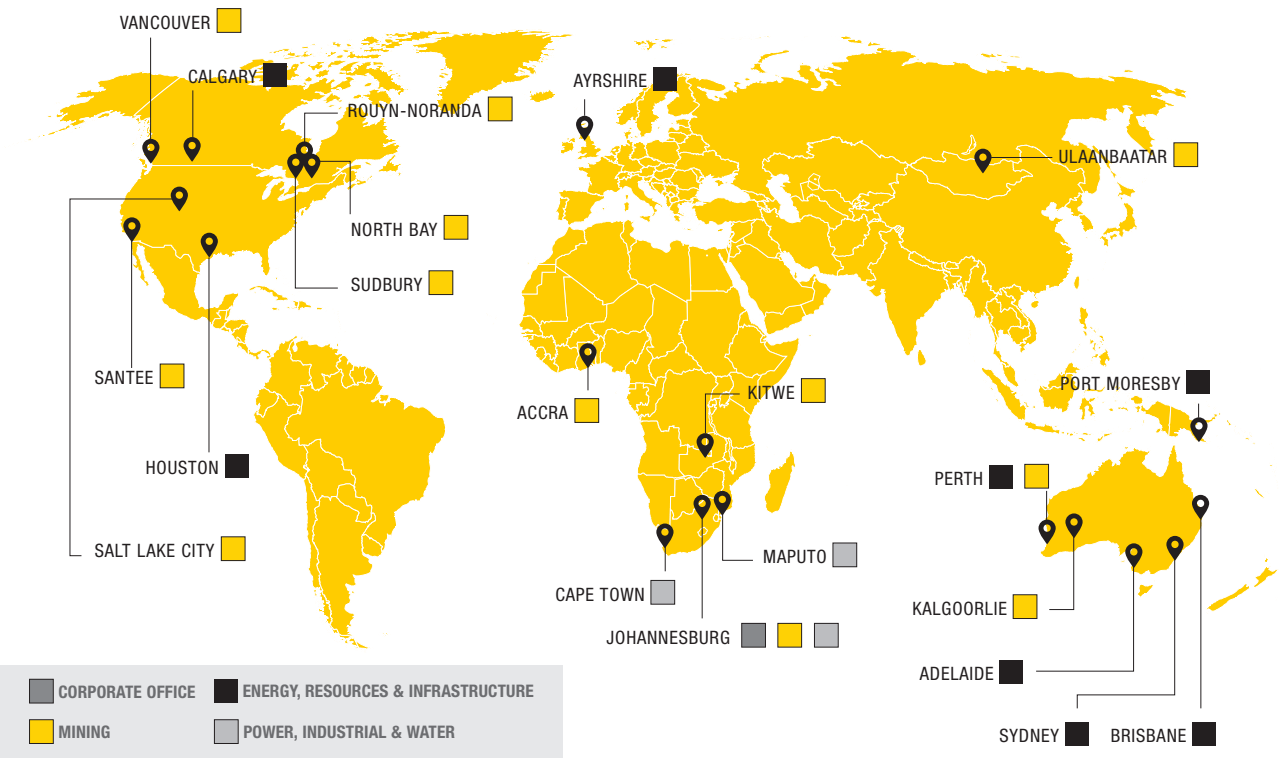
In the past three years, we have broadened our market focus to bolster the Group's response to market cyclicality, typical of the natural resources markets. Our broader market focus includes sectors presenting the best opportunities for growth, diversification and differentiation for each of our business platforms. The resources, industrial, energy, water and specialised infrastructure sectors are now included as target markets. Accordingly, we renamed our business platforms to describe the market sectors in which they are positioned to compete as specialist contractors.

MURRAY & ROBERTS AT A GLANCE *continued*



GLOBAL POSITIONING

Our geographic footprint is focused on establishing a permanent presence in high-growth regions for our clients. We also support clients in other geographies where we do not have a permanent presence, occasionally in joint venture with local partners.



SOCIAL & ETHICS COMMITTEE CHAIRMAN'S REPORT



NTOMBI LANGA-ROYDS

The Group's culture of *Engineered Excellence*, which embeds shared learning and continual improvement in every aspect of our business, supports the competitiveness of our business platforms in highly contested markets.

It defines our management approaches at every level of the organisation and drives the achievement of industry-leading HSE performance – which is as important to our clients as it is to our employees. It also underpins the Group's reputation as a well governed, values-driven and ethical organisation, which is critical to our long-term resilience, particularly now, as the COVID-19 pandemic presents hardships and economic pressure globally.

The Group recorded a second consecutive year without any fatalities across a portfolio of more than 100 projects around the world, a remarkable achievement given the disruption and distraction of COVID-19. However, this was tempered by a deterioration in the Mining platform's injury rates. The Group's safety performance compares to the best in the world in our market sectors and initiatives to achieve Zero Harm are ongoing.

Regrettably, a fatality was recorded early in FY2021. The Board deeply regrets the death of our colleague, Wilfred Moleofi, who sustained serious injuries while performing his duties at one of our projects. We again offer our deepest sympathies to his family

and friends. Fatalities and injuries at work are unacceptable and avoidable, and the Group continues to focus on understanding and managing the complex interplay of factors required to ensure Zero Harm to our employees and those exposed to our business activities.

To mitigate the impact of COVID-19 on our employees and the business, the Group has implemented a coordinated response plan overseen by a COVID-19 Task Team. The team monitors developments and ensures a consistent and comprehensive Group approach to the COVID-19 threat. At the time of Board approval of this report, the Group had recorded 234 confirmed cases since the pandemic outbreak, with the majority being in our mining operations in South Africa. We are saddened to report the deaths of three employees from COVID-19 related complications. All necessary support has been provided to the families of our deceased colleagues.

The pandemic is highlighting the need for meaningful social and economic transformation globally, and particularly in South Africa, to limit the disproportionate impact that systemic shocks have on the most vulnerable and marginalised in our society. Murray & Roberts is well positioned to support economic restoration that emphasises improvement and expansion of infrastructure. Our strong sense of social purpose and commitment to benefitting the communities located near our projects, helps us to better understand and appropriately respond to their needs and expectations. We believe this is fundamental to our ability to deliver long-term profitability and fulfil our responsibility to our stakeholders, ultimately ensuring our sustainability.

Globally there is increasing public and regulatory scrutiny on corporate responsibility for climate change. Our newly published position on the issue commits the Group to playing a meaningful role in the fight against climate change. In line with our position, coal-related projects can only be undertaken outside of South Africa with Murray & Roberts Limited Board approval. We are committed to growing our service offerings in the cleaner energy sector, however, the reality is that South Africa still relies mainly on coal-fired power for electricity supply, as cleaner forms of energy remain insufficient to meet base-load demand. Within this reality, we will continue to be highly selective in the coal projects we undertake.

The social & ethics committee is satisfied that the 2020 sustainability report covers the material sustainability issues impacting the Group and approved the report on 24 August 2020.

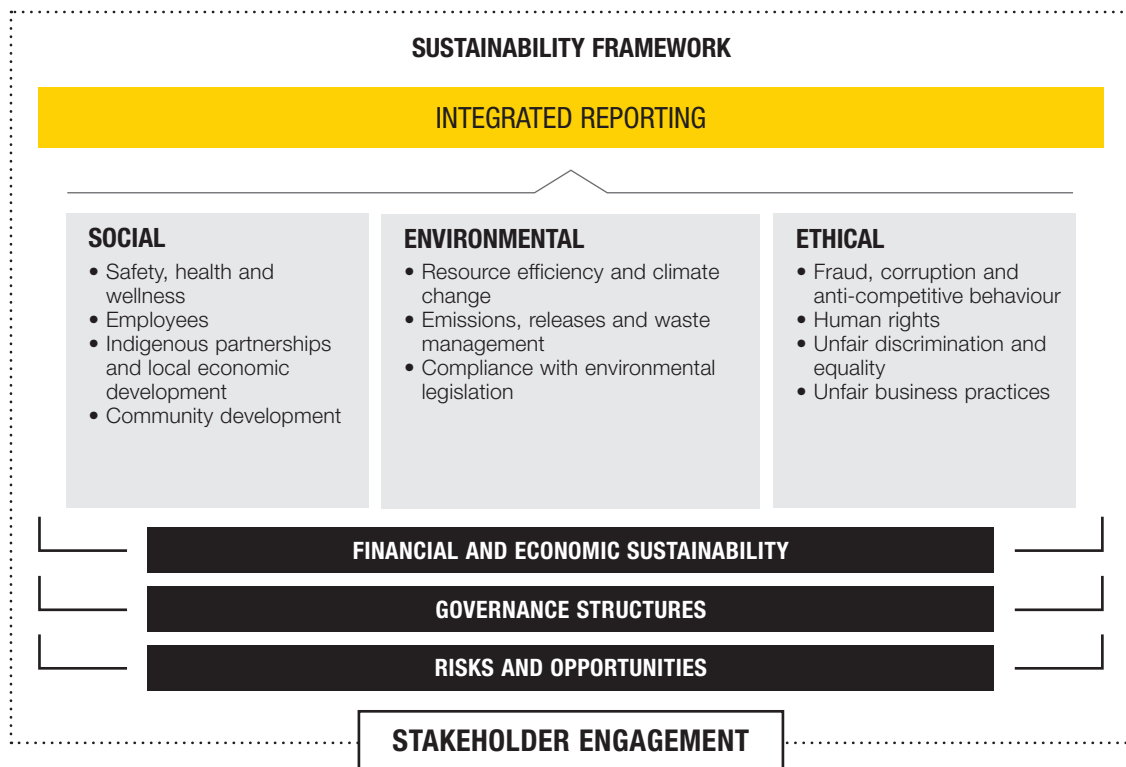
Ntombi Langa-Royds

Social & ethics committee chairman

OUR SUSTAINABILITY MANAGEMENT FRAMEWORK

Our approach to ethical leadership, corporate citizenship and sustainability is embedded in our culture of *Engineered Excellence*.

We define sustainability as the purposeful delivery of projects in a responsible manner, while at the same time respecting the needs and expectations of our stakeholders and achieving industry-leading HSE performance. These are critical success factors for our business to remain resilient and competitive throughout economic and social cycles. The social & ethics committee ensures that the Group formulates collaborative responses to sustainability challenges.



Our sustainability management framework provides an overarching approach to managing sustainability issues across the Group, while allowing for flexibility and local adaptation. It sets out our commitment to operate in an ethical and sustainable way by:

- Creating sustainable value for shareholders, clients, employees, partners and suppliers, as well as the communities in which we operate.
- Understanding and mitigating our operational risks and taking advantage of opportunities.
- Engaging with our stakeholders and taking their views and concerns into consideration when making strategic and operational decisions.
- Managing all our impacts according to the principle of Zero Harm.
- Applying best practice corporate governance.

RESPONDING TO OUR STAKEHOLDERS

Maintaining stakeholder trust given intensifying activism, public scrutiny and expectations of greater transparency and reporting is critical to the Group's resilience and sustainability.

Our reputation, and the trust it instils, is built on our Values. The strength of our stakeholder relationships has never been more important than now in the midst of the COVID-19 pandemic where our long-term resilience rests squarely on our reputation.

The Group's embedded engagement model and structure, guided by our Values, supports our strong relationships with clients, employees and other stakeholders. The stakeholder engagement framework holds the Group accountable for stakeholder inclusion in identifying, understanding and responding to sustainability issues and concerns. It also requires that we report, explain and be answerable for our decisions, actions and performance.

Stakeholder engagement is ongoing and takes place at both the corporate office and business operation levels across the Group.

During the year, a Groupwide employee experience survey was undertaken to understand how our employees perceive Murray & Roberts.



PG 24

Survey results

GROUP STAKEHOLDER ENGAGEMENT POLICY

Our Group stakeholder engagement policy ensures that the legitimate expectations and concerns of a wide variety of stakeholders are placed at the centre of our strategy formulation and execution. It outlines our engagement responsibilities and applies to all companies and employees, including permanent, part time, temporary and contract employees.

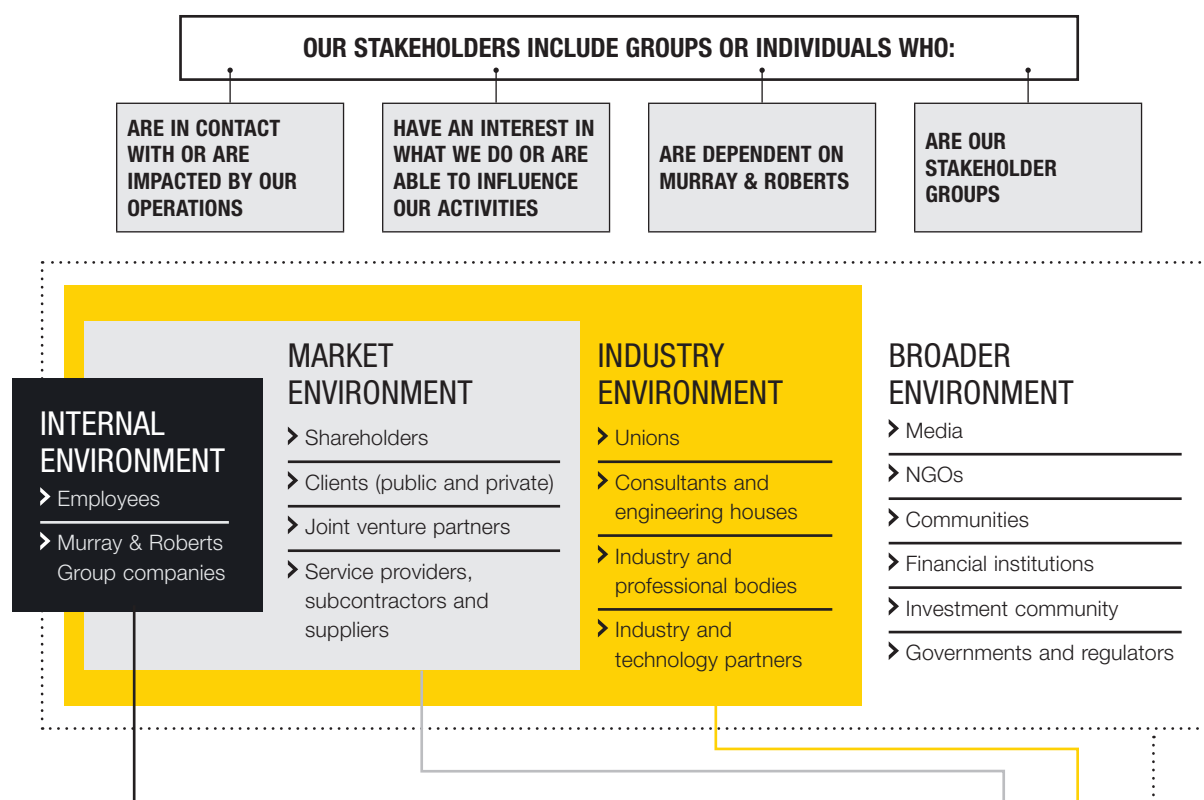
The policy requires that we:

- Comply with King IV™'s recommended practices pertaining to stakeholder relationships.
- Integrate stakeholder engagement into the Group's ongoing management and business activities.
- Measure and manage the gap between stakeholder perceptions and Group performance.
- Ensure the fair and equitable treatment of stakeholders in line with the Group's Values.
- Create a transparent and honest environment in which stakeholders can interact with the Group.
- Provide complete, timely, relevant, accurate, honest and accessible information while at the same time being cognisant of legal and strategic considerations.
- Proactively communicate with stakeholders and seek their views and feedback using appropriate communication channels.
- Promote internal awareness on the importance and value of stakeholder consultation and relationship management, as well as the methodologies in place to facilitate this.
- Find ways to improve stakeholder engagement procedures and performance.



RESPONDING TO OUR STAKEHOLDERS *continued*

OUR STAKEHOLDERS

The key issues that matter to our stakeholders
(in no particular order)

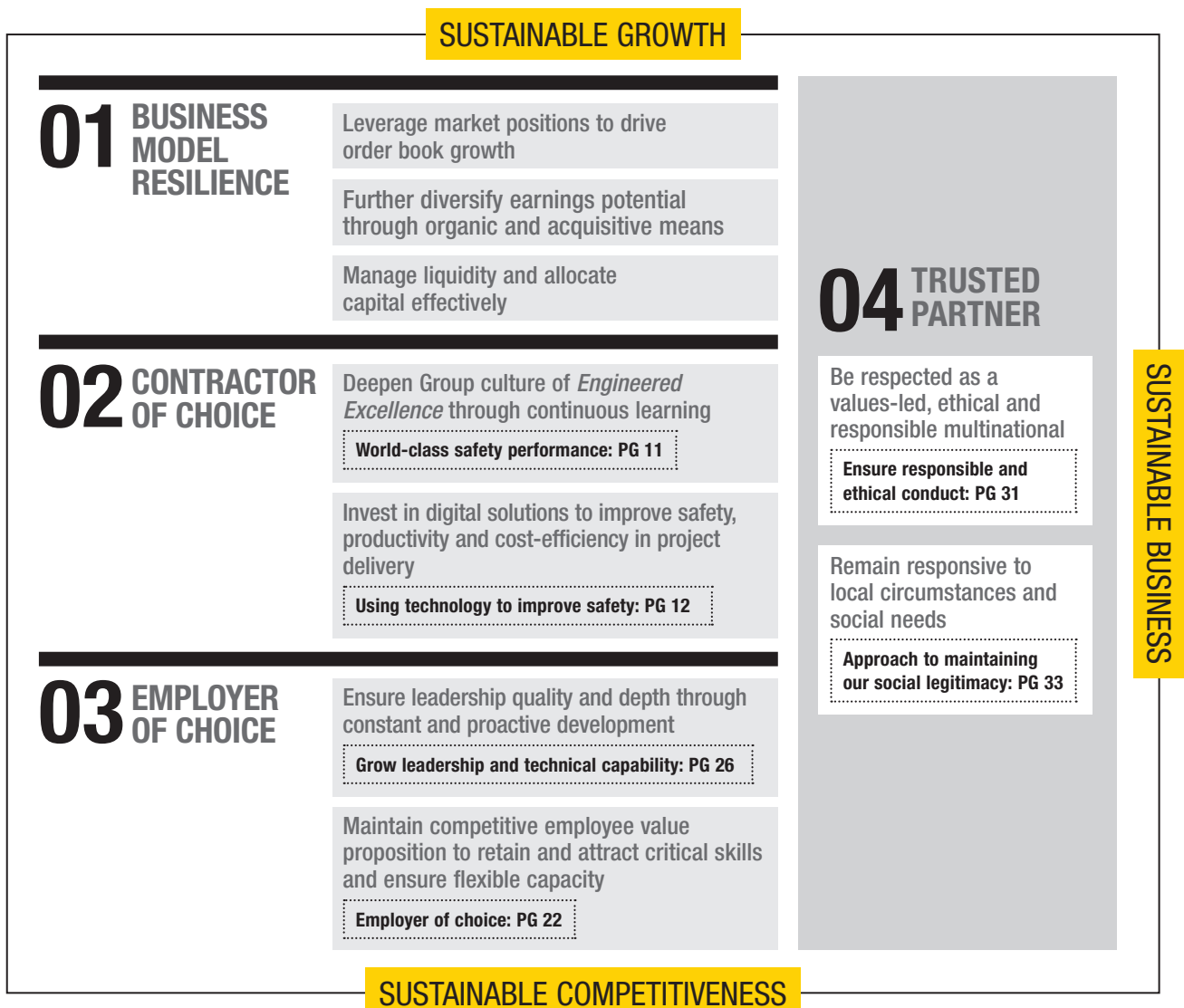
Cost of services and products supplied by Murray & Roberts or our suppliers.	✓	✓	✓	
Quality of work and products delivered to clients within agreed timeframes.	✓	✓	✓	✓
Health and safety of all individuals impacted by Murray & Roberts projects.	✓	✓	✓	✓
Diversity and inclusion, including transformation and BBBEE in South Africa.	✓	✓	✓	✓
Murray & Roberts' capacity and capability to deliver work.	✓	✓	✓	✓
Financial performance (cash flow, balance sheet strength, income statement and dividends).	✓	✓	✓	✓
Pipeline of work opportunities (order book).	✓	✓	✓	✓
Quality of Group leadership and organisational and operational strategy.	✓	✓	✓	✓
Proactive identification and management of risk.	✓	✓		✓
Corporate governance and ethical business conduct to maximise sustainable shareholder value and ensure the fair treatment of all stakeholders.	✓	✓	✓	✓
Salaries, benefits and other payments to employees.	✓			✓
Enhancing and maintaining the Murray & Roberts brand and reputation.	✓	✓	✓	✓
Training and development and career advancement.	✓	✓	✓	✓
Compliance with laws, regulations and industry standards.	✓	✓	✓	✓
Investing in socioeconomic development in areas where Murray & Roberts operates.	✓	✓		✓
Human and labour rights matters.	✓	✓	✓	✓

OUR MATERIAL ISSUES

We define material issues as those factors that substantively affect our ability to sustain our strategic, operational and financial performance, and those that are most likely to affect stakeholders' assessments of the Group's ability to create value over time.

The materiality determination process considered the top issues that the Board and management dealt with during the year, the strategic plans of the Group and business platforms, the Group's register of strategic risks, and issues raised through engagement with analysts and investors, business associations, NGOs and other civil society structures, as well as those reported on in the media. These issues were workshopped into four themes and related material issues for the Group, and were reviewed and approved by the Group executive leadership. The material issues provided the basis for preparing the Group's reports to support focused and connected reporting.

The diagram below sets out the areas where the sustainability report provides a more in-depth review on the material issues.



The boundary for each issue discussed in the sustainability report applies to all of the Group's operations.



WORLD-CLASS HEALTH AND SAFETY PERFORMANCE

FATALITIES

0

FY2019: 0

LTIFR

0.88

FY2019: 0.71

TRCR

4.25

FY2019: 4.02

OCCUPATIONAL DISEASE FREQUENCY RATE

0.18

FY2019: 0.17

APPROACH TO SAFETY MANAGEMENT

Our commitment to safety is expressed through our Value of Care and the continuous improvement in the evolution and diligent application of our Group HSE framework, which has measurably enhanced the maturity of the Group's safety culture.

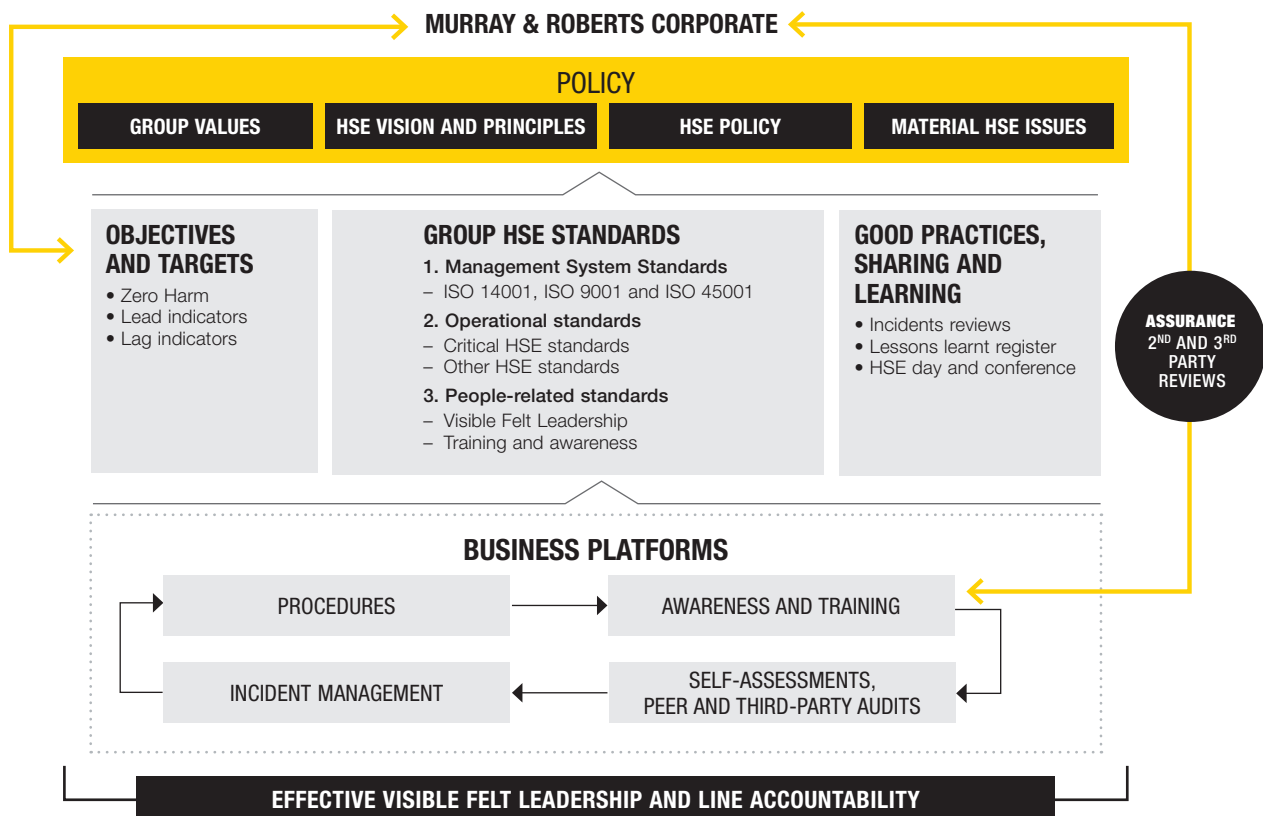
The health, safety and wellbeing of our employees, partners and host communities are prioritised in every decision we make. We are working with our clients to implement the measures necessary at project sites to safeguard all stakeholders as far as possible from possible exposure to the COVID-19 risk. During lockdowns, most office-based employees across the globe worked remotely and efficiently.

The Group HSE framework defines the safety expectations that must be met across all our operations. It comprises clear Group policies and standards, robust management systems and critical risks control programmes. It requires all businesses to implement lessons learnt from incidents and audits and report their HSE progress to the executive and the HSE Board committees. We ensure that newly acquired businesses, joint venture partners and subcontractors align with our safety systems. Our participation in joint ventures is subject to the adoption of

our safety systems and adequate representation in HSE leadership roles. Also critical is our ability to manage an array of local factors, such as cultural and social differences, that often influence safety performance.

Engineered Excellence and passionate and effective leadership are at the centre of this approach and our determination to apply the pillars of the HSE framework consistently across the Group. Supporting mechanisms to drive consistency and continual improvement include keeping up to date on health and safety developments, benchmarking our performance, periodically reviewing our systems and processes and the sharing of knowledge and experiences. As part of our combined assurance programme, expert internal self-assessments and external independent assessments ensure that line management exercises its oversight responsibility.

MURRAY & ROBERTS HSE FRAMEWORK



APPROACH TO SAFETY MANAGEMENT *continued***USING TECHNOLOGY TO IMPROVE SAFETY**

Advancements in technology continue to be investigated as a means to further reduce project safety risk. In Australia, RUC Cementation Mining's partnership with InSig Technologies has delivered a number of innovative solutions that remove employees from hazardous underground operations. For example, reliable underground WiFi networks were installed at the Mount Morgans and Edna May mines in Western Australia, enabling the remote control from the surface of underground load haul dumper operations.

Other solutions include:

- Underground air quality management with remote gas detection, significantly reducing risk and enhancing the effectiveness of ventilation systems.
- Electronic detonation using the underground communications network, replacing the use of electric detonators and enabling safer blasting outcomes.

In South Africa, AI-enabled technology is being piloted in our vehicle fleet to improve driver safety with capabilities including predictive collision alerts, immediate incident notification, reduced driver distraction and driver coaching. The results are promising and we plan to extend the technology to other areas of the business.

The aspects of our HSE framework outlined below drive a consistent safety culture across the Group.

**VISIBLE FELT
LEADERSHIP (VFL)
AND
ACCOUNTABILITY**

All leaders are held accountable for ensuring an HSE-friendly workplace and cultivating a culture that drives a Zero Harm mindset. To deliver sustainable HSE performance, we expect them to set high safety standards, lead by example, empower employees to perform their work safely, sustain high levels of employee engagement and involvement, recognise good performance and hold direct reports accountable for safety performance.

Our leadership development programme helps leaders to meet these responsibilities. It also equips them to integrate HSE considerations at an operational level.

FY2020

Neuroleadership is a new addition to our leadership programme and is the application of cognitive neuroscience to safety leadership. By having a better understanding of factors that influence human behaviours, leaders are able to improve their engagement skills. The neuroleadership programme helps leaders build morale and improve employee involvement in health and safety practices. During the year, we started incorporating the learnings from the ERI platform's neuroleadership programme and the pilot programmes initiated in the Mining and PIW platforms in FY2019 to develop neuroleadership training guidelines that will be rolled out across the Group.

**GROUP HSE
STANDARDS**

Our Group HSE standards set high-level minimum requirements to manage common material health and safety risks across the Group, while allowing for flexibility and local adaptation. The standards provide the foundation for a consistent and sustainable approach to HSE management.

FY2020

Assurance audits were conducted on key Group HSE standards, as part of the HSE framework review, to evaluate the extent of their implementation and effectiveness. While overall compliance was good, the audits highlighted a varying degree of maturity across the business platforms. Fatigue management and energy consumption and carbon emissions management were identified for improvement. The audits also enhanced awareness of and alignment to Group requirements.

**SAFETY
INDICATORS**

Our safety performance is measured using the following types of indicators:

Lag indicators: including LTIFR, TRCR and TIFR.

Lead indicators: including VFL engagements, high potential incidents and hazards, compliance with critical safety standards, near misses, work stoppages and audit findings, among others. We continually work to implement predictive tools, which are an essential aspect of achieving Zero Harm as they help to identify emerging trends that require management attention before serious incidents or injuries occur.

APPROACH TO SAFETY MANAGEMENT *continued*CRITICAL RISKS
CONTROL
MANAGEMENT

All businesses are required to implement a major accidents prevention (MAP) programme to identify potential major events and implement the critical controls needed to prevent their occurrence. Operational line managers are responsible for ensuring that these controls are implemented and verified onsite prior to high-risk activities being undertaken. The impact of the MAP programme is evident in the declining number of high consequence incidents over the last six years, with the exception of FY2020. The effectiveness of the programme and critical controls are assessed as part of our assurance process, which includes self, peer and independent assessments.

Critical safety risks include:

Working at height, mobile equipment, marine operations, temporary works, lifting operations, fall of ground, hazardous materials, working in confined spaces, fire and explosion and excavations and penetration, among others.

FY2020

We have started the roll out of an enhanced CRM programme at our North American and RUC Cementation Mining operations. The programme aligns with local requirements and clients' standards and has clearly defined roles for management, supervisors and employees. The three-layered programme has been adopted by several big mining companies with positive results. We expect it to deliver further improvements in managing critical risks in our mining businesses.

Operations are expected to achieve a minimum of 90% on MAP/CRM assurance audits. While this is generally achieved on established projects, fluctuations occur on new projects and, in most cases, time is needed to embed MAP/CRM requirements.

Compliance with the MAP/CRM programme:

MINING PLATFORM

85%

FY2019: 86%

ERI PLATFORM

95%

FY2019: 97%

PIW PLATFORM

86%

FY2019: 87%

ORGANISATIONAL
LEARNING

A priority for the Group is to deepen our culture of *Engineered Excellence* through continuous learning. The following practices assist in meeting this priority:

- **Learning and sharing:** we leverage our diverse operations and experience with clients to share knowledge, learnings and initiatives found to be effective. Mechanisms that facilitate this approach include audits as well as:
 - The Group health and safety forum, attended by participants from various operations, which also monitors progress on key Group health and safety initiatives.
 - The annual safety conference hosted by the Group chief executive and attended by the leaders from all business platforms. The conference is a platform to review the safety performance, successes and challenges of the past year and agree on the focus areas for the year ahead.
 - Stand Together for Safety events held at the start of each financial year in all operations and attended by managers, employees and subcontractors. At these events leaders communicate and share the key messages and focus areas agreed on at the annual safety conference. Platform and project specific safety plans are also communicated.
- **Technology:** we keep abreast of new technology that can reduce workforce exposure to safety risks.
- **Root cause analyses:** all incidents are thoroughly investigated to determine root causes and where corrective measures can be implemented.
- **Benchmarking** our practices against those of clients, peers and joint venture partners.

FY2020

Employees and teams who have achieved good results and made a meaningful impact towards the achievement of our safety goals are recognised in the annual Group chief executive Recognition Awards. In FY2020:

- **ERI platform:** received the award for the best safety performance.
- **PIW platform:** received the award for the most improved safety performance.

APPROACH TO SAFETY MANAGEMENT *continued*



LOOKING FORWARD TO FY2021

- Identify new key leading indicators to break through the plateau in safety improvement and improve safety observations reporting.
- Continue to review compliance to Group HSE standards and strengthen the CRM and management of change programmes to improve critical risk management and reporting, and drive more proactive responses to safety challenges.
- Entrench our safety initiatives and practices in new acquisitions to support a Groupwide safety culture.
- Reduce people and process interaction through mechanisation, remote control and automation.
- Integrate neuroleadership principles in our leadership development programme.
- Manage the risk posed by COVID-19 to our employees and those working with us.
- Maintain effective employee wellness programmes.

2020 SAFETY PERFORMANCE

The Group recorded its second consecutive year without a fatal incident across a portfolio of more than 100 projects around the world. Several projects registered improvements in safety performance with 13 achieving zero recordable cases during FY2020.

These highlights were however overshadowed by poorer performance on some mining projects in South Africa and North America, coupled with significant reduction in exposure hours due to COVID-19 related restrictions. This weighed on a commendable safety performance from the rest of the Group, resulting in our LTIIR deteriorating to 0.88 (FY2019: 0.71) and the TRCR to 4.25 (FY2019: 4.02), both measured over a million man hours.

Regrettably, we lost a colleague on the first day of the new financial year. Wilfred Moleofi (33), who worked for OptiPower Projects, sustained fatal injuries while he and his colleagues were performing their work duties at one of our projects in the North West province of South Africa. We deeply regret Wilfred's death and offer our deepest condolences to his loved ones, friends and colleagues. A comprehensive investigation of the incident is underway to determine the root causes and apply lessons to prevent re-occurrence.

Grayston Temporary Works Collapse

On 19 November 2019, Murray & Roberts and other parties who participated in the inquiry, received a copy of the administrative report issued by the Department of Labour relating to the collapse of the Grayston pedestrian bridge temporary works in October 2015. The report has been submitted to the National Prosecuting Authority for its consideration. The Authority has yet to make a pronouncement on the matter.

PLATFORM PERFORMANCE

The safety performance of the ERI and PIW platforms rank among the top performers in their respective industries. Despite the deterioration in its LTIFR in FY2020, the Mining platform's safety performance still ranks highly in the mining industry.

MINING PLATFORM

- LTIFR increased 27% to 1.37 (FY2019: 1.08) and TRCR deteriorated by 3% to 6.60 (FY2019: 6.41). A senior management led response plan was implemented in Cementation Americas in February 2020, with no LTIs recorded from then to year-end.
- Achieved more than two and half years without a fatal incident and delivered seven projects with Zero Harm.
- All businesses are ISO 45001 and ISO 9001 certified.

ERI PLATFORM

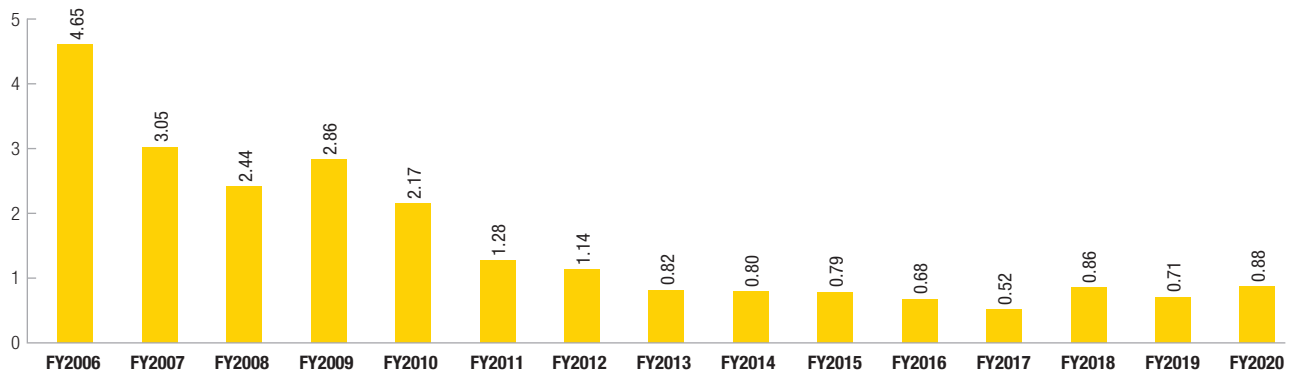
- Recorded an industry leading LTIFR of 0.17 (FY2019: 0.17). Eight projects were completed with Zero Harm since 2017.
- Achieved a 21% improvement in TRCR while implementing three new joint ventures and starting five new projects against a COVID-19 backdrop.
- Achieved ISO 45001:2018 safety management systems accreditation, which superseded AS4801 and OHSAS 18001, and maintained the Federal Safety Commissioner accreditation (standards for high risk construction activities).
- Implemented an early HSE engagement plan, including training and coaching, to address unsatisfactory HSE standards on a project inherited from an acquired business in the USA. The project was completed with Zero Harm.

PIW PLATFORM

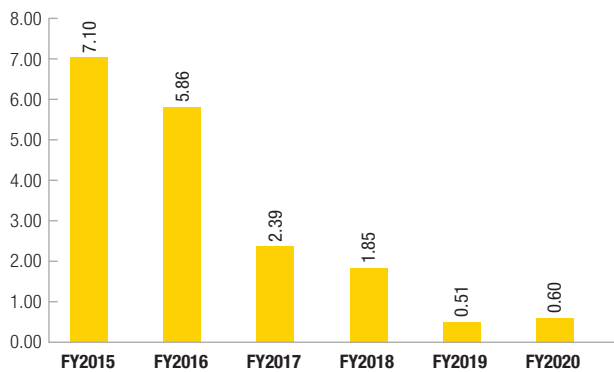
- LTIFR improved 60% to 0.16 (FY2019: 0.40), equating to one LTI in more than six million work hours.
- A TRCR of 1.12 (FY2019: 1.19), a good result considering the significant decrease in hours worked during the year.
- All businesses are ISO 45001 and ISO 9001 certified. The platform also maintained the South African Institute of Welding ISO 3834 accreditation.

2020 SAFETY PERFORMANCE *continued*

**ANNUAL LTIFR
(PER MILLION HOURS)**

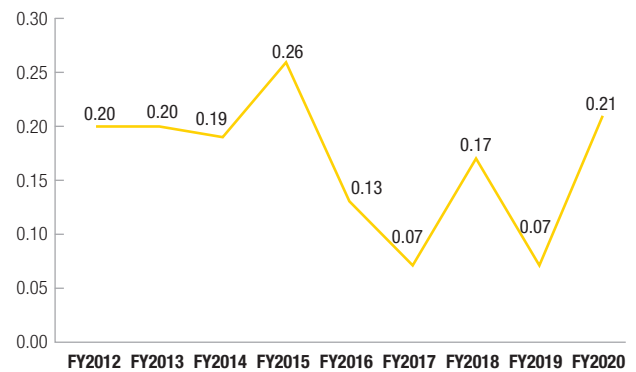


**GROUP CRITICAL SAFETY STANDARDS VIOLATION FREQUENCY RATE
(PER MILLION HOURS)**



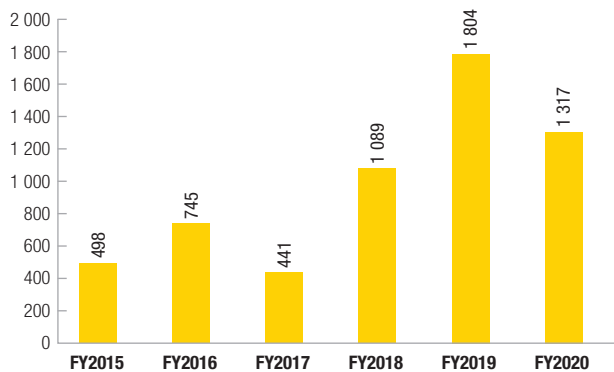
Measures the frequency of violations of critical safety standards at operations.

**HIGH POTENTIAL INCIDENTS FREQUENCY RATE
(PER MILLION HOURS)**



Measures the frequency of high potential incidents.

**VISIBLE FELT LEADERSHIP ENGAGEMENTS FREQUENCY RATE
(PER MILLION HOURS)**

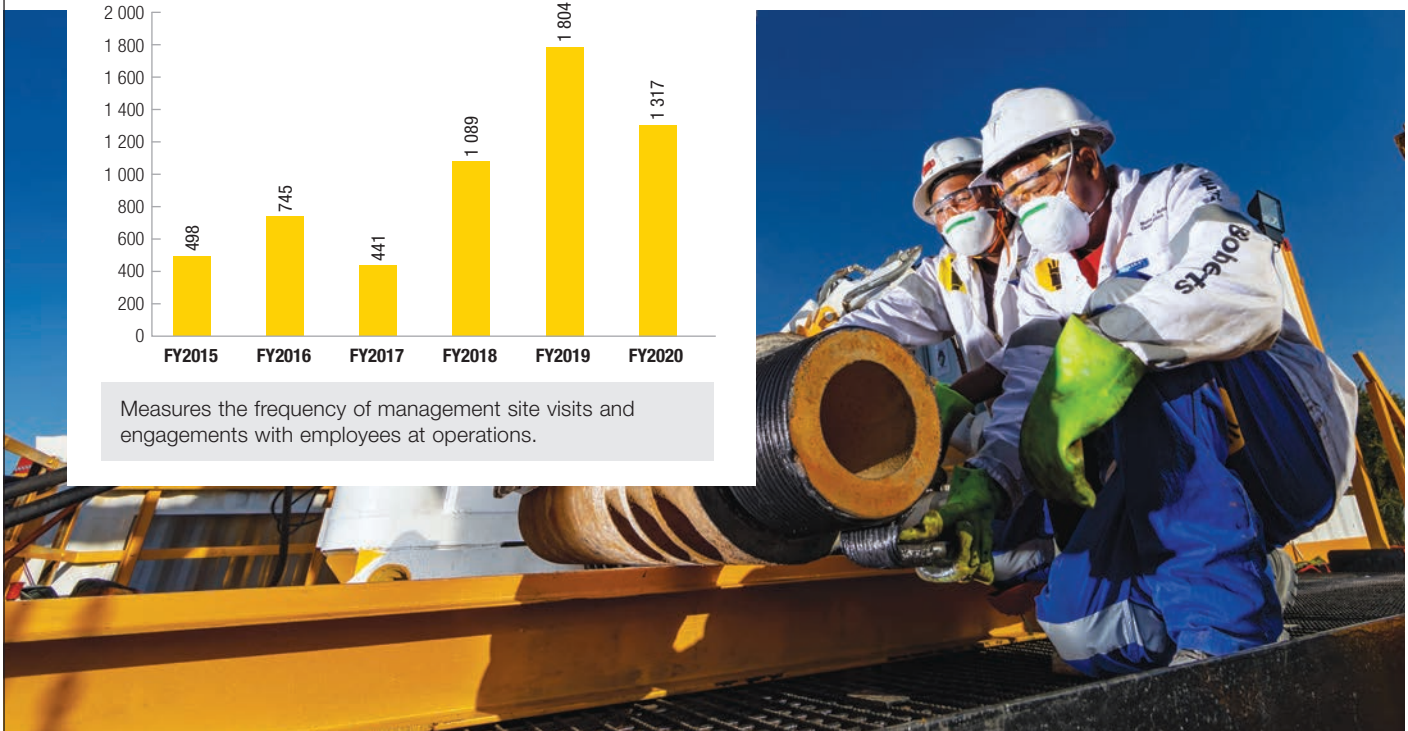


Measures the frequency of management site visits and engagements with employees at operations.



PG 53

Safety indicators in the key data table



APPROACH TO HEALTH MANAGEMENT

Our health programme aims to prevent work- and non-work related illnesses and proactively manage identified health conditions.

OCCUPATIONAL HEALTH PROGRAMME

Our occupational health programme (comprising the two programmes indicated below) focuses on the proactive identification and management of workplace hazards and associated health conditions. Our mandatory occupational standards guide management on how to consistently manage work-related health risks across the Group.

OCCUPATIONAL HYGIENE PROGRAMME

Identifies and manages workplace health hazards and covers aspects such as monitoring, engineering controls, training and awareness programmes and PPE.

OCCUPATIONAL MEDICINE PROGRAMME

Focuses on early disease detection and management to prevent further deterioration.

Our medical surveillance programme includes clinical examinations, biological monitoring and specific medical tests recommended by occupational health professionals. It covers:

- **Periodic qualitative and quantitative risk assessments and monitoring** to identify and understand health risks in our workplaces.
- **Pre-employment, periodic and exit medical surveillance examinations** to detect workplace-related diseases early and provide treatment to prevent further deterioration.
- **Screening and testing** to manage communicable and non-communicable diseases.

PREVALENT OCCUPATIONAL HEALTH RISKS INCLUDE:

Noise-induced hearing loss, exposure to vibrations and airborne pollutants (such as silica dust, welding fumes, diesel particulates and naturally occurring asbestos in some of the gold mining operations etc.) as well as ergonomics, fatigue and thermal stress.

MAIN LIFESTYLE-RELATED AND CHRONIC DISEASE RISKS INCLUDE:

HIV and TB, malaria, diabetes, hypertension, obesity and high cholesterol.



APPROACH TO HEALTH MANAGEMENT *continued*

SPECIFIC PROGRAMMES TO MANAGE OCCUPATIONAL HEALTH RISKS

**Noise-induced hearing loss**

The hearing conservation programme proactively detects hearing impairment so that we can implement remedial actions timeously to prevent further deterioration. The programme comprises medical surveillance, regular re-assessment of control measures and retraining affected employees. PPE is used in areas where proactive control measures have not been able to eliminate noise or reduce it to safe levels.

Exposure to airborne pollutants and vibrations

Our risk assessments and monitoring programmes continue to indicate a low to medium level of airborne pollutants risk. Risk mitigation measures range from engineering controls to PPE. There were no incidents of pulmonary respiratory diseases associated with workplace exposure during FY2020.

Ergonomics

Design interventions and engineering and administrative controls are used to mitigate ergonomic risks. Our ergonomic risk awareness programmes also target office-based employees. Routine workplace medical examinations screen for musculoskeletal symptoms and are also used to emphasise the importance of managing ergonomics.

Fatigue management

In our work environment, shift work, temperature extremes, medical conditions and travelling long distances are some of the factors that give rise to fatigue-related risks. Our fatigue management programme covers shift rosters, engineering and administrative controls where employees might be exposed to temperature extremes, fit-for-duty assessments and fatigue awareness initiatives. Fatigue assessments are also part of our routine medical examinations and the incident investigation procedure. Affected employees receive personal counselling and assistance through the employee assistance programme.

HIV and TB

Our HIV and TB initiatives mostly target our operations in the SADC region where these diseases are prevalent. Partnering with health providers, we assist employees to access voluntary counselling and testing as well as treatment through government-sponsored programmes and medical insurance schemes. Onsite primary healthcare clinics at some sites enable employees to easily monitor their health status. Our TB programme focuses on awareness, screening of symptoms to detect early signs of TB and management of cases once they have been identified.

Malaria

Our malaria risk management programme covers awareness and prophylaxis to ensure that employees who travel to and/or work in malaria areas are adequately protected. Employees receive information on malaria and on the precautions to take to minimise their exposure risk.



WELLNESS PROGRAMME



Our wellness programme comprises:

- **Health and lifestyle education and awareness initiatives** to help employees prevent, identify early and manage lifestyle-related conditions. Initiatives include wellness days at project sites to encourage the adoption of healthy lifestyle choices and voluntary screening to detect lifestyle-related diseases.
- **Employee assistance programme**, which provides counselling support and advice, at no cost, to employees and their immediate families when they experience health, personal or work-related difficulties.

2020 HEALTH MANAGEMENT PERFORMANCE

MANAGING COVID-19

Across the Group, the necessary COVID-19 procedures and prevention protocols have been enforced to protect all our stakeholders and reduce the transmission of the virus. Preventative measures include personal health and hygiene, social distancing, health screening for early identification, isolation of high-risk individuals and the provision of PPE. Mandatory risk assessments have been conducted at all project sites and business locations and response measures implemented in line with client-agreed contingency plans. Travel is restricted unless deemed business critical and approved by platform CEOs and events have been cancelled. Controls are in place for high-risk activities and, where feasible, employees work remotely. Protocols for managing suspected cases in the workplace have been established as well as a tracking and trace programme.

COVID-19 has brought about a number of stresses, including uncertainty, isolation from loved ones and rapid changes in ways of working. To support our workforce during this time, we have provided awareness programmes on personal hygiene and social distancing and we regularly update employees on COVID-19 developments. Employees have access to health professionals over the telephone or internet across the Group as well as to our 24-hour employee assistance programme. Flu vaccines are also offered to employees at no cost across the Group.

We continue to manage the realities of COVID-19 across the business and maintain appropriate health risk controls based on health advice and local government directives.

At the time of reporting, the Group had recorded 234 confirmed cases since the outbreak of the pandemic. Most cases are within our mining operations in South Africa however all platforms have been impacted. Employees who are self-isolating are receiving the necessary support and care. Regrettably, three employees succumbed to COVID-19 related complications. We have provided support to the families of these colleagues.

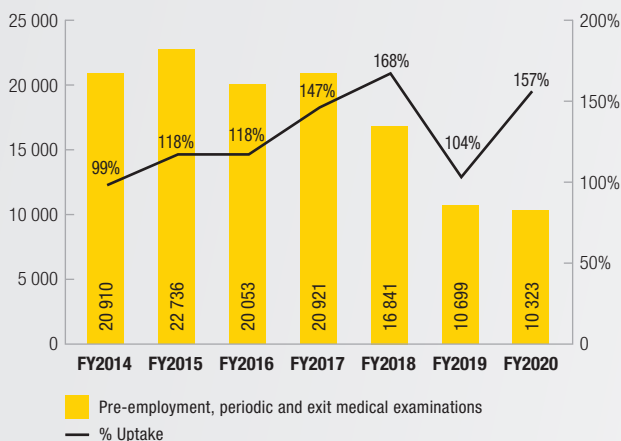
NOISE-INDUCED HEARING LOSS

By nature of our business, exposure to noise remains the main occupational health risk. Five employees from the South African mining operations were diagnosed and compensated for noise-induced hearing loss (FY2019: two). The cases were submitted in 2018 but only received compensation in this reporting period due to delays at the institution managing the compensation process.

FATIGUE MANAGEMENT

The ERI platform's project workforce in Asia-Pacific is aging and many employees work in remote locations on a fly-in fly-out basis. Improved medicals for this group of employees in FY2020 identified that around 10% of these workers are unsuitable for fly-in fly-out working conditions. Many workers benefitted from the medicals, with previously undiagnosed and serious health conditions identified for treatment, such as hypertension, diabetes and sleep apnoea.

**OCCUPATIONAL MEDICAL SURVEILLANCE EXAMINATIONS
(PERCENTAGE OF EMPLOYEES)**



10 323

occupational medical surveillance examinations conducted to monitor the health effects of known hazardous exposures at work, match employee fitness (including that of recruits) to job requirements and detect occupational disease to ensure that early prevention measures are implemented

FY2019: 10 699

2020 HEALTH MANAGEMENT PERFORMANCE *continued*

HIV

564

voluntary HIV tests, equating to 12% of the workforce in the SADC region.

FY2019: 1 748 tests and 29% of the workforce in the SADC region

TB

2 068

pulmonary TB screens with no employees confirmed positive.

FY2019: 5 729 screens and five employees confirmed positive

MALARIA

3

malaria cases across all operations.

FY2019: 0

0.35%

of employees tested are HIV positive

FY2019: 4.0%

HIV AND TB

During FY2020, we provided health education and awareness on HIV and general wellbeing using wellness campaigns, which included one-on-one counselling. We also trained more peer educators to support the wellness programme and serve in a coaching role on health and wellness matters.

The demobilisation at the Medupi and Kusile projects and COVID-19 related restrictions account for the decrease in number of voluntary HIV tests.

No TB cases were identified during the reporting period.

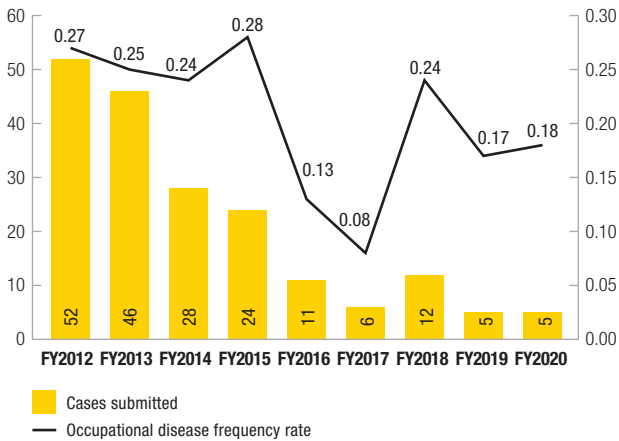


MALARIA

Sadly one colleague passed away during FY2020 due to malaria-related complications.

PG 53
Health indicators in the key data table

TOTAL CASES OF OCCUPATIONAL DISEASES AND OCCUPATIONAL DISEASE FREQUENCY RATE (PER MILLION HOURS WORKED)



EMPLOYER OF CHOICE

PERMANENT HEADCOUNT

9 049

FY2019: 9 650

TRAINING AND DEVELOPMENT SPEND

R104
million

FY2019: R105 million

BLACK REPRESENTATION (SOUTH AFRICA)

27%

at top management

FY2019: 33%

BLACK REPRESENTATION (SOUTH AFRICA)

24%

at senior management

FY2019: 20%



APPROACH TO HUMAN RESOURCES MANAGEMENT

We strive to provide our employees with a positive experience, which inspires high performance, and a culture of *Engineered Excellence*, in pursuit of our Purpose.

The Group's value proposition to employees, includes career advancement opportunities through experience on high-profile projects, as well as training, education and mentorship, together with a values-driven ethos.

Our aspiration to be an employer of choice in all our markets enables us to retain and attract key skills as needed in line with business requirements.

Our people practices are designed to attract, develop, support and reward competent, high-performing and ethical employees from diverse backgrounds, and to fully engage their productivity, innovation and creativity.

To respond effectively to local requirements and priorities, the human resources function operates independently at business level. The corporate office oversees the Group people-related priorities discussed below and reports the progress made against these priorities to the remuneration & human resources committee and the Board.

SUCCESSION PLANNING

The Group's succession slate for top and senior management as well as Board members is reviewed annually. Successors are categorised based on their readiness (ready now, within one year, three years or more than five years). Emergency successors are identified to act in certain positions while successors are being sourced or appointed. Succession plans are developed in line with our diversity and inclusion priorities across the Group.

Successors are monitored and coached to ensure they are developed and retained within the Group.

FY2020

In November 2019, the remuneration & human resources committee confirmed that all executive management roles have emergency successors as a minimum. This was reconfirmed following the COVID-19 outbreak.

PEOPLE FRAMEWORKS, POLICIES AND SYSTEMS

We embrace international standards of social justice and decent work. All three business platforms are ISO 9001 accredited. The quality management accreditation requires the continuous updating of our policies, standards and procedures to ensure they are relevant and support a fair working environment. The Group human resources policy governs our obligations and standards of behaviour, and promotes the equitable treatment of all employees. Our human resources policies and procedures protect against any discrimination, intimidation and human rights abuse.

DIVERSITY AND INCLUSION

We actively monitor diversity and inclusion across the Group to ensure our social licence to operate as a multinational, multicultural organisation is maintained. Platform CEOs are responsible for setting and delivering against the diversity targets applicable to their operations. Our drive to embed diversity and inclusion across the Group continued to mature during the year.

PERFORMANCE MANAGEMENT AND REMUNERATION

We offer structured performance management and development linked to market-related remuneration and incentive schemes. From middle management upwards, all employees have a performance contract that aligns performance targets to the Group's strategic objectives. Clear targets are cascaded from the Group CEO to the relevant platform management levels at the beginning of each financial year. Line managers are expected to provide continuous coaching and feedback to the individuals and teams they manage. The performance management process includes a development discussion, encouraging individuals to further develop their skills and competencies.

APPROACH TO HUMAN RESOURCES MANAGEMENT *continued*

TRAINING AND DEVELOPMENT

Training and development are encouraged, not only as a means to increase job satisfaction and retention, but to achieve efficiencies and increase our capacity to adopt new technologies and methods. We monitor our training initiatives and spend to ensure we gain an appropriate return on our investment.

Groupwide, the majority of our training spend supports the development of technical skills, which are advancing as a result of digitalisation. Our leadership development programmes ensure we have the right leadership quality and depth, equipping potential successors with the competencies needed to lead in the future. Project managers are encouraged to obtain certification and are expected to remain up to date with new methodologies.

TALENT MANAGEMENT

Individuals identified by businesses as high-potential talent are screened using psychometric assessment and a career interview. We monitor their performance and development and create engagement opportunities with executive leadership. This talent pool typically includes our future successors and their retention is paramount.

We offer undergraduate and postgraduate bursaries as well as scholarships and internships across all business platforms, providing participants with work experience and on-the-job training.

EMPLOYEE RELATIONS

A stable and engaged workforce is critical to our ability to deliver projects successfully. Leaders at all levels are expected to build a culture that encourages high performance and transparent communication whereby concerns can be raised in a safe environment and resolved timeously.

Across the Group, we uphold the right to freedom of association and the right to collective bargaining. The South African workforce is 64% unionised (FY2019: 68%), with well-developed frameworks to manage these relationships. Beyond South Africa, privacy laws prevent access to information relating to labour union membership.

We take a responsible approach to retrenchments to right-size operations during downturns and when demobilising. We maintain strong relationships with employees and union representatives to reduce the risk of work stoppages. Industrial relations strategies are developed and implemented prior to starting any project.

FY2020

Despite the restructures and rightsizing of many businesses during the year, avoidable turnover due to resignation remained low in South Africa (approximately 5%) and remained stable in the international businesses.



ENGAGED EMPLOYEES

FY2020 EMPLOYEE EXPERIENCE SURVEY

3.7
overall Group
employee
experience
score

Our employee experience surveys measure how our people perceive Murray & Roberts. The better their experience, the more likely it is for them to stay in our employ and be efficient, productive, innovative and creative.

A Groupwide experience survey, designed in consultation with all human resources heads, was conducted during the reporting year.

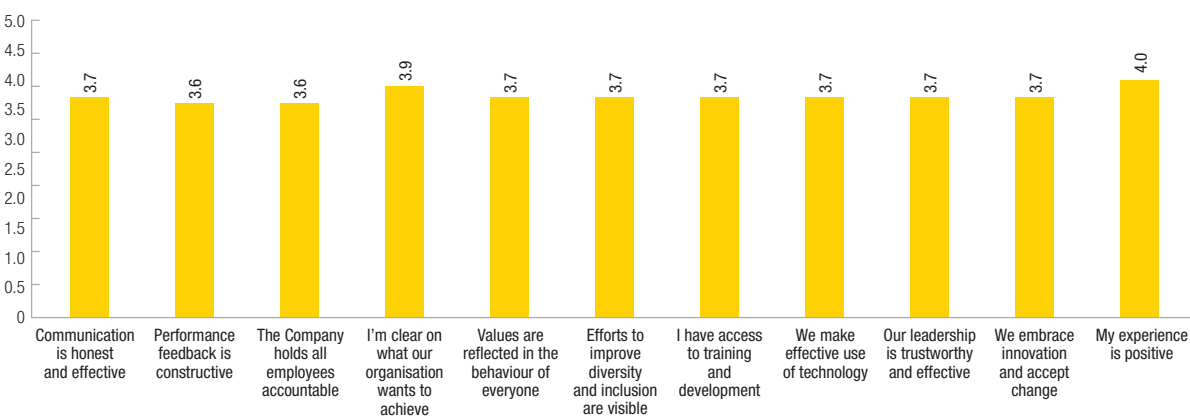
With a response rate of 57%, we are pleased with our overall score of 3.7 out of 5, which indicates that we are providing a work experience that is conducive to high performance and retention. 80% of respondents said they have a positive working experience and 78% are clear on what the Group wants to achieve.

An area identified for improvement is the performance management process. The survey indicates a need for enhanced line manager feedback skills and processes to ensure that all employees are held equally accountable.

Each business has communicated its results to its employees and will develop a plan to address areas of improvement. For example, the ERI platform survey evaluated remote working following the lifting of COVID-19 restrictions and the return to the workplace. Several employees expressed an interest in flexible working arrangements and, in response, a standard was implemented to guide the shift to this as a permanent option for employees in Australia.

Going forward, Group surveys will be conducted every second year with individual business surveys to be conducted in interim years, if required.

GROUP EMPLOYEE EXPERIENCE SCORES



ENGAGED EMPLOYEES *continued***UNIVERSUM RANKING**

Every year, Universum (a global employer branding specialist) conducts two surveys to identify companies that university students and industry professionals are attracted to as employers of choice. In the Engineering/Technology industry, Murray & Roberts ranked 16th among university students across 27 universities and 21st among industry professionals.



#16

Murray & Roberts

by Engineering Students



#21

Murray & Roberts

by Engineering Professionals



OUR CLIENTS RECOGNISE OUR EXTENSIVE SKILLS DEVELOPMENT AND COACHING INTERVENTIONS AS SETTING THE BENCHMARK IN TECHNICAL TRAINING AND DEVELOPMENT.

FACTORS IMPACTING THE WORKFORCE

Circumstances at projects differ significantly as the response to COVID-19 is unique to regions across the world – very few projects were able to continue with no or little disruption. Some projects were suspended and others placed on care and maintenance or cancelled. As a general principle, Murray & Roberts paid employees their basic salaries/wages while they were restricted from working. This, however, was not always possible and the employment of some employees was terminated and others have been demobilised from projects. All decisions involving employment and salaries/wages were very difficult and we are supporting employees to access unemployment insurance benefits, where applicable.

The PIW platform was again held back by a lack of new project investments in South Africa. The platform had to embark on extensive restructuring to right-size the business, regrettably resulting in the retrenchment of 53 employees. In addition, as

the Medupi and Kusile projects come to an end, there has been a significant reduction in the PIW platform's workforce due to the demobilisation of 1 478 project employees. This, together with the restructure, has unfortunately negatively impacted current employment equity at some levels and skills development plans. Diversity targets have been revised as a result.

EMPLOYEE RELATIONS

Employee relations in the Mining platform are sound. In South Africa, where the workforce is unionised, management have professional and constructive relationships with union representatives and officials. No significant strikes or work stoppages occurred at any of our projects during the year.

GROW LEADERSHIP AND TECHNICAL CAPABILITY

Our clients recognise our extensive skills development and coaching interventions as setting the benchmark in technical training and development. Increased competition for skills, particularly in mining across Australia and North America, and the scarcity of shaft sinking and mechanised mining skills in Southern Africa, together with our commitment to hiring locally as far as possible, make effective training and development essential.

PEOPLE TRAINED

around
5 000

individuals benefitted from our R104 million investment in training

SOUTH AFRICA

78%

of our training spend was in South Africa, with 90% of domestic spend benefitting black individuals and 25% benefitting women.

TECHNICAL TRADESMEN

Apprenticeships and learnerships offer young unemployed individuals the opportunity to learn a technical trade, supporting their long-term employability.



DEVELOPING YOUNG ENGINEERING TALENT IN MOZAMBIQUE

In Mozambique, we partner with the Portugal Mozambique Chamber of Commerce on an internship programme for young Mozambican engineering graduates studying in Portugal. In place since 2018, the programme facilitates the sharing of knowledge between local companies and graduates, contributing to the academic success of the participants and exposing companies to young minds and fresh thinking. We recently hosted three students on the programme.

GROW LEADERSHIP AND TECHNICAL CAPABILITY *continued*

ERI PLATFORM

The newly launched EXECONNECT programme provides selected talented individuals with direct and regular interaction with members of the platform's leadership team in a one-on-one setting over six months. Employees can engage on their development and personal growth ambitions.

Clough introduced a new online induction programme and an online learning system, providing employees with access to over 150 learning programmes. The Project Management Academy is starting its eighth cohort and has trained 145 individuals since its inception in 2015. The Construction Management Academy's fourth cohort commenced in October 2019 and includes nationals from Papua New Guinea.

MINING PLATFORM

High-performing individuals earmarked for succession join the platform's talent management programme, which includes a personal development plan and a mentoring relationship with a senior colleague. Their progress is reviewed periodically by a panel of senior executives.

The platform has a strong training and development ethos and its two world-class training facilities, one in South Africa and a recent addition in Mongolia, have been recognised for their significant contribution to skills development in their respective regions. These training centres cater for the platform's training needs and supply a training service for many of our clients. In South Africa, the Murray & Roberts Training Academy (MRTA) also delivers training for learnerships sponsored by the Mining Qualifications Authority and the centre in Mongolia provides English lessons to local employees in addition to technical and safety training.

MURRAY & ROBERTS CEMENTATION

During the year, Murray & Roberts Cementation invested R1,6 million to develop a mechanised engineering training centre, as part of the MRTA, to address the increasing demand for

underground mechanised mining equipment maintenance tradespersons. The three-year Mechanised Engineering Apprenticeship Programme integrates our new comprehensive hands-on mechanisation syllabus with traditional trade test theory and practice from any MQA accredited trade centre. The centre will be fully operational by August 2020.

Eighteen tradespersons are participating in the programme, including a woman candidate, with a further five learners scheduled to start the course in the new year. The annual investment per learner is R120 000, excluding stipends or salaries.

CEMENTATION AMERICAS

In addition to the management training programme launched in 2019, a new eight hour supervisor orientation training programme is being designed for new supervisors. Both programmes will also be used to prepare potential successors.

Cementation Americas continues to develop its learning and development approach. A new web-based learning management system, that bridges geographical barriers, has been introduced to deliver interactive education.

The system provides an effective responsive way for internal subject matter experts to create, deliver and manage educational content and monitor and assess learning. To date, training has been developed on COVID-19 office protocols and on diversity and inclusion.

PIW PLATFORM

A comprehensive talent review of senior and middle management levels was undertaken during the year. High-potential employees have been identified for participation in specific development programmes, with an emphasis on leadership and management development. A mentorship programme is in place for talented employees to develop them for leadership positions. Most of the platform's training spend for the year was allocated to technical artisan training.

MATERIAL PRIORITIES

GROUP

- Continue to deliver leadership development programmes across all platforms and accelerate and support the career progression of high-performing talent identified for future leadership roles.
- While we remain committed to investing in the development of our people, economic circumstances may make it difficult to maintain the budgets previously devoted for this purpose.

MINING PLATFORM

- Continue to leverage our world-class training facilities to drive skills development to service the platform's needs and the needs of its clients, and to deepen the pool of regional skills.

ERI PLATFORM

- Embed the EXECONNECT programme.

PIW PLATFORM

- Provide training and development programmes to build a high-performing core group of artisans and supervisors to create competitive advantage.

DRIVE DIVERSITY AND INCLUSION

As a multinational organisation, a diverse workforce contributes to improved business performance and supports our social licence to operate.

Our Group diversity policy guides businesses in their responses to the specific diversity priorities of the many different countries and cultures in which we operate. Our diversity and inclusion strategy drives a collaborative and respectful environment for all employees that embraces strengths, respects differences and creates awareness of unconscious biases as a fundamental means of changing behaviour.

The non-executive director composition of the Group Holdings Board is 60% black directors and 33% female directors, reflecting our commitment to diversity and inclusion at the highest and most strategic level.

EMPLOYMENT EQUITY IN SOUTH AFRICA

At top management level, black representation unfortunately fell to 27% (FY2019: 33%) due to the immigration of an executive to Australia, who has been retained within our operations there. At senior management level, black representation increased to 24% (FY2019: 20%).

All South African businesses comply with employment equity legislation and have employment equity plans that guide recruitment and plan for opportunities created by retirements and new projects.

Employment equity committees monitor workforce transformation and assist with barrier analyses to identify policies and practices that may hinder the appointment and advancement of black South Africans.

The Group CEO chairs the quarterly transformation steering committee, which also monitors employment equity progress. Platform CEOs and their respective human resources heads as well as the director responsible for BBBEE attend the committee.

The representation of black employees in the Mining platform was 24% in senior management, 32% in middle management and 54% in junior management for the year. The PIW platform increased its employment equity profile at senior level to 33% and maintained a steady employment equity profile at junior management level, despite the restructuring. At junior management level black representation was 92%.



BLACK REPRESENTATION

80%

of the overall workforce.

FY2019: 79%

65%

at supervisory and management level.

FY2019: 69%

44% & 71%

at middle and junior management levels respectively.

FY2019: 48% and 76% respectively



FEMALE REPRESENTATION

14%

of the total workforce.

FY2019: 15%



PG 54
Employment equity table

DIVERSITY AND INCLUSION PROGRAMMES IN OTHER JURISDICTIONS

CLOUGH

RECOGNITION FOR GENDER EQUALITY



In February 2020, Clough was honoured to receive the Workplace Gender Equality Agency's Employer of Choice for Gender Equality citation.

The citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces. Criteria include leadership, learning and development, correction of gender remuneration gaps, entrenching flexible working practices, tailored and supportive parental leave policies and return to work initiatives, employee consultation, preventing sex-based harassment and discrimination, and setting targets for improving gender equality.

A prerequisite of the citation is a CEO who is a visible champion of gender equality, engaging robustly with all employees and externally at least once a year on the organisation's commitment to gender equality. The CEO must also be involved in at least one external event focused on gender equality.

Only 119 organisations qualified for the citation in Australia, with very few being from the engineering and construction industry.

Clough has developed an Acknowledgement of Country concept, acknowledging traditional land custodians and Aboriginal and Torres Strait Islander peoples. There is no set protocol or wording for an Acknowledgement of Country, but it is generally offered at the beginning of a meeting, speech or formal occasion. The executive committee has received language training to deliver the acknowledgement in a traditional local language of Aboriginal and Torres Strait Islander peoples. This forms part of Clough's Reconciliation Action Plan.



CEMENTATION AMERICAS

Cementation Americas' Diversity Working Group works to actively identify, understand and address real or perceived barriers that inhibit diversity within the company or the mining industry in general, and leads the business in embracing diversity across all stakeholder groups, including employees, clients, suppliers and advisors. The working group is also focusing on implementing initiatives to address the concerns raised in last year's employee diversity surveys.

Achievements for the year include:

- Awareness raising among all employees on the committee's mandate and what diversity and inclusion means to Cementation Americas.
- Development of online diversity and inclusion training to be rolled out to all supervisors and managers in the first quarter of FY2021. The company website is also being updated to include a section on diversity and inclusion.
- Development of a diversity and inclusion policy.
- Distribution of an Indigenous Policy Statement to all employees.
- Diverse representation at career fairs to help dispel the long-perceived ideas about the type of people employed in the mining sector and to highlight the wide variety of opportunities available within the business.

Recruitment programmes ensure an appropriate percentage of Inuit employees are employed on projects like Diavik and Hope Bay in Canada, and to increase gender diversity and minority representation at senior management and executive positions. Development programmes assist these groups of employees to reach their fullest potential.

RUC CEMENTATION MINING

RUC Cementation Mining is developing a gender framework to enhance its attractiveness to female job seekers at all levels, particularly those who are technically qualified. The business boasts a highly diverse workforce, with the Perth office having 15 nationalities working together.

MATERIAL PRIORITIES

GROUP

- Ensure adherence to the Group diversity policy across the business platforms and continue to align leadership succession to diversity objectives.



TRUSTED PARTNER

04

BOARD'S COMMITMENT STATEMENT

Underpinned by the highest standard of corporate governance; integrity and ethics are non-negotiable features of the Group's pursuit of its strategy and business conduct.

BBBEE STATUS IN SOUTH AFRICA

Level 1

FY2019: 2

GROUP CSR SPEND

R19.0 million

FY2019: R18.9 million

ENSURE RESPONSIBLE AND ETHICAL CONDUCT

Values-led and ethical conduct are the foundation of our intention to be recognised as a trusted partner wherever we work. Our reputation, or the value of our integrity in the eyes of our stakeholders, has never been more important. We have to ensure that agility is never confused with cutting corners, especially in hard times. The economic pressures brought about by the COVID-19 pandemic, mean we must be vigilant to maintain the Values on which our reputation as a well-governed and ethical multinational rests.

The Board and executive leadership set the tone for an ethical culture, ensuring good governance and appropriate business practices. Everyone who works for or acts on our behalf must adhere to the highest ethical standards. This extends to all our businesses and partners, who are expected to align to the Group's frameworks, standards and Values as minimum best practice, in tandem with their local laws, regulations and

contracting norms. Our governance frameworks and reporting structures ensure visibility of and compliance across all business platforms.

The social & ethics committee oversees the persistent and consistent application of the Group's Code of Conduct and ethics across the Group, as well as the controls needed to prevent and combat bribery and corruption.

The framework below ensures we uphold our reputation for responsible and ethical conduct.



CODE OF CONDUCT

Our Code of Conduct supports ethically robust and defensible decision-making, enabling a culture of continuous learning across the Group. It applies to our employees and other stakeholders, including suppliers and subcontractors. Behaviours that depart from these principles are not tolerated. The Code and any supporting policies are revised and updated regularly.

The induction programme for new employees and graduates emphasises the importance of the Code of Conduct and the Group's Values and communicates the Group's culture and performance expectations. Each employee completes an online assessment of their understanding of the Code every two years.



STANDARDS OF GOOD PRACTICE

We subscribe to and comply with the 10 business principles of the United Nations Global Compact and with the principles and standards of good practice of the Organization for Economic Co-operation and Development Guidelines for Multinational Enterprises.



BUSINESS PRACTICES

Group executives and senior management complete written declarations twice a year, confirming that they are aware of the Group's anti-corruption and bribery policies and are not aware of any instances where these policies, or competition law, have been breached. For every tender submitted, everyone in a position of authority or influence in the preparation and authorisation of the tender, formally declare that there was no unethical, unlawful or uncompetitive practice involved in the preparation and/or submission of the tender, and that they are not aware of anyone else affiliated with the tender directly or indirectly having committed any such practice. The declaration is binding throughout the project life cycle.

ENSURE RESPONSIBLE AND ETHICAL CONDUCT *continued*

REGULATORY COMPLIANCE



We adhere to the regulatory requirements applicable to the sectors and jurisdictions in which we operate. The Group regulatory compliance executive, with the assistance of internal audit, investigates and reports on:

- The multiple regulatory environments applicable to our businesses.
- The organisational controls in the jurisdictions in which we operate that ensure compliance with all applicable laws, rules, codes and standards.
- The levels of compliance across the Group based on a comprehensive audit, monitoring and review plan.
- The corrective actions and improvements required, including education and training, to address any identified control weaknesses or compliance failures.

FY2020

Internal audit found no major issues of non-compliance in its compliance reviews, including Australia, Canada and the USA.

TRANSPARENCY AND WHISTLE-BLOWING



Employees, suppliers, subcontractors and concerned stakeholders are encouraged to report any incidents of workplace dishonesty and unethical behaviour within our operations, including discrimination, theft, fraud and corruption. The Deloitte Tip-Offs Anonymous hotline covers the corporate office, Mining platform and PIW platform and the KPMG Fair Call hotline serves the ERI platform. Both hotlines support anonymous reporting. All reports are recorded in an incident register and thoroughly investigated.

FY2020

Fifteen cases (FY2019: five) were reported and investigated, with six still under investigation at the time of reporting. Appropriate action has been taken in each instance where unacceptable behaviour was confirmed.

HUMAN RIGHTS



We endorse the rights enshrined in the Constitution of the Republic of South Africa, 1996, and all equivalent and prevailing rights in all other jurisdictions, including the right to collective bargaining, the right to peaceful industrial action and all other labour rights. We acknowledge the right of individuals to freedom of association, reject child and forced labour and respect the rights of indigenous people.

UNFAIR DISCRIMINATION AND EQUALITY



Discrimination in any form is viewed in a very serious light and appropriate disciplinary action is taken against offenders. We require all our employees and service providers to treat those with whom they come into contact with dignity and respect. As a South African domiciled Group, we believe that it is not unfair discrimination to promote affirmative action in line with the national Employment Equity Act or to prefer any person on the basis of an inherent job requirement.

APPROACH TO MAINTAINING OUR SOCIAL LEGITIMACY

The Group's Purpose is to support sustainable human development, both through the services we provide and in the way that we advance the interests of our stakeholders – we enable fixed capital investments that allows people to live better lives.

Our business activities create social value, providing local employment and developing infrastructure which supports socioeconomic and human development. Fixed capital formation, through long-term infrastructure investment, has shown repeatedly to be a reliable instrument for economic recovery, never more important than now, to address the impacts of COVID-19.

As a multinational organisation we work in environments with diverse cultures, needs and expectations. Effectively managing local dynamics and partnering with local service providers improves project delivery and secures the Group's reputation as a credible global operator and respected multinational. In addition, recognition as a responsible local corporate citizen that responds to social needs is critical to our social licence to operate in countries and communities.

In South Africa, our BBBEE initiatives are aimed at contributing towards the national need to address inequality and historical imbalances. Similar localisation initiatives are in place in other jurisdictions of operation.

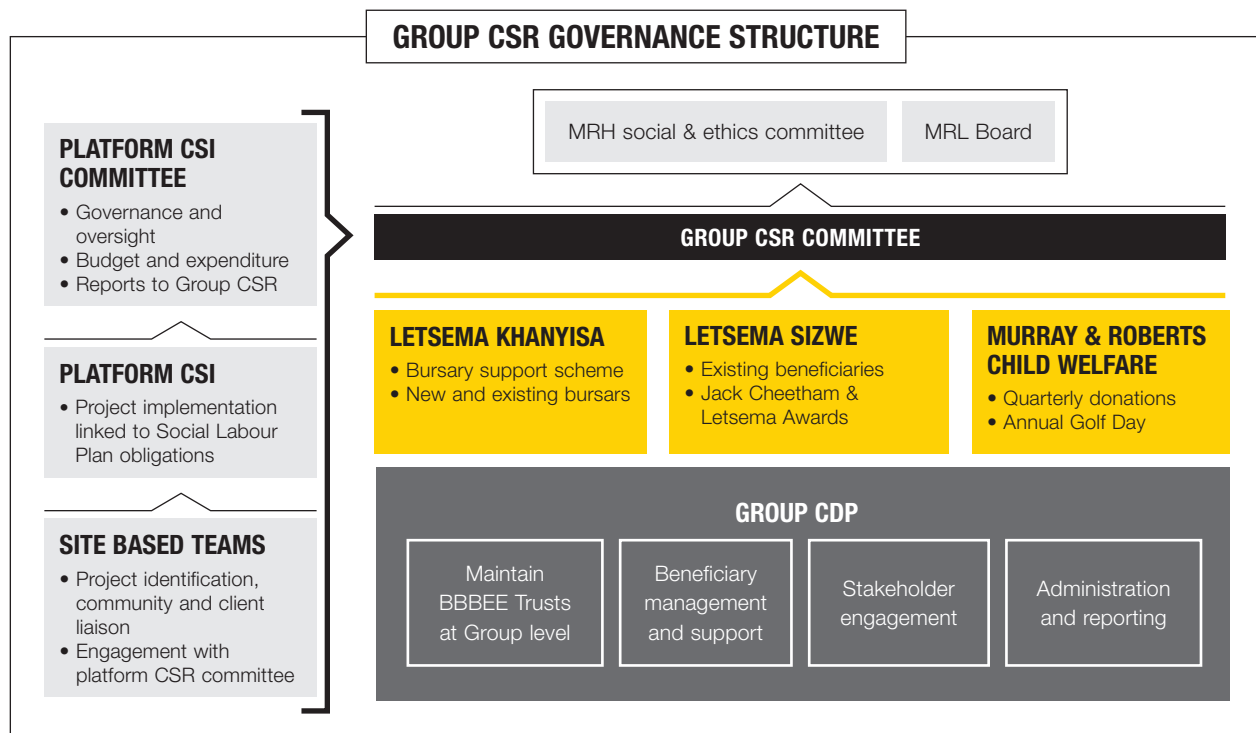
PG 34
Develop local partnerships

Engagement with communities located near our projects helps us understand local norms and practices and how we can create shared value by applying our expertise and resources to respond appropriately to their specific needs and expectations.

PG 38
Maintain meaningful community support

GOVERNANCE STRUCTURES

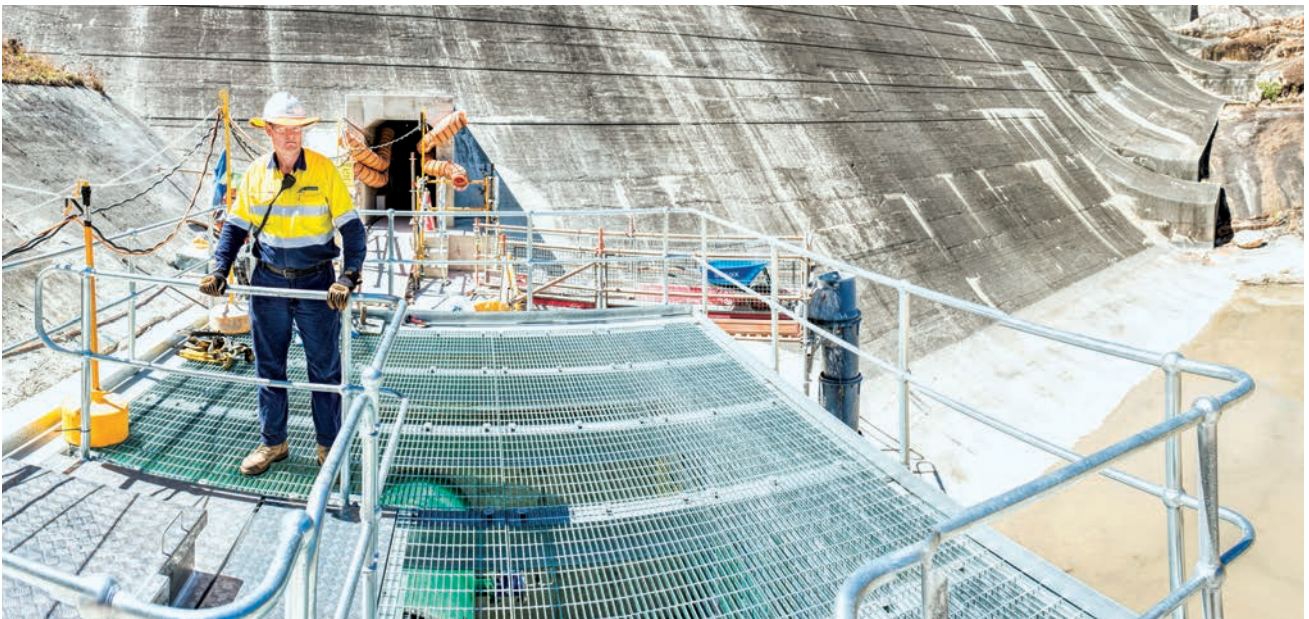
The social & ethics committee is responsible for overseeing our indigenous partnership programmes and BBBEE progress against the amended Construction Sector Code in South Africa. The Group CSR committee ensures that community initiatives are appropriate and well governed. It also oversees the CSI initiatives undertaken at corporate and project level across the Group. Stringent governance measures ensure that our investments and donations align to our Values, brand and community development strategies and genuinely benefit disadvantaged communities.



DEVELOP LOCAL PARTNERSHIPS

Through our business partnerships we access the capacity and technology required to win and effectively deliver large, complex multi-disciplinary projects.

We look for the right business partners who share our Values, complement our expertise, and are local to the countries and communities in which we are working. We support local businesses through preferential procurement and enterprise development, and partner to deliver skills development, create employment opportunities and uplift communities.



AUSTRALIA

ERI PLATFORM

The platform's initiatives to improve the participation of indigenous people include:

- Engagement with indigenous communities throughout the project life cycle (from early planning to close out) as well as providing opportunities to participate at all stages.
- Developing indigenous subcontracting and supply chain opportunities. AU\$ 7 280 231,11 was spent with these businesses in FY2020.
- Mentorship programmes for indigenous employees and trainees.

The ERI platform's first Reconciliation Action Plan (RAP) was endorsed by Reconciliation Australia in January 2020. The RAP is a strategic framework to create meaningful opportunities with Aboriginal and Torres Strait Islander peoples. While the platform has for many years worked to create meaningful change for First Australians, it recognised that more could be done through a structured approach. The framework will accelerate engagement with communities to identify opportunities to employ, develop and retain indigenous people and to grow supply chain diversity. It will also increase cultural awareness and competency within Clough and deliver education and mentoring programmes in partnership with like-minded organisations.



MINING PLATFORM CEMENTATION AMERICAS

Cementation North America's indigenous engagement policy commits it to including ancestral indigenous citizens in all projects. The business has long-standing partnerships with indigenous communities, the longest being with the Kitikmoet Corporation – an indigenous company based in the Nunavut and Northwest Territories of Canada.

Partnerships are based on the following principles:

- Improving skills development and maximising employment opportunities in local communities.
- Procuring goods and services from indigenous companies in local communities.
- Expanding the understanding and awareness of mining in local communities and encouraging young people to consider mining as a career option.

The business also works with local partners in Chile and Peru in the execution of projects in those countries.

Murray & Roberts Cementation

Murray & Roberts Cementation pursues opportunities in joint venture with its local partnerships in Africa. The transfer of skills facilitated by these partnerships, supports the growth and sustainability of local businesses. A recent example is the contract awarded by B2Gold to Murray & Roberts Cementation in joint venture with Lewcor, a local Namibian company.



SOUTH AFRICA

The Boipelo Mining Contractors joint venture with the Amandla TM Group, a 51% black-owned mining contracting company, provides contract mining services to the coal mining industry. The joint venture performed well during FY2020, providing services to New Clydesdale Colliery in Mpumalanga. The joint venture is poised to win more work and grow into a successful mining business.

RUC Cementation Mining

RUC Cementation Mining employs a highly diverse workforce, with a high percentage of local people hired to resource its international projects, currently in Indonesia and Mongolia.



MONGOLIA

The GCR Mongolia joint venture with Mongolian-based company, Gobi Infrastructure Partners, and Clough is working on the Oyu Tolgoi mine project in Indonesia. The joint venture's skills development programme, in partnership with the client and a technology company, enables the local people to qualify for underground mining projects. Over 110 Mongolians have participated with 60 students going on to study as electricians, welders and plumbers. GCR Mongolia provided monthly stipends and theoretical and practical expertise. All graduates are employed and working at the Oyu Tolgoi site.

Other partnerships

The Mining platform also collaborates with local stakeholders on the following socioeconomic initiatives:

- The New Miner Training Programme in North America and South Africa, improving community skills and employment opportunities.
- A development programme for Mongolian engineers, providing work experience in major Australian mining projects.
- The Indonesia Counter Party Programme to ensure the transfer of skills and promotion of cross-cultural awareness.

DEVELOP LOCAL PARTNERSHIPS *continued*

PIW PLATFORM

Lack of experience and skills in local communities as well as employment and economic investment expectations, present challenges to the platform's localisation objectives. The platform works closely with clients, local community forums and leaders to find innovative solutions to solve these challenges.

**PG 28**

Diversity and inclusion in the workforce



MATERIAL PRIORITIES

GROUP

- Accelerate diversity and localisation to remain competitive and relevant.

ERI PLATFORM

- Further embed the RAP and continue to develop community engagement plans for new projects to support project delivery and benefit local communities.

MINING PLATFORM

- Progress joint ventures in all countries of operation, including Boipelo in South Africa.

PIW PLATFORM

- Continue to develop local partnerships in East and West Africa to access new markets and sectors to deliver growth.

BBBEE IN SOUTH AFRICA

BBBEE SCORE

101.02%
of the overall workforce.

FY2019: 97.7%

24.45%
of total procurement
spend was with SMMEs.

FY2019: 26.1%

SUPPLIER DEVELOPMENT SPEND

R9.015
million

FY2019: R3.9 million

SOCIOECONOMIC DEVELOPMENT

Achieved full points on the
BBBEE scorecard for the
socioeconomic development
pillar.



PG 54

BBBEE scorecard and preferential procurement
in the key data table

We achieved a Level 1 BBBEE rating in FY2020. The economic interests held by black shareholders in our South African operations was 93.13% with black women holding 41.7%.

Targeted interventions identify and assist SMMEs, which are central to job creation and economic growth in South Africa. More broadly, preference is given to BBBEE-compliant vendors.

Skills development is a key focus in all South African operations, with specific focus on learnership programmes for unemployed people and youth within our communities. Pleasingly, more employees are participating in mentorship programmes designed to transfer skills and experience to less experienced employees. We have also increased the number of employee registrations with industry professional bodies, assisting them to enrich their skills and keep up to date with developments in their chosen professions.



TRANSFORMATION AT PLATFORM LEVEL

Murray & Roberts Cementation met its transformation targets for FY2020, achieving a Level 2 BBBEE rating.

In partnership with Aurik, an enterprise development business, Murray & Roberts Cementation invested R2,1 million in FY2020 to develop eight black-owned suppliers at various projects. R1,5 million was invested in five CSI projects, benefitting surrounding communities. More than 800 black learners (employed and unemployed) participated in various skills programmes and learnerships at a total cost of R56 million.

Murray & Roberts Cementation is supporting mine owners in meeting their obligations in terms of the Department of Minerals and Energy's revised Mining Charter III. For single-asset junior companies, Murray & Roberts Cementation provides the only means for them to meet their charter obligations.

The PIW platform achieved a Level 5 BBBEE (FY2019: Level 3) rating. The uncertain timing of potential projects, the resultant restructuring of the platform and the reduction in headcount after the power programme demobilisation has negatively impacted the platform's employment equity profile and training spend.

MATERIAL PRIORITIES

MINING PLATFORM

Continue to align to the Mining Charter III so that we are able to assist our clients meet the more stringent employment equity and procurement targets that apply to them.

PIW PLATFORM

Improve strong BBBEE credentials to access opportunities and establish BBBEE partnerships in power maintenance, transmission and distribution and water.

MAINTAIN MEANINGFUL COMMUNITY SUPPORT

As a committed and responsive corporate citizen, we invested R19 million in community development initiatives with R13 million invested in disadvantaged South African communities. Board members are actively involved in our community development activities, sitting on panels where required and visiting some of the initiatives.

Where feasible, we have provided support to our host communities during the COVID-19 pandemic, including providing sanitiser to the organisations that transport our employees in South Africa, community health and hygiene awareness in Papua New Guinea, PPE for health workers in Australia and web-based education for scholars in South Africa participating in two of our CSI programmes.

BREAKDOWN OF CSR SPEND (%)

**R3.5
million**

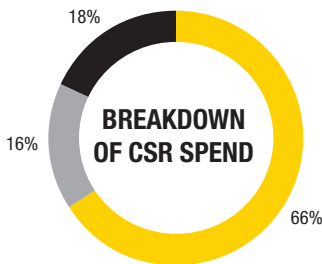
Letsema Sizwe Trust, prioritises education and skills development in communities through three flagship initiatives.

FY2019: R5,7 million

**R3.1
million**

Letsema Khanyisa Trust, provides the children of qualifying employees with scholarships at secondary and tertiary academic institutions.

FY2019: R4,4 million



■ Group CSI programmes
■ Letsema Khanyisa Trust
■ Letsema Sizwe Trust (broad-based community programmes)

**R12.4
million**

Group CSI programmes

FY2019: R8,8 million

MAINTAIN MEANINGFUL COMMUNITY SUPPORT *continued*

LETSEMA KHANYISA TRUST (CORPORATE OFFICE PROGRAMME)

The Letsema Khanyisa scholarships cover academic fees, transport, stationery and school uniform costs. Learners also receive ongoing coaching during the academic year and engage with a leading educational psychologist who guides them on their career options. Over the last 14 years, the trust has reached 1 412 young people.

769
secondary learners

643
tertiary learners

**A TOTAL
INVESTMENT OF
R72.3
million**

TECHNOLOGY RESEARCH ACTIVITY CENTRE (TRAC) (LETSEMA SIZWE TRUST)

The University of Stellenbosch's TRAC programme provides mobile science laboratories to schools without the necessary infrastructure. The programme also supports learners in applying for tertiary studies. We have supported TRAC for the past nine years, sponsoring various science laboratories throughout South Africa. In FY2020, our investment supported a laboratory in Musina (Limpopo) and another one in Kuruman (Northern Cape), nearby two of Murray & Roberts Cementation's projects, with a total value of R1,2 million.

**A TOTAL
INVESTMENT OF
R22.4
million**

	2012	2013	2014	2015	2016	2017	2018	2019	2020
Booyensdal					124	150	108		
Delmas	189	159	195	148	138	153	131	162	
Empangeni	293	216	298	193	295				
Lephalale	198	200	151	254	86	77	68		
Observatory	187	155	190	183	195				
Port Elizabeth	120	119	88	109	130	114			
Richards Bay	403	453	334	287					
Kuruman								145	193
Musina								102	111
Number of Grade 12 learners	1 390	1 302	1 256	1 174	968	494	307	409	304

MAINTAIN MEANINGFUL COMMUNITY SUPPORT *continued*

THE TOMORROW TRUST (LETSEMA SIZWE TRUST)

The Tomorrow Trust provides Saturday and holiday supplementary school programmes for vulnerable children selected from the Department of Social Development's grassroots care organisations. Most learners entering the programme have poor academic performance records. Our investment has yielded a high return with many of these learners progressing to tertiary education studies.

During the pandemic, virtual online classrooms are run every Saturday for all senior beneficiaries, who are supplied with data or WhatsApp bundles. Those unable to access the internet receive physical notes every month. The trust also focuses on the social-emotional learning of each child and has created a toll-free telephonic helpline giving learners access to psychologists. Senior learners also receive a food parcel, masks and sanitiser every month. Our contribution for FY2020 amounted to R648 000 supporting 127 learners (FY2019: R636 000).

THE TOMORROW TRUST 2013-2019

150

Grade 12
learners with

100%

National Senior
Certificate pass rate

A TOTAL INVESTMENT OF

R3.8
million

71% achieved a pass rate that qualifies for a bachelor's degree.

70% achieved 60% and above in their group average.

98% achieved 60% and above for English.

51% achieved 60% and above for Mathematics.

54% achieved 60% and above for Physical Science.

90% are studying further.

5% are participating in learnerships.

5% are looking into reapplying to university.

Some of the projects supported during FY2020 are highlighted below.



MURRAY & ROBERTS CHILD WELFARE FUND

(corporate office programme)

The Murray & Roberts Child Welfare Fund encourages employee donations, using the employee payroll. The Group uses the Letsema Sizwe Fund to match raised funds, which support the various needs of early childhood development projects from medical and food costs to operational costs. Every year the CSR committee visits beneficiaries to ensure funds are used as planned.

2020:

R387 000 donated
to 15 organisations

FY2019: R268 408.



GRADE 12 SUPPORT INITIATIVE

(corporate office programme)

During the year, we provided the Grade 12 learners supported by the Letsema Khanyisa Trust and those from the Vorentoe Athletic Academy, many of whom without internet access, with a comprehensive solution to help them during the COVID-19 pandemic. Costing R255 000 in total, each learner received a new Lenovo tablet with 10GB of data a month and access to the learning material and assessments provided by Boston College's online classroom. Each learner has also been paired with a mentor and is able to attend Saturday workshops at Murray & Roberts' head office.

MAINTAIN MEANINGFUL COMMUNITY SUPPORT *continued*

GROUP OVERVIEW

WORLD-CLASS HEALTH AND SAFETY PERFORMANCE

EMPLOYER OF CHOICE

TRUSTED PARTNER

ENVIRONMENTAL MANAGEMENT



JACK CHEETHAM AND LETSEMA SPORTS AWARDS

(Letsema Sizwe Trust)

In its 39th year, the annual awards celebrate development projects that use sport to transform the lives of disadvantaged youth and differently abled athletes. The 2019 Jack Cheetham Award winner, Fight with Insight, is an inner-city Johannesburg boxing gym that provides male children with life skills to become responsible young men and mentorship to access education and employment opportunities.

Jumping Kids, winner of the Letsema Award, provides amputees and children with limb mobility concerns with prosthetic legs and mobility devices, education and training. It also identifies and trains potential athletes.

Winners receive R500 000 each, payable over three years.



VORENTOE ATHLETICS DEVELOPMENT TEAM

(corporate office programme)

We sponsor the academic and athletic development of 50 young disadvantaged scholars at Vorentoe Secondary School, covering their accommodation, food, schooling and training. In the December school holidays, the girl's hostel was upgraded to include new bathroom facilities and refurbished sleeping areas. Our women's forum focuses on the wellbeing of the girls in the Vorentoe Running Academy and non-executive director, Ntombi Langa-Royds, facilitated a workshop for the girls on values. While activities have been stopped due to COVID-19, the matriculants have been included in our Grade 12 support initiative.

2020:

R850 000 invested to develop 50 athletes

FY2019: R1 million. COVID-19 accounts for the reduction.



MURRAY & ROBERTS RESEARCH CHAIR IN INDUSTRY LEADERSHIP 4.0

(corporate office programme)

The Murray & Roberts Research Chair in Industry Leadership 4.0 at the University of Pretoria will conduct research on the specialised skills and leadership capacity needed to accelerate the adoption of new technology in mining practices. The mechanisation and modernisation of the workplace of the future will require leadership in cyber-physical systems, cloud computing, the internet of things and cognitive computing. The research chair is expected to deliver leadership workshops, research publications on new technology and postgraduate researchers, adding skilled capacity to the mining sector, as well as training and continuing professional development. The first post graduate students have been enrolled.

Committed R1,7 million each year for three years.

MAINTAIN MEANINGFUL COMMUNITY SUPPORT *continued*



MINING PLATFORM

Murray & Roberts Cementation donated R403 578 to rebuild and renovate the Kalagadi Training Centre in the Northern Cape province, South Africa, benefitting the youth and unemployed people in surrounding mine communities.

RUC Cementation Mining supported Fire Tech Australia's STEM United Programme, which promotes careers in science, technology, engineering and mathematics at Western Australian schools. RUC Cementation Mining was nominated as a finalist in Lateral Incite's 2020 Social Impact Award for its support of the STEM programme, whereby its AUD84 000 investment was used to introduce learners at less privileged schools to these critical skills and the world of robotics and drones.

Cementation Americas allows each employee to request money each year for the community initiatives they are actively involved in. Employee fund-raising projects range from the hosting of themed lunches and barbecues to draws and raffles.

LOOKING FORWARD TO FY2021

We continue to invest in CSR programmes, however, the impact of COVID-19 may lead to a reduction in dividends received from Murray & Roberts Holdings, which is likely to result in our CSI spend being lower than that of prior years. While the 2020 Jack Cheetham and Letsema awards have been cancelled due to COVID-19, we hope to resume these celebrations in 2021.



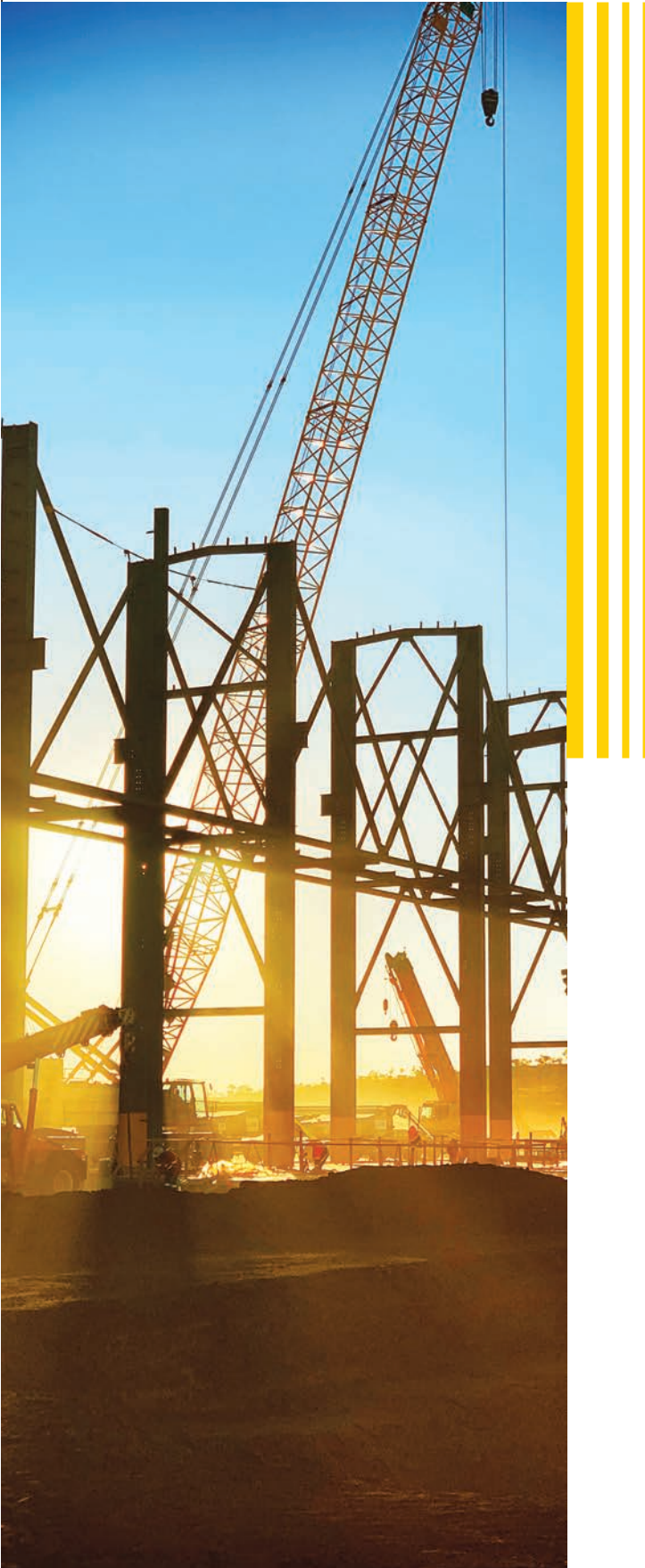
ERI PLATFORM

The Clough Foundation supports organisations, communities and causes that improve the lives of people living near its projects. The Kutubu High School in the Southern Highlands of Papua New Guinea has been closed since the 7.6 magnitude earthquake in late February 2018. Over 15 months, Clough has worked with Oil Search Limited to repair and rebuild roads and bridges in the area, including the Kutubu Access Road, a major route for supplies and passage to the school and local communities. To celebrate the school's re-opening, Clough ran book drives in its Brisbane and Perth offices, with over 18 000 books donated to more than 10 schools in the area, far exceeding the target of 1 400 books.



PIW PLATFORM

The platform invested R306 000 to upgrade the Ndambo Mohapi Creche in Sheshego, Polokwane (South Africa), as well as install a borehole, solar pump and irrigation.



ENVIRONMENTAL MANAGEMENT

05

ENERGY USAGE

81 701
gigajoules

FY2019: 103 803 gigajoules

CARBON FOOTPRINT

11 039
tonnes of CO₂e

FY2019: 12 797 tonnes of CO₂e

WATER USAGE

25 166
kilolitres

FY2019: 23 331 kilolitres

ADDRESS

CLIMATE CHANGE

Murray & Roberts provides specialised engineering and construction services to the metals, minerals, energy and water industries; sectors that are carbon and water intensive and vulnerable to climate change impacts.

In addition, extreme weather patterns can impact project delivery. For example, in Australia, the Snowy Hydro project and a Clough coal seam gas project were both delayed due to the bushfires caused by record-breaking temperatures and months of severe drought followed by floods in certain regions.

We recognise that climate change poses significant risks to the global natural ecosystem, and in turn, our businesses and clients. The world's growing demand for energy is likely to continue to increase greenhouse gas emissions and exacerbate climate change, unless environmentally benign energy alternatives are adopted on a large scale. A just transition away from fossil fuel dependence simply cannot happen overnight and requires a collective effort between stakeholders, including policymakers and business. Guided by our ultimate objective of sustainable value creation, we aim to be part of the solution. Although our operations have an inherently low carbon footprint and demand for water, opportunities lie in our ability to assist our clients in transitioning their operations to a low carbon future.

Climate Change Position Statement

Our Climate Change Position Statement, adopted by the Board in 2020, commits us to:

- Continue monitoring and reducing our carbon footprint.
- Evaluating our participation in new projects against the environmental imperative to mitigate climate change impacts.
- Collaborating with clients and supply chains to find innovative solutions to reduce carbon emissions in the market sectors in which we operate.
- Growing our service offering to the renewable energy sector to assist the transition to a low carbon future.

We are exposed to coal mining, particularly in South Africa. In line with our position on climate change, coal-related projects will only be undertaken outside of South Africa with Murray & Roberts Limited Board approval. While we are committed to growing our service offerings in the cleaner energy sector, South Africa is still mainly reliant on coal-fired power to generate electricity and meet base-load demand. Within this reality, we will continue to be highly selective in the coal projects we undertake.

As we increase our understanding of the implications of climate change on our business and clients' operations, we will build on the work we are already doing to develop and implement new service offerings to reduce environmental impacts in areas where we have an influence. This extends to reducing our own environmental footprint. We will also continue to identify innovative ways to manage the physical risks of climate change on project delivery to improve our business resilience and assist our clients.

2019 CDP ASSESSMENT

**ACHIEVED A MANAGEMENT
LEVEL WITH A**

B-RATING.

(2018: C-rating)

Murray & Roberts has participated in the CDP since 2008 and continues to measure and report on carbon emissions. Our B-rating is on par with the Africa¹ average score for participating companies, and higher than the C-rating for the global average as well as the industrial support services clusters. Management Level status is awarded to companies that take coordinated action on climate issues.

Our CDP submission is available at <https://www.cdp.net/en>.

¹The Africa sample is largely comprised of South African companies with a long history of CDP disclosure.

CARBON REGULATIONS AFFECTING OUR OPERATIONS

Carbon pricing regulations, mostly in the form of carbon tax, are increasing. These regulatory requirements increase the cost of fossil fuel-based inputs and impact heavily on carbon intensive industries.

SOUTH AFRICA'S

Carbon Tax Act, promulgated in May 2019, is being implemented in two phases. The first phase (effective 1 June 2019) imposes tax liabilities on industries using fossil fuels in stationary equipment (boilers and generators) with a thermal capacity of 10 megawatts and above. Our combined thermal capacity does not trigger this threshold. While we are not directly impacted, the carbon tax on liquid fuels (petrol and diesel) is levied at source, which has resulted in pass-through costs from increased fuel prices. Carbon taxes may be applied to electricity consumption in the Act's second implementation phase starting in 2023.

IN CANADA,

the National Greenhouse Gas Pollution Pricing Act regulates the national carbon pricing system, which places charges on fuel applicable to households, residential and industrial facilities. In addition, large industries are subject to a regulatory trading system, the federal output-based pricing system (OBPS). In Ontario, where we have a presence, a carbon pricing instrument has not been implemented and the province therefore does not meet the federal government's conditions. A federal backstop was imposed on the province in the form of a fuel levy effective from January 2019 along with the federal OBPS from April 2019. The proposed system could impact Cementation Canada's North Bay and Sudbury businesses. Ontario (along with two other provinces) appealed the federal backstop and were overruled. The case has now been taken to the Supreme Court and will be heard in November 2020. We are monitoring developments and will respond accordingly.



APPROACH TO ENVIRONMENTAL MANAGEMENT



All companies in the Group are required to adopt high environmental standards, including the identification, assessment and response to all environment risks, wherever we operate.

Our Group policies and standards guide them in this responsibility. Key to our approach is the responsible and efficient use of project input materials, continuous investigation and implementation of environmental improvement initiatives and the prevention of pollution and degradation.

Our key environmental risks include:

Increasing regulatory requirements related to energy and climate change, which could lead to increased costs as well as opportunities in a low-carbon economy.

Project disruptions due to extreme and unpredictable weather conditions, including floods and storm surges.

Undertaking listed activities without the correct environmental authorisation or failure to abide by conditions set out in operating licences, such as water use licences, on a project.

The framework below ensures that we uphold our reputation for responsible environmental conduct.

BUSINESS PRACTICES AND STANDARDS

Our critical environmental standards apply across the Group and aim to create a common purpose and approach. They guide operations on how to manage environmental issues, including carbon emissions, energy and water consumption, waste management, regulatory compliance and environmental data. Programmes are in place to integrate environmental management in daily business activities.

A large part of our operations are conducted in water-constrained regions, including the SADC region and Western Australia. Our water management standard promotes efficient water usage and recycling measures are implemented, where possible.

FY2020

All businesses are ISO 14001 certified, except for RUC Cementation Mining which has an equivalent environmental management system.

APPROACH TO ENVIRONMENTAL MANAGEMENT *continued*

GROUP OVERVIEW

WORLD-CLASS HEALTH AND SAFETY PERFORMANCE

EMPLOYER OF CHOICE

TRUSTED PARTNER

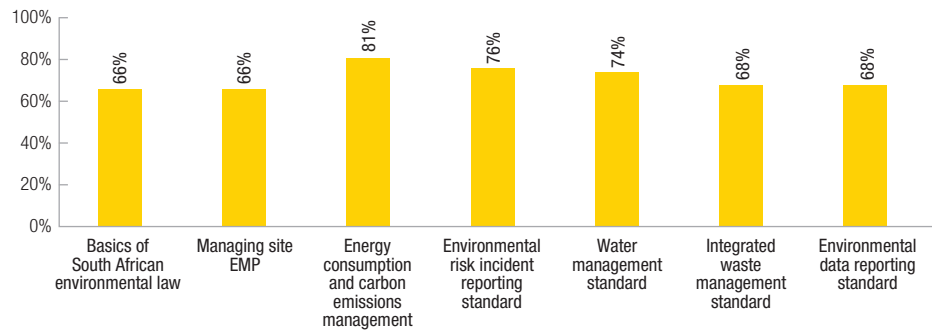
ENVIRONMENTAL MANAGEMENT

TRAINING AND AWARENESS

Our environmental awareness, training and assurance programmes align expectations and embed our environmental standards across the Group. Environmental training improves practical understanding and drives compliance at project level.

FY2020

COMPLETION OF ENVIRONMENTAL TRAINING (%)

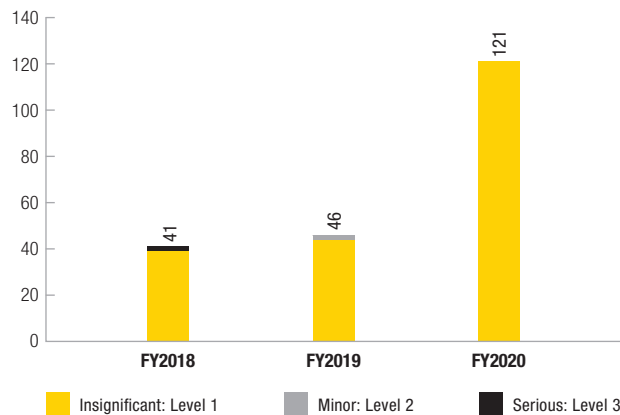


REGULATORY COMPLIANCE

FY2020

There were no material environmental incidents. There were 121 Level 1 incidents and no Level 2 incidents, a 163% increase compared to FY2019 largely due to environmental campaigns implemented at our major projects. The incidents are mostly minor oil spillages.

ENVIRONMENTAL INCIDENTS



Level 1:
negligible reversible environmental impact, requiring very minor or no remediation and is contained within site limits.

Level 2:
negligible reversible environmental impact, requiring minor remediation and is contained within site limits.

Level 3:
moderate reversible environmental impact which is short term, requiring moderate remediation and is contained within site limits.

MATERIAL PRIORITY

- Embed the Group position on climate change and ensure consistent application.

2020 ENVIRONMENTAL PERFORMANCE

Our environmental footprint is limited to assets we own, excluding those procured and owned by our clients.

The graphs below show significant decreases in our footprint over the past few years due to divestments in our portfolio. Despite the smaller footprint, we continue to identify new methods and adopt new technologies to reduce our energy and water consumption.

Murray & Roberts Cementation's Bentley Park facility in Carletonville, South Africa, has set water and energy reduction targets of 20% and 8% respectively, to be achieved by 2022 against a 2018 baseline. During the year, a combination of behavioural and technology-driven initiatives were undertaken and the site has already achieved a 10% reduction in its energy use.

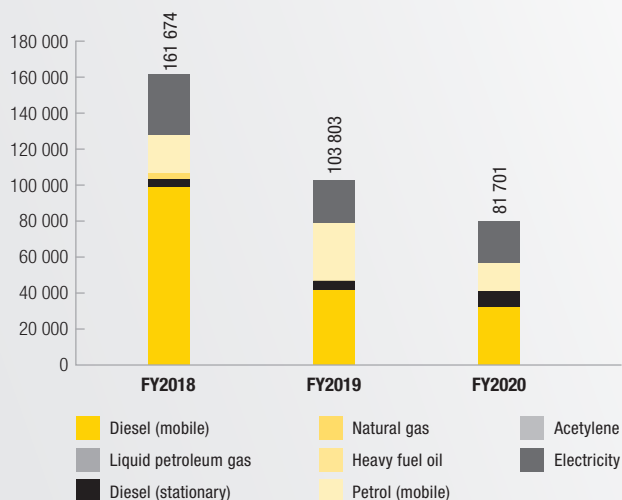


ENERGY

The reduction in energy consumption for FY2020 is attributed to a substantial decrease in mobile diesel consumption by Cementation Canada and our operations in the USA.

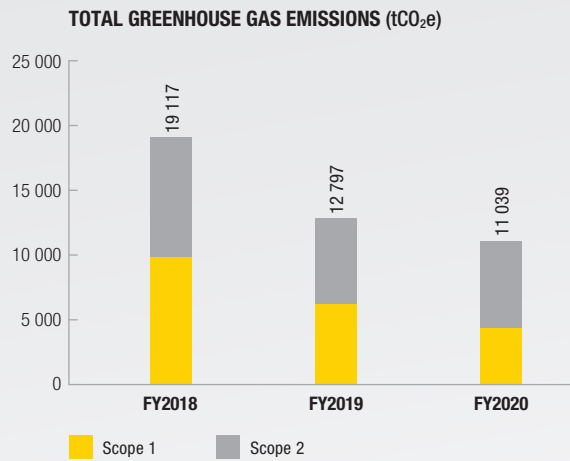
21%
decrease in
energy use
(year on year)

ENERGY BREAKDOWN (GIGAJOULES)



Note: total energy consumed includes all direct (all fuel types) and indirect (electricity) energy sources, with the majority of sources used in FY2020 being diesel, petrol and electricity. Reported figures include energy paid for by Murray & Roberts and excludes client purchases.

CARBON FOOTPRINT



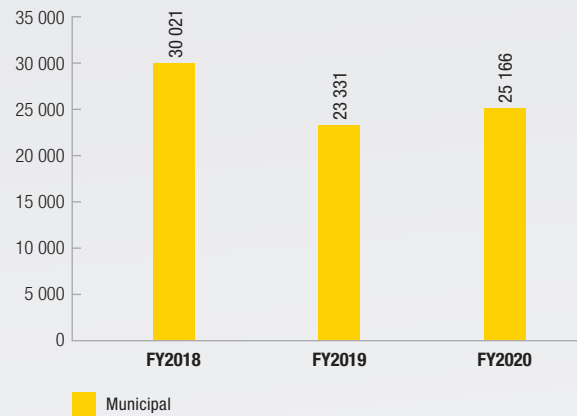
14%
decrease in
carbon emissions
(year on year)

WATER

Water was predominantly withdrawn from municipal sources during FY2020 and increased mainly due to increased water usage in South Africa.

8%
increase in water
(year on year)

WATER WITHDRAWAL BY SOURCE (KILOLITRES)



2019 WATER DISCLOSURE PROJECT

**ACHIEVED A LEADERSHIP
LEVEL WITH AN**

A-RATING.

(2018: B-rating)

Our improved score for water in the CDP is higher than the global average of B- and the Africa regional average of B. Leadership status is awarded for the implementation of best practice water stewardship.



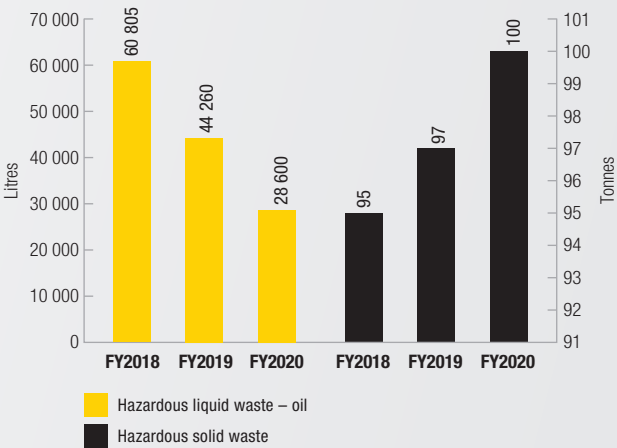
2020 ENVIRONMENTAL PERFORMANCE *continued*

WASTE MANAGEMENT

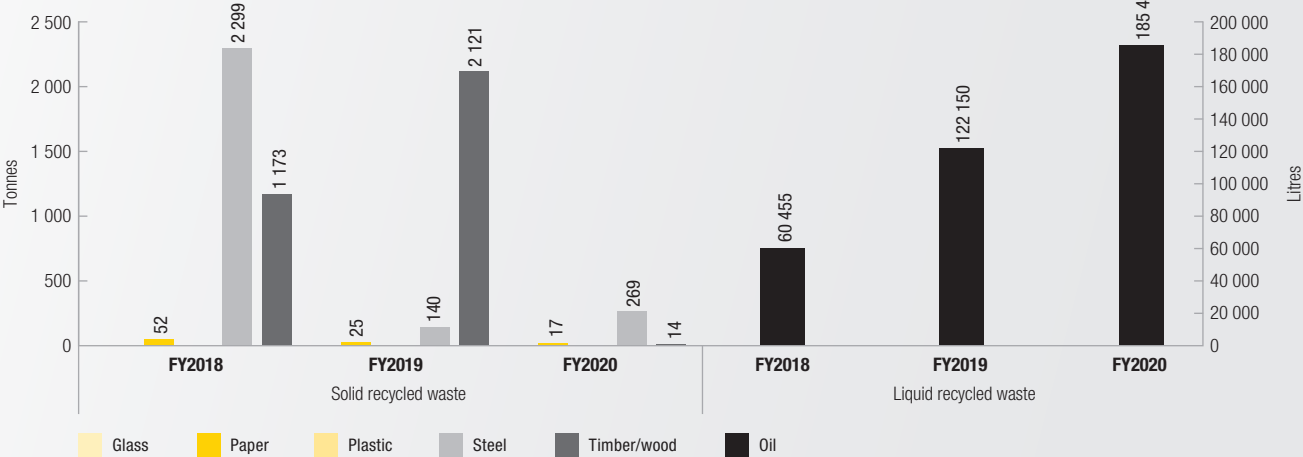
Engineering designs, recycling and alternative uses for waste material are some of our key interventions to minimise waste generation and disposal. Our waste streams include non-hazardous, liquid hazardous and solid hazardous wastes. Solid hazardous waste increased by 3% (three tonnes) mainly due to increased disposal of hydrocarbon waste at one of our projects, end of project activities at the Medupi and Kusile projects and waste generated from some of our mining projects.

Used oil and steel recycled by the Mining platform comprise the largest portion of our recycled waste. Increased recycling of used oil, particularly at some mining projects, resulted in a year-on-year increase of 52% in recycled liquid waste. The 87% decrease in solid recycled waste is mainly due to reduced activities at the Medupi and Kusile projects, which in prior years accounted for a large portion of recycled waste.

LIQUID AND SOLID HAZARDOUS WASTE



RECYCLED MATERIALS



SUSTAINABLE ENVIRONMENTAL SOLUTIONS

RENEWABLE ENERGY

As global funding of thermal energy, particularly coal-fired power, abates in the move to a lower carbon economy, more funding will be diverted to renewable energy, natural gas and hydropower supply.

In the longer term, increasing populations and economic growth in Africa will lead to increased demand for energy, expected to be 300% by 2040 with at least 16% from renewables. In South Africa, indications are that the next tranche of projects under the REIPPP Programme is imminent. This has brought increased policy certainty to the power sector although the timing of the underlying projects remains uncertain. The Group is well positioned to take advantage of the opportunities these shifts present.

GOLDEN VALLEY AND EXCELSIOR WIND FARMS (SOUTH AFRICA)

OptiPower Projects in the PIW platform is executing the electrical balance of plant, 132 kilovolt overhead lines and substation scopes, for two wind farm facilities in South Africa. Golden Valley is in the Bedford area of the Eastern Cape and Excelsior is located near Swellendam in the Western Cape. The 32.5 megawatt Excelsior facility is currently being commissioned and the 120 megawatt Golden Valley facility is scheduled for completion towards the end of 2020.



WATER

Investment in the South African water sector continues to be limited and fragmented, despite the threat of water shortages and the country's ailing water infrastructure. However, at the South African President's Sustainable Development Investment Symposium earlier this year, 42 new water projects totalling around R170 billion were announced, which bodes well for potential water opportunities over the next 10 years.

During the year, the PIW platform was awarded the Athlone wastewater project in Cape Town and aims to secure additional work from the City of Cape Town's water resilience pipeline of projects. The successful performance of the Organica Water resource recovery demonstration facility at Verulam, eThekweni Municipality (KwaZulu-Natal), over the past two years has positioned this technology favourably in the local market, with an in-principle agreement to relocate the facility to the V&A Waterfront in Cape Town. Based on the demonstration plant's success, the platform is positioned to potentially win the two PPP greenfield wastewater treatment plants under development in the eThekweni municipality.

During the year, we were also involved in the following two projects in Perth, Australia, which is experiencing water shortages.

PROJECT MUNDARING WEIR UPGRADE (PERTH)

Clough refurbished and upgraded the outlet weir at the Wellington Hydropower Plant to address lower water levels. The project has reduced the dam surface area, which has decreased the annual evaporation rate by 1.5 gigalitres a year (the equivalent of 600 Olympic swimming pools and saving 10 million litres of water).

BEENYUP ADVANCED WATER RECYCLING PLANT (PERTH)

The Advanced Water Recycling Plant treats secondary treated wastewater and recharges¹ up to 14 billion litres of this recycled water into groundwater supplies each year. The expansion project will double the plant's capacity, recharging up to 28 billion litres of recycled water a year, enhancing Perth's water security and boosting much needed drinking supplies.

¹ A hydrologic process, where water moves downward from surface water to groundwater.

SUSTAINABLE ENVIRONMENTAL SOLUTIONS *continued***NEW TECHNOLOGY****Injection hoisting**

Cementation Canada is exploring injection hoisting, an innovative approach to trucking ore and waste rock from underground mines. In addition to capital and operational cost savings, the technology removes the need for underground trucks and lowers electricity consumption due to a lower ventilation demand. The technology has the potential to reduce CO₂e by approximately 4 500 tonnes. An additional benefit is a safer operating environment as workers are less exposed to open holes and mobile equipment. Cementation Canada has received grant funding to build a full-scale prototype.

Dry stack tailings

Newly acquired Group company, Terra Nova Technologies, is implementing dry stack tailings – to manage the silty, sandy material that is left over once metals are extracted. The technology reduces water requirements and is particularly suited to mining operations in water-scare areas. Water reduction is achieved by recycling process water and the near elimination of water losses through seepage and/or evaporation. In addition, groundwater contamination through seepage is almost entirely eliminated.

MATERIAL PRIORITY

- Secure opportunities in renewable energy, including solar and gas-to-power in sub-Saharan Africa, and establish scale in the South African water business by securing wastewater and industrial water treatment opportunities.



KEY DATA

✓ Improved	↓ Worsened	→ No change
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	2020	2019	2018	Assurance	
SAFETY					
Fatalities	0	0	1	✓	Limited
Lost Time Injury Frequency Rate (measured over a million hours)	0.88	0.71	0.86	↓	Limited
Total Recordable Case Rate (measured over a million hours)	4.25	4.02	3.93	↓	
% of operations that maintained OHSAS 18001 certification	100	100	100	→	
HEALTH AND WELLNESS					
Occupational Disease Frequency Rate	0.18	0.17	0.24	↓	
Number of voluntary HIV tests	564	1 748	2 554	↓	
HIV prevalence (% among employees tested)	0.35	4.0	1.6	✓	
New cases of TB	0	5	9	✓	
Number of random alcohol tests	2 394 783	1 346 961	1 169 997	✓	
% of alcohol tests that were positive	0.04	0.01	0.01	✓	
Number of random drug tests	6 615	7 330	9 571	✓	
% of drug tests that were positive	0.4	0.5	1.3	✓	
HUMAN CAPITAL					
Number of permanent employees	9 049	9 650	10 649	↓	
Workforce based in South Africa (permanent)	4 600	4 878	6 502	↓	
Number of individuals employed through contracting and joint venture agreements	1 684	1 692	1 857	↓	
Training and development spend (Rm)	104	105	130	↓	
BBBEE SCORECARD					
BBBEE status	Level 1	Level 2	Level 3	✓	Verified
BBBEE score (%)	101.02	97.7	91.1	✓	Verified
Equity ownership (%)	111.11	111.1	103.7	→	Verified
Management control (%)	59.74	58.8	49.7	✓	Verified
Skills development (%)	99.59	97.7	73.6	✓	Verified
Enterprise and supplier development (%)	100.11	96.5	97.5	✓	Verified
Socioeconomic development (%)	106.36	100.8	110.9	✓	Verified

KEY DATA *continued*

✓ Improved	↓ Worsened	→ No change
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	2020	2019	2018		Assurance
PREFERENTIAL PROCUREMENT AS A % OF TOTAL PROCUREMENT					
Qualifying small enterprises and exempted micro enterprises (%)	21.08	26.1	30.2	↓	Verified
Suppliers that are >50% black owned (%)	33.78	38.9	41.2	↓	Verified
COMMUNITY DEVELOPMENT SPEND					
CSI in community programmes (Rm)	12,4	8,8	8,0	✓	
Corporate office: Letsema Sizwe Trust (broad-based community commitments) (Rm)	3,5	5,7	5,9	↓	
Corporate office: Letsema Khanyisa Trust (employee benefits) (Rm)	3,1	4,4	5,2	↓	
Total corporate social responsibility spend (Rm)	19,0	18,9	19,1	✓	
ENVIRONMENTAL MANAGEMENT					
Energy usage (gigajoules)	81 701	103 803	161 674	✓	Limited
Carbon footprint (tonnes of CO ₂ e)	11 039	12 797	19 117	✓	Limited
Water usage (kilolitres)	25 166	23 331	30 021	↓	Limited
ISO 14001 management system implementation (% coverage)	83	100	100	→	

**EMPLOYMENT EQUITY PROFILE OF THE SOUTH AFRICAN WORKFORCE AT 30 JUNE 2020
(NUMBER OF PEOPLE)**

Level	Men				Women				Foreigners		Total	Black representation (%)		
	A	C	I	W	A	C	I	W	Men	Women		2020	2019	
Top ¹	2	0	0	7	1	0	0	0	1	0	11	27	33	↓
Senior ¹	4	3	3	37	1	0	2	4	1	0	55	24	20	✓
Middle ¹	70	32	16	158	15	3	11	27	2	0	334	44	48	↓
Junior ¹	910	72	14	388	113	6	9	49	18	2	1 581	71	76	↓
Semi-skilled	1 472	15	1	34	294	10	1	11	148	0	1 986	90	89	✓
Unskilled	467	20	0	6	92	3	0	0	43	2	633	92	88	✓
Total	2 925	142	34	630	516	22	23	91	213	4	4 600	80	79	✓

A = African, C = Coloured, I = Indian and W = White.

¹ Management level.

KEY DATA *continued*

✓ Improved	↓ Worsened	→ No change
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VALUE ADDED STATEMENT

	2020	% change	2019 ¹	Assurance
FINANCIAL PERFORMANCE				
Revenue (Rm)	20 838	4	20 113	✓
Operating costs (Rm)	20 855	8	19 266	↓
Cash and cash equivalents (Rm)	3 415	(1)	3 455	↓
Operating cash (outflow)/inflow (before dividends) (Rm)	(527)	(140)	1 311	↓
Order book relative to revenues (Rm)	2.6 times	13	2.3 times	✓
ECONOMIC CONTRIBUTION AND DISTRIBUTION TO STAKEHOLDERS				
Value added to employees (Rm)	11 538	9	10 555	✓
Value added to providers of finance (net) (Rm)	221	295	56	✓
Value added to Government (Rm)	285	(17)	344	↓
Value added to maintain and expand the Group (Rm)	499	(39)	814	↓
Total value added (Rm)	12 543	7	11 769	✓

Note: the Group did not receive any significant financial assistance from the South African Government during the reporting year.

¹ Restated for discontinued operations.

GLOSSARY

AI	Artificial intelligence
BBBEE	Broad Based Black Economic Empowerment
CDP	Formally the Carbon Disclosure Project
CO₂e	Carbon dioxide equivalent
COVID-19	Coronavirus disease 2020
CRI	Critical risk management
CSI	Corporate social investment
CSR	Corporate social responsibility
EPC	Engineering, procurement and construction
ERI	Energy, Resources & Infrastructure platform
GRI	Global Reporting Initiative
HSE	Health, safety and environmental
KPA	Key performance area
LTI	Lost time injury
LTIFR	Lost time injury frequency rate
MAP	Major accidents prevention
MRTA	Murray & Roberts Training Academy

NGOs	Non-governmental organisations
OBPS	Output-based pricing system (Canada).
PPE	Personal protective equipment
PPP	Public-private partnership
PIW	Power, Industrial & Water platform
RAP	Reconciliation Action Plan
REIPPP	Renewable Energy Independent Power Producer Procurement
SADC	Southern African Development Community
SMME	Small, medium and micro enterprises
STEM	Science, technology, engineering and mathematics
TB	Tuberculosis
TIFR	Total injuries frequency rate
TRAC	Technology Research Activity Centre
TRCR	Total recordable case rate
VFL	Visible felt leadership
WGEA	Workplace Gender Equality Agency

INDEPENDENT LIMITED ASSURANCE REPORT

TO THE DIRECTORS OF MURRAY & ROBERTS LIMITED

INTRODUCTION

IBIS ESG Consulting Africa (Pty) Ltd (IBIS) has been engaged by the Directors of Murray & Roberts Limited (Murray & Roberts) to perform an independent assurance engagement in respect of selected sustainability information included in its Sustainability Report (the report) for the year ended 30 June 2020 (1 July 2019 – 30 June 2020). This assurance report is produced in accordance with the terms of our engagement letter signed 17 June 2020.

IBIS is an independent provider of sustainability assurance services. This engagement was conducted by a multidisciplinary team of assurance specialists with extensive experience in sustainability reporting. The assurance team was led by Petrus Gildenhuys who has more than 25 years' experience in sustainability performance measurement involving both advisory and assurance work.

SCOPE AND SUBJECT MATTER

The scope of the subject matter for limited assurance in accordance with the ISAE3000 (Revised) assurance standard, as captured in the agreement with Murray & Roberts, included the following selected disclosures relating to material sustainability issues and commitments covering the total Murray & Roberts Group:

Environment:

- Scope 1 and Scope 2 (location-based) Greenhouse Gas (GHG) emissions as defined by The GHG Protocol: A Corporate and Accounting Standard – Revised Edition (WRI & WBCSD, 2004) ("GHG Protocol") from:
 - Diesel used (mobile)
 - Diesel used (stationary)
 - Petrol used
 - Electricity purchased
- Total amount of energy used
- Total water withdrawal

Safety:

- Number of fatalities
- Lost Time Injury Frequency Rate (LTIFR)

IBIS' responsibilities do not extend to any other disclosures or assertions.

RESPECTIVE RESPONSIBILITIES

Murray & Roberts

The Directors of Murray & Roberts are responsible for the generation, collection and presentation of the selected sustainability information within the Report. Murray & Roberts is also responsible for maintaining adequate records and internal controls that support the reporting process during the reporting period.

IBIS

IBIS' responsibilities were to conduct an assurance engagement and to report its conclusions to the Directors in accordance with the assurance procedures followed.

IBIS conducted the engagement in alignment with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information issued by the International Auditing and Assurance Standards Board, which Standard inter alia requires that the assurance practitioner follows due process and comply with ethical requirements.

INDEPENDENT LIMITED ASSURANCE REPORT *continued***SUMMARY OF WORK PERFORMED**

Murray & Roberts provided IBIS with the relevant supporting information and documentation related to the selected sustainability information reported. IBIS applied the Murray & Roberts' corporate Data Reporting Standards, the Global Reporting Initiative (GRI) Standards, as well as the GHG Protocol (for environmental indicators) as audit criteria in respect of the underlying data in the scope of the assurance engagement. IBIS' limited assurance procedures, based on our professional judgement, consisted of:

TESTING	INTERVIEWS	INSPECTION	ASSESSING	REPORTING
Testing, on a sample basis, the measurement, collection, aggregation and reporting processes in place	Interviews with relevant functional managers at Murray & Roberts to understand and test the processes in place for maintaining information in relation with the subject matters in the assurance scope	Inspection and corroboration of supporting evidence to evaluate the data generation and reporting processes against the assurance criteria	Assessing the presentation of information in the Sustainability Report relevant to the scope of work for consistency with the assurance observations	Reporting the assurance observations to management as they arose to provide an opportunity for corrective action prior to completion of the assurance process

INHERENT LIMITATIONS

The reliability of the reported sustainability data is subject to inherent uncertainty, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Due to the global COVID-19 pandemic related travel restrictions all assurance work was desktop based. Evidence to support information reported was obtained electronically for review and assessment as a basis for our assurance conclusion. Readers of the Sustainability Report are cautioned to understand this inherent limitation.

In addition, the evidence gathering procedures performed in a limited assurance engagement vary in nature from, and are less in extent than for, a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

OTHER MATTERS

The maintenance and integrity of the Murray & Roberts website is the responsibility of Murray & Roberts' management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to either the information in the report or our independent assurance report that may have occurred since the initial date of presentation on the Murray & Roberts website.

RESTRICTION OF LIABILITY

Our work has been undertaken to enable us to express the opinion and conclusions on the selected sustainability information to the Directors of Murray & Roberts in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume responsibility to any third parties i.e. other than the Directors and the company, for our work or for this report to the fullest extent permitted by law, save where such third parties have obtained our prior written consent.

ASSURANCE CONCLUSION

We believe that the information provided by Murray & Roberts and the work performed by IBIS are sufficient and appropriate to form a basis for our limited assurance conclusion.

In our opinion, and based on our limited assurance procedures, nothing has come to our attention that causes us to believe that the selected sustainability information set out in the assurance scope above and prepared for the year ended 30 June 2020, is not fairly represented in all material respects.

Petrus Gildenhuys

Director,
IBIS ESG Consulting Africa (Pty) Ltd
Johannesburg, 10 September 2020

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Engineered Excellence demands that we strive for **excellence** in everything that we do. This requires deliberate planning, measurement and control to drive continuous improvement towards our aim of being a **contractor of choice** in our markets.



Cover image credit to ***Danny Hetherington, Hahn Electrical Contractors***

RUC Cementation Mining

The Burrungubugge Intake Shaft Repair project in the Snowy Mountains, NSW, Australia. RUC Cementation Mining's project scope includes the design and construction of the shaft access system and the photograph was taken in Perth post full factory acceptance testing prior to disassembly and shipping to NSW.