

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Imperial is an African focused provider of integrated market access and logistics solutions. With a focus on the following key industries - healthcare, consumer, automotive, chemicals, industrial and commodities - we take our customers' and principals' products to some of the fastest growing and most challenging markets in the world. As a leading global logistics provider, operating in 26 countries worldwide, we seek out and leverage new technology to deliver innovative, end-to-end solutions. Through our significant African footprint and international expertise, and with the support of our 25,000 people, Imperial's purpose is to connect Africa and the world - and to improve people's lives with access to quality products and services.

We have three main business divisions:

- Our Market Access business, in which close to 100% of revenue is generated in Africa, sees us taking ownership of inventory and responsibility for the full order-to-cash function. We build complex route-to-market solutions that provide our principals with access to patients and consumers through comprehensive channel strategies that integrate sourcing, sales, distribution, marketing, demand generation and promotions. Our solutions also create opportunities to leverage our freight and contract logistics capabilities. Through our operations in mainly sub-Saharan Africa, we are able to provide market access and logistics services in more than 20 countries on the African continent. Our activities currently focus on two key industries – healthcare and consumer.

- Logistics Africa encompasses logistics activities throughout the African continent, ie road freight, contract logistics and lead logistics provider (LLP). Logistics Africa business is the leading logistics supplier in South Africa, and one of the largest on the African continent, providing Contract Logistics, Road Freight and Lead Logistics Provider solutions.

- Logistics International encompasses road freight, contract logistics, and air/ocean activities outside Africa — most notably our contract logistics and freight businesses in Europe and the United Kingdom. It has its headquarters in Duisburg, Germany and is responsible for all Group logistics activities (including Contract Logistics and Freight) outside of Africa.

Notable changes in the reporting year include the sale of our European and South American shipping businesses. Although after the reporting period, we became a wholly owned business of DP World in March 2022. All information herein relates to Imperial's structures and governance on climate change, prior to this acquisition. These changes provide some context in relation to this response.

We made significant progress in the reporting year in terms of our response to climate change. Some of our most notable achievements include:

- The formulation of the Environmental, Social and Governance (ESG) strategy;
- Our participation in ESG thought leadership with National Business Initiative (NBI) and the Chief Financial Officer (CFO) Forum;
- Our strategic partner of the World Economic Forum (WEF) New Champions Chapter, South Africa;
- Our participation as a Chief Executive Officer (CEO) Champion of the NBI Just Transition Pathways project;
- Our participation in various ESG ratings indices such as EcoVadis and FTSE4Good;
- Detailed disclosure on the Task Force on Climate-related Financial Disclosures Index; and
- The alignment of ESG impacts with the United National Sustainable Development Goals.

Our ESG strategy has clear targets in place. We also have an aspiration in place to strive for zero harm to people and the environment – transitioning towards net zero carbon by 2050.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	July 1 2020	June 30 2021	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas in which you operate.

Austria
Belgium
Botswana
China
Eswatini
Germany
Ghana
Hungary
Italy
Kenya
Lesotho
Luxembourg
Malawi
Mozambique
Namibia
Netherlands
Nigeria
Paraguay
Poland
South Africa
Spain
Sweden
Switzerland
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
Zambia

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

ZAR

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C-T00.7/C-TS0.7

(C-T00.7/C-TS0.7) For which transport modes will you be providing data?

Heavy Duty Vehicles (HDV)

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, an ISIN code	ZAE000067211

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Board Chair	Ultimate responsibility for governance rests with the board chairman, as the leader of the board. The authority, responsibility and accountability of the group's ethics, performance and sustainability rests with the board. The board chairman's responsibilities include, amongst others: • Assessing the identified climate-related risks and opportunities and the effectiveness of the management thereof; • Reviewing the resilience of the business strategy considering identified climate-related risks and opportunities; and • Ensuring that climate-related issues are integrated into Imperial's strategy and existing policies and procedures. The board reviews climate-related information at its meetings. More specifically, this includes information regarding material risks and opportunities that result from climate change. One of the board focus areas for the year was the approval of the Environmental, Social and Governance (ESG) strategy. In addition, the board approved Imperial's aspiration to strive for zero harm to people and the environment. This includes the net zero commitment by 2050. The board is supported in its duties by a number of sub-committees, including statutory committees, all of which operate within written terms of reference. Of most relevance here is the social, ethics and sustainability (SES) board committee which assesses Imperial's climate-related performance and makes recommendations to the board.
Board-level committee	The board is supported by the board-appointed SES committee. The SES committee has a statutory mandate to ensure that citizenship and stewardship are intrinsic to our daily business conduct. The committee brings a social conscience to board and group decisions, ensuring balance between the group's need to compete for limited resources in the interest of commercial success, with the need to contribute to a resilient society and to sustain the health of the ecosystem we live in, with its interconnected social, economic and natural elements. The committee has an approved annual work plan, complies with the requirements of the Companies Act, and follows the established guidelines of the King Report on Corporate Governance in South Africa 2016. The SES committee meets quarterly and is chaired by an independent non-executive director. It has five members – four non-executive directors (including the group chairman) and the group CEO. The committee reports to the board on climate-related issues at all meetings of the board. In the reporting year, one of the most significant decisions by this committee was the approval of Imperial's ESG aspiration, and the ESG strategy was approved by the board in May 2021. Imperial's aspiration is to strive for zero harm to people and the environment. This includes the net zero commitment by 2050.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – all meetings	<ul style="list-style-type: none"> Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding annual budgets Reviewing and guiding business plans Setting performance objectives Monitoring implementation and performance of objectives Overseeing major capital expenditures, acquisitions and divestitures Monitoring and overseeing progress against goals and targets for addressing climate-related issues 	<Not Applicable>	The board chairman and the board are supported in their climate-related responsibilities by the SES committee. This is a sub-committee of the board. This committee meets quarterly to review and monitor all sustainability risks, including those relating to climate change. All material information is elevated to the group audit and risk committee and the board. The SES committee provides feedback at all meetings of the board, which also take place quarterly. Feedback is provided on any serious environmental incidents, material climate-related risks and opportunities and the management thereof and progress towards achieving climate-related targets. Feedback is provided in the form of a report for each meeting which is circulated before the meeting to allow for preparation for the meeting. Climate-related issues are integrated into various controls, policies and guidelines within the Group. For example – • Climate change and its effects are considered in the development of the strategy; • Climate-related issues such as rising fuel and electricity prices are considered in the reviewing of annual budgets and capital expenditures; and • Climate-related opportunities, including incentives such as greening electricity supply and energy efficiency tax rebates, are considered when developing annual business plans. We see the integration of climate-related issues into governance mechanisms as critical to ensuring the company's prosperity and meeting the interests of our shareholders and relevant stakeholders. For this reason, ESG integration is one of our strategic pillars and we are embedding ESG practices into our daily business activities so that we can proactively manage our impacts on people and planet, beyond compliance requirements.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	The group has a well-constituted and diverse board, with expertise and experience relevant to the strategy and operating context within which the group operates, and the necessary independence and oversight underpinned by strong governance and control processes that support strategic delivery and corporate reputation. The non-executive directors have the necessary skills and expertise to make judgements, independent of management, in strategy design, integrated performance, business development, transformation, diversity, ethics and ESG management. Competence is assessed based on qualifications, training, and experience. For example: Juliet Anammah (53) Independent non-executive director BPharm, MBA (France) Juliet is the chairwoman of Jumia Nigeria and Chief Sustainability Officer at Jumia Group and oversees institutional relationships, corporate communications and ESG. She is an executive with more than 28 years of experience.	<Not Applicable>	<Not Applicable>

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The board formally delegates responsibility to the CEO and his direct reports and sequentially throughout the organisation in accordance with written limits of authority. The CEO is the highest management-level position with responsibility for climate-related issues. The CEO, in turn, delegates responsibility to his direct reports and sequentially throughout the organisation. The CEO is responsible for ensuring the implementation of the company's strategy and directing and managing overall resources for the achievement of business objectives. Given that our strategy, business objectives and resources are all impacted by climate change, the CEO is ultimately responsible for the management of climate-related issues within the organisation. The CEO sits directly below the board in terms of the organisational structure.

The CEO's climate-related responsibilities include –

- a) Oversight of the process to identify and manage climate-related risks and opportunities;
- b) Operationalisation of the business strategy considering the climate-related risks and opportunities; and
- c) Oversight of the implementation of the ESG strategy.

The CEO delegates responsibility for climate-related issues to the executive vice president: corporate affairs & investor relations who is assisted by the vice president: group ESG and the group sustainability executive. The executive vice president: corporate affairs & investor relations reports directly to the CEO. The vice president: group ESG and the group sustainability executive report to the executive vice president: corporate affairs & investor relations (collectively referred to as the 'ESG team').

The ESG team, with support from the business, is responsible for driving the achievement of Imperial's sustainable development priorities which include, amongst others –

- Developing and implementing our ESG strategy that was approved in the reporting year;
- Achieving our climate-related targets;
- Minimising our environmental footprint;
- Ensuring regulatory compliance; and
- Enhancing Imperial's reputation as a credible business partner through superior ESG performance

Responsibility for climate-related issues rests with the ESG team as it fits within these sustainable development priorities.

In terms of climate-related issues, the ESG team co-ordinates the collection of energy consumption information from the business divisions to allow for the calculation of Imperial's carbon footprint. This is calculated to understand our impact on the environment and our exposure to climate-related risks, particularly transitional risks. It is also done for the purpose of identifying focus areas for Greenhouse Gas (GHG) mitigation and monitoring progress against targets and goals. The ESG team, in collaboration with other individuals within the business, is also responsible for setting emission reduction targets and supporting the divisions in achieving these targets.

The ESG team also assists in consolidating climate-related risks and opportunities from the business divisions and identifying any other group-level risks. They work with the divisions to develop and implement plans to mitigate risks and capitalise on opportunities. They monitor the implementation of these plans for material risks and opportunities. Any material risks and opportunities are reported through the executive vice president: corporate affairs & investor relations to the CEO. These issues are also addressed at meetings of the SES committee and the board.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	With the approval by the SES committee and the board of our ESG strategy, we linked ESG targets to executive KPIs and remuneration via the ESG pillar of the group strategy. We also linked annual ESG targets to management KPIs and remuneration for those responsible for our ESG initiatives.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Corporate executive team	Monetary reward	Emissions reduction project Energy reduction project Efficiency project Company performance against a climate-related sustainability index	All executives are eligible for a performance-related short-term incentive (STI). The STI is linked to certain performance criteria, one of which is strategic execution. Strategic execution is measured by the achievement of specific key performance indicators (KPIs) related to the group's six strategic business pillars. Integrated ESG practices is one of the six strategic business pillars. For the CEO, for example, strategic execution constitutes 40% of the STI in the reporting year. For the executive vice president: corporate affairs & investor relations as the custodian of the ESG function, strategic KPIs relating to ESG reflect 50% of the STI.
Other, please specify (ESG team)	Monetary reward	Emissions reduction project Energy reduction project Efficiency project Company performance against a climate-related sustainability index	The ESG team is incentivised to achieve our ESG-related targets. These include a reduction of carbon footprint and an improvement of our fuel efficiency. The ESG team is also responsible for aligning with and reporting against various best practice ESG-related indices. 50% of the STI is linked to attainment of ESG KPIs.
Management group	Monetary reward	Emissions reduction project Energy reduction project Efficiency project	Our ESG strategy has specific targets in place for our business divisions. These include: • Logistics Africa fleet objective: achieve year-on-year improvement in fuel emissions in gCO2e/km for key operating companies in South Africa with fleets. • Logistics Africa objective: increase renewable electricity supply to achieve a minimum increase of 0,5% in demand met by renewables in South African operations in the 2022 financial year. • Market Access objective: implement renewable energy systems in three sites by the 2030 financial year. Incentives for the management of the business divisions and various companies within the business divisions are linked to achievement of the above targets. 10% of the STI is linked to the attainment of ESG targets.
Business unit manager	Monetary reward	Emissions reduction project	Business unit managers are incentivised on energy (kWh saved) and fuel savings (litres/km saved). This speaks to the implementation of energy and fuel efficiency initiatives. Realising a reduction in energy and fuel consumption also reduces GHG emissions. The performance of business unit managers is also measured on the number of employees sent on driver training to enhance driving skills and improve on safety and fuel efficiency.
Other, please specify (Truck drivers)	Monetary reward	Efficiency target	Our truck drivers are incentivised to reduce fuel consumption (litres/km saved) which would also have the added benefit of reducing our GHG emissions. Efficient driving behaviour is recognised through telematics to monitor driver behaviour and patterns and a monetary reward is provided for those who drive with fuel efficiency in mind.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	1	2	Short-term is defined as one to two years. This is in line with the other business practice time horizons.
Medium-term	2	5	Medium-term is defined as two to five years. This is in line with the other business practice time horizons.
Long-term	5		Long-term is defined as five years or longer. This is in line with the other business practice time horizons.

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

All risks, including financial and strategic, are assessed in terms of impact and likelihood on a scale of 1 to 10, with 1 being no impact and not anticipated to occur and 10 being catastrophic impact and certain to occur in the reporting period. The impact and likelihood ratings are combined so that each risk is given an inherent and residual risk rating of low, moderate, high or critical. All risks with a residual risk rating of moderate to critical are considered substantive and need to be addressed. These risks may harm the objectives and functions of the companies, resulting in loss of effectiveness and reputation. They may also have prolonged negative impact and extensive consequences, possibly leading to the collapse of the business if not addressed.

Risks are considered within the group's risk appetite and tolerance levels and are reviewed on a 6-monthly basis or more frequently, if required. The group risk appetite and tolerance levels are categorised according to different consequence types such as finance, operations, legal and compliance etc. For example, under financial, any risk rated moderate or higher would have the potential to generate a R10 million change in operating profit in the reporting year.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Medium-term

Long-term

Description of process

Risks are assessed on a 6-monthly basis or more frequently, as required. Our risk assessment process considers risks to the relevant operations in the short (1-2 years), medium (2-5 years) and long (>5 years) term. We have implemented an enterprise risk model to identify and assess relevant risks facing the group at strategic, business, and operational levels. The group's risk model is based on ISO 31000:2009 – Risk Management Principles and Guidelines and in its design considers all significant strategic matters for the business, inclusive of ESG and climate change risks. Our risk terminology is aligned with this international standard. We identify risks to our direct operations, our suppliers, and the rest of our value chain. Both current and emerging risks are identified. Our risk assessment process considers risks in the short and long term horizons. Risk identification and assessment is done using both a bottom-up and a top-down approach. In terms of the bottom-up approach, the group companies are responsible for identifying risks to their business (both internal and external) and quantifying the potential impact of each risk. These risks are reported to the individual responsible for risk within each division - encompassing Logistics Africa, Market Access and Logistics International - and recorded in a divisional risk register. The divisional management and individual responsible for risk within the division are responsible for identifying and assessing risks to the division. The divisional risk registers, containing predominantly operational risks, are reviewed on a quarterly-basis by the divisions and then elevated to group-level. In terms of the top-down approach, the group risk executive is responsible for identifying risks at group-level and quantifying the potential impact of each risk. Group-level risks include risks to our reputation and brand. Risk identification is informed by reviewing the current and future business environment in which we operate. The divisional risk registers and the group-level risks are reported to the group risk committee. This committee is a sub-committee of the board. The group risk committee assists the board in recognising material risks and in ensuring that the requisite risk management culture, practices, policies and systems are implemented and functioning effectively. Risks are assessed in terms of impact and likelihood on a scale of 1 to 10, with 1 being no impact and not anticipated to occur and 10 being catastrophic impact and certain to occur in the reporting period. The impact and likelihood ratings are combined so that each risk is given an inherent and residual risk rating of low, moderate, high or critical. All risks with a residual risk rating of moderate to critical are considered substantive and need to be addressed. These risks may harm the objectives and functions of the companies, resulting in loss of effectiveness and reputation. They may also have prolonged negative impact and extensive consequences, possibly leading to the collapse of the business if not addressed. Divisional management is responsible for the development and implementation of plans to mitigate divisional-level risks and the monitoring of the implementation of these plans. The group risk executive is responsible for managing risks at a group-level and for ensuring that the divisional-level risks are being adequately addressed. In terms of climate change, divisional management and the group risk executive are assisted by the ESG team. Opportunities are identified using the same process. Using the process described above, we identified risks and opportunities arising in our direct operations that could have a substantive impact on us. Examples include –

- Physical risk: Increased frequency and severity of extreme weather events could damage infrastructure, impacting on our ability to service our customers. While we are insured for liabilities associated with extreme weather events, we recognise that as the frequency and intensity of extreme weather events increases due to climate change, insurance premiums will also increase.
- Transition risk: The introduction of carbon pricing and increasing fuel and carbon prices impact on the cost of doing business. For example, the introduction of the South African carbon tax increased the diesel price by 8 cents/litre when first introduced. To manage this risk, we are constantly looking for ways to reduce our fuel consumption.

Value chain stage(s) covered

Upstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Medium-term

Long-term

Description of process

The process in which risks upstream are identified, analysed, evaluated, treated, monitored and reviewed is the same as that described for risks and opportunities to the direct operations. We identified several risks and opportunities arising in our supply chain that could have a substantive impact on us. Examples include –

- a) Physical risk: Extreme weather events impact on the supply of electricity and water. This is evident in our South African and African operations, where increasing incidence of prolonged droughts exacerbates water shortages due to poor water infrastructure. This impacts our cleaning processes, which, for our food, beverage and chemicals businesses, is a critical factor in product quality and preventing product deterioration. To manage this risk, where feasible, we have wastewater recycling units installed at wash bays to

reduce our demand on municipal water. We use borehole water and rainwater harvesting systems are used in certain operations, in line with regulatory requirements. We implement solar power systems to reduce our dependency on the national grid. b) Transition risk: We have the opportunity to work with our OEM suppliers to pilot new technologies and alternative fuels. For example, we worked closely with BMW to introduce a new LNG fleet of 18 trucks to transport parts and components from suppliers on 15 different routes across the UK to MINI's plant in Oxford. For BMW, this means that around 20% of all trucks travelling to MINI's Oxford plant will be powered by LNG fuel, and for Imperial we have reduced our UK haulage operation's environmental impact. This is only one of the examples where we partner with suppliers on new technologies and new fuels.

Value chain stage(s) covered

Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term

Medium-term

Long-term

Description of process

The process in which risks downstream are identified, analysed, evaluated, treated, monitored and reviewed is the same as that described for risks and opportunities to the direct operations. We identified several risks and opportunities downstream that could have a substantive impact on us. Examples include – a) Physical risk: In Africa, agriculture accounts for the majority of livelihoods and most of the continent depends on rain-fed agriculture. With rainfall fluctuating from drought conditions to heavy floods, food and job security are impacted with the poor being the most affected by these extreme weather events. Projections point to a likely decrease of rainfall in many parts of Southern Africa. Being a service provider to the agricultural and consumer goods sector, reduced output or significantly inflated prices from this sector could result in reduced sales volumes and hence reduced revenue for us. We manage this risk through regular engagement with our customers so that we understand the nature of their businesses and the risks and opportunities to which they are exposed. This risk is also mitigated through our diversification. We operate in several geographies and industries. This assists in ensuring the resilience of our business in light of climate-related physical risks. b) Transition risk: Customers are starting to set Science Based or net zero targets for their supply chains which include us. We understand that we need to meet these targets to remain the service provider of choice. To do this, we have an emission reduction target in place, we are transitioning towards net zero carbon by 2050 and we are working on making our fleet and electricity supply less carbon-intensive.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Current regulation is relevant and always included in our risk assessments. Given the number of geographies and industries in which we operate and the number of customers we serve, we are subject to a myriad of climate-related regulation. Examples include carbon taxes, mandatory reporting requirements and emissions limits. Being unable to comply with current regulation and the impact of current regulation on our cost of doing business presents risks to our companies. Given the importance of compliance and the possible impact that current regulation has on our costs, our companies are asked to identify risks posed by current regulation. They do this by keeping an up-to-date legal register. Along with identifying risks, they are also requested to quantify the potential impact of each risk and put in place appropriate management plans. As an example, carbon taxes were identified as a risk. Carbon taxes increase our operating costs. In South Africa, for example, the carbon fuel levy introduced in 2019 increased the diesel price by 8c/litre, and was further increased to 10c/litre in 2022. It also increased the cost of other fuels and raw materials. To mitigate this risk, we are focused on reducing our carbon footprint. This, in turn, reduces our GHG emissions and carbon tax liability.
Emerging regulation	Relevant, always included	As with current regulation, emerging regulation is relevant and is always included in our risk assessments. We understand that emerging regulation such as stricter emissions limits may have an impact on our ability to do business. For example, being unable to meet emissions limits may mean that we are unable to operate. To be adequately prepared and ensure compliance, we include emerging regulation in our risk assessments. For this reason, our companies are asked to identify risk posed by emerging regulation. They do this by keeping an up-to-date legal register. When new regulation is released in draft format, our companies add it to the legal register and evaluate the impact of it on the business. In addition to identifying risks, they are also requested to quantify the potential impact of each risk and put in place appropriate management plans. We typically manage this risk by tracking the development of regulation so that we can adequately prepare for its introduction. We are also focused on reducing our emissions and those of our customers on an ongoing basis.
Technology	Relevant, always included	Technological advances can change the nature of the logistics industry, particularly in ways that can address climate change. If we are unable to keep abreast of these developments and capitalise on them, we risk the loss of our client base and investor support. At the same time, the opportunity to leverage green logistics and technology through a focused ESG strategy and green finance will advance solutions to create economic growth and export opportunities through new industries. An example pointing to how technology is evolving, stems from COP 26 outcomes. Progressive commitments were made by some nations to phase out internal combustion engines in passenger and light delivery vehicles by 2035 to 2040, and the UK further committed that sales of all new heavy delivery vehicles will be phased out by 2040. Vehicle manufacturers including Volvo, Mercedes and Scania promised to provide the truck technologies that would bring about a net-zero transport sector. Maintaining good partnerships with our OEMs helps us to stay abreast of changing vehicle technologies and related regulations. Given the importance of technological developments, it is always included in our risk assessments. Our companies are asked to identify risks posed by technological changes as part of our risk assessment process. They also quantify the impact and put in place measures to mitigate any identified risks. Conversely, they are also asked to identify opportunities that may arise from technological changes. The move towards alternative fuels is one such example. It presents both risks and opportunities to the companies. To mitigate this risk and maximise this opportunity, we have researched, developed, and implemented alternative fuels and we will continue to do so, through our fleet decarbonisation roadmap.
Legal	Relevant, always included	We understand this to mean consequences associated with non-compliance with regulatory requirements, including climate-related regulation. This is relevant and always factored into our risk assessments. The pace of development of regulation governing GHG emissions, water and waste is increasing. We could be subject to fines or losing our licence to operate if we are unable to comply with new and amended regulation. Our ability to operate could also be compromised as a result. All our companies are requested to identify risks associated with regulations and non-compliance thereto. Our companies do this by keeping an up-to-date legal register. Along with identifying risks, they are also requested to quantify the potential impact of each risk and put in place appropriate management plans. For example, compliance with the South African carbon tax is of utmost importance to us. If we do not comply then we are subject to possible fines. It may also impact on our ability to do business. Given this, we have focused on properly understanding the Carbon Tax Act. We appointed a carbon tax specialist to assess each of our companies operating in South Africa to assess whether they are carbon taxpayers. Where they are carbon taxpayers, the specialist registered them with the South African Department of Forestry, Fisheries and Environment (DFFE) and licensed them with the South African Revenue Service (SARS) to ensure compliance. The specialist also assisted with the submission of the first carbon tax accounts and training of internal resources so that the carbon tax compliance process can be taken inhouse.
Market	Relevant, always included	The growing awareness around climate change has led to new growth and business opportunities for us such as the development of environmentally friendly products and services. At the same time, existing markets are also changing. Customers are demanding goods and services with a reduced carbon footprint. Being unable to meet their needs may result in a loss in market share. For this reason, our risk assessment process involves assessing market risks. All our companies are requested to identify risks associated with markets and market changes. Along with identifying risks, they are also requested to quantify the potential impact of each risk and put appropriate management plans in place. One example is the increasing demand for fuel efficient trucks and trucks that operate using alternative fuels. As a result, we have prioritised the development and implementation of fuel-efficient vehicles and we are continuing to trial and use alternative fuels, through our fleet decarbonisation roadmap.
Reputation	Relevant, always included	Failure to comply with environmental legislation across multiple jurisdictions, to pay carbon taxes or to respond timeously to new environmental regulatory requirements could negatively impact our reputation and incur penalties or fines, as can road accidents that occur while transporting hazardous substances that result in environmental pollution or spills. Subcontractors who do not abide by our environmental guidelines could also negatively impact our reputation. In addition, there is increased pressure to reduce our GHG emissions as the world decarbonises. If we are unable to decarbonise or decarbonise quickly enough, this may impact on our reputation. For these reasons, risks to our reputation are identified and assessed by our Group Risk Executive as part of our top-down risk assessment process. The potential impact of the risk is quantified and, where necessary, a management plan is put in place to mitigate or minimise the risk. In South Africa, for example, our ability to use low carbon fuels is impacted by regulation. If this context is not known to our stakeholders, the lack of roll out of the low-carbon fuels we have tested could be interpreted as us not doing enough to reduce our GHG emissions. As such, it is important that we manage the risk by engaging with our stakeholders, implementing fuel efficiency initiatives, and using low carbon fuels where possible.
Acute physical	Relevant, always included	Increased occurrence and severity of extreme weather events such as droughts and floods have the potential to impact on the group companies. More specifically, extreme weather events have the potential to interrupt day-to-day operations due to damage to property and assets, and detrimental traffic patterns, risk of road accidents and delays in the supply chain. For example, in prior years, droughts in Kenya and Zimbabwe impacted the food industry, changing product flow. We managed this risk by sourcing products from other areas. Our companies are asked to identify and assess any acute physical risks that result from climate change. They quantify this risk and put in place management plans to mitigate or minimise these risks. Early identification of these risks gives us more time to prepare. It also allows us to structure our contracts with customers so that these events are addressed within the contract. To manage this risk, for events beyond our control such as extreme weather events, we have insurance in place. We develop solutions to enhance our resilience. We look at risk sharing of the costs with our customers. Increased frequency and severity of extreme weather events (floods, droughts, cyclones etc.) have the potential to interrupt day-to-day operations due to damage to property and assets, and detrimental traffic patterns that increase the risk of road accidents and delays in the supply chain. In Durban, South Africa, in 2022, floods caused major damage to transport infrastructure including ports, roads and rail, resulting in significant delays in the movement of goods into and out of the country.
Chronic physical	Relevant, always included	Changes in precipitation have the potential to negatively affect our operations. For example, in Africa, agriculture accounts for the majority of livelihoods and most of the continent depends on rain-fed agriculture. With rainfall fluctuating from drought conditions to heavy floods, food and job security are impacted with the poor being the most affected by these extreme weather events. Projections point to a likely decrease of rainfall in many parts of Southern Africa. Given that we are a service provider to the agricultural and consumer goods sector, reduced output or significantly inflated prices from sector could result in reduced sales volumes and hence reduced revenue for us. For this reason, chronic physical risks are considered in our risk assessments. We request that our companies identify risks presented by chronic physical changes. They are also asked to quantify the potential impact of these risks and put in place and implement appropriate management plans. We manage chronic physical risks in a number of ways. We have a diversified portfolio. We insure against risks that are out of our control. We work with partners in the value chain to develop solutions that allow us to increase our resilience and that of our customers to changes in weather patterns.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Downstream

Risk type & Primary climate-related risk driver

Market	Changing customer behavior
--------	----------------------------

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Our customers are increasingly demanding environmentally friendly goods and services as awareness around the impacts of climate change increases. If we are unable to meet these demands, we may lose customers or not be able to gain new business.

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

522000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

We estimate the financial impact of reduced demand for emissions-intensive goods and services to cumulatively be 1% of 2021 financial year revenue.

Cost of response to risk

500000000

Description of response and explanation of cost calculation

We manage this risk through – • Implementation of fuel efficiency initiatives. The cost reflected is our approximate capital budget for fleet replacement each year, which drives continual improvement in fleet fuel efficiency. • Investment in research and development. • Investment in new businesses. Through the innovation fund established in partnership with Newton Partners, we are investing in new businesses that respond to our customers' demands for low carbon solutions. • Continual engagement with our customers. Our engagement with customers allows us to understand their needs and adjust our services to meet these needs. • Working closely with suppliers and customers to develop low carbon solutions.

Comment**Identifier**

Risk 2

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Technology	Transitioning to lower emissions technology
------------	---

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Technological advances can change the nature of the logistics industry, particularly in ways that can address climate change. If we are unable to keep abreast of these developments and capitalise on them, we risk the loss of our client base and investor support.

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

522000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

We estimate the financial impact of reduced demand for emissions-intensive goods and services to cumulatively be 1% of 2021 financial year revenue.

Cost of response to risk

500000000

Description of response and explanation of cost calculation

We manage this risk through – • Working closely with OEMs to develop technology and make use of the latest technology. • Investment in best-in-class and emerging technology. • Investment in research and development, including piloting new alternative fleet technologies in partnership with OEMs and blue-chip clients. The cost reflected is our approximate capital budget for fleet replacement each year, which drives continual improvement in fleet fuel efficiency.

Comment**Identifier**

Risk 3

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Acute physical	Other, please specify (Floods and droughts)
----------------	---

Primary potential financial impact

Decreased revenues due to reduced production capacity

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Increased frequency and severity of extreme weather events (floods, droughts, cyclones etc.) have the potential to interrupt day-to-day operations due to damage to property and assets, and detrimental traffic patterns that increase the risk of road accidents and delays in the supply chain.

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

261000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The financial impact is an estimate of reduced revenue due to lower sales. We estimate this at 0.5% of 2021 financial year revenue.

Cost of response to risk

166000000

Description of response and explanation of cost calculation

We manage this risk through – • Insuring for risks beyond our control. The cost of management is the estimated annual insurance premiums paid to ensure that we are compensated should an extreme weather event occur that is outside of our control. • Diversification. We operate in several different geographies across several industry sectors. • Continual engagement with our customers. Through engagement, we can identify the risks earlier rather than later. Early identification gives us more time to prepare. It also allows us to structure our contracts with customers so that these events are addressed within the contract. We look at risk sharing of the costs with our customers. • Development of solutions to enhance our resilience. • Using flexible transportation options.

Comment**Identifier**

Risk 4

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Current regulation	Other, please specify (Increased environmental legislation)
--------------------	---

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Failure to comply with environmental legislation across multiple jurisdictions, to pay carbon taxes or to respond timeously to new environmental regulatory requirements could negatively impact our reputation and incur penalties or fines, as can road accidents that occur while transporting hazardous substances that result in environmental pollution or spills. Subcontractors who do not abide by our environmental guidelines could also negatively impact our reputation.

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

522000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

We estimate the financial impact of reduced demand for emissions-intensive goods and services to cumulatively be 1% of 2021 financial year revenue.

Cost of response to risk

284000000

Description of response and explanation of cost calculation

We manage this risk by –

- Engaging with our stakeholders through meetings and reporting so that they are aware of how we are addressing climate-related issues. For example, we undertake the EcoVadis supply chain assessment. EcoVadis evaluates the sustainability performance of global supply chain companies in 150 sectors across 110 countries.
- Integrating ESG into all our business practices.
- Monitoring sub-contractor safety and environmental performance, including through health, safety & environmental audits.
- Investing in research and development and new businesses. Through the innovation fund established in partnership with Newton Partners, we are investing in new businesses that respond to our clients' demands for low carbon solutions. The cost of management is reflected as the total investment in the innovation fund.
- Investing in projects to reduce our GHG emissions and those of our clients. This includes fuel efficiency, energy efficiency and renewable energy projects. It also includes moving from conventional to alternative fuels. We pilot new alternative fleet technologies in partnership with OEMs and blue-chip clients. Our fleet replacement strategy is to continually introduce best available technologies in the geographical region of operation, which ensures compliance with increasingly stringent emission standards. The cost reflected is our approximate capital budget for fleet replacement each year.

Comment**C2.4****(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

C2.4a**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.****Identifier**

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Development of new products or services through R&D and innovation

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Developing low-carbon products and services, and being recognised as a leader in ESG could give us the edge over our competitors, increasing demand for our services, particularly among customers who want to improve the environmental performance of their supply chains.

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

522000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

We estimate the financial impact of increased demand for goods and services to cumulatively be 1% of 2021 financial year revenue

Cost to realize opportunity

284000000

Strategy to realize opportunity and explanation of cost calculation

To realise this opportunity, we are focused on innovating and, as such, prioritise research and development. We are continually reviewing the current and future business environment in which we operate to identify new markets and technologies and/or opportunities for low-carbon products and services. The cost of management is reflected as the cost associated with the newly established a USD20 million innovation fund in partnership with Newtown Partners. In 2020, we concluded four investments in our venture fund: digital distributor, digital freight forwarder, point-of-care diagnostics enabler and digital freight exchange; and are progressing well with the acquisition of ecommerce fulfilment and ecommerce capabilities. Some of these investments enable us and our customers to reduce GHG emissions. To date, we have concluded 14 investments through this fund.

Comment**Identifier**

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Energy source

Primary climate-related opportunity driver

Use of lower-emission sources of energy

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Through our risk and opportunity assessment process, we have identified an opportunity to use alternative energy and move away from more carbon-intensive energy sources. This is particularly true for South Africa where the majority of the grid electricity is generated using coal. The move towards less carbon-intensive energy sources will not only reduce our GHG emissions, but also reduce our operating costs. It will also increase our resilience to climate-related risks such as energy and emissions taxes (i.e. the recently introduced carbon tax in South Africa).

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

45000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The potential financial impact of this opportunity is estimated as a 2% reduction on electricity-related operating expenditure. Operating expenditure for the 2021 financial year was used.

Cost to realize opportunity

35000000

Strategy to realize opportunity and explanation of cost calculation

We realise this opportunity through investing in solar projects. As such, the cost of management is reported as the anticipated cost associated with the installation of solar power projects to achieve a 5% reduction in our electricity-related operating expenditure. Our operations are always looking for ways to reduce operating costs, GHG emissions and build resilience. This is driven through the risk and opportunity identification process, the drive to achieve targets etc.

Comment**Identifier**

Opp3

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Other, please specify (Reduced energy consumption)

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Reducing our use of fuel, energy and water and managing our waste optimally reduces our operating costs and carbon footprint. To improve environmental processes we must leverage the pockets of excellence in the group, share best practice knowledge, and deliver environmental awareness and training to influence behaviour change.

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

113000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The potential financial impact of this opportunity is estimated as a 5% reduction on electricity- and diesel-related operating expenditure in the 2021 financial year.

Cost to realize opportunity

500000000

Strategy to realize opportunity and explanation of cost calculation

We realise this opportunity through the implementation of fuel efficiency initiatives. The cost to realise the opportunity is reflected as our approximate capital budget for fleet replacement each year, which drives continual improvement in fleet fuel efficiency.

Comment**C3. Business Strategy****C3.1****(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?****Row 1****Transition plan**

Yes, we have a transition plan which aligns with a 1.5°C world

Publicly available transition plan

No

Mechanism by which feedback is collected from shareholders on your transition plan

We have a different feedback mechanism in place

Description of feedback mechanism

Aspects of our transition plan are shared in our ESG Report.

Frequency of feedback collection

Annually

Attach any relevant documents which detail your transition plan (optional)

Imperial ESG Report 2021.pdf

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

<Not Applicable>

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2**(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?**

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	Yes, qualitative	<Not Applicable>	<Not Applicable>

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Transition scenarios IEA 2DS	Company-wide	<Not Applicable>	It is our intention to play our part in keeping the increase in global average temperature to well below 2°C above pre-industrial levels, in line with the Paris Agreement. Given this, the well below 2°C informed our business and ESG strategies. At this stage, the well below 2°C scenario is considered qualitatively, but we intend to transition to more quantitative planning in the future.
Physical climate scenarios RCP 2.6	Company-wide	<Not Applicable>	It is our intention to play our part in keeping the increase in global average temperature to well below 2°C above pre-industrial levels, in line with the Paris Agreement. Given this, the well below 2°C informed our business and ESG strategies. At this stage, the well below 2°C scenario is considered qualitatively, but we intend to transition to more quantitative planning in the future.

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

Will our business strategy be resilient in the well below 2°C scenario?

Results of the climate-related scenario analysis with respect to the focal questions

The results from the process adopted resulted in the following: • The development of an ESG strategy which was approved in the reporting year; • The introduction of targets to reduce our GHG emissions; • A commitment to striving for zero harm to people and the environment – transitioning towards net zero carbon by 2050; • A focus on research and development in projects to reduce our GHG emissions; and • A continued focus on improving our fuel efficiency and transitioning our fleet from diesel to low carbon fuels. The above was done to ensure that our business strategy is aligned with the well below 2°C.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Climate-related risks and opportunities have influenced our business strategy in relation to our products and services in the short, medium and long term. As a result of climate change, our customers are increasingly demanding less emissions-intensive products and services. Given this, our business strategy includes going digital as one of its six pillars. Imperial's digital strategy centres on the use of best-in-class and emerging technologies to provide customers with the innovative solutions they require to differentiate themselves. We embrace market disrupters and leverage innovation so that our customers will not only survive but thrive well into the future. The most substantial strategic decision made to leverage disruptive innovation and new technologies for competitive advantage was the creation of a USD20 million venture fund in partnership with Newtown Partners. In 2020, we concluded four investments in our venture fund: digital distributor, digital freight forwarder, point-of-care diagnostics enabler and digital freight exchange; and are progressing well with the acquisition of ecommerce fulfillment and ecommerce capabilities. Some of these investments enable us and our customers to reduce GHG emissions. To date, we have concluded 14 investments through this fund. In addition, we continue to develop, pilot and roll-out low carbon solutions. More specifically, we continue to upgrade our fleet through Project Blue Fleet where we are systematically replacing our fleet with Euro 5 and Euro 6 standard vehicles, which are more fuel efficient and which. In the reporting year, for example, we ordered 16 new Euro 5 specification trucks for an operating company in Namibia, with compatible fuel now available. Project Blue Fleet is also focused on the digitisation of our fleet and aims to improve overall performance through increased visibility and monitoring supported by analytics and insights from telematics. We also continue to move our fleet away from conventional fuel to low carbon alternatives, where feasible. We are piloting CNG, LNG and electric vehicles in South Africa and Namibia.
Supply chain and/or value chain	Yes	Climate-related risks and opportunities have influenced our business strategy in relation to our value chain in the short, medium and long term. More specifically, one of the ways we manage the physical risks associated with climate change, is through diversification. Increased severity and frequency of extreme weather events like floods and droughts can have a detrimental impact on the group companies. In several of our contracts, for example, we charged a fixed fee to move goods for a customer. Should our ability to move the goods be hindered by climate-related events (i.e. adverse weather etc.), we have to find a way to move the goods (i.e. outsource to third parties etc.) and bear the expense thereof. To manage this risk, we work with our customers to develop solutions to secure their supply chains so that production is not interrupted. An example would be special hull designs on shipping vessels able to navigate low water. However, we also manage this risk through diversification. We operate in several geographies and sectors. In addition, our customers, as part of our value chain, are increasingly demanding environmentally friendly and less emissions-intensive products and services in order to reduce their own carbon footprint. This presents both a risk and an opportunity to us. Should we be unable to meet the needs of our customers, we could experience reduced demand for goods and services. At the same time, the introduction of low-carbon goods and services could give us a competitive advantage. For this reason, our business strategy includes a focus on going digital, developing and leveraging technology and transitioning towards low carbon fuels. We work closely with our OEMs to develop new technologies and low carbon solutions for our fleet.
Investment in R&D	Yes	Climate-related risks and opportunities have influenced our business strategy in relation to our spend in research and development in the short, medium and long term. Digitalisation and technology are integral parts of our business strategy. As such, we continue to invest in research and development. This investment is increasingly focused on developing solutions that allow us and our customers to reduce GHG emissions. As an example, our USD20 million venture fund in partnership with Newtown Partners will enable us to invest in start-up projects in the supply chain and logistics technology that have high-growth potential. We understand that investing wisely in innovation heightens our responsiveness to climate change and enables us to move in step with or ahead of industry shifts. As technological development can fundamentally change our industry by improving efficiency and cost of services, it remains central to our ability to deepen our competitiveness in line with our business strategy, and ultimately to secure our survival.
Operations	Yes	Climate-related risks and opportunities have influenced our business strategy in relation to our operations in the short, medium and long term. More specifically, the impact has been in relation to the businesses in which we invest. In the reporting year, we assessed, addressed and exited non-core, low return on effort and underperforming businesses. We also acquired new businesses. Through our USD20 million venture fund, we also continued to invest in businesses that enable us and our customers to improve efficiency and reduce GHG emissions. We have also focused on moving our operations from conventional fuels to low carbon fuels. For example, we worked closely with BMW to introduce a new LNG fleet of 18 trucks to transport parts and components from suppliers on 15 different routes across the UK to MINI's plant in Oxford. In Namibia, in partnership with an OEM, we are testing a Scania G410 that is fuelled solely by CNG with a CO2e reduction of approximately 20% compared to the diesel alternative.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Direct costs Indirect costs Capital expenditures Capital allocation Acquisitions and divestments Access to capital Assets Liabilities	Climate-related risks and opportunities have impacted on our revenues, direct costs, indirect costs, capital expenditure, capital allocation, acquisitions and divestments, access to capital, assets and liabilities. Examples include: a) Climate-related risks and opportunities have impacted on our revenues, and we continue to consider them in our revenue forecasts. In several of our contracts, for example, we charged a fixed fee to move goods for a customer. Should our ability to move the goods be hindered by climate-related events (i.e. adverse weather etc.), we have to find a way to move the goods (i.e. outsource to third parties etc.) and bear the expense thereof. To manage this risk, we are developing low water vessels in partnership with customers. We are also looking into ways of sharing the costs of low water levels with customers. b) Climate-related risks and opportunities have impacted on our operating costs and are considered when we forecast these costs. In South Africa, for example, a carbon tax was introduced on the 1st of June 2019. This tax increased the diesel price. We consider the impact of this when forecasting our operating costs. To reduce our exposure, we have been focusing on reducing our GHG emissions through the implementation of fuel efficiency initiatives.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?

No, but we plan to in the next two years

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Intensity target

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number

Int 1

Year target was set

2020

Target coverage

Business division

Scope(s)

Scope 1

Scope 2 accounting method

<Not Applicable>

Scope 3 category(ies)

<Not Applicable>

Intensity metric

Metric tons CO2e per kilometer

Base year

2020

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)

0.0011

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)

<Not Applicable>

Intensity figure in base year for Scope 3 (metric tons CO2e per unit of activity)

<Not Applicable>

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)

0.0011

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure

98

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure

<Not Applicable>

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this Scope 3 intensity figure

<Not Applicable>

% of total base year emissions in all selected Scopes covered by this intensity figure

98

Target year

2021

Targeted reduction from base year (%)

0.17

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]

0.00109813

% change anticipated in absolute Scope 1+2 emissions

0.17

% change anticipated in absolute Scope 3 emissions

0

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)

0.00103

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)

<Not Applicable>

Intensity figure in reporting year for Scope 3 (metric tons CO2e per unit of activity)

<Not Applicable>

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)

0.00103

% of target achieved relative to base year [auto-calculated]

3743.31550802139

Target status in reporting year

Achieved

Is this a science-based target?

No, but we anticipate setting one in the next 2 years

Target ambition

<Not Applicable>

Please explain target coverage and identify any exclusions

Logistics Africa has a fleet objective to achieve a year-on-year improvement in fuel emissions in gCO2e/km for 7 key businesses operating fleets in South Africa. We have modelled it here as a 0.17% per annum target.

Plan for achieving target, and progress made to the end of the reporting year

<Not Applicable>

List the emissions reduction initiatives which contributed most to achieving this target

The target has been achieved, but it is an ongoing target, so we need to improve our fuel intensity in our 2022 financial year as measured against our 2021 financial year. Given this, we will continue to invest in fuel efficiency initiatives through our Project Blue Fleet and others. We will also continue to pilot, and where possible, implement low carbon fuels. The emission reductions were primarily achieved through Project Blue Fleet and the purchase of new, fuel-efficient vehicles. However, other initiatives have also been implemented.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Target(s) to increase low-carbon energy consumption or production

Net-zero target(s)

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number

Low 1

Year target was set

2021

Target coverage

Business division

Target type: energy carrier

Electricity

Target type: activity

Consumption

Target type: energy source

Renewable energy source(s) only

Base year

2020

Consumption or production of selected energy carrier in base year (MWh)

2.16

% share of low-carbon or renewable energy in base year

0

Target year

2022

% share of low-carbon or renewable energy in target year

2.66

% share of low-carbon or renewable energy in reporting year

3.18

% of target achieved relative to base year [auto-calculated]

119.548872180451

Target status in reporting year

Achieved

Is this target part of an emissions target?

No

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions

Logistics Africa has a target in place to increase renewable electricity supply to achieve a minimum increase of 0.5% in demand met by renewables in South African operations in F2022.

Plan for achieving target, and progress made to the end of the reporting year

<Not Applicable>

List the actions which contributed most to achieving this target

The installation of solar power plants at several of our sites. For example, the installation of a solar power plant at the Imperial Health Sciences facility in Centurion and at Goldfields Parow site, South Africa.

Target reference number

Low 2

Year target was set

2021

Target coverage

Business division

Target type: energy carrier

Electricity

Target type: activity

Production

Target type: energy source

Renewable energy source(s) only

Base year

2020

Consumption or production of selected energy carrier in base year (MWh)

0

% share of low-carbon or renewable energy in base year

0

Target year

2030

% share of low-carbon or renewable energy in target year

0.5

% share of low-carbon or renewable energy in reporting year

0.02

% of target achieved relative to base year [auto-calculated]

4

Target status in reporting year

Underway

Is this target part of an emissions target?

No

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions

Market Access has a target in place to implement renewable energy systems in three sites by F2030.

Plan for achieving target, and progress made to the end of the reporting year

The target has not yet been achieved. We are planning on implementing renewable energy systems in the coming year to realise this target. The progress made to date was from the installation of a solar power plant at one of our sites, and influencing a similar large rollout at a company in which we have a minority shareholding (outside the reporting boundary).

List the actions which contributed most to achieving this target

<Not Applicable>

C4.2c

(C4.2c) Provide details of your net-zero target(s).

Target reference number

NZ1

Target coverage

Company-wide

Absolute/intensity emission target(s) linked to this net-zero target

Int1

Target year for achieving net zero

2050

Is this a science-based target?

No, but we anticipate setting one in the next 2 years

Please explain target coverage and identify any exclusions

The target covers our Scope 1 and 2 emissions at this stage.

Do you intend to neutralize any unabated emissions with permanent carbon removals at the target year?

No

Planned milestones and/or near-term investments for neutralization at target year

<Not Applicable>

Planned actions to mitigate emissions beyond your value chain (optional)

In terms of our Scope 3 emissions, we work closely with suppliers and customers to assist them in reducing GHG emissions.

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	0
To be implemented*	3	83
Implementation commenced*	1	24
Implemented*	11	16040
Not to be implemented	0	0

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Transportation	Other, please specify (low carbon transport)
----------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

14

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

110000

Investment required (unit currency – as specified in C0.4)

190000

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

In partnership with our customer, we tested a CNG vehicle. If the pilot is successful, it will be rolled out to other vehicles in the fleet. The savings are quoted per vehicle per year. The success is operations dependent.

Initiative category & Initiative type

Transportation	Other, please specify (Low carbon transport)
----------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

14

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

110000

Investment required (unit currency – as specified in C0.4)

284000

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

We tested LNG vehicles. If the pilot is successful, it will be rolled out to over vehicles in the fleet. We expect long term savings to be similar to that of the CNG vehicle. The savings are quoted per vehicle per year. The success is operations dependent.

Initiative category & Initiative type

Transportation	Other, please specify (Mobile electrical refrigeration unit)
----------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

26

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

138335

Investment required (unit currency – as specified in C0.4)

0

Payback period

No payback

Estimated lifetime of the initiative

6-10 years

Comment

We piloted a mobile electric refrigeration unit to displace diesel. If successful, it will be rolled out to other vehicles in the fleet. Given that this was a demo unit, there was no capital outlay. The savings are quoted per vehicle per year.

Initiative category & Initiative type

Transportation	Other, please specify (Performance-based standards)
----------------	---

Estimated annual CO2e savings (metric tonnes CO2e)

999

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

7000000

Investment required (unit currency – as specified in C0.4)

8000000

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

We have introduced 2 performance-based standards (PBS) vehicles into our fleet.

Initiative category & Initiative type

Transportation	Other, please specify (New vehicles)
----------------	--------------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

6693

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

43000000

Investment required (unit currency – as specified in C0.4)

373000000

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

In line with our vehicle replacement policy, our trucks in South Africa and Europe are not more than 10 years old, which means that most of our fleet is continually improved with newer, more fuel-efficient technologies. Fuel efficiency is a key criterion when procuring new vehicles. Depending on operation, new vehicles have approximately 2% better fuel economy due to newer technology. The investment is the approximate investment in vehicle replacements in the reporting year. The savings are quoted as 2% of our current diesel consumption.

Initiative category & Initiative type

Transportation	Other, please specify (Fleet efficiency)
----------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

6926

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

43000000

Investment required (unit currency – as specified in C0.4)

0

Payback period

No payback

Estimated lifetime of the initiative

6-10 years

Comment

This pertains to initiatives that we implement to improve our fuel efficiency. The savings are quoted as 2% of our current diesel consumption.

Initiative category & Initiative type

Transportation	Other, please specify (Euro 5s)
----------------	---------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

669

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

4200000

Investment required (unit currency – as specified in C0.4)

32000000

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

We are purchasing Euro 5 vehicles for our fleet. Euro 5 vehicles have a reduction in fuel consumption of between 3% and 8% vs Euro 3 vehicles depending on operation and payload. For Logistics Africa, on the same route and with the same payload, our data shows a Euro 5 truck emits around 3.4% less CO2e compared to a Euro 3 truck. This investment is the approximate investment made in 16 Euro 5 trucks for Namibia. The savings are quoted as 1% of our current diesel consumption.

Initiative category & Initiative type

Low-carbon energy generation	Solar PV
------------------------------	----------

Estimated annual CO2e savings (metric tonnes CO2e)

685

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

654000

Investment required (unit currency – as specified in C0.4)

4300000

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

This pertains to solar PV that we have implemented in the reporting year.

Initiative category & Initiative type

Transportation	Other, please specify (Digitalisation)
----------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period

Please select

Estimated lifetime of the initiative

6-10 years

Comment

We are digitising our fleet as far as possible, leveraging existing and new vehicle management systems and technology to gain efficiencies, including better vehicle

performance and more effective fuel and tyre management.

Initiative category & Initiative type

Transportation	Other, please specify (Maintenance)
----------------	-------------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period

Please select

Estimated lifetime of the initiative

6-10 years

Comment

We have strict truck service and maintenance programmes in the logistics businesses to ensure our trucks run optimally.

Initiative category & Initiative type

Transportation	Other, please specify (Fuel efficiency)
----------------	---

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

6693

Investment required (unit currency – as specified in C0.4)

Payback period

Please select

Estimated lifetime of the initiative

6-10 years

Comment

This pertains to Project Blue Fleet, our ongoing fuel efficiency and driver safety programme.

Initiative category & Initiative type

Transportation	Other, please specify (Fuel efficiency)
----------------	---

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period

Please select

Estimated lifetime of the initiative

6-10 years

Comment

This pertains to savings from control towers solutions, which optimise supply chains through enhanced visibility, to reduce wastes.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	Compliance with regulations drives emission reduction. In response to regulation and environmental taxes, as well as client requirements, the Group has implemented a portfolio of leading-edge fuel efficiency and emission reduction initiatives.
Dedicated budget for energy efficiency	Each region has a budget for implementing energy and fuel efficiency and emission reduction initiatives.
Employee engagement	Each region engages with employees through training, internal contests, and volunteer opportunities etc. The purpose of this engagement is to make employees aware of the importance of GHG management and elicit ideas on how best to integrate this into the day-to-day roles and responsibilities of these employees.
Internal incentives/recognition programs	Each region maintains annual goals and targets tied to employee incentives/recognition programs which help to drive accountability for conservation and emission reduction efforts within our companies.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation

Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon

Other, please specify (Internal specialists)

Type of product(s) or service(s)

Other	Other, please specify (Low carbon fuels)
-------	--

Description of product(s) or service(s)

The use of low carbon fuels such as LNG and CNG in vehicles

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Yes

Methodology used to calculate avoided emissions

Other, please specify (Internal specialists)

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

Use stage

Functional unit used

Per million kilometres

Reference product/service or baseline scenario used

Diesel used in vehicles

Life cycle stage(s) covered for the reference product/service or baseline scenario

Use stage

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

933

Explain your calculation of avoided emissions, including any assumptions

The calculation is based on the emissions reduced per million kilometres if CNG is used over diesel.

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

5

Level of aggregation

Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon

Other, please specify (Internal specialists)

Type of product(s) or service(s)

Other	Other, please specify (Control towers)
-------	--

Description of product(s) or service(s)

We encourage the rollout of supply chain control towers, which provide end-to-end visibility, process orchestration and deep analytical capability when managing complex logistics arrangements. This delivers material financial and environmental benefits, enabling the identification of where significant efficiencies can be achieved, and reducing fleet usage while improving client satisfaction. Control towers allow for 20-30% reduction in inventory levels, 75% reduction in waste and up to 1% reduction in cost of goods sold.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Yes

Methodology used to calculate avoided emissions

Other, please specify (Internal specialists)

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

Use stage

Functional unit used

Per million kilometres

Reference product/service or baseline scenario used

Diesel used in vehicles

Life cycle stage(s) covered for the reference product/service or baseline scenario

Use stage

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

2

Explain your calculation of avoided emissions, including any assumptions

This calculation has been completed assuming a 2% saving in avoided kilometres for a diesel truck doing 100 000 km a year. The saving are expressed per truck.

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

5

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

Name of organization(s) acquired, divested from, or merged with

<Not Applicable>

Details of structural change(s), including completion dates

<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	No	<Not Applicable>

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

521885

Comment

We compare our emissions from this year against our emissions from last year. For this reason, emissions for the 2020 financial year have been reflected as the base year emissions.

Scope 2 (location-based)

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

50782

Comment

We compare our emissions from this year against our emissions from last year. For this reason, emissions for the 2020 financial year have been reflected as the base year emissions.

Scope 2 (market-based)

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

50782

Comment

We compare our emissions from this year against our emissions from last year. For this reason, emissions for the 2020 financial year have been reflected as the base year emissions.

Scope 3 category 1: Purchased goods and services

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

122556

Comment

Scope 3 category 2: Capital goods

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

41871

Comment

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

2143

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

As a logistics company, we do not make use of many raw materials, other than water, fuel and electricity. However, the GHG emissions associated with the transportation of fuel and the provision of water are already captured under purchased goods and services.

Scope 3 category 5: Waste generated in operations

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

288

Comment

Scope 3 category 6: Business travel

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

2255

Comment

Scope 3 category 7: Employee commuting

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

423

Comment

Scope 3 category 8: Upstream leased assets

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

Although this is relevant, we have not yet consolidated this information at group-level. However, some of our group companies may have quantified emissions associated with upstream leased assets relevant to their operations. We will investigate consolidating this information going forward.

Scope 3 category 9: Downstream transportation and distribution

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

As a logistics company, GHG emissions associated with the provision of transport (i.e. fuels used in our fleet) fall within our Scope 1 emissions. Note that we make use of several subcontractors. However, whilst we don't collect information on their fuel consumption at this stage, we do engage with our subcontractors on environmental issues and create awareness around the need to optimise fuel consumption and reduce emissions.

Scope 3 category 10: Processing of sold products

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

We do not manufacture intermediate goods which are then sold into the market for further processing.

Scope 3 category 11: Use of sold products

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

One of our primary 'sold products' is the provision of transportation. We have quantified our emissions associated with this activity. It forms part of our Scope 1 emissions and not our Scope 3 emissions.

Scope 3 category 12: End of life treatment of sold products

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

One of our primary 'sold products' is the provision of transportation. End of life treatment is not applicable in this case.

Scope 3 category 13: Downstream leased assets

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

We do not operate any leased assets.

Scope 3 category 14: Franchises

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

We do not have any franchises.

Scope 3 category 15: Investments

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

GHG emissions from the investments in which we have operational control are accounted for under our Scope 1 and 2 emissions.

Scope 3: Other (upstream)

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

This is not relevant as upstream scope 3 emission sources are already covered in prior categories.

Scope 3: Other (downstream)

Base year start

July 1 2019

Base year end

June 30 2020

Base year emissions (metric tons CO2e)

0

Comment

This is not relevant as downstream scope 3 emission sources are already covered in prior categories.

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

376510

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

We have operations in countries where contractual instruments such as energy attribute certificates, direct contracts and supplier specific emission rates are available. However, we do not at this stage make use of these, so our market-based and location-based Scope 2 emissions are the same for this reporting year.

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

44621

Scope 2, market-based (if applicable)

44621

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

78689

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

As a logistics company, we do not make use of many raw materials, other than water, fuel and electricity. For this reason, we have accounted for the well-to-tank GHG emissions associated with the fuels used in our fleet under this Scope 3 emissions category. Diesel, biodiesel and HFO can be considered our raw materials. We have also accounted for GHG emissions associated with the provision of water. The fuel consumed by the fleet (litres) was extracted from the sustainability management system. It was multiplied by the emission factors for well-to-tank fuels (kg CO2e/litre) from DEFRA's 2021 GHG emission factors.

Capital goods

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

45237

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Our biggest produced items by value are fuel, trucks and tyres. Trucks and tyres would be considered capital goods. The GHG emissions captured here are the GHG emissions associated with the production of metal used in the construction of the new vehicles that we purchased in the 2021 reporting year. The number of new vehicles purchased was obtained from our operations. It was assumed that these vehicles had a Gross Vehicle Mass (GVM) of 24 000 kg each. This was then multiplied by the emission factor for metals from DEFRA's 2021 GHG emission factors.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

543

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

This pertains to GHG emissions associated with transmission and distribution losses for electricity purchased by Imperial. Electricity consumption (kWh) was extracted from the sustainability management system. Electricity consumed by the South African operations was multiplied by the emission factor of 0.02 kg CO2e/kWh. This emission factor is the difference between the emission factor of Eskom's generation (1.08 kg CO2e/kWh generated) and Eskom's sales (1.06 kg CO2e/kWh sold).

Upstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

As a logistics company, we do not make use of many raw materials, other than water, fuel and electricity. However, the GHG emissions associated with the transportation of fuel and the provision of water are already captured under purchased goods and services.

Waste generated in operations

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

97

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

This pertains to GHG emissions associated with the downstream treatment of wastewater. The water used by our operations (litres) was extracted from the sustainability management system. It was multiplied by 0.272 kg CO2e/l from DEFRA's 2021 GHG emission factors. This emission factor is for the treatment of wastewater.

Business travel

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

100

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

This refers to emissions associated with flights and hiring of vehicles (car rental). It includes business travel from all of our regions. The emissions associated with business travel are calculated as follows – • For air travel, we collect data on flight departure and destination airports and flight class (economy/business). We then determine the distance travelled (km). We classify the flights into short- and long-haul. The distance travelled is multiplied by an emission factor (kg CO2e/km) appropriate to the flight category (economy or business class) and classification (short- or long-haul). Emission factors are sourced from the GHG Protocol Cross-Sector Tools. • For rental vehicles, we collect data on distance travelled (km) and fuel type. We then multiply distance travelled by an appropriate emission factor (kg CO2e/km) for the fuel type. Emission factors are sourced from the GHG Protocol Cross-Sector Tools.

Employee commuting

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

5577

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

This refers to business mileage done by our employees in private vehicles. Business mileage (km) is captured in our sustainability management system. Fuel type is also specified. The business mileage is multiplied by an appropriate emission factor (kg CO2e/km) for that fuel type. Emission factors are sourced from the GHG Protocol Cross-Sector Tools.

Upstream leased assets

Evaluation status

Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Although this is relevant, we have not yet consolidated this information at group-level. However, some of our group companies may have quantified emissions associated with upstream leased assets relevant to their operations. We will investigate consolidating this information going forward.

Downstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

As a logistics company, GHG emissions associated with the provision of transport (i.e. fuels used in our fleet) fall within our Scope 1 emissions. Note that we make use of several subcontractors. However, whilst we don't collect information on their fuel consumption at this stage, we do engage with our subcontractors on environmental issues and create awareness around the need to optimise fuel consumption and reduce emissions.

Processing of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We do not manufacture intermediate goods which are then sold into the market for further processing.

Use of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

One of our primary 'sold products' is the provision of transportation. We have quantified our emissions associated with this activity. It forms part of our Scope 1 emissions and not our Scope 3 emissions.

End of life treatment of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

One of our primary 'sold products' is the provision of transportation. End of life treatment is not applicable in this case.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We do not operate any leased assets.

Franchises

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

We do not have any franchises.

Investments

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

GHG emissions from the investments in which we have operational control are accounted for under our Scope 1 and 2 emissions.

Other (upstream)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This is not relevant as upstream scope 3 emission sources are already covered in prior categories.

Other (downstream)

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

This is not relevant as upstream scope 3 emission sources are already covered in prior categories.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.0000081

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

421131

Metric denominator

unit total revenue

Metric denominator: Unit total

52208000000

Scope 2 figure used

Location-based

% change from previous year

35

Direction of change

Decreased

Reason for change

This decrease in intensity results from fewer kilometres travelled due to merging of business units, divestments, reduced business activity across all businesses and fuel efficiency initiatives. Business activity for Logistics International was the most impacted, given the stringent COVID-19 measures in Europe, with only 30% of trucks on the road between July and December 2020. In Market Access, less fuel was used for generators as more electricity was purchased from municipalities, and in Logistics International less fuel is reflected due to the sale of the shipping business. A portion of this decrease can also be attributed to the implementation of emission reduction projects.

C-TS6.15

(C-TS6.15) What are your primary intensity (activity-based) metrics that are appropriate to your emissions from transport activities in Scope 1, 2, and 3?

HDV

Scopes used for calculation of intensities

Report Scope 1 + 2

Intensity figure

1167

Metric numerator: emissions in metric tons CO2e

572667

Metric denominator: unit

t.km

Metric denominator: unit total

361

% change from previous year

-23

Please explain any exclusions in your coverage of transport emissions in selected category, and reasons for change in emissions intensity.

The metric denominator is per million kilometres and not per tonne kilometre. Given the diversified nature of the goods that we transport, a per tonne kilometre figure only makes sense when comparing within a specific business. This decrease in intensity results from fewer kilometres travelled due to merging of business units, divestments, reduced business activity across all businesses and fuel efficiency initiatives. Business activity for Logistics International was the most impacted, given the stringent COVID-19 measures in Europe, with only 30% of trucks on the road between July and December 2020. In Market Access, less fuel was used for generators as more electricity was purchased from municipalities, and in Logistics International less fuel is reflected due to the sale of the shipping business. A portion of this decrease can also be attributed to the implementation of emission reduction projects.

ALL

Scopes used for calculation of intensities

Report Scope 1 + 2

Intensity figure

1167

Metric numerator: emissions in metric tons CO2e

572667

Metric denominator: unit

t.km

Metric denominator: unit total

361

% change from previous year

-23

Please explain any exclusions in your coverage of transport emissions in selected category, and reasons for change in emissions intensity.

The metric denominator is per million kilometres and not per tonne kilometre. Given the diversified nature of the goods that we transport, a per tonne kilometre figure only makes sense when comparing within a specific business. This decrease in intensity results from fewer kilometres travelled due to merging of business units, divestments, reduced business activity across all businesses and fuel efficiency initiatives. Business activity for Logistics International was the most impacted, given the stringent COVID-19 measures in Europe, with only 30% of trucks on the road between July and December 2020. In Market Access, less fuel was used for generators as more electricity was purchased from municipalities, and in Logistics International less fuel is reflected due to the sale of the shipping business. A portion of this decrease can also be attributed to the implementation of emission reduction projects.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	373710	IPCC Third Assessment Report (TAR - 100 year)
CH4	1151	IPCC Third Assessment Report (TAR - 100 year)
N2O	882	IPCC Third Assessment Report (TAR - 100 year)
HFCs	767	IPCC Third Assessment Report (TAR - 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
South Africa	274847
Other, please specify (Rest of Africa)	22523
Other, please specify (International)	79140

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Market Access	7698
Logistics Africa	289672
Logistics International	79140

C-CE7.4/C-CH7.4/C-CO7.4/C-EU7.4/C-MM7.4/C-OG7.4/C-ST7.4/C-TO7.4/C-TS7.4

(C-CE7.4/C-CH7.4/C-CO7.4/C-EU7.4/C-MM7.4/C-OG7.4/C-ST7.4/C-TO7.4/C-TS7.4) Break down your organization's total gross global Scope 1 emissions by sector production activity in metric tons CO2e.

	Gross Scope 1 emissions, metric tons CO2e	Net Scope 1 emissions , metric tons CO2e	Comment
Cement production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Chemicals production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Coal production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Electric utility activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Metals and mining production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Oil and gas production activities (upstream)	<Not Applicable>	<Not Applicable>	<Not Applicable>
Oil and gas production activities (midstream)	<Not Applicable>	<Not Applicable>	<Not Applicable>
Oil and gas production activities (downstream)	<Not Applicable>	<Not Applicable>	<Not Applicable>
Steel production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Transport OEM activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Transport services activities	376510	<Not Applicable>	

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
South Africa	29907	29907
Other, please specify (Rest of Africa)	2677	2677
Other, please specify (International)	12037	12037

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Market Access	2397	2397
Logistics Africa	30187	30187
Logistics International	12037	12037

C-CE7.7/C-CH7.7/C-CO7.7/C-MM7.7/C-OG7.7/C-ST7.7/C-TO7.7/C-TS7.7

(C-CE7.7/C-CH7.7/C-CO7.7/C-MM7.7/C-OG7.7/C-ST7.7/C-TO7.7/C-TS7.7) Break down your organization's total gross global Scope 2 emissions by sector production activity in metric tons CO2e.

	Scope 2, location-based, metric tons CO2e	Scope 2, market-based (if applicable), metric tons CO2e	Comment
Cement production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Chemicals production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Coal production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Metals and mining production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Oil and gas production activities (upstream)	<Not Applicable>	<Not Applicable>	<Not Applicable>
Oil and gas production activities (midstream)	<Not Applicable>	<Not Applicable>	<Not Applicable>
Oil and gas production activities (downstream)	<Not Applicable>	<Not Applicable>	<Not Applicable>
Steel production activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Transport OEM activities	<Not Applicable>	<Not Applicable>	<Not Applicable>
Transport services activities	44621	44621	

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	620	Decreased	0.1	This relates to GHG emission reductions from solar power generated. The emissions value has been calculated as follows – Emissions value = change in emissions / (2020 Scope 1 and 2 emissions) = -520 / (521 885 + 50 782) = -0.1%
Other emissions reduction activities	16040	Decreased	2.8	This relates to GHG emission reduction from projects implemented throughout the year. The emissions value has been calculated as follows - Emissions value = change in emissions / (2020 Scope 1 and 2 emissions) = -16 040/ (521 885 + 50 782) = -2.8%
Divestment	123847	Decreased	21.63	This relates to the same of the European and South American shipping businesses. The emissions value has been calculated as follows - Emissions value = change in emissions / (2020 Scope 1 and 2 emissions) = -123 847/ (521 885 + 50 782) = -21.63%
Acquisitions	0	No change	0	Although we made some acquisitions in the 2021 reporting year, these are included under the rationalisation of our portfolio which is reported under 'other.'
Mergers	0	No change	0	We have not attributed any of our changes in emissions to mergers in the 2021 reporting year.
Change in output	3993	Increased	0.7	This relates to an increase in kilometres travelled by Logistics Africa. The emissions value has been calculated as follows - Emissions value = change in emissions / (2020 Scope 1 and 2 emissions) = 3 993/ (521 885 + 50 782) = 0.70%
Change in methodology	0	No change	0	We have not changed our methodology in the 2021 reporting year.
Change in boundary	0	No change	0	We have not changed our boundaries in the 2021 reporting year.
Change in physical operating conditions	0	No change	0	We have not attributed any of our changes in emissions to changes in physical operating conditions in the 2021 reporting year.
Unidentified	0	No change	0	We have not attributed any of our changes in emissions to 'unidentified' in the 2021 reporting year.
Other	15021	Decreased	2.62	This relates to the changes in emissions that are due to other changes in our business that are not covered above. The emissions value has been calculated as follows - Emissions value = change in emissions / (2020 Scope 1 and 2 emissions) = -15 021 / (521 885 + 50 782) = -2.62%

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 25% but less than or equal to 30%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	LHV (lower heating value)	1714	1401125	1402839
Consumption of purchased or acquired electricity	<Not Applicable>	0	62290	62290
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	1360	<Not Applicable>	1360
Total energy consumption	<Not Applicable>	3074	1463415	1466489

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	Yes
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

Heating value

LHV

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

We do not consume any sustainable biomass.

Other biomass

Heating value

LHV

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

We do not consume any other biomass.

Other renewable fuels (e.g. renewable hydrogen)

Heating value

LHV

Total fuel MWh consumed by the organization

1714

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

1714

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

This pertains to biofuel. We use some biofuel.

Coal

Heating value

LHV

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

We do not consume any coal.

Oil

Heating value

LHV

Total fuel MWh consumed by the organization

1370781

MWh fuel consumed for self-generation of electricity

9860

MWh fuel consumed for self-generation of heat

1279633

MWh fuel consumed for self-generation of steam

81288

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Gas

Heating value

LHV

Total fuel MWh consumed by the organization

30344

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

30344

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value

LHV

Total fuel MWh consumed by the organization

0

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

0

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

Total fuel

Heating value

LHV

Total fuel MWh consumed by the organization

1402839

MWh fuel consumed for self-generation of electricity

9860

MWh fuel consumed for self-generation of heat

1311691

MWh fuel consumed for self-generation of steam

81288

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

<Not Applicable>

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	5304	5304	1360	1360
Heat	1262554	1262554	1542	1542
Steam	65030	65030	0	0
Cooling	0	0	0	0

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method

None (no active purchases of low-carbon electricity, heat, steam or cooling)

Energy carrier

<Not Applicable>

Low-carbon technology type

<Not Applicable>

Country/area of low-carbon energy consumption

<Not Applicable>

Tracking instrument used

<Not Applicable>

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

<Not Applicable>

Country/area of origin (generation) of the low-carbon energy or energy attribute

<Not Applicable>

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

<Not Applicable>

Comment

C-TS8.2f

(C-TS8.2f) Provide details on the average emission factor used for all transport movements per mode that directly source energy from the grid.

Category	Emission factor unit	Average emission factor: unit value	Comment
HDV	gCO2/kWh	1.02	This is the emission factor for the South African national grid. However, the emission factors would vary, depending on the country. Our fleet would also mostly use diesel and not electricity.

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area

South Africa

Consumption of electricity (MWh)

29278

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

29278

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Other, please specify (Rest of Africa)

Consumption of electricity (MWh)

7870

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

7870

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

Country/area

Other, please specify (International)

Consumption of electricity (MWh)

26502

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

26502

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

C-TS8.5

(C-TS8.5) Provide any efficiency metrics that are appropriate for your organization's transport products and/or services.

Activity

Heavy Duty Vehicles (HDV)

Metric figure

0.35

Metric numerator

Liters of fuel

Metric denominator

Other, please specify (km travelled)

Metric numerator: Unit total

125153428

Metric denominator: Unit total

361000000

% change from last year

-18

Please explain

Our fuel efficiency improved as a result of the initiatives we have put in place to reduce fuel consumption. Examples of these initiatives include Project Blue Fleet and our PBS vehicles.

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

Description

Other, please specify (Scope 1 and 2 Emissions per Full Time Employee (FTE))

Metric value

16.56

Metric numerator

421,131

Metric denominator (intensity metric only)

25432

% change from previous year

24

Direction of change

Decreased

Please explain

This decrease in intensity results from fewer kilometres travelled due to merging of business units, divestments, reduced business activity across all businesses and fuel efficiency initiatives. Business activity for Logistics International was the most impacted, given the stringent COVID-19 measures in Europe, with only 30% of trucks on the road between July and December 2020. In Market Access, less fuel was used for generators as more electricity was purchased from municipalities, and in Logistics International less fuel is reflected due to the sale of the shipping business. A portion of this decrease can also be attributed to the implementation of emission reduction projects.

Description

Other, please specify (Scope 1 and 2 Emissions per million kilometres)

Metric value

1167

Metric numerator

421,131

Metric denominator (intensity metric only)

361

% change from previous year

23

Direction of change

Decreased

Please explain

This decrease in intensity results from fewer kilometres travelled due to merging of business units, divestments, reduced business activity across all businesses and fuel efficiency initiatives. Business activity for Logistics International was the most impacted, given the stringent COVID-19 measures in Europe, with only 30% of trucks on the road between July and December 2020. In Market Access, less fuel was used for generators as more electricity was purchased from municipalities, and in Logistics International less fuel is reflected due to the sale of the shipping business. A portion of this decrease can also be attributed to the implementation of emission reduction projects.

C-TO9.3/C-TS9.3

(C-TO9.3/C-TS9.3) Provide tracking metrics for the implementation of low-carbon transport technology over the reporting year.

Activity

Heavy Duty Vehicles (HDV)

Metric

Fleet adoption

Technology

Other, please specify (Vehicles using low carbon fuels (e.g. biofuel, LNG, electric etc.))

Metric figure

5

Metric unit

% of fleet

Explanation

The number of trucks using low carbon fuels is estimated at 5% of the total fleet. We collaborate with OEMs on ways to make vehicles less emissions intensive and we test electric and natural gas trucks as an alternative to fuel trucks. While infrastructure constraints in Africa do not readily support natural gas trucks, we pilot these vehicles to understand how we can prepare for this future possibility. The testing of hydrogen-powered trucks is also under consideration. In addition, we gain knowledge from Logistics International, which is better positioned to transition to newer technologies. As an early mover in testing advancements in alternative fuels for our fleet, we drive competition and adoption of this technology within the industry. We engage with our fuel suppliers on improving product ranges to support a modern fleet and to ensure a supply of alternative fuels so that we can successfully test trucks with newer technology.

C-CE9.6/C-CG9.6/C-CH9.6/C-CN9.6/C-CO9.6/C-EU9.6/C-MM9.6/C-OG9.6/C-RE9.6/C-ST9.6/C-TO9.6/C-TS9.6

(C-CE9.6/C-CG9.6/C-CH9.6/C-CN9.6/C-CO9.6/C-EU9.6/C-MM9.6/C-OG9.6/C-RE9.6/C-ST9.6/C-TO9.6/C-TS9.6) Does your organization invest in research and development (R&D) of low-carbon products or services related to your sector activities?

	Investment in low-carbon R&D	Comment
Row 1	Yes	We are focused on innovating and, as such, prioritise research and development. We are continually reviewing the current and future business environment in which we operate in order to identify new markets and technologies and/or opportunities for low-carbon products and services.

C-TO9.6a/C-TS9.6a

(C-TO9.6a/C-TS9.6a) Provide details of your organization's investments in low-carbon R&D for transport-related activities over the last three years.

Activity

Heavy Duty Vehicles (HDV)

Technology area

Alternative fuels

Stage of development in the reporting year

Small scale commercial deployment

Average % of total R&D investment over the last 3 years

≤20%

R&D investment figure in the reporting year (optional)

Comment

This pertains to the use of LNG as opposed to diesel in vehicles. We are piloting LNG in South Africa. However, in Europe, our operations already make use of LNG. For example, in our most recent project, we worked closely with BMW to introduce a new LNG fleet of 18 trucks to transport parts and components from suppliers on 15 different routes across the UK to MINI's plant in Oxford. For BMW, this means that around 20% of all trucks travelling to MINI's Oxford plant will be powered by LNG fuel, and for Imperial we have reduced our UK haulage operation's environmental impact. LNG trucks are more expensive than their diesel equivalents. However, they provide environmental benefits through lower fuel consumption and fewer harmful emissions and are quieter on the roads. The new fleet has already delivered an approximate reduction of 20% in CO₂e and NO_x emissions, compared to diesel alternatives. In the longer term, the switch to bio-LNG fuel is expected to achieve a total CO₂e reduction of up to 90% relative to diesel. An Imperial-owned LNG fuelling facility has been established close to the plant so that vehicles travelling on routes with limited refuelling opportunities can leave Oxford with a full tank, minimising their dependence on other service stations.

Activity

Heavy Duty Vehicles (HDV)

Technology area

Alternative fuels

Stage of development in the reporting year

Pilot demonstration

Average % of total R&D investment over the last 3 years

≤20%

R&D investment figure in the reporting year (optional)

Comment

This pertains to the use of CNG as opposed to diesel in vehicles. This was piloted with one of our customers in the reporting period.

Activity

Heavy Duty Vehicles (HDV)

Technology area

Operations

Stage of development in the reporting year

Full/commercial-scale demonstration

Average % of total R&D investment over the last 3 years

≤20%

R&D investment figure in the reporting year (optional)

Comment

This pertains to Project Blue Fleet, control towers and PBS vehicles and other projects that we have focused on developing to streamline our operations and reduce our fuel consumption. Project Blue Fleet, for example, has an operational pillar which is focused on a variety of technologies, including: • Control towers for optimised scheduling, including optimal loads to minimise unused space during collections and deliveries, reducing the environmental footprint. • Hand-held devices to track driver health and wellbeing, communicate key operational and vehicle information, and provide supervisors with real-time visibility of driver behaviour. • Onboard cameras used for fatigue management, training purposes and accident investigations. • A fuel management system, already rolled out to all medium and large sites across South Africa. The system captures all fuel transactions and generates fuel consumption analytics.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Imperial ESG Report 2021.pdf

Page/ section reference

130-132

Relevant standard

ISAE3000

Proportion of reported emissions verified (%)

100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach

Scope 2 location-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Imperial ESG Report 2021.pdf

Page/ section reference

130-132

Relevant standard

ISAE3000

Proportion of reported emissions verified (%)

100

Scope 2 approach

Scope 2 market-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Imperial ESG Report 2021.pdf

Page/ section reference

130-132

Relevant standard

ISAE3000

Proportion of reported emissions verified (%)

100

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category

Scope 3: Business travel

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

Imperial ESG Report 2021.pdf

Page/section reference

130-132

Relevant standard

ISAE3000

Proportion of reported emissions verified (%)

100

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

Yes

C10.2a

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C5. Emissions performance	Year on year change in emissions (Scope 1)	ISAE3000	The scope of the limited assurance obtained on our GHG emissions data includes verification of the year-on-year changes in Scope 1, Scope 2 and Scope 1 and 2 emissions. Imperial ESG Report 2021.pdf
C5. Emissions performance	Year on year change in emissions (Scope 2)	ISAE3000	The scope of the limited assurance obtained on our GHG emissions data includes verification of the year-on-year changes in Scope 1, Scope 2 and Scope 1 and 2 emissions. Imperial ESG Report 2021.pdf
C5. Emissions performance	Year on year change in emissions (Scope 1 and 2)	ISAE3000	The scope of the limited assurance obtained on our GHG emissions data includes verification of the year-on-year changes in Scope 1, Scope 2 and Scope 1 and 2 emissions. Imperial ESG Report 2021.pdf
C5. Emissions performance	Year on year change in emissions (Scope 3)	ISAE3000	The scope of the limited assurance obtained on our GHG emissions data includes verification of the year-on-year changes in Scope 3 emissions. Imperial ESG Report 2021.pdf
C5. Emissions performance	Year on year emissions intensity figure	ISAE3000	Kilometres travelled are verified and used to calculate the emission intensity. Imperial ESG Report 2021.pdf
C8. Energy	Energy consumption	ISAE3000	Diesel and petrol consumed — normal engine and electricity consumption are verified. Imperial ESG Report 2021.pdf

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Yes

C11.1a

(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.

Netherlands carbon tax
Poland carbon tax
South Africa carbon tax
Sweden carbon tax

C11.1c

(C11.1c) Complete the following table for each of the tax systems you are regulated by.

Netherlands carbon tax

Period start date

July 1 2020

Period end date

June 30 2021

% of total Scope 1 emissions covered by tax

1.3

Total cost of tax paid

2927394

Comment

Poland carbon tax

Period start date

July 1 2020

Period end date

June 30 2021

% of total Scope 1 emissions covered by tax

4.34

Total cost of tax paid

278237

Comment

South Africa carbon tax

Period start date

July 1 2020

Period end date

June 30 2021

% of total Scope 1 emissions covered by tax

71.19

Total cost of tax paid

7845288

Comment

This accounts for the carbon tax paid through the fuel levy on diesel for the reporting period.

Sweden carbon tax

Period start date

July 1 2020

Period end date

June 30 2021

% of total Scope 1 emissions covered by tax

0.42

Total cost of tax paid

3685432

Comment

C11.1d

(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

We are impacted by carbon taxes in several of the countries in which we operate. These carbon taxes are typically built into the price of fossil fuels and are paid upon purchase of these fuels. As such, compliance is ensured when we pay our suppliers of fossil fuels.

The South African carbon tax, effective from 1 June 2019, is an exception to this. Although the carbon tax on diesel and petrol is built into the fuel levy, we are also subject to a direct tax on combustion of other fossil fuels that must be paid directly to the South African Revenue Service (SARS). To ensure compliance with the South African carbon tax, we have done the following –

a) Monitored the development of the legislation over the past few years. When required, we have engaged both directly and through trade associations or carbon tax specialists with the South African National Treasury and the South African Department of Forestry, Fisheries and Environment (DFFE).

b) Appointed a carbon tax specialist to identify which of our legal entities are considered carbon taxpayers under the Carbon Tax Act. These specialists also registered the relevant legal entities with DFFE and licensed them with SARS. Given that this is a new tax, these specialists also assisted with reporting to DFFE and filing the tax returns with SARS.

Going forward, we intend to ensure compliance by –

a) Continuing to monitor and report on our GHG emissions. We have a robust system in place that has been developed and refined over the years. This system allows us to collect fuel consumption and GHG emissions data from the various companies. The data from this system is externally verified on an annual basis.

b) Training relevant personnel within the organisation to calculate our carbon tax liability and complete the necessary returns to SARS. We will continue to use carbon tax specialists as required.

We also focus on reducing the impact of these carbon taxes both for ourselves and our customers. To do this, we are continually looking for ways to reduce our fossil fuel consumption and GHG emissions.

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Credit origination or credit purchase

Credit purchase

Project type

Other, please specify (Back to the Green Island with Efficient and Solar Stoves in Madagascar)

Project identification

Imperial Logistics purchased offsets from a project that manufactures and distributes efficient cookers and climate-friendly solar cookers.

Verified to which standard

Gold Standard

Number of credits (metric tonnes CO2e)

1103

Number of credits (metric tonnes CO2e): Risk adjusted volume

1103

Credits cancelled

Yes

Purpose, e.g. compliance

Voluntary Offsetting

C11.3

(C11.3) Does your organization use an internal price on carbon?

Yes

C11.3a

(C11.3a) Provide details of how your organization uses an internal price on carbon.

Objective for implementing an internal carbon price

Navigate GHG regulations
Drive energy efficiency
Drive low-carbon investment
Identify and seize low-carbon opportunities

GHG Scope

Scope 1
Scope 2

Application

Our internal carbon price is applied when making investment decisions. This could include acquisition of new companies, but also the acquisition of new, more fuel-efficient trucks. We also apply this price when considering whether to implement energy efficiency initiatives. The price is also factored into our planning (i.e. budget setting).

Actual price(s) used (Currency /metric ton)

134

Variance of price(s) used

This price is applicable to our South African operations. Our internal carbon price is aligned with the tax rate under the South African carbon tax. As such, it is increased each year in line with the South African carbon tax rate.

Type of internal carbon price

Shadow price

Impact & implication

The internal carbon price is aligned with the South African carbon tax. One of the ways in which we use this price is when determining the viability of investments in new, more fuel-efficient trucks. Through the fuel levy, the carbon price is factored into the payback determined for these investments.

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers
Yes, our customers/clients
Yes, other partners in the value chain

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Innovation & collaboration (changing markets)

Details of engagement

Run a campaign to encourage innovation to reduce climate impacts on products and services

% of suppliers by number

50

% total procurement spend (direct and indirect)

75

% of supplier-related Scope 3 emissions as reported in C6.5

99

Rationale for the coverage of your engagement

We collaborate with OEMs on ways to make vehicles less emissions intensive and we test electric and natural gas trucks as an alternative to fuel trucks. While infrastructure constraints in Africa do not readily support natural gas trucks, we pilot these vehicles to understand how we can prepare for this future possibility. The testing of hydrogen-powered trucks is also under consideration. In addition, we gain knowledge from Logistics International, which is better positioned to transition to newer technologies. As an early mover in testing advancements in alternative fuels for our fleet, we drive competition and adoption of this technology within the industry. We engage with our fuel suppliers on improving product ranges to support a modern fleet and to ensure a supply of alternative fuels so that we can successfully test trucks with newer technology. We engage with the suppliers of our tyres with the understanding that tyres play a key role in increasing our fuel efficiency. We engage with our vehicle and tyre maintenance suppliers to ensure that our maintenance programmes allow us to achieve the best possible fuel efficiency.

Impact of engagement, including measures of success

Engaging with these suppliers allows us to develop or identify new vehicles or product ranges that could increase our fuel efficiency and reduce our GHG emissions and those of our customers. This, in turn, reduces our own and our customers' exposure to climate-related risks such as carbon pricing and emissions limits. For us, our engagement is successful if, on an ongoing basis, we are piloting new fuel-efficient and low-carbon technologies in collaboration with our suppliers.

Comment

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement & Details of engagement

Education/information sharing	Run an engagement campaign to education customers about your climate change performance and strategy
-------------------------------	--

% of customers by number

80

% of customer - related Scope 3 emissions as reported in C6.5

0

Please explain the rationale for selecting this group of customers and scope of engagement

We engage with our customers on our ESG performance.

Impact of engagement, including measures of success

We measure the success of our engagements by whether our customers understand and are comfortable with our ESG efforts. We also measure success by whether our customers continue to choose us as their logistics service provider. In the reporting year, our principal contract renewal rate remained high.

Type of engagement & Details of engagement

Education/information sharing	Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services
-------------------------------	---

% of customers by number

80

% of customer - related Scope 3 emissions as reported in C6.5

0

Please explain the rationale for selecting this group of customers and scope of engagement

We engage with our customers on the fuel efficiency of our fleet and initiatives that we have in place to improve this efficiency.

Impact of engagement, including measures of success

We measure the success of our engagements by whether our customers understand and are comfortable with our fuel efficiency and initiatives we have in place to improve it. We also measure success by whether our customers continue to choose us as their logistics service provider. In the reporting year, our principal contract renewal rate remained high.

Type of engagement & Details of engagement

Collaboration & innovation	Run a campaign to encourage innovation to reduce climate change impacts
----------------------------	---

% of customers by number

80

% of customer - related Scope 3 emissions as reported in C6.5

0

Please explain the rationale for selecting this group of customers and scope of engagement

We engage with our customers on the new technologies or fuels we are piloting to reduce the GHG emissions of the service that we provide to them. We work closely with our customers to implement these solutions.

Impact of engagement, including measures of success

Success is measured by whether we are collaborating with our customers on new technologies and/or fuels. To date, we have implemented several projects in collaboration with our customers. Success is also measured by whether we are assisting our customers to reduce GHG emissions. For example, we have a business called Resolve Solution Partners that is focused on optimising fuel consumption for both our own and other operations. Resolve Solution Partners focuses on identifying bottlenecks and inefficiencies in the supply chain and removing them to increase utilisation, improve service and reduce cost. This is done through operational alignment, technology enablement and change management.

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

In addition to our suppliers and our customers, we engage with government, our employees, industry associations and the communities in which we operate. We see constructive relationships with regulators, governments, employees, industry associations and local communities in the 26 countries in which we operate are essential in the retention of our local relevance, and our reputation as a well-governed and ethical group, which multinational customers consider to be a competitive advantage.

Legal compliance is of utmost importance to the group. Given the diverse nature of our companies and the geographies in which we operate, we are exposed to a myriad of climate and energy-related regulations. To comply with existing and emerging regulations, we engage directly with government and/or through industry associations. For example, we engaged directly with the South African National Treasury around our concerns on the carbon tax that was introduced into South Africa on the 1st of June 2019 and on the classification of green investments in the Draft Green Finance Taxonomy in July 2021. We did this by providing written submissions when calls were made for commentary. We also engaged directly with the DFFE to unpack the activities conducted by our legal entities under the National GHG Emission Reporting Regulations.

We engage regularly with our employees. We understand that the success of many of our initiatives are dependent on buy-in from our employees. Engagement with employees typically takes place through meetings, training, events, surveys and electronic communication etc. In the 2021 financial year, we continued to conduct environmental training and awareness campaigns. This training drives the use of new technologies, focuses on fuel conservation in trucks and barges, and aims to influence employee behaviour and adherence to key environmental performance indicators.

We are represented on the membership and/or board of a number of industry associations such as the Road Freight Association in South Africa and the National Business Initiative. We participate regularly in these industry associations, engaging on energy and climate-related issues. For example, we are part of the National Business Initiative's Energy Efficiency Leadership Network which seeks to promote energy efficiency in the broader South African business sector through a platform for knowledge sharing and capacity development, and their Just Transitions Pathways working group which seeks to define possible roadmap scenarios towards a zero-carbon future for key sectors in the South African economy.

We engage with communities through our community investment programmes and through our business units. This includes Imperial and Motus Community Trust. Our companies determine their contribution based on their capacity to support projects and on the specific needs of their local communities. We continue to collaborate with selected partners to implement new community investment strategies capable of making a demonstrable difference in people's lives.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

Yes, climate-related requirements are included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement

Complying with regulatory requirements

Description of this climate related requirement

We require all new suppliers to go through our onboarding process. As part of this process, we require that they commit to adhering to all our policies and standards, including our ESG and climate change policies. In addition, our group companies, where possible, evaluate the GHG emissions of their suppliers as a part of supplier evaluations. We engage with suppliers in meetings, telephonically and over email. A major part of our selection of suppliers is the assessment of the ability of these suppliers to provide us with low carbon solutions (i.e. fuel-efficient trucks). In South Africa, for example, we look to partner with OEMs that are developing LNG and CNG trucks.

% suppliers by procurement spend that have to comply with this climate-related requirement

100

% suppliers by procurement spend in compliance with this climate-related requirement

100

Mechanisms for monitoring compliance with this climate-related requirement

Supplier self-assessment
First-party verification

Response to supplier non-compliance with this climate-related requirement

Exclude

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate

Yes, we engage directly with policy makers

Yes, we engage indirectly through trade associations

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

Yes

Attach commitment or position statement(s)

Imperial ESG Report 2021.pdf

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

Our SES committee is responsible for ensuring that all direct and indirect activities that influence policy are consistent with our overall climate change strategy. They do this with the assistance of the ESG and Marketing & Communications team. This team engages regularly with the regions, industry associations, government representatives and other stakeholders. It is through this engagement that any inconsistencies in our activities and our strategy are identified. Consistency is also ensured through the collection and assessment of sustainability-related data. The companies regularly submit data to the group sustainability executive. This is done through a robust reporting system. This data is reviewed by the group sustainability executive. Any concerns are raised with the relevant business and addressed. The data from this system is also externally assured on an annual basis. This data is reported to the SES committee. The SES committee meets quarterly. It monitors all climate-related activities to ensure that they align with the group strategy and our sustainability objectives. All material information is elevated to the group risk committee and the board. This includes any inconsistencies identified in terms of our activities and their alignment to our strategy. The group risk committee is responsible for developing and implementing actions required to mitigate the effects of any identified inconsistencies. The same is true at divisional level, with the individual responsible for risk being tasked with ensuring that our activities are consistent and reporting any inconsistencies to the group risk executive.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

C12.3a

(C12.3a) On what policy, law, or regulation that may impact the climate has your organization been engaging directly with policy makers in the reporting year?

Focus of policy, law, or regulation that may impact the climate

Carbon tax

Specify the policy, law, or regulation on which your organization is engaging with policy makers

The South African carbon tax

Policy, law, or regulation geographic coverage

National

Country/region the policy, law, or regulation applies to

South Africa

Your organization's position on the policy, law, or regulation

Support with major exceptions

Description of engagement with policy makers

We engaged directly with the South African National Treasury on the carbon tax that was introduced into South Africa on the 1st of June 2019. We engage primarily through written correspondence.

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation

Although we support decarbonisation and are actively looking for ways in which to reduce our GHG emissions, we have the following concerns in relation to the South African Carbon Tax -

- The revenue collected from the carbon tax is not ring-fenced. As such, there is no guarantee that it will be used to mitigate the effects of climate change. We proposed that some certainty be provided as to where the revenue collected from the tax will be used.
- The implications for the transport sector and its consequent implications for inflation and economic development must be carefully considered. We proposed that National Treasury did a full assessment on the impact of the carbon tax on the economy and jobs.
- The carbon tax in conjunction with increasing fuel levies and e-tolling in South Africa should be considered. We proposed that the carbon tax is not viewed in isolation and that the full impact on consumers be considered.

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

Focus of policy, law, or regulation that may impact the climate

Mandatory climate-related reporting

Specify the policy, law, or regulation on which your organization is engaging with policy makers

National GHG Emission Reporting Regulations in South Africa

Policy, law, or regulation geographic coverage

National

Country/region the policy, law, or regulation applies to

South Africa

Your organization's position on the policy, law, or regulation

Support with minor exceptions

Description of engagement with policy makers

We have engaged directly with the South Africa Department of Forestry, Fisheries and Environment on the mandatory reporting of GHG emissions under the National GHG Emission Reporting Regulations. We engage primarily through written correspondence.

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation

Imperial has a robust system in place for the collection of fuel consumption and GHG emissions data. The data from this system is assured annually by our auditors. As such, we can accurately report on our GHG emissions. For this reason, we are not opposed to mandatory reporting. We do, however, recommend that the reporting thresholds and that the definition of the activities be clarified. In terms of the reporting thresholds, we would recommend that it be clarified whether the data provider is a group or a company. This will ensure consistency. In terms of the definition of the activities, we would recommend that they are aligned with the Intergovernmental Panel on Climate Change (IPCC) 2006 Guidelines.

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

C12.3b

(C12.3b) Provide details of the trade associations your organization engages with which are likely to take a position on any policy, law or regulation that may impact the climate.

Trade association

Other, please specify (National Business Initiative (NBI))

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

The NBI is a South African organisation that is focused on catalysing business action to achieve sustainable growth and development. It acknowledges the need to decarbonise the South African economy to maintain its global competitiveness. At the same time, it understands that South Africa faces other challenges such as extreme poverty. For this reason, much of its climate-related research is focused on how South Africa can decarbonise in a manner that facilitates economic recovery and economic inclusion. This is called the Just Transition Pathways project. Our CEO was a CEO Champion of this project. In addition, in the reporting year, we partnered in ESG thought leadership with the NBI and the CFO Forum.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding

<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

Trade association

Other, please specify (Road Freight Association (RFA))

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

The RFA is a facilitating body which influences the state of the logistics industry in South Africa. The RFA actively encourages members to understand their emissions profile and reduce it accordingly. To this end, it has a green transport working group that is focused on sharing best practice in terms of sustainable transport and fuel efficiency. This same committee is also tasked with engaging with government on what needs to be put in place to facilitate the decarbonisation of the logistics industry in South Africa. For example, some limitations in terms of South African regulations that make it challenging to roll CNG vehicles. Our position on climate change is aligned with that of the RFA.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding

<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

Trade association

Other, please specify (World Economic Forum (WEF))

Is your organization's position on climate change consistent with theirs?

Consistent

Has your organization influenced, or is your organization attempting to influence their position?

We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)

We are a strategic partner of the World Economic Forum (WEF) New Champions Chapter in South Africa. The New Champions Chapter includes companies that adopt new technologies and sustainable growth strategies to further the Sustainable Development Goals.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding

<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In mainstream reports, incorporating the TCFD recommendations

Status

Complete

Attach the document

Imperial Integrated Annual Report 2021.pdf

Page/Section reference

18, 21, 22, 24, 31, 35, 43, 47, 71-78, 86, 87, 109

Content elements

- Governance
- Strategy
- Risks & opportunities
- Emissions figures
- Emission targets

Comment

Publication

In mainstream reports, incorporating the TCFD recommendations

Status

Complete

Attach the document

Imperial ESG Report 2021.pdf

Page/Section reference

22, 23, 26-40, 43, 45, 96, 103, 108, 109, 120, 128, 129, 130

Content elements

- Governance
- Strategy
- Risks & opportunities
- Emissions figures
- Emission targets

Comment

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	Yes, both board-level oversight and executive management-level responsibility	The board chairman, as the leader of the board, is ultimately responsible for our commitments to biodiversity. As with climate change, the board chairman's responsibilities include, amongst others: • Assessing the identified biodiversity-related risks and opportunities and the effectiveness of the management thereof; • Reviewing the resilience of the business strategy considering identified biodiversity-related risks and opportunities; and • Ensuring that biodiversity-related issues are integrated into Imperial's strategy and existing policies and procedures. The board reviews biodiversity-related information at its meetings. More specifically, this includes information regarding material risks and opportunities that result from biodiversity. In the reporting year, the ESG Report includes feedback on five primary biodiversity impacts which we address through our focus on road safety and broader climate change and environmental sustainability framework.	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	Yes, we have made public commitments only	Commitment to Net Positive Gain Commitment to avoidance of negative impacts on threatened and protected species	<Not Applicable>

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	Yes, we assess impacts on biodiversity in both our upstream and downstream value chain	<Not Applicable>

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity- related commitments
Row 1	Yes, we are taking actions to progress our biodiversity-related commitments	Land/water protection Land/water management

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No	Please select

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
In mainstream financial reports	Governance Impacts on biodiversity Risks and opportunities Biodiversity strategy	Imperial ESG Report 2021.pdf

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Executive vice president: corporate affairs & investor relations	Other C-Suite Officer

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	52208000000

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Requesting member

The Dow Chemical Company

Scope of emissions

Scope 1

Allocation level

Commodity

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

4349

Uncertainty (±%)

5

Major sources of emissions

Diesel used in trucks

Verified

No

Allocation method

Other, please specify (Allocated on kilometres travelled)

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Kilometers

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

We have quantified how many kilometres were travelled to transport the customer's products. The market value or quantity of goods/services has not been disclosed here, but is known to the requesting member. The diesel used in trucks is the fuel source disclosed. Note that our diesel consumption, our emissions and the kilometres we travel have been verified and are available in our ESG report.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

Yes, we used our diesel consumption, emissions from diesel and kilometres travelled in the allocation. These can be found in the ESG report. [imperial-esg-2021.pdf](#) ([imperiallogistics.com](#))

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Diversity of product lines makes accurately accounting for each product/product line cost ineffective	In some cases, allocation can be challenging as we deliver multiple customers' products in a single trip. We may also return with different customers' products. This makes allocation of GHG emissions challenging. The volume of data is also a challenge. As such, we are working on how best to integrate the allocation of GHG emissions into our existing logistics/route-planning platforms/software.
Doing so would require we disclose business sensitive/proprietary information	We also do not want to disclose sensitive customer information to anyone other than that specific customer itself. This is a non-negotiable for us so it cannot be overcome. We cannot supply a customer's data to a third party.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

We plan to develop our capabilities by building the allocation into our existing logistics/route-planning platforms/software. This will require collaboration between our ESG team, our operational teams and our IT team. The only way to handle the volume of data and to ensure correct allocation is to integrate it into our existing logistics/route-planning platforms/software.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

Requesting member

The Dow Chemical Company

Group type of project

Reduce Logistics Emissions

Type of project

Route optimization

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

Other, please specify (0 to 5 years)

Estimated lifetime CO2e savings

87

Estimated payback

Other, please specify (Dependent on the initiative implemented)

Details of proposal

We collaborate with our customers to optimise payloads and routes to increase the fuel efficiency associated with the services we provide. Our collaboration with customers involves several different initiatives. The savings quoted here are the annual savings from fuel efficiency initiatives – estimated at 2% - for the service we provide to the customer in tCO2e.

Requesting member

The Dow Chemical Company

Group type of project

Reduce Logistics Emissions

Type of project

Other, please specify (Low carbon fuels)

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

Other, please specify (0 to 5 years)

Estimated lifetime CO2e savings

210

Estimated payback

Other, please specify (Dependent on the initiative implemented)

Details of proposal

We collaborate with our customers to test and roll out low carbon fuels for our trucks. This includes LNG, CNG and electric vehicles. The savings quoted here are the annual savings associated with switching one vehicle from diesel to LNG in tCO2e/million km.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

Yes

SC2.2a

(SC2.2a) Specify the requesting member(s) that have driven organizational-level emissions reduction initiatives, and provide information on the initiatives.

Requesting member

The Dow Chemical Company

Initiative ID

2022-ID1

Group type of project

Reduce Logistics Emissions

Type of project

Route optimization

Description of the reduction initiative

We collaborate with our customers to optimise payloads and routes to increase the fuel efficiency associated with the services we provide. Our collaboration with customers involves several different initiatives. The savings quoted here are the annual savings from fuel efficiency initiatives – estimated at 2% - for the service we provide to the customer in tCO2e.

Emissions reduction for the reporting year in metric tons of CO2e

87

Would you be happy for CDP supply chain members to highlight this work in their external communication?

Yes

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

Yes, I will provide data

SC4.1a

(SC4.1a) Give the overall percentage of total emissions, for all Scopes, that are covered by these products.

100

SC4.2a

(SC4.2a) Complete the following table for the goods/services for which you want to provide data.

Name of good/ service

Logistics services

Description of good/ service

Transport of product

Type of product

Final

SKU (Stock Keeping Unit)

kilometre

Total emissions in kg CO2e per unit

1.03

±% change from previous figure supplied

-6

Date of previous figure supplied

June 30 2020

Explanation of change

A decrease due to fuel savings measured having been implemented.

Methods used to estimate lifecycle emissions

ISO 14040 & 14044

SC4.2b

(SC4.2b) Complete the following table with data for lifecycle stages of your goods and/or services.

Name of good/ service

Logistics services

Please select the scope

Scope 1

Please select the lifecycle stage

Transportation

Emissions at the lifecycle stage in kg CO2e per unit

1.03

Is this stage under your ownership or control?

Yes

Type of data used

Primary

Data quality

Good

If you are verifying/assuring this product emission data, please tell us how

Our Scope 1 emissions and our kilometres travelled are verified.

SC4.2c

(SC4.2c) Please detail emissions reduction initiatives completed or planned for this product.

Name of good/ service	Initiative ID	Description of initiative	Completed or planned	Emission reductions in kg CO2e per unit
Logistics services	Initiative 1	We collaborate with our customers to optimise payloads and routes to increase the fuel efficiency associated with the services we provide. Our collaboration with customers involves several different initiatives. The savings quoted here are the annual savings from fuel efficiency initiatives – estimated at 2% - for the service we provide to the customer in kg CO2e.	Ongoing	86973
Logistics services	Initiative 2	We collaborate with our customers to test and roll out low carbon fuels for our trucks. This includes LNG, CNG and electric vehicles. The savings quoted here are the annual savings associated with switching one vehicle from diesel to LNG in kg CO2e/km.	Ongoing	0.21

SC4.2d

(SC4.2d) Have any of the initiatives described in SC4.2c been driven by requesting CDP Supply Chain members?

Yes

SC4.2e

(SC4.2e) Explain which initiatives have been driven by requesting members.

Requesting member(s)	Name of good/service	Initiative ID
The Dow Chemical Company	Logistics services	Initiative 1
The Dow Chemical Company	Logistics services	Initiative 2

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below

I have read and accept the applicable Terms