

WE ARE SOUTH AFRICAN

CHARTER

We believe implicitly in the competitiveness of South African enterprise and the platform that our domestic environment creates for us to be world class.

As a business and corporate citizen we are committed to the national agenda of South Africa, including the pursuit of employment equity throughout our organisation, the economic empowerment of all sectors of society and facilitation of the growth of direct investment into the economy.

As a global enterprise we strive to meet the expectations of our international markets, benchmarking our performance against best-in-class industry standards and our delivery against world class precedent, at all times conducting our business ethically in terms of best practice governance standards.



VALUE AND GROWTH

Rebuilding Murray & Roberts has been a change process that commenced on 1 July 2000 and at the heart of which is a non-negotiable commitment to sustainable earnings growth and value creation. Through this process we have committed to world class fulfilment in the construction economy as our core market, enhanced our core skill in engineering and our core capability in contracting, and leveraged our value proposition through our core competence in industrial design.

Globalising Murray & Roberts is a growth strategy that seeks new opportunity and value from the platform created over the six years of Rebuilding Murray & Roberts. We have identified global best-in-class benchmarks against which we measure our performance in engaging our chosen natural resources and regional markets.

WE ARE MURRAY & ROBERTS

A federal structure of world class companies serving selected construction economies and leveraging our contracting and manufacturing competitiveness into global markets. To ensure our legitimacy in terms of our strategic commitments, we value:

Leadership	Applying the vision, experience and energy of a strong leadership team to the pursuit of profitable growth
Business conduct	Professionalism and integrity in the conduct of our business Open and honest disclosure of information Resolution of disputes by direct personal discussion
Innovation	Encouraging new ideas and better solutions to maintain a competitive edge
Customers	Gaining preferred status by delivering the projects, products and services that fulfil customer requirements
Employees	Enhancing diversity in our workforce Working in partnership to create a better future for all our people
Shareholders	Delivering real growth and returns that maximise shareholder value
Partnership	Building trust with our partners, suppliers, financiers and advisors
Health, safety and environment	Integrating sound health, safety and environmental management into all aspects of our business activities
Corporate citizenship	Supporting a socially responsive, free market economy Participating in the economic development and sustainable growth of communities in which we operate

Our commitment to sustainable earnings growth and value creation is not negotiable