

GROUP DIRECTORATE



1. Roy Andersen 2. Eddie Funde 3. Namane Magau 4. Michael McMahon 5. Imogen Mkhize
6. Tony Routledge 7. Martin Shaw 8. Sibusiso Sibisi 9. Boetie van Zyl 10. Royden Vice

Non-executive directors

Roy Cecil Andersen (59)

CA(SA) CPA (Texas)

Independent non-executive chairman

Appointed to the Board in 2003. Appointed chairman in 2004. Chairman of the nomination committee. Member of the remuneration & human resources committee. Trustee of The Murray & Roberts Trust. Chairman of Sanlam Limited. Director of Virgin Active Group Limited. Member of the King Committee on Corporate Governance.

Sonwabo Edwin Funde (63)

MSc Eng (Elec), independent

Appointed to the Board in 2000. Member of the nomination committee and the health, safety & environment committee. Chairman of SABC. Director of companies, including Petzetakis Africa. Director of the National Institute for Economic Policy. President of the South African Communications Forum.

Namane Milcah Magau (55)

BA EdD (Harvard) MEd BEd, independent

Appointed to the Board in 2004. Member of the remuneration & human resources committee and the health, safety & environment committee. Trustee of The Murray & Roberts Trust. President of the Businesswomen's Association. Director of companies, including Santam Limited. Member of the University of Cape Town Business School Advisory Board.

John Michael McMahon (60)

PrEng BSc Eng (Glasgow), independent

Appointed to the Board in 2004. Chairman of the health, safety & environment committee. Director of Gold Fields Limited and Impala Platinum Holdings Limited.

Imogen Nonhlanhla Mkhize (44)

BSc Information Systems MBA (Harvard), independent

Appointed to the Board in 2005. Member of the audit and risk committees. Former CEO of the World Petroleum Congress. Director of companies, including Sasol Limited, Illovo Sugar Limited, Mondi plc, Mondi Limited, Allan Gray Limited and Mobile Telephone Networks. Member of the Financial Markets Advisory Board and Rhodes University Board of Governors.

Anthony Adrian Routledge (59)

BCom CA(SA), independent

Appointed to the Board in 1994. Member of the audit and remuneration & human resources committees. Trustee of The Murray & Roberts Trust.

Martin John Shaw (68)

CA(SA), independent

Appointed to the Board in 2003. Chairman of the audit committee and member of the risk committee. Chairman of Pretoria Portland Cement Company Limited and Reunert Limited. Director of Illovo Sugar Limited, JD Group Limited, Liberty Group Limited, Liberty Holdings Limited, Standard Bank of South Africa Limited and Standard Bank Group Limited.

Sibusiso Patrick Sibisi (52)

BSc Physics (Hons) PhD (Cambridge), independent

Appointed to the Board in 2007. Member of the risk committee. President and CEO of the Council for Scientific and Industrial Research. Chairman of Denel and a director of Liberty Life. Fulbright Fellow at the California Institute of Technology in 1988.

Johannes Jacobus Marthinus (Boetie) van Zyl (68)

PrEng BSc Eng (Mech), independent

Appointed to the Board in 1998. Chairman of the remuneration & human resources committee. Member of the nomination committee. Trustee of The Murray & Roberts Trust. Director of Naspers Limited, Peace Parks Foundation, Atlas Properties Limited and MIH Holdings Limited.

Royden Thomas Vice (60)

BCom CA(SA), independent

Appointed to the Board in 2005. Chairman of the risk committee, member of the remuneration & human resources committee. Trustee of The Murray & Roberts Trust. Director of Hudaco Industries Limited. CE of Waco International Limited. Chairman of Nelson Mandela Metropolitan University Development Trust. Governor of Rhodes University.

Sakumzi Justice Macozoma resigned as an independent director on 25 October 2006.



1. Brian Bruce 2. Sean Flanagan 3. Keith Smith
4. Roger Rees 5. Yunus Karodia

Executive directors

Brian Cameron Bruce (58)

PrEng BSc Eng (Civil) DEng (hc), group CE

First joined the Group in 1967. Appointed to the Board and Group CE in 2000. Director of Clough Limited. Member of the Construction Industry Development Board and Council of the University of the Witwatersrand.

Sean Joseph Flanagan (47)

BSc (Building), group executive director

Joined the Group in 1991 and appointed to the Board in 2004. Responsible for mining contracting in Africa and Australia, concessions and major projects for 2010 Soccer World Cup. Member of St John's School Board of Governors.

Keith Edward Smith (56)

BCom, group executive director

Joined the Group in 1980 and appointed to the Board in 2001. Responsible for domestic and regional construction.

Roger William Rees (54)

BSc (Econ) Hons FCA, group financial director

Joined the Group and appointed to the Board in 2000. Chairman of Murray & Roberts International. Director of Clough Limited.

Norbert Jorek resigned as an executive director on 29 August 2007.

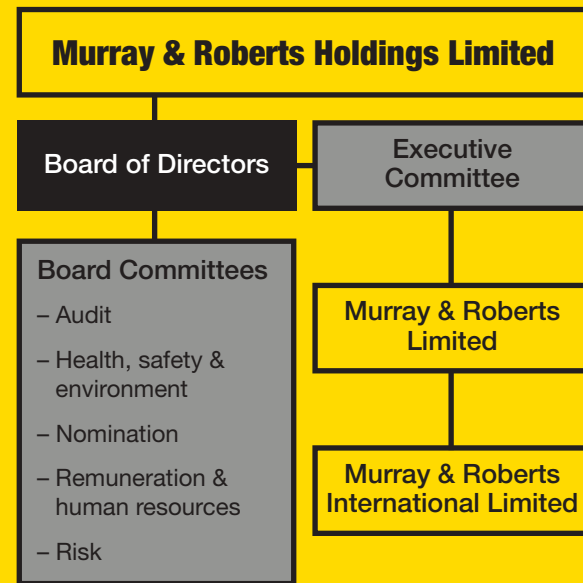
COMPANY SECRETARY

Yunus Karodia (35)

CFA, CA(SA)

Joined the Group in 1999 and appointed company secretary in 2007.

Additional information on the directors is available on pages 170 and 171 of this report.



BOARD CHARTER

The Board has a duty to ensure that the company conducts its business in the best interest of the company and that the interests of stakeholders are taken into account.

The Board shall:

- monitor that the company complies with relevant laws, regulations and codes of business practice, and communicates with stakeholders openly and promptly
- define levels of materiality, reserving specific powers to itself and delegating other matters to management
- give direction to the company and approve the strategic plan developed by management
- monitor implementation of the strategic plan by management
- monitor performance through the board committees
- monitor the key areas of risk and performance
- determine the policy and processes to ensure the integrity of risk management and internal controls, remuneration, communications, and director selection, orientation and evaluation
- consider its size, diversity and demographic make-up
- establish the frequency of regular board meetings and the procedures to be adopted for such meetings
- ensure that directors have access to company information, records, documents and property
- define and monitor the information needs of the Board and its directors
- develop a code of conduct for the directors
- have a procedure whereby directors may take independent professional advice