



# SUPPORTING PEOPLE THROUGH MOBILITY

FAST MOVING  
FORWARD THINKING

**IMPERIAL**™



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## Message from the CEO



**Hubert Brody**  
Chief executive officer

At Imperial we recognise our responsibility to deliver sustainable mobility solutions that are affordable socially, environmentally and economically. Whilst the delivery of returns and profit are key business drivers, we understand the importance of balancing these commercial objectives which impact on society, our people and the environment. Improving our sustainability performance is an integral part of improving business performance, and the results in one area support and further the achievement of objectives in the other.

To this end, we are guided by a sustainability strategy that is underpinned by responsibility to all our stakeholders. We seek to integrate our sustainability initiatives with our long-term business strategy to deliver value not only to our shareholders but to our employees, customers, business partners, communities and broader civil society.

Achieving this balance in a highly diversified business that spans some 47 000 people across five divisions and four continents is a challenging task, but it is nevertheless one to which we remain firmly committed. As this report details, although work still remains to be done, we have made pleasing progress on our journey towards an integrated sustainability model.

During the year we established the executive compliance and governance committee and the social, ethics and sustainability committee, which provide the framework and guidelines on business conduct for corporate governance as well as health and safety and sustainability issues. We also made further progress in creating sustainability expertise and structures in divisions, which will champion the sustainability processes in each division.

We have rolled out a sophisticated sustainability measurement and management system which is currently being used to collect data relating to our carbon footprint, key sustainability and GRI indicators as well as health, safety and environmental incident data. The system has greatly improved the reliability and accuracy of data collection, and has provided us with a good baseline from which to measure our future progress and against which we can start to set targets for improvement. As the system becomes successfully embedded in all our operations, we intend to expand the scope of indicators it measures.

This report outlines our most material sustainability issues, who our stakeholders are, our areas of challenge and highlights some of the successes we have had in investing in communities, identifying and embracing greener business solutions and developing our employees. While these initiatives benefit our stakeholders, they also directly serve the needs of our business and our investment in these areas is a matter of strategic importance.

For instance, in the year under review we invested some R171 million in various training and skills development initiatives. This stands as testament to our ongoing commitment to promoting the development of our people, and building a robust skills base that will benefit not only our own businesses but our entire industry for years to come.

In line with a continued focus on improving health, safety and environmental (HSE) performance across our operations, we have implemented preventive and control measures in high probability areas of our business. These initiatives are vital to safeguarding employees' lives and ensuring the safety and well-being of our stakeholders, the environment and the community at large, but they are also of strategic business importance as they protect our assets, investments and stakeholders' interests.

We continued to promote the efficient utilisation of energy in our operations, not only as a means of improving our operational efficiencies but also to make a positive difference to global warming and climate change. We have stepped up efforts to reduce the carbon footprint of our operations and are rolling out exciting new green building projects at a number of our operations. While we believe environmental investment is a matter of good corporate citizenship, we also recognise that it offers a range of



## Message from the CEO *continued*

business opportunities, and we will continue to explore ways in which we can serve society's growing need for cleaner technology transportation solutions.

Our work in communities and broader society is also strategically aligned. Our ongoing investment in education through the Imperial and Ukhamba Community Development Trust is helping to build healthy, self-sustaining and economically active communities.

We are always mindful of the need to conduct our business ethically, responsibly and with the highest integrity. This is critical to our operational and financial success.

We firmly believe that being a more sustainable business in every respect will help us meet our goals of improving our business performance, strengthening our resilience and enhancing our capabilities. It will allow us to meet the challenges of the future and deliver maximum value for shareholders, employees, communities and the broader societies in which we operate.

We welcome your feedback on the progress we have made to date, and look forward to keeping you informed of our future successes in the journey towards greater sustainability across all areas of business.

**Hubert Brody**  
Chief executive officer

21 August 2012

## Message from the chairman

Social, ethics and sustainability committee



Valli Moosa

Chairman: Social, ethics and sustainability committee

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Companies do not only have the responsibility to be profitable. They also have a responsibility to make a positive impact on society and the environment.

Businesses that are willing to self-regulate and embrace the true spirit of triple-bottom line sustainability will gain a powerful competitive edge and emerge as industry leaders of tomorrow. By balancing the demand for shareholder profit with the need to invest responsibly in people and the planet, these companies are discovering that properly integrated sustainability practices are no longer a sideline issue but can contribute meaningfully to the achievement of financial objectives.

There are many examples of businesses embracing sustainability, and the Imperial group is no exception. A focus on energy efficiency can reduce operational costs, investment in people development secures a robust skills pipeline, community upliftment broadens the customer base by increasing the number of economically active people, and the search for more environmentally friendly ways of doing business can open up exciting business opportunities in delivering 'green' products and services to a world that is increasingly environmentally aware. The bottom line is that integrated sustainability makes good business sense.

I am pleased to see that Imperial continues to make progress on this journey. As an industry leader with substantial reach across geographies, business sectors and into the lives of consumers, the company has a unique opportunity to make a meaningful difference to its employees, the natural environment and the communities in which it operates. It has embraced this opportunity with a deep sense of its responsibility to society, but also with its characteristic entrepreneurial zeal. Its many investments in people, communities and environmental initiatives are strategically aligned and serve its business bottom-line objectives. They stand as an example of how sustainability practices can deliver a 'triple win', providing value for the business, its shareholders and stakeholders from the rest of society.

The sustainability foundations that businesses build today will not only determine their ability to be profitable tomorrow, but will provide them with an advantage that will set them apart in an increasingly competitive global business environment. By earning the trust and confidence of all stakeholders – from investors and shareholders to employees, customers, suppliers and civil society – they will secure their 'licence to operate' in a world where the demands for business integrity, ethics, responsibility and social conscience can no longer be ignored.

Valli Moosa

Chairman: Social, ethics and sustainability committee

21 August 2012

## Key indicators at a glance

	2012	2011
<b>Economic</b>		
Revenue (Rm)	80 830	64 667
Operating profit (Rm)	5 638	4 526
Headline earnings per share (cents)	1 566	1 370
Core earnings per share (cents)	1 623	1 234
Dividend per share (cents)	680	480
<b>Society</b>		
People employed	47 699	40 898
Salaries paid (Rm)	10 702	8 713
Training expenditure (Rm)	171	116
Training man hours	1 306 137	1 379 617
Investment in Imperial and Ukhamba Community Development Trust (Rm)	9 450	10 832
Investment in I-Pledge road safety campaign (Rm)	19	7
Employee fatalities in road accidents	10	9
Donations to social responsibility causes (Rm)	46	36
Road accidents involving our fleet	963	1 050
<b>Environment</b>		
Electricity purchased (million kWh)	164	155
Fuel consumed (million litres)	271	248
Biofuel consumed (million litres)	0,25	1,5
CO <sub>2</sub> emissions (tonnes)	1 072 636	1 010 925
Distance travelled by our logistics road fleet excluding rental vehicles (million kilometres)	487	463
Water consumed (million litres)	1 701	1 358

Further information on the scale of the Imperial group appears in the historical review on page 15, the value-added statement on page 22 and the employment section in the integrated report.

## Awards and highlights

- Imperial I-Pledge road safety campaign launched and attracting over 71 000 pledges to date, sparking a national movement towards safer roads

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- More than 1,3 million man hours and R171 million invested in training our people

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- Imperial Toyota won the Toyota South Africa Vice President's Award as Top Environmental Dealer for exceptional performance in successfully implementing excellent environmental programmes

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- The group spent R46 million in community and CSI initiatives

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- Imperial Logistics International's Synthese 15 tanker ship received a European Green Award for inland shipping. This certification demonstrates proactive measures to implement measures to protect the environment

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- Imperial Cargo won the Logistics Achiever Environment award for the design and development of a self-sufficient logistics hub

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- Imperial Logistics Refrigerated Services had two drivers ranked 11th and 25th at the the Global Truckermania – 9th Fleet Board Drivers league, competing against 9 000 drivers from all over the world

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- Imperial Cargo received the Best Energy Saving Award at the Eco Logic Awards for its extensive green logistics initiatives

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- Imperial Logistics received the Supply Chain Educator Award for companies that strive to continually develop their employees through the promotion of in-house training programmes, on-going support and development of training initiatives

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- Imperial Logistics received the Green Supply Chain Industry Leadership Award for environmental work and raising awareness

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- Europcar was voted Africa's Leading Car Hire Company at the 2011 World Travel Awards for the sixth consecutive year

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- Europcar sponsored the Green Office Week initiative in South Africa for the third consecutive year

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- Imperial Group participated in the Carbon Disclosure Project (CDP)

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- Imperial remained on the JSE's Socially Responsible Investment (SRI) index

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- Re-admission into the JSE ALSI Top 40

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- Ukhamba Trust distributed R350 million to 15 000 employees of the group

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## About this report

Imperial deals with a wide range of stakeholders whose interest in the group extends beyond its financial performance and impacts on its employees, communities, customers, civil society and the environment. The company recognises the need to balance these long-term economic, social and environmental impacts with the drive to maximise profits.

Key sustainability information is included in the 2012 Integrated Report and this separate sustainability report is intended to provide stakeholder groups with more detailed data and information on how we are addressing the many social and environmental aspects associated with our business. It forms an important part of our overall communication plan and should be read in conjunction with our 2012 Integrated Report for a comprehensive overview of the group's activities, practices and future strategies.

The report is intended to be read by both South African and international stakeholders. During the course of the year, as various events take place, we provide updates on selected material issues via media releases. This new information is also made publicly available on our website.

### Scope and boundary

This sustainability report covers the reporting period for the financial year ended 30 June 2012. The previous sustainability report was published online at [www.imperial.co.za](http://www.imperial.co.za) for the financial year ended 30 June 2011.

This report covers the businesses over which Imperial has operational control, which includes businesses in Africa, Europe, the United Kingdom, United States of America and Australia. Leased facilities are treated as group-owned for reporting purposes.

The report excludes businesses that have been sold or discontinued, and businesses that are held for sale. Impacts related to entities not operationally controlled by the group have also been excluded, as have assets that are owned but not operated by the group.

Although there has been a significant expansion in our European operations, the size, structure, ownership or products/services since 30 June 2012 has not materially influence the scope or boundary of this report.

We believe this report covers all material topics and indicators, and represents a balanced and reasonable view of our organisation's economic, environmental and social performance for the twelve-month reporting period and does not omit significant information that could influence a stakeholder's assessment of our operations.

This report is rated at a C-Level in terms of the GRI framework.

### Report profile

In preparing this report we have considered our principal sustainable development risks and associated key performance indicators. Some changes have been made to the content, layout and order of the reports in accordance with feedback received from our wide stakeholder base.

This is the eighth report of this nature to be released by the group and the fourth using the latest Global Reporting Initiative (GRI) guidelines.

Much of the information contained herein is derived from internal reporting processes, systems and records. Every reasonable step has been taken to ensure that these systems deliver accurate data. However, with the exception of certain economic impacts, the report has not been externally verified.

Imperial's five operating divisions are independently managed and operate within governance guidelines laid down by the board and the executive committee. The group does not, however, have extensive policies regulating these divisions as they operate in different industries and comply with governance standards appropriate to their industries.

Because of the decentralised management structure, certain information may be recorded and reported in different formats. Every effort has however been made to ensure this report meets the material concerns of our various stakeholder groups.



### Assurance

Imperial's economic impacts have been externally assured to the extent that these form part of the annual financial statements of the group, as published in the integrated annual report (available online at [www.imperial.co.za](http://www.imperial.co.za)). The extent of this assurance is detailed in the audit report of the integrated annual report.

Other areas of reporting are either reviewed internally through specific governance structures such as internal audit, or via risk review processes.

Certain key health and safety aspects are externally assured, which includes third-party verification of key installations such as warehouses, as well as on-going audits of environmental spillages and facilities by third-party inspectors appointed by customers.

### How to use this report

This report, read together with our integrated report, is intended to give readers a clear understanding of our business, the factors driving it and its economic, social and environmental performance and impacts.

The "Our performance" section is divided into three chapters which cover the group's economic, environmental and social performance. Information covered in these chapters relates to the material issues, concerns and interests of our different stakeholder groups, as outlined in the "Stakeholder engagement" chapter, and the strategic interventions that the company has implemented to address each issue.

The diagram below is intended to help readers navigate through this report:

### Material issues

Areas of impact	Stakeholders affected	Material issues	Where to find it
<b>Our economic impacts</b>	- Shareholders and investors	- Delivering return on investment	- Page 23 - Integrated report
	- Employees	- Payment of salaries and benefits - Investment in training and career development	- Pages 22, 23, 32 – 37 - Integrated report
	- Government	- Payment of taxes	- Pages 22, 23 - Integrated report
	- Customers	- Customer service - Protection of customer rights - Protection of customer health and safety - Safeguarding customer privacy	- Page 23 - Integrated report
	- Suppliers	- Procurement	- Pages 23, 39
<b>Our environmental impacts</b>	- Civil society - Government and regulators - Environmental interest groups - Customers - Suppliers	- Carbon emissions - Energy use - Water use - Effluents and waste	- Pages 24 – 31
<b>Our social impacts</b>	- Employees - Government and regulators - Civil society - Communities	- Labour rights	- Page 32
		- Occupational health and safety	- Pages 33 – 34
		- Employment equity	- Page 35
		- Skills development	- Pages 35 – 37
		- B-BBEE and Transformation	- Pages 37 – 39
		- Community investment	- Pages 40 – 41
		- Human rights	- Page 40

## Overview of Imperial

### Group structure

Imperial Holdings is a diversified, multi-national industrial services and retail group. It is founded on three strategic pillars:

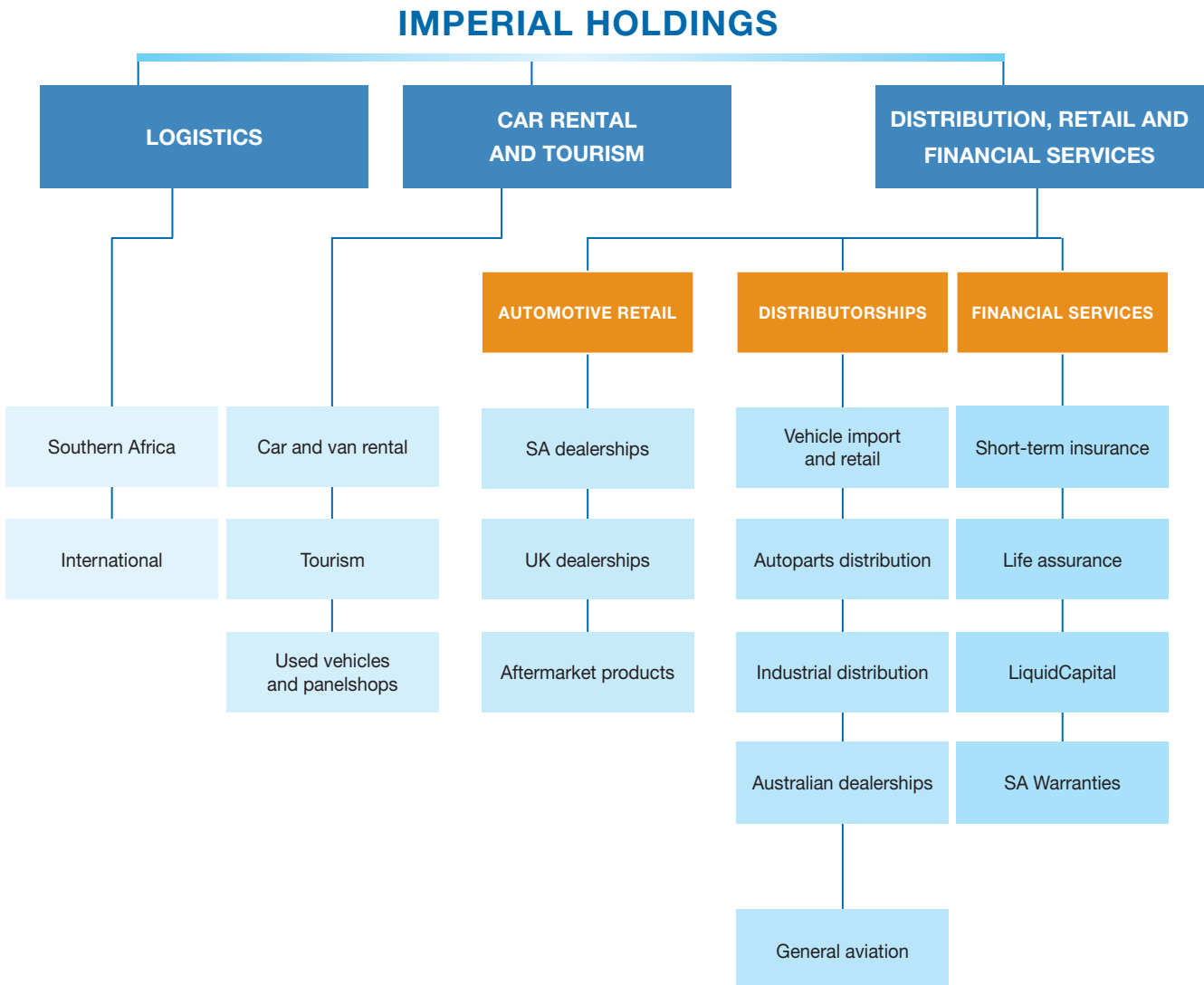
- Logistics
- Car rental and tourism
- Distribution, retailing and servicing of motor vehicles, industrial equipment and parts, and related financial services.

Within these pillars, the group operates a wide range of vertically integrated businesses. These are involved in the distribution of vehicles, parts, industrial equipment and aircraft, the sale of new and used vehicles, car rental, tourism, insurance and financial services, and transport, warehousing, specialised freight and supply chain solutions including multi-modal networks covering inland waterway, rail road and ship chartering.

All of these operations are in growing markets, with considerable potential for expansion into allied services and relevant new geographies.

Employing 47 000 people, the group actively encourages entrepreneurship, innovation and industry best practice.

Listed on the JSE since 1987, Imperial Holdings had a market capitalisation of approximately R41 billion on 21 August 2012.





# IMPERIAL™ LOGISTICS LEARNING CENTRE

THE ACHIEVEMENT  
OF YOUR GOAL  
IS ASSURED THE  
MOMENT YOU COMMIT  
YOURSELF TO IT

## Key facts

- Over 47 000 employees
- Leading third-party logistics provider in southern Africa
  - Operates from more than 968 locations in 14 countries
  - Owns and has access to more than 7 500 trucks
  - Provides product handling and storage in facilities exceeding 750 000m<sup>2</sup>
- Access to 740 vessels in Europe with the region's biggest fleet of sub-contracted inland water vessels
- Transport over 95 million tonnes per annum in Europe and approximately 20 000 000m<sup>2</sup> of storage capacity
- Over 250 new and used vehicle dealerships
- Supply virtually every major vehicle brand in South Africa
- Sold 173 362 new and used vehicles
- Southern Africa's leading aftermarket parts supplier
- Responsible for one in three car rental transactions in South Africa
- Geographical footprint across Africa, Europe, USA and Australia
- LiquidCapital has over 600 000 active contracts under management
- Listed on the JSE since 1987, Imperial Holdings had a market capitalisation of approximately R41 billion on 21 August 2012

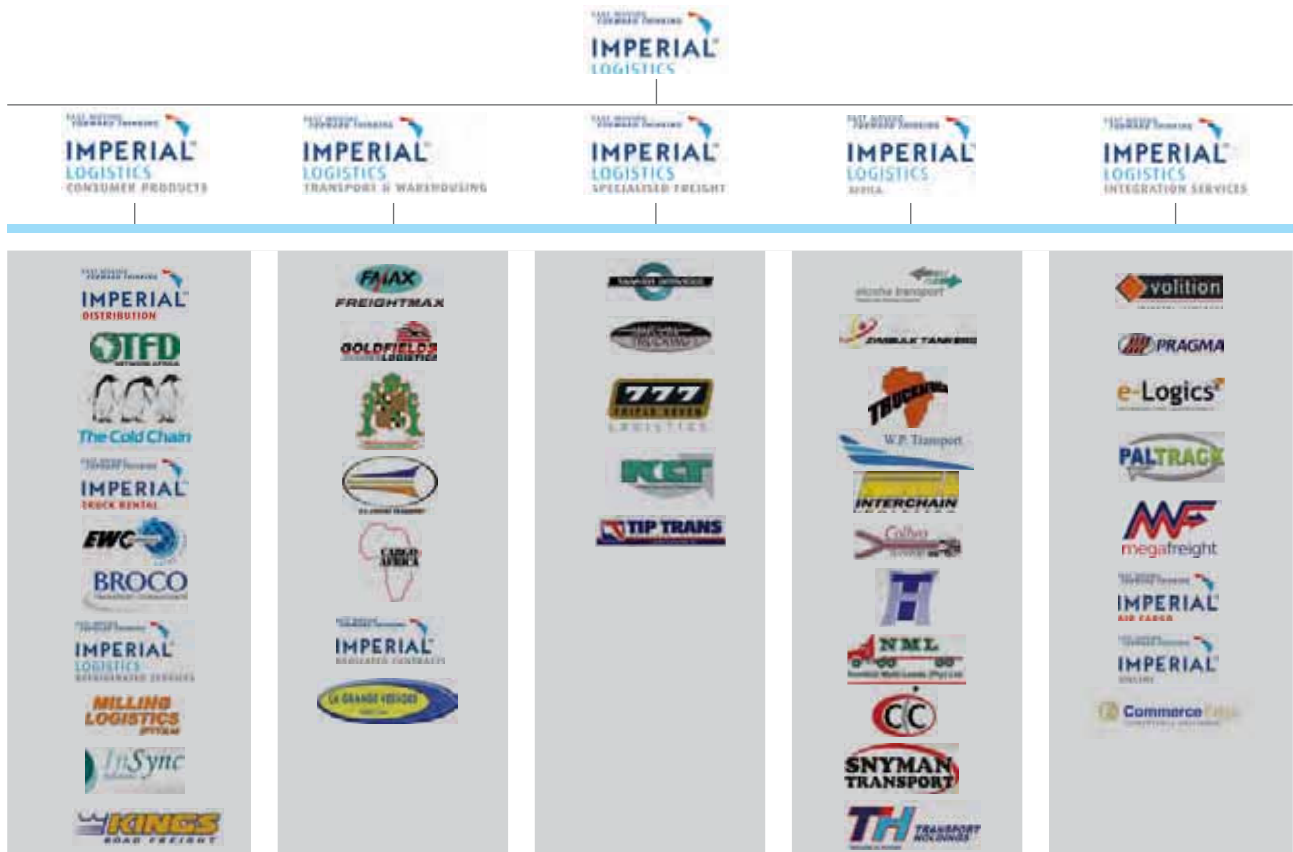
## Overview of Imperial continued

### Divisions

#### SA Logistics

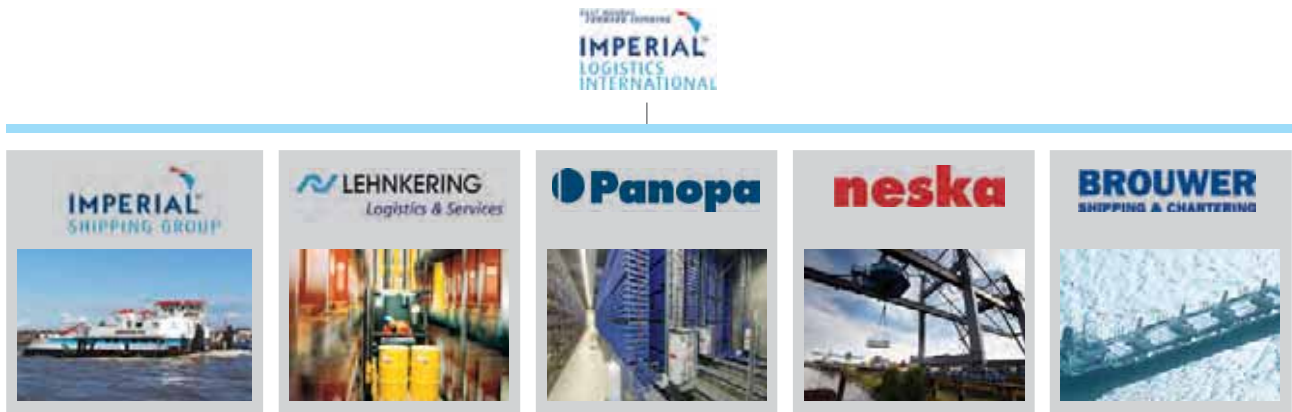
With extensive operations throughout Southern Africa and a growing African footprint, Imperial SA Logistics partners with clients to leverage the value inherent in their supply chains, thereby contributing to revenue, bottom-line and return on investment. This division acts as an extension of its clients' business, collaborating with them on building their brands and unlocking the competitive advantage contained in a complex and dynamic logistics environment.

The division has five operating units: Consumer Products, Transport and Warehousing, Specialised Freight, the Africa Division, and Integration services.



### Imperial Logistics International

Imperial Logistics International provides holistic and tailor-made logistics solutions in the German and broader European economies. It services clients in the chemical, automotive, steel, energy, pulp and paper, metal, mechanical engineering and plant construction, and food industries. It operates through five key divisions: Imperial Shipping Group, Lehnkering Logistics & Services, Neska, Panopa and Brouwer Shipping & Chartering.



### Car rental and tourism

The car rental side of the division comprises three operating units: vehicle rental, used vehicle sales and panelshops. It rents vehicles to corporate, government, leisure, insurance replacement and inbound tourism customers. The defleeted used cars are sold in the market by Auto Pedigree. Accident damaged vehicles are repaired by in-house panelshops. This model helps to optimise our position in the motor value chain and enhances our returns.

The tourism side of the division is divided into tour operations, transport, sports and events. It provides business and leisure products, and sports tourism incentive packages and has a fleet of approximately 88 coaches.











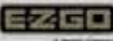










## Overview of Imperial *continued*

### Distributorships

The distributorships division comprises a number of individual businesses that import and distribute a range of passenger and light commercial vehicles, automotive products and parts, industrial equipment and motorcycles on behalf of local and international principals. NAC, which offers a comprehensive range of general aviation services to the fixed wing and helicopter market is also housed in this division.

The division comprises six operating units: vehicle import, distribution, retail and allied services, autoparts distribution, industrial distribution, aircraft distribution, joint ventures, and Australian dealerships.

### Distributorships

Vehicle import/ distribution/retail/ allied services	Autoparts distribution	Industrial distribution	Aircraft distribution	Joint ventures	Australian dealerships
<ul style="list-style-type: none"> <li>Hyundai</li> <li>Kia Motors</li> <li>Daihatsu</li> <li>Proton</li> <li>Bentley</li> <li>Lamborghini</li> <li>Lotus</li> <li>Mitsubishi</li> <li>Tata</li> </ul>	  	        	 <small>Passion • Integrity • Excellence</small>  	<ul style="list-style-type: none"> <li>Renault</li> <li>Chery</li> <li>Foton</li> </ul>	 

**Automotive retail**

The automotive retail division comprises commercial, passenger and light commercial dealerships in South Africa, commercial and van dealerships in the United Kingdom, and non-original equipment manufacturers products which include Beekman, Jurgens Ci and Safari Centre.

The division comprises SA dealerships, UK dealerships and non-OEM products.



South African dealerships		UK dealerships	Non-OEM products
Passenger and light commercial	Commercial South Africa	Commercial United Kingdom	Accessory and leisure
<p><b>Cargo Motors</b></p>	<p><b>Cargo Motors</b></p>	<p><b>FAST MOVING FORWARD THINKING</b></p> <p><b>IMPERIAL COMMERCIALS</b></p>	<p><b>BEEKMAN</b></p>

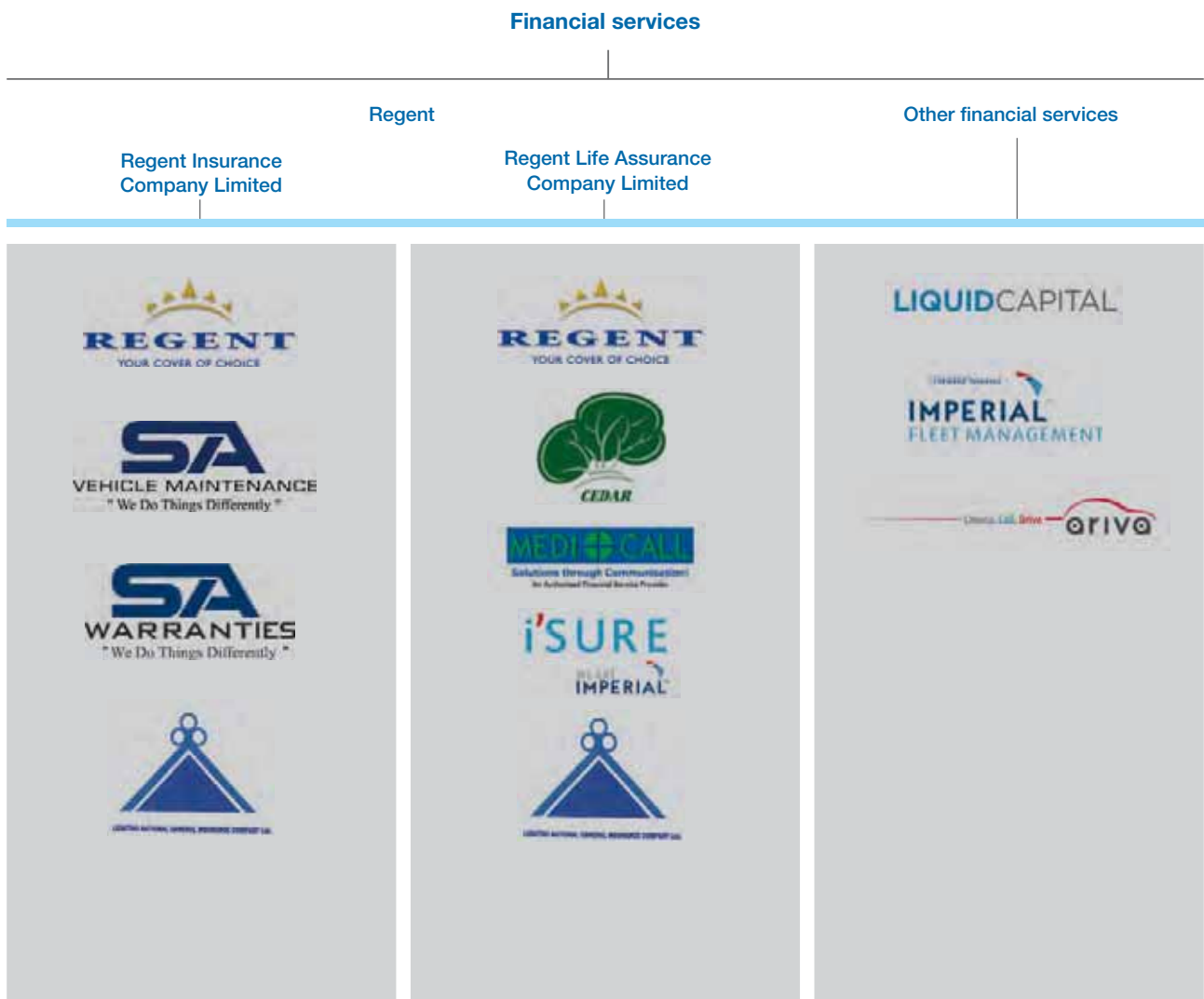
## Overview of Imperial *continued*

### Financial services

The financial services division is central to Imperial's strategy of optimising its position in the vehicle-sales value chain. It provides customers with a range of financial services and products, from vehicle financing to insurance and maintenance plans, and leverages off Imperial's strong distribution and retail network capability in the motor vehicle industry.

In addition to these vehicle-related financial services, the division also sells life and short-term insurance products to the broader South African market.

The financial services division is separated into the businesses that fall under Regent Insurance, and those that are grouped under other financial services, the primary business of which is LiquidCapital.



## History

1948	Imperial started out as a Chrysler dealership in downtown Johannesburg
1973	Cancelled Chrysler agency and became Toyota dealers, adding trucks to our offering
1975	Started Imperial Truck Hire
1979	Launched Imperial Car Rental and started a transportation business
1987	Listed on the JSE Imperial Car Rental merged with Hertz
1989	Regent short-term insurance established Logistics diversified into warehousing
1991	Acquired Springbok Atlas and first Mercedes-Benz dealership
1992	Acquired Tanker Services
1993 – 1999	Various acquisitions of transport companies which were combined to form the SA logistics business
1995	The formation of Associated Motor Holdings as an importer and distributor of vehicles Acquired the listed Saficon group to significantly expand the motor retail division
1996	Acquired the Renault and Daihatsu distribution rights Imperial Bank and Regent Life Assurance established
1998	Obtained Kia distributorship Acquired European logistics arm from Thyssen Krupp Acquired Safair
1999	Acquired National Airways Corporation Acquired controlling interest in Brian Porter Holdings Limited to expand the motor retail division
2000	Developed supply chain services in the logistics division Acquired a controlling interest in listed diversified tourism company, Tourvest Obtained Hyundai distributorship
2001	Disposed of 50,1% of Imperial Bank to Nedbank Acquired Haniel Reederei Holding GmbH, largest operator of barges on Europe's inland waterways
2004	Launched Imperial Autoparts Ukhamba Holdings acquired 10,1% stake in Imperial in a BEE transaction involving all of Imperial's black staff and a community development trust
2005	Acquired Jurgens Caravans Lereko Mobility acquired 7,25% stake in Imperial Imperial entered the Australian car dealership market with the acquisition of nine Ford dealerships in Sydney
2006	The acquisition of a chain of truck dealerships and auto logistics businesses in the UK from RAC plc
2008	Unbundled leasing and capital equipment division as Eqstra Discontinued Safair and International Trucks distribution Disposal of Multipart Holdings in the UK, the parts and auto logistics arms of the RAC acquisition
2009	Disposed of Tourvest
2010	Disposed of remaining 49,9% of Imperial Bank to Nedbank Expanded automotive parts business with the acquisition of Midas Entered the vehicle tracking and fleet management industry with the acquisition of 25,5% of MiX Telematics Launched Imperial Fleet Management in a joint venture with WesBank Acquired Goscor to expand into industrial distribution Acquired E-Z-GO South Africa to extend product range in distributorships division
2011	Expanded African footprint in logistics with the acquisition of CIC Holdings and created a separate Africa logistics division Awarded distribution rights for Mitsubishi Acquired Edusport, leading sports and events management company Created new financial services division
2012	<p><b>In Europe acquired:</b></p> <ul style="list-style-type: none"> <li>Lehnkering, one of Europe's leading specialist logistics companies serving the chemical, agricultural, petrochemical and steel industries</li> </ul> <p><b>In Africa, logistics acquired:</b></p> <ul style="list-style-type: none"> <li>control and increased our shareholding to 80% in Transport Holdings in Botswana, which provides fuel transportation, mining consolidation and transport, general cross-border transportation and local distribution within Botswana</li> </ul> <p><b>In distributorships and automotive retail divisions acquired:</b></p> <ul style="list-style-type: none"> <li>Bobcat, a leading supplier of compact equipment into the construction, mining and agricultural sectors; and</li> <li>Watts Truck and Van in the UK, a DAF truck dealer, which complements and strengthens our network in this brand in the UK</li> </ul>

## Overview of Imperial continued

### Management principles and approach

Imperial operates on a decentralised management system that encourages the acquisition, nurturing and growth of large and small entrepreneurial business units, and strives to maximise the synergies between them.

The executive committee of the group oversees all operational activities, balancing the need for a strong entrepreneurial culture with sufficient and appropriate control and governance.

While the group operates according to a federal system, cohesion across businesses and divisions is achieved through nine unifying factors and eight controlling factors.

#### Unifying factors

#### Controlling factors

1. Commitment to people development

1. Delegation of authority policies within the group

2. Performance culture

2. Internal financial covenants, limits and a comprehensive financial measurement system

3. Social responsibility

3. An active executive board with oversight over all businesses

4. Transparency through good communication

4. Peer reviews and post-acquisition review system

5. Service excellence

5. Divisional finance and risk review committees and boards

6. Group business loyalty

6. Internal audit and group risk functions

7. We rally around our group brand

7. Reporting lines and common sense good governance

8. Financial responsibility and capital efficiency

8. Social, ethics and sustainability committee

9. Nurturing of and tolerance for entrepreneurial initiative



## Our sustainability journey

Our business journey towards greater sustainability is a constantly evolving one. Each year we seek to improve on our sustainability practice, the systems that measure our sustainability performance, and our sustainability reporting processes.

Internally this journey has been guided by Imperial’s unifying and controlling factors, the group’s Sustainability Framework and Strategy and its sustainability roadmap.

### Unifying and controlling factors

Imperial consists of a number of diverse transport and mobility businesses, each with its own challenges, stakeholders and operating environments. In addition to functions controlled or initiated at group level, each business has its own sustainability initiatives, designed to address areas of importance in that business and the community in which it operates. This stems from the group’s philosophy to empower local and divisional management who are best placed to make decisions relevant to their business and industry.

However, this decentralised management approach is balanced by Imperial’s unifying and controlling factors. These outline the general principles that govern how the company conducts its business, stipulating the requirements to which all employees must adhere regarding business integrity, quality, health, safety and environmental protection, human rights, commitment to the community, employment practices and compliance with the local law.

It also provides for periodic review and audit to ensure the continued relevance of and conformance to the guidelines.

### Sustainability Framework and Strategy

Our Sustainability Framework outlines the key social, economic and environmental areas in which our activities have a material impact, and facilitates group-wide measurement, reporting and management of our performance in these areas.

The primary focus areas defined in the Sustainability Framework are:

- Energy and climate impacts – carbon output
- Social issues – transformation and skills development
- Health and safety – road safety and HIV
- Waste produced by group operations – discharges to air, landfill and water

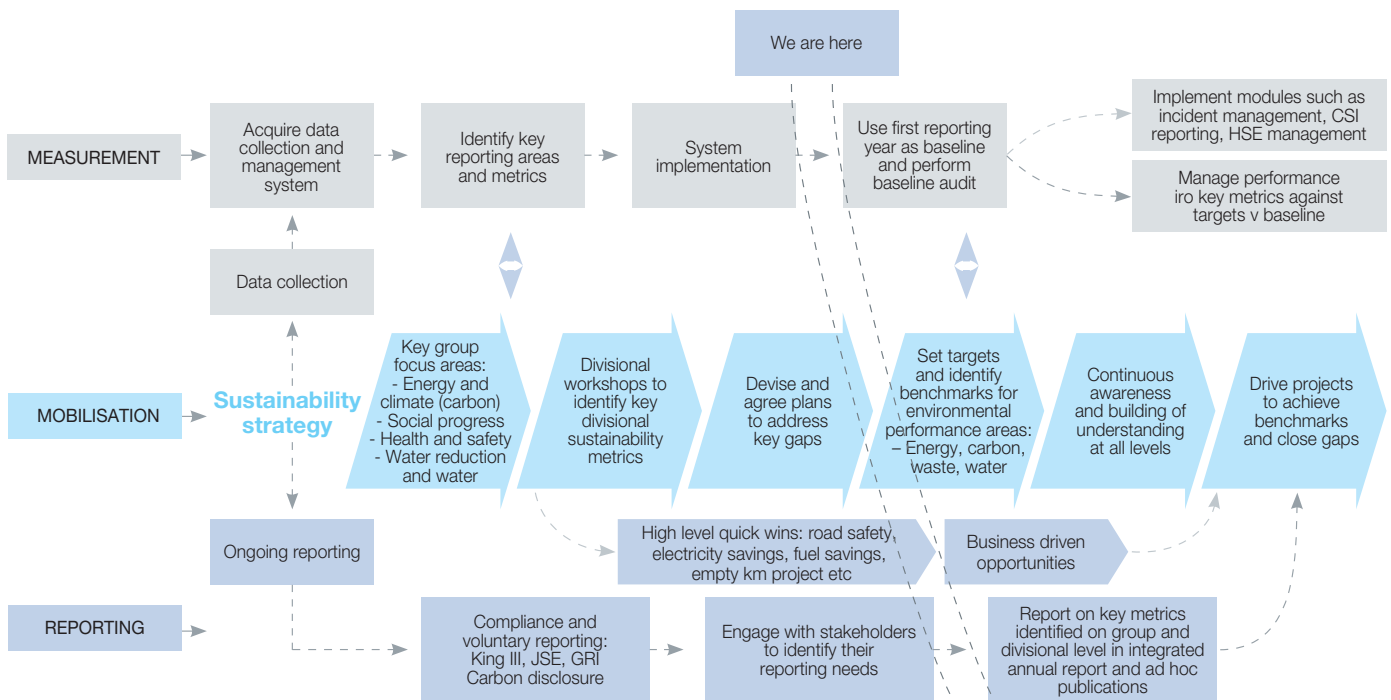
### Sustainability roadmap

In 2010, the board approved an all-encompassing sustainability roadmap which outlines the way forward regarding mobilisation, measurement, reporting and communication across the four key sustainability focus areas.

Some of the initiatives flowing from the roadmap include:

- The establishment of sustainability committees at each of the operating entities with related senior level sustainability appointments
- Divisional workshops to review issues pertinent to each division, and identify key business drivers of sustainability in each
- Assessment of existing systems to identify areas for improvement in addressing the key sustainability focus areas
- Embedding sustainability expertise and structures in each division to champion the sustainability agenda
- Acquisition of a specialised management system

### Imperial’s sustainability roadmap



## Our sustainability journey *continued*

### Recent developments

During the year under review, we made good progress towards more accurate, complete and reliable data collection across financial, operational, safety, health and environmental management areas.

We acquired a sophisticated sustainability measurement and management system, which was used for the first time to collect data relating to Imperial's carbon footprint based on the GHG 2011 protocol, selected GRI indicators and other key metrics.

Going forward, we plan to use the data collected via this system to develop:

- a set of key performance indicators for each division and the business as a whole, aligned to international and local requirements
- sustainability data governance and management structures within the divisions and across the group as a whole
- a reporting framework for assuring and disclosing sustainability performance on an annual basis
- targets and benchmarks relating to key impacts.

## Stakeholder engagement

Imperial has identified its stakeholders based on the GRI definition as “entities or individuals that can reasonably be expected to be significantly affected by the organisation’s activities, products, and/ or services, and whose actions can reasonably be expected to affect the ability of the organisation to successfully implement its strategies and achieve its objectives.”

They include:

- Shareholders
- Investment community
- Employees
- Contractors
- Unions
- Government departments (local, regional and national)
- Industry associations and industry bodies
- Business partners
- Suppliers
- Customers
- Communities and civil society
- The media

Our relationship with each of these stakeholder groups has a direct impact on the sustainability of our business and our ability to create and maintain resilient, and stable operations. This in turn enables us to deliver long-term value to shareholders.

We are committed to transparent, on-going communication and the development of sound, consultative and mutually beneficial relationships with all stakeholder groups.

### Engagement platforms

Stakeholders are engaged in a variety of ways. The specific engagement platform used and the frequency of the engagement depends on the stakeholder group and the issues being addressed.

The table below provides a high-level summary of the key engagement platforms used with each stakeholder group (with further detail provided in the narrative that follows).

Stakeholder	Written communication	As required (telephonic and face-to-face)	On-going dialogue	Monthly meetings	Quarterly meetings	Annual meetings
Shareholders	X					X
Investment community	X	X	X			X
Employees	X	X	X			
Contractors	X	X	X	X	X	
Unions	X	X		X		
Government (local, regional and national)	X	X				
Industry associations and industry bodies	X	X			X	
Business partners	X	X		X		
Suppliers	X	X				
Customers	X	X				
Communities and civil society	X		X			
Media	X	X				

## Stakeholder engagement *continued*

### Shareholders

Our shareholders have the opportunity to communicate with the board at the company's annual general meeting or to make use of shareholder resolutions.

The group provides information to its shareholders based on the guidelines of promptness, relevance, openness and substance over form. We strive for balance by reporting both the positive and negative aspects of group performance. Presentations and meetings with investors and analysts are held to communicate group strategy and performance.

### Investment community

We meet with analysts throughout the year – bi-annually after half-year and annual financial results, at an annual formal investor day, through ongoing ad-hoc meetings and at various local and international conferences. A list of our primary investors appears in the integrated report.

### Employees

We value our people and recognise that successful businesses are built on loyal, motivated and fulfilled employees. There are a variety of mechanisms available for employees to communicate with and provide feedback or recommendations to the group. These include bi-annual group CEO and divisional CEO stakeholder feedback forums, shop floor briefings, direct communication with line managers, formal grievance procedures, career performance reviews, and an independently managed and anonymous ethics line. Poster campaigns, a staff intranet portal and internal staff magazines and newsletters are further communication media used by the group. Various businesses within the group also conduct employee satisfaction and climate surveys.

### Contractors

Contractors are chiefly used in our logistics and car rental and tourism divisions. We engage with them on a day-to-day basis during the course of ordinary business, and they are required to meet the company's safety, health, environmental, governance and human rights standards.

### Unions

A large number of employees in the group are represented by trade unions and covered by collective bargaining agreements. However, the diverse nature of our business and the industries in which we are involved means that this coverage differs greatly between divisions and even within operating businesses.

Most of the larger industry-representative unions have membership in the operating divisions as outlined in the "Employee engagement" section of this report.

### Government (local, regional and national)

Imperial engages with a number of government departments and government bodies on a broad range of issues including skills development, employment equity, environmental management,

health and safety, and industry-specific matters. They include the Department of Labour, Department of Water Affairs, Department of Environmental Affairs, Department of Tourism, Department of Social Development, Department of Trade and Industry; the Department of Public Works, the South African Revenue Service, the Department of Transport, Department of Education, the National Treasury, the Unemployment Insurance Fund, the Workman's Compensation Fund, Statistics South Africa, The Companies and Intellectual Property Commission, the JSE and various SETAs. In most instances engagement is formal.

### Industry associations and industry bodies

Group companies are members of a number of industry-specific bodies and general associations, through which they are engaged in dialogue on industry- and business-related issues. In many instances businesses within the group leverage these associations to inform and influence debate and public policy. The associations and memberships include, but are not limited to, the following:

- National Business Initiative (NBI)
- Business Against Crime
- The Southern African Vehicle Rental and Leasing Association (SAVRALA)
- Life Offices Association (LOA)
- South African Intermediaries Association
- National Automobile Dealers Association (NAAMSA)
- The Road Freight Association (RFA)
- National Business Foundation (NBF)
- Retail Motor Industry Organisation (RMI)
- Tourism Business Council of South Africa (TBCSA)
- South African Tourism Services Association (SATSA)
- South African Bus Operators Association (SABOA)
- South African Motor Body Repairers Association (SAMBRA)
- Franchise Association of South Africa (FASA)
- Business Unity South Africa (BUSA)
- Chartered Institute of Management Accountants (CIMA)
- The Chartered Institute of Logistics & Transport
- Supply Chain Council
- South African Institute for Industrial Engineering
- NEPAD Business Foundation
- Council for Scientific and Industrial Research (CSIR)
- Council of Supply Chain Management Professionals (CSCMP)
- MCLI (Maputo Corridor Logistics Initiative)
- Rail Road Association of South Africa
- SEIFSA
- South African Alternative Energy Association
- Consumer Goods Council of South Africa
- Ethics Institute of South Africa

### Business partners

Imperial's business partnerships include its relationship with franchisees, original equipment manufacturers and dealer principals. These relationships form a vital ingredient in the group's success and the group engages with its partners on an on-going and regular basis through a variety of channels.

### Suppliers

The diverse nature of our business means Imperial engages with a wide range of suppliers, whose products and services are critical to our ability to service our own customers. Management within each division is responsible for engaging with suppliers in line with the business's needs. Service level agreements are in place with key suppliers.

### Customers

Imperial's customers span virtually every facet of society and include central, provincial and local government, large, medium and small business, various industries and individual consumers. Our approach to stakeholder engagement favours personal interaction but where this is not possible, particularly in divisions with large individual customer bases such as car rental, insurance and automotive retail, other methods such as surveys and call centres are used to determine and ensure customer satisfaction.

### Communities and civil society

While Imperial's business does not, by its nature, have a significant impact on communities, we recognise and embrace the opportunity to make a positive contribution to the lives of those living in under-resourced communities, and to civil society as a whole, recognising that communities are also home to our employees and customers. Together with its empowerment partner, Ukhamba Holdings, the Imperial group invests in the upliftment of under-resourced schools in poverty-stricken communities in the greater Gauteng area. This is done through the Imperial and Ukhamba Community Development Trust, representatives of which engage with the Department of Education, community leaders, schools, principals, learners and parents on an on-going basis. The company has also spearheaded the national I-Pledge road safety campaign, which promotes safer roads for all South Africans. Various businesses within the group invest in a range of corporate social investment initiatives, which are aligned with their business and the communities with whom they interact.

### Media

The media is an important stakeholder and has the ability to influence public and investor perceptions of our brand and the value of our business. Media is engaged throughout the year, at bi-annual results presentations, one-on-one interviews with key group officers, usually the group CEO or relevant divisional CEO. The group also meets with the media on an ad hoc basis and issues press releases through its media communications partner. The group also makes extensive use of print, outdoor, radio, television and social media platforms for advertising, marketing and brand-building campaigns.

### Ongoing evolution of stakeholder engagement

In line with the on-going evolution of sustainability practices in the group, we continue to broaden the number of stakeholder groups with whom we interact, and to deepen our level of engagement with each.

During the year we identified the need for a more structured approach to stakeholder engagement, and are currently developing a framework document for stakeholder engagement.

### Materiality

In choosing the topics included in the report, we considered the requirements, expectations and concerns of our various external and internal stakeholder groups, and selected and prioritised these in line with what is most relevant to our business and where our business has the most material impact. Each of these material impacts is reported on using certain Global Reporting Index (GRI) and other key indicators.

In identifying and prioritising our material topics, we were guided by:

- feedback obtained from stakeholder groups through the various engagement platforms detailed above
- the key business sustainability risks, identified through our integrated risk management process and outlined in the company risk register
- the GRI's guidelines which define materiality as information that "should cover topics and indicators that reflect the organisation's significant economic, environmental, and social impacts, or that would substantively influence the assessments and decisions of stakeholders"
- the principles of King III, including the 'apply or explain' principle.

Materiality was also determined on an operational basis to provide meaningful and transparent information to stakeholders. Where we have made assumptions on data reflected in the report, we deal with those assumptions and calculations in the particular area of reporting.

For further information on how material issues relate to stakeholder groups and strategic interventions, please see the "How to use this report" section in the "About this report" chapter.



## Our economic impacts

Imperial's business has a significant economic impact. Our core business makes a considerable contribution to economic growth of the countries in which we operate.

Our direct and indirect economic impacts extend to the financial impact we have on employees through the creation of employment, the contribution made to government through the payment of

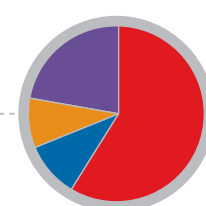
taxes, the financial input we make to the businesses of suppliers, contractors and business partners, the direct financial value created for shareholders and investors, and the impact our products and services have on customers. In delivering economic value to these stakeholders we remain mindful of our responsibility to conduct business in an ethical, transparent and compliant manner, and to prevent harm being caused to any parties.

### Value added statement

for the year ended 30 June 2012

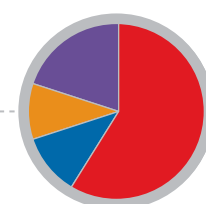
	2012 Rm	%	2011 Rm	%
Revenue	80 830		64 667	
Paid to suppliers for materials and services	62 699		49 933	
<b>Total wealth created</b>	<b>18 131</b>		<b>14 734</b>	
<b>Wealth distribution</b>				
Salaries, wages and other benefits (note 1)	10 703	59	8 713	59
Providers of capital	1 772	10	1 547	11
– Net financing costs	681	4	554	4
– Dividends, share buybacks and cancellations	1 091	6	993	7
Government (note 2)	1 572	9	1 543	10
Reinvested in the group to maintain and develop operations	4 084	22	2 931	20
– Depreciation, amortisation and recoupments	1 822		1 488	
– Future expansion	2 262		1 443	
	<b>18 131</b>	<b>100</b>	<b>14 734</b>	<b>100</b>
<b>Value-added ratios</b>				
– Number of employees (continuing operations)	47 699		40 898	
– Revenue per employee (000)	1 695		1 581	
– Wealth created per employee (000)	380		360	
<b>Notes</b>				
<b>1. Salaries, wages and other benefits</b>				
Salaries, wages, overtime, commissions, bonuses, allowances	9 959		8 070	
Employer contributions	744		643	
	<b>10 703</b>		<b>8 713</b>	
<b>2. Central and local governments</b>				
SA normal taxation	1 102		1 131	
Secondary tax on companies	90		108	
Foreign taxation	192		151	
Rates and taxes	72		69	
Skills development levy	41		43	
Unemployment Insurance Fund	48		41	
Carbon emissions tax	27			
	<b>1 572</b>		<b>1 543</b>	

Value added 2012 (%)



Employees 59%  
Providers of capital 10%  
Government 9%  
Reinvested in the group 22%

Value added 2011 (%)



Employees 59%  
Providers of capital 11%  
Government 10%  
Reinvested in the group 20%

## Impact per stakeholder group

### Shareholders and investors

We recognise that sustainable development is built on sound financial performance and aim to maintain a viable company that continues to deliver positive benefits to stakeholders. The achievement of this goal is supported by our investment in the sustainability of our operations, the growth of our portfolio of assets and the on-going drive to deliver above-average returns to our shareholders. Details of our financial performance, profitability, dividends paid and financial statements can be found in the integrated report.

### Employees

Imperial employs more than 47 000 people, and during the year paid salaries to the value of R10 703 million. The payment of benefits such as medical aid and pension scheme contributions and investment in training programmes and career development have a further economic impact on the lives of employees. More detail is contained in the integrated report and the “Employees” section of the chapter entitled “Our social impact”.

### Government

During the year Imperial incurred R1 572 million in taxes. Other than the reimbursement of skills development levies and similar reimbursements, we did not benefit from, or rely on, any material government grants, tax relief or other types of financial benefits.

### Customers

While selling goods and services, we have a responsibility to ensure that the health and safety of customers is not compromised, that their rights are protected and that customers receive a high level of service.

Businesses that deal directly with end consumers have policies in place to protect customer health and safety. Each business is responsible for formulating and applying a policy appropriate to the environment in which it operates. Certain business units, primarily those whose operations do not involve direct interaction with customers, do not have health and safety policies. Where appropriate, customer health and safety policies and procedures are communicated to customers.

In addition, customers are advised of legal safety and health requirements in accordance with applicable legislation.

There were no incidents during the year of non-compliance with voluntary codes regarding the health and safety impacts associated with the use of our products.

Some of our businesses, particularly those in the financial services division, hold confidential customer information, and we recognise our responsibility to rigorously safeguard the privacy of customers in this regard. These businesses have customer data protection policies in place and have invested significantly in technology systems that ensure the encryption and protection of confidential customer data. During the year under review there were no violations of customer privacy or data loss and we did not incur any fines nor were we subject to any litigation regarding breaches of customer privacy or customer data loss.

Where the legislation is relevant, our businesses comply fully with the Consumer Protection Act and other customer-related laws.

Customer service is treated as a business imperative and opportunity for market differentiation, and not simply as an issue of legal compliance. We service a broad range of customers from every facet of society, including central, provincial and local government, large, medium and small business, various industries and individuals. Customer service is critical to these groups and our businesses undertake regular internal and independent customer satisfaction surveys to assess performance on service delivery, product quality, responsiveness and communication.

We are committed to the responsible marketing of our products. Advertising is conducted in a variety of mediums by individual business units targeting appropriate markets and customer groups. The group has no record of any complaints having been lodged by competitors or the public regarding unfair or misleading advertisements or practices.

### Suppliers

In line with our transformation policy, we encourage spending on local suppliers and investment in enterprise development initiatives. This is underpinned by our decentralised management structure which gives local management the autonomy to procure from their area of operation. Further detail can be found in the “Transformation” section on page 37.

However, our drive towards local procurement is balanced by the needs of our divisions to establish secure, reliable, cost effective supply chains that conform to high standards of quality and delivery. This is critical to our on-going sustainability as a business and the delivery of value to all stakeholders. Businesses within some of our divisions rely on particular suppliers for their products, and local procurement is not always possible in these operations. An example of this is those businesses involved in selling and distributing vehicles.

## Our environmental impacts *continued*

### Key environmental indicators

For the 12 months to 30 June 2012:

	2012	2011
<b>Fuel</b>		
Fuel consumed (million litres)	271	248
Biofuel consumed (million litres)	0,25	1,50
<b>Energy</b>		
Electricity purchased (million kWh)	164	155
<b>Water use</b>		
Purchased (million litres)	1 701	1 358
<b>Environmental incidents</b>		
Number of all incidents (major and minor)	172	160
Environmental incidents that carried a fine	0	0
Environmental incidents per million kilometres	0,29	0,33
Volume spillages (kilolitres)	115,43	77,27
<b>*Carbon footprint</b>		
Total CO <sub>2</sub> emissions (tonnes) (Scope 1 and 2)	1 072 636	1 010 925
Scope 1 emissions	922 450	847 673
Scope 2 emissions	150 186	163 252

\*Excludes Scope 3

### Our material environmental issues

Imperial's businesses impact the environment in a number of ways, both directly through our operations and indirectly through the products we sell. Our important environmental impacts and risks include:

1. Carbon emissions – chiefly through our tourism, transport and logistics operations
2. Energy use – through fuel and in office, manufacturing and warehouse facilities
3. Water usage – motor vehicle wash-bays consume the most significant quantities of water
4. Effluent and waste – logistics businesses transport a range of materials on behalf of clients, some of which are hazardous. The group's businesses generate a range of different waste streams.

### Management approach

Imperial's approach to environmental management is based on best practice and legal compliance. We are committed to minimising our environmental impact and to continually improving on our performance.

In managing our environmental impact, we are guided by the group-wide sustainability strategy and by various pieces of legislation that include the National Environmental Management: Air Quality

Act 39 of 2004, the National Water Act 36 of 1998 and the National Environmental Management: Waste Act 59 of 2008. Many of our operations also comply with International Standards Organisation (ISO) 14001 certification, which guides the way in which they manage and mitigate their environmental impact.

The former Lehnkering Shipping Services, now integrated into the Imperial Shipping Group, is registered with the Oil Companies International Marine Forum (OCIMF) and holds a Tanker Management Self-Assessment certification for environmental and safety management performance. It is the only inland shipping company to hold a Level 2 certification in this regard.

Our key environmental stakeholders include government, specifically the Department of Water Affairs, the Department of Environmental Affairs and the Department of Energy, with which we engage as appropriate on a local, regional and national level. We also proactively engage with organisations that have an environmental focus. These include the National Business Initiative, the CSIR and the National Cleaner Production Centre. Certain academic institutions undertake specific environmental research studies for the group from time to time.

Ultimate accountability for environmental performance resides with the board of directors and the group CEO, assisted by the social, ethics and sustainability committee of the board. However,

in line with Imperial's decentralised structure, management of environmental impacts is devolved to operational management within each of the group's divisions and businesses.

Each business unit is responsible for its own environmental policy, taking full cognisance of group principles, local circumstances and issues of material relevance to that particular business area. At group level, the executive committee takes responsibility for environmental policy, reporting and monitoring, with an executive designated to drive this agenda. Environmental incidents, trends and related matters are reported to the executive committee and applicable divisional boards monthly and to the group board quarterly.

During the year we implemented non-financial reporting systems across the group to ensure on-going monitoring and reporting of key environmental indicators. These systems measure carbon emissions (electricity and fuel consumption) and water usage statistics on a monthly basis.

It is mandatory for all our operations to rigorously investigate and report incidents and effectively mitigate the impacts of any incidents.

We received no fines in 2012 relating to our environmental incidents, spillages or non-compliance with environmental laws and standards.

While we believe that responsible environmental management is the duty of every good corporate citizen, we also recognise that it is a business imperative. It can pose significant business risks. As such issues of environment and carbon taxes are listed on the group's business risk register. The risk of non-compliance with environmental laws carries the risk of significant fines, and the

For the 12 months to 30 June 2012:

Division	Electricity purchased (kWh)	Biofuel consumed (litres)	Fuel consumed (litres)
Logistics Southern Africa	56 948 284	250 000	218 352 007
Logistics International	16 357 474	0	16 962 288
Car Rental and Tourism	9 023 726	0	7 600 755
Distributorships	42 555 216	0	18 356 523
Automotive Retail	36 012 883	0	9 319 492
Financial Services	2 245 372	0	491 070
Other	397 919	0	22 748
<b>Total group</b>	<b>163 540 874</b>	<b>250 000</b>	<b>271 104 883</b>

proposed introduction of carbon taxes could materially impact our bottom line.

Environmental management also offers significant business opportunities to develop and offer 'green' products and services, which can help to differentiate our businesses in a competitive market. Green solutions are also more cost effective and can lead to greater business efficiency. For example, Imperial Logistics' extensive list of 'green logistics evolution' initiatives includes the introduction of South Africa's first Euro 5 emissions rated vehicles, 'extra distance' studies and network redesign to eliminate logistics inefficiencies, and the application of nitrogen powered transport refrigeration.

### Our energy consumption

The group consumes energy directly and indirectly in various forms. The largest single source of direct energy consumption is fossil fuel for road, water and air transport, while electricity purchased accounts for the most significant indirect source of energy.

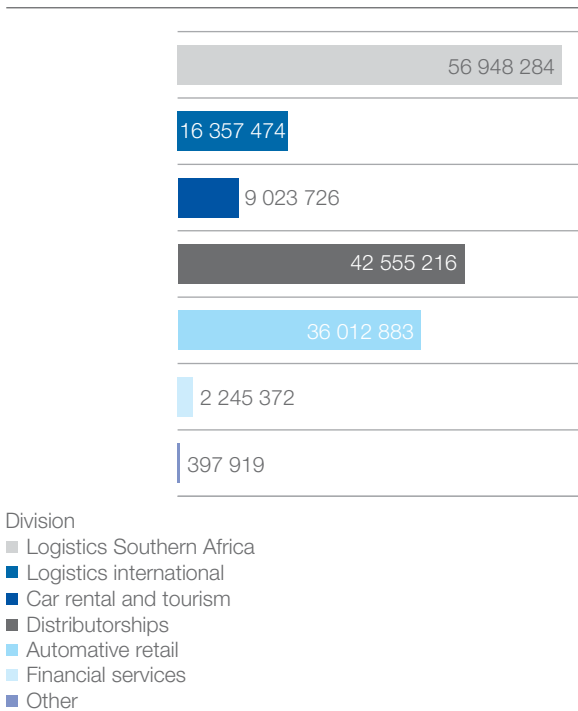
### Management and measurement

Every effort is made to introduce greater energy efficiency across all operations, and to reduce energy consumption wherever possible. We recognise that doing so will help reduce our carbon footprint and assist in lowering the risk of climate change through global warming. Energy efficiency is also a business imperative as the rising cost of fuel and electricity can materially impact our profitability and greater energy efficiency will play a key role in mitigating this risk.

At a group level, we measure total fuel consumed, biofuel consumed and electricity purchased on a monthly basis. This is reported from each division via our centralised non-financial performance system.

## Our environmental impacts *continued*

### Electricity purchased per division (kWh)



### Energy efficiency initiatives and successes

In our motor vehicle and transportation fleets we drive energy efficiency by introducing new technology, regularly maintaining and upgrading our vehicles and carriers, and ensuring that our drivers are properly trained.

Various businesses within the group are involved in initiatives to reduce energy consumption. These include retro-fitting existing lighting systems with energy efficient lighting, construction of new facilities according to green building standards that use natural lighting, installation of photo voltaic panels and use of solar-powered lighting.

During the year Imperial SA Logistics won first place in the Best Energy Saving and Transport categories at the Enviropaedia Eco Logistics Awards. The Best Energy Saving Award was awarded to Imperial Cargo for a project that saw the company transform a Paarl-based dumpsite into a 'green logistics' landmark site through the use of renewable energy and a self-sufficient approach to power generation and water management.



*Europcar sponsored national Green Office Week for the third consecutive year, encouraging companies to adopt more environmentally friendly ways of doing business.*

Imperial Logistics' extensive list of initiatives within its 'green logistics evolution' won it the Transport Award. The initiative includes world-class driver training and employee engagement, the introduction of South Africa's first Euro 5 vehicles, 'extra distance' studies and network redesign to eliminate logistics inefficiencies, as well as the application of nitrogen powered transport refrigeration.

Energy efficiency and green logistics are key priorities in the European market. With a focus on intelligently networking all carriers and by expanding its intermodal division Neska, Imperial Logistics International has steered new flows of commodities to its terminals so that, where appropriate, goods are only transported by truck for the final leg of their destination.



*Neska's new solar facility promotes renewable energy.*

Neska's new solar facility at its Dusseldorf branch went into operation in November 2011, and has been feeding electric current with a peak capacity of 267kW into the Stadtwerke Dusseldorf power grid. The project promotes renewable energy and resulted in a subsidy to Neska from the Stadtwerke Dusseldorf.

In 2011/12, six tankers and one gas tanker of the Imperial Shipping Group received the Green Award for high ecological standards and an application for further vessels has been submitted.

The distributorships division is in the process of building an entirely 'green' Kia dealership, which will include eco-friendly lighting and air conditioning and solar heating. The new Hyundai head office building, currently under construction in Bedfordview, Gauteng, is expected to achieve a 4-star green rating. It will include a number of energy saving initiatives, including light sensors and sophisticated electricity monitoring systems.



### Looking forward

The current year's utilisation of fuel and electricity usage will be used to set future, appropriate reduction targets. These will be determined by each division in line with what is most feasible and relevant for each business

In our transport fleets, we will continue to drive identification of new technologies that will help to improve fuel efficiency. Our South African fleets will gradually be upgraded to Euro 5 standards, depending on the availability of suitable low sulphur fuel.

Plans are also in place to conduct detailed energy audits of selected buildings through the National Cleaner Production Centre. These audits are expected to take place from September 2012, and will help us to identify areas where we can reduce the energy consumption and carbon footprint of our office buildings and warehouse facilities.

### Our water usage

The group consumes water from external sources for ancillary operations including offices, washing facilities and limited other uses. The most significant volumes of water used relate to car rental and tour operator vehicles where large numbers of vehicles are washed every day. Road tankers from the logistics division also have to be washed internally in line with stringent standards.

There are no water sources or related ecosystems/habitats significantly affected by our use of water. The group is, however, an indirect user of water resources through its inland waterway shipping operations in Europe, where it applies best practice to ensure its impact on water resources is limited.

#### CASE STUDY

### Harnessing technology for energy efficiency

Information Technology (IT) accounts for significant energy use in many companies, but by harnessing the latest technology both Europcar and Imperial Online managed to cut their IT energy usage substantially while gaining greater efficiency.

Looking to drive growth while reducing costs and energy use, Europcar worked closely with Dell Consulting Services to create a virtualised IT infrastructure that could support unified communications. Key goals included bringing the physical IT infrastructure back in-house – which meant building a new data centre – and virtualising both servers and storage. Europcar also wanted to establish a unified communications platform that could enable real-time communication in the future.

The solution involved a greatly simplified structure and servers that were consolidated by around 47%. The Dell Energy Smart technology, which improves the servers' thermal management and power efficiency, means Europcar has reduced energy consumption in the area by around 25 per cent, helping IT align with a company-wide policy to minimise the carbon footprint.

A new server can now be up and running in 45 minutes, compared to the six-week lead time it previously took to procure and configure physical servers. This means that employees gain access to new software solutions more quickly, which in turn increases their productivity.

By outsourcing its data centres to technology partner Vodacom, Imperial Online (IO) also achieved energy savings, as the new data centre has reduced air conditioning, electricity and diesel-generator requirements.

Other benefits include greater data security and the advantage of the most up-to-date technology advancements. Much of the data that IO hosted on behalf of its mostly internal customers was business-critical but the live data was previously housed within a 10km radius of the disaster recovery data centre. This risk has been reduced with the move to the new Cape Town-based data centre. In addition, on-going infrastructure investment by Vodacom means IO will continue to offer their clients benefits associated with the latest data centre technology.

## Our environmental impacts *continued*

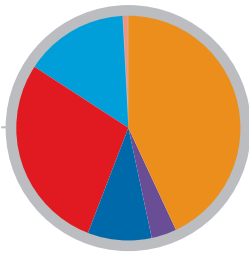
### Management and measurement

Our water conservation management and efficiency strategy is based on reducing our fresh water consumption by improving greater water efficiency, increasing water recycling and preventing the contamination of ground and surface water resources in the areas where we operate.

Each division has or is in the process of developing a water resource conservation plan that will include inventories of water consumption, identify and prioritise areas for water reduction and conservation, and increased organisational capability in using water conservation technologies. The development of these plans will intensify our water conservation efforts.

We measure water usage at each operation via our internal automated non-financial reporting system.

**Water purchased per division (litres) (%)**



Imperial logistics SA 43%  
 Imperial logistics international 4%  
 Car rental and tourism 9%  
 Distributorships 28%  
 Automotive retail 15%  
 Financial services 1%

### Water purchased (litres)

For the 12 months to 30 June 2012:	
Imperial Logistics SA	736 463 875
Imperial Logistics International	60 503 105
Car Rental and Tourism	153 141 048
Distributorships	483 776 155
Automotive Retail	255 359 773
Financial Services	11 991 460
<b>Total</b>	<b>1 701 235 416</b>

### Water usage initiatives

Businesses and operations that use significant quantities of water are involved in on-going initiatives to reduce water consumption. These include state-of-the-art water recycling systems that have been implemented at a range of car rental and tour operator wash bays.

Green building initiatives also contribute to reduce water consumption. The Kia dealership and Hyundai head office building mentioned above will make extensive use of water recycling systems.

Most of our automotive retail businesses are now migrating to waterless car wash systems.

Springbok Atlas Luxury Charter and Atlas Passenger Transport both make use of water recycling solutions at its Cape Town and Johannesburg branches. This process recycles 100% of wash waste water and uses no chemicals. The operations also harvest rainwater at the depot sites and use this to supplement the water required.

Europcar washes approximately 4 500 vehicles a day and has achieved a water recycle rate of approximately 95%. This makes its dependency on municipal water very low, as it also makes extensive use of rainwater harvesting where applicable.

#### CASE STUDY

#### Midas partners with the ROSE Foundation to recycle used oil

Midas, which is housed in the distributorships division, has embarked on a partnership with the Recycling Oil Saves the Environment (ROSE) Foundation to encourage the recycling of used oil.

The release of such oil into the environment poses a serious contamination threat to surface and ground water, and research shows that one litre of oil can contaminate one million litres of water. However, if handled correctly, the oil can become a recyclable resource.

Certain Midas franchisees are placing ROSE containers at workshops and in stores, providing customers with a safe and environmentally responsible method of disposing of used oil.

### Carbon emissions

Imperial recognises the effect that global warming can have on the environment, the world’s population and the company’s business. It is committed to reducing carbon emissions from automobiles, ships, aircraft and the use of coal-powered electricity.

### Management and measurement

This year marked the fifth time that the group has measured and reported on its carbon footprint. While fuel and electricity consumption data is collected internally on a monthly basis via our non-financial performance reporting system, we also engaged a globally recognised environmental consultancy to assist us in carrying out the carbon footprint measurement, using a customised calculation tool based on the World Business Council on Sustainable Development’s greenhouse gas (GHG) reporting protocol.

Data collected internally was verified at company and divisional level and consolidated into a group-wide GHG data matrix. Certain businesses within the car rental division also obtained third-party assurance of their carbon footprint.

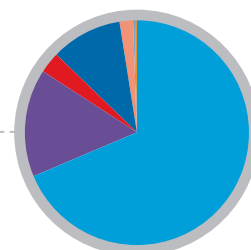
### Carbon footprint

For the 12 months to 30 June 2012:

Division	Scope 1 emissions [t GHG (metric)]	Scope 2 emissions [t GHG (metric)]	Total Scope 1 and 2 CO <sub>2</sub> emissions
Logistics Southern Africa	639 016	56 673	695 688
Logistics International	150 559	7 219	157 778
Car Rental and Tourism	21 641	8 904	30 545
Distributorships	61 720	41 835	103 555
Automotive Retail	47 261	32 937	80 198
Financial Services	1 966	2 223	4 189
Other	288	394	682
<b>Total</b>	<b>922 450</b>	<b>150 186</b>	<b>1 072 636</b>

We measured Scope I and Scope II emissions, and calculated tons of carbon output per head and tons of carbon output per million rand turnover.

Tonnes Co<sub>2</sub> per division (%)



- Logistics 65%
- Logistics international 15%
- Car rental and tourism 3%
- Distributorships 10%
- Motor dealerships 7%
- Regent 0%
- Other 0%

## Our environmental impacts *continued*

### CO<sub>2</sub> reduction initiatives

As electricity and fuel consumption contribute most significantly to our carbon footprint, the initiatives detailed above to efficiently manage electricity and fuel usage contribute to the reduction of our carbon footprint.

### Looking forward

We are in the process of developing divisional and group CO<sub>2</sub> reduction targets, based on tonnes of carbon output per head and tonnes of carbon output per million rand turnover. These targets will be individually defined by each division.

### Effluents and waste

The primary physical waste products generated by the group are tyres, batteries, windscreens and used motor vehicle oil. The only significant source of effluent in the group is wash-bay runoff caused by washing transport fleets. Hazardous effluent may result from substances carried on behalf of customers, particularly in the tanker businesses of the logistics division.

### Management and measurement

Imperial is committed to minimising waste at all operations through reduction, reuse and recycling, and the promotion of sustainable use of natural resources.

All our operations adhere to the relevant legal regulations concerning waste, and each operating division has procedures for dealing with its relevant waste streams. The type of waste generated differs greatly between divisions and within each division's various businesses. All divisions have waste minimisation programmes in place, which include reuse and recycling initiatives, and there are management procedures in place for the handling, labelling, storage and treatment of waste streams.

While various businesses have historically measured waste streams and recycling, there has not been a standardised, centralised system to measure waste and effluent. The implementation of such a system has been identified as a key environmental goal for the year ahead.

We are able to report reliably on spillages in the logistics operations, as these are monitored in line with environmental regulations. We track the number of spillages, their quantity and the particular materials involved in each spillage. The most significant spillages come from the Logistics operations, where there were 115,43 kL spillages during the year.

In line with stringent and detailed procedures, all spills were immediately cleaned up and corrective action taken to minimise the environmental impact. Where the group did not have the required equipment available to fully rehabilitate the spill area, external services were used. Steps are also taken to prevent repeat incidents where possible through refresher training and sharing lessons learned.

We record any incident of an environmental nature, even as small as one litre of fuel spilt and are pleased to report that no significant environmental incidents occurred during the year. The incidents with an environmental impact all emanated from the logistics division. This division transports cargo on behalf of customers and although all reasonable steps are taken to ensure that cargo, hazardous or otherwise, is not spilt, accidents are an inherent and particular feature of road travel. Effective systems are in place to limit and, if possible, eliminate harmful effects resulting from spillages.

### Effluent and waste management initiatives

We believe that recycling should be an integral part of the lifecycle of all materials, and our businesses are involved in a range of waste management and recycling initiatives. Print cartridges are recycled, in some instances by individuals who make a living from this form of recycling. Used lubrication oil, fluorescent tubes, vehicles, batteries, tyres and other waste generated by group operations are recycled or disposed of responsibly using approved and certified vendors.

Tyres are retreaded when safe to do so or, where this is no longer feasible, disposed of through recycling channels operated by tyre manufacturers or by third-party recycling organisations that dispose of tyres responsibly. Uses for waste tyres include agricultural and marine applications as well as the production of compounds used in asphalt.

Batteries are disposed of according to local regulations governing the disposal of lead and similar products.

Windscreens are disposed of through the windscreen supplier. The windscreen glass is often recycled by the manufacturer for new windscreens.

Used oil is sent to recycling agencies for treatment and further use. Waste oil is not dumped or released into municipal sewage systems.

A number of initiatives have been launched in the past year to recycle wash-bay runoff, limiting the amount of effluent generated and reducing the amount of water used.

Springbok Atlas has an on-going programme to reduce, reuse and recycle waste throughout its operations, from office administration to vehicle maintenance. It exchanges tyre casings with its supplier for recycling and reprocessing. The operation has an on-going project to install Euro III technology in the engines of its vehicles. To date 60% of fleet has now been fitted with these technologies and adheres to the 2000 European emission standards for vehicles. Due to the lack of availability of bio-fuels in South Africa, the Euro III standards are the highest that can be currently reached. However, as low sulphur fuel becomes more readily available in South Africa, the company will investigate Euro 5 standards.

In line with its environmental policy objectives, Europcar has implemented a number of ongoing recycling initiatives. The company recycles all office paper, and has eradicated paper rental vouchers. Some 80% of its invoices are sent electronically and technology is now used to enable a smaller-format rental contract that uses less paper. Tyres, used service oil and oil from wash-bay grease traps are disposed of by approved vendors. Consumer waste such as paper, tin, plastic and glass is separated at major depots and recycled by certified vendors.

Europcar's lead sponsorship of the Green Office Week initiative in South Africa helped to create awareness of pressing environmental challenges, and provided the public with practical information about how to improve their waste management and lower their environmental impact.

We continue to investigate opportunities to use non-hazardous alternative materials in our operations, including hydrocarbons. We have installed sophisticated fuel management systems in our logistics operations that allow us to track fuel consumption and highlight inefficient driving techniques. We expect the system to help us improve our fuel efficiency by between 10% and 15%.

**Looking forward**

We are developing an integrated waste management plan in response to the National Environmental Management Waste Act 59 of 2008 (the Waste Act), to address the reduction of our waste, and investigate further waste prevention, reduction, reuse and recycling opportunities. The plan is expected to be finalised in 2013.

In the year ahead we will include waste measurement in our monthly non-financial reporting. Work has already begun on documenting our waste streams with a view to reducing waste at source. Any remaining waste will be treated so that it is non-hazardous, or disposed of in compliance with local regulations.

We have implemented a number of pilot wastepaper recycling projects at our various divisions, and engaged service providers to remove waste from some of our operations.

Our objective is to standardise, share and sustain best practices in waste management throughout the Imperial group, and identify training needs of personnel involved in waste management at our various operations.

**Biodiversity**

With the exception of logistics operations on roads in southern Africa and on inland waterways in Europe that cross biodiversity-rich habitats, none of our primary operations or facilities significantly impact is situated in such habitats.

Biodiversity impacts associated with the use of internal combustion engines in ships and automobiles as well as the use of aircraft are not measured. The group is aware of the potential impact of spillages of products carried for reward and takes appropriate measures to minimise related risks. These include compliance with local environmental and related legislation as well as internal systems of control appropriate to the materials transported such as route planning to divert dangerous materials being transported around sensitive or high risk areas.

We are committed to promoting responsible integrated land use management and biodiversity conservation by applying a precautionary approach during all phases of our operations, including business closures. We consider the impact of our operations on local landscapes across the life span of a site, from initial occupation to closure.

**Environmental impact of our products and services**

Businesses in the group sell a variety of transport-related products including motor vehicles, trucks, aircraft, related spares and accessories. Although vehicle manufacturers continually strive to increase the percentage of products that can be recycled, certain parts are not recyclable and contribute directly or indirectly to pollution.

Services rendered by the group contribute to pollution in various ways. Pollution caused by the use of group assets by third parties is not measured and has not been included in the environmental data schedule. This includes the car rental fleets.

Environmental management requirements are addressed in conjunction with suppliers and customers whose products fall into high environmental risk categories.

**Environmental incidents**

Imperial is not aware of any pending environmental litigation and no fines or penalties were imposed in the 2012 financial year for non-compliance with environmental regulations and permits. Any infringement of regulations, permit or licence conditions is reported to the relevant regulators and corrective action taken as soon as practical in all circumstances.

There were no reported incidences of non-compliance linked to our waste management practices in 2012. Imperial complies strictly with local and national regulations on waste disposal.

## Our social impacts

In addition to its economic and environmental impacts, Imperial has numerous social impacts. Our business has an effect on the lives and careers of our employees and the communities in which we operate, and we recognise a broader social responsibility regarding issues of black economic transformation and human rights. These issues are dealt with collectively in this “Social impacts” chapter.

### Employees

Imperial employs more than 47 000 people, whose skills, leadership and commitment make an invaluable contribution to our business, its profitability and growth.

While each operation manages employee relations and human resource issues individually, in line with Imperial’s decentralised management structure, certain HR policies have been formulated centrally at the group level.

The most material issues affecting our employees include skills development, employment equity, and occupational health and safety.

### Employee management and engagement

#### Labour rights

We seek to build a relationship of trust and respect with employees and to nurture harmonious labour relations backed by fair, equal and consistent policies. We recognise the rights of employees to freedom of association, collective bargaining, dispute resolution

mechanisms and protection against any form of harassment and victimisation.

In South Africa, we are governed by and comply fully with the Labour Relations Act (1995), the Basic Conditions of Employment Act (1997), the Skills Development Act (1998), the Occupational Health and Safety Act (1993), the Unemployment Insurance Act (1995), and the Broad Based Black Economic Empowerment Act (2003). In addition, our labour policies and practices adhere strictly to the requirements of labour laws and regulations in the overseas countries in which we operate.

Procedures exist in group companies for negotiation and consultation on changes to conditions of employment or the structure of the organisation, and notice periods relating to structural operational changes are governed by legislation and collective agreements at the operational level.

Several commitments frame our approach to ethical labour practices. These include employees’ collective agreements, our human resources policies and procedures, our health, safety and environment policy and our Code of Conduct. In addition, we have strict policies on the prohibition of forced labour, underage employment, discrimination of any nature and violations on the right of freedom of association and collective bargaining. Our staff development programmes offer platforms for employee awareness and the provision of information on employees’ rights.

### Workforce profile

Table 1: General South African workforce profile (for the 12 months to 30 June 2012)

Permanent staff	Male				Female				Foreign nationals		Total 2012	Total 2011
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female		
<b>Occupation levels</b>												
Top management	7	2	11	168	6	3	5	16	2	1	221	225
Senior management	19	15	39	407	9	3	24	125	5	0	646	604
Professionally qualified and experienced specialists and mid-management	203	169	275	1 346	122	87	119	719	12	2	3 054	2 734
Skilled junior management	2 392	882	767	2 790	671	303	222	1 405	42	12	9 486	8 271
Semi-skilled	8 999	1 731	582	1 050	1 648	658	331	1 508	127	5	16 639	15 731
Unskilled	4 214	569	79	85	908	126	17	21	28	1	6 048	6 319
<b>Total permanent</b>	<b>15 834</b>	<b>3 368</b>	<b>1 753</b>	<b>5 846</b>	<b>3 364</b>	<b>1 180</b>	<b>718</b>	<b>3 794</b>	<b>216</b>	<b>21</b>	<b>36 094</b>	<b>33 884</b>
Non-permanent staff	589	96	47	100	134	33	6	42	42	3	1 092	873
<b>GRAND TOTAL</b>	<b>16 423</b>	<b>3 464</b>	<b>1 800</b>	<b>5 946</b>	<b>3 498</b>	<b>1 213</b>	<b>724</b>	<b>3 836</b>	<b>258</b>	<b>24</b>	<b>37 186</b>	<b>34 757</b>

The above summary is an aggregation of all the South African operating entities



Table 2: Geographical breakdown of workforce

	2012	2011
South Africa	37 186	34 757
Rest of world	10 513	6 141
Total	47 699	40 898

**Employee engagement**

Employees are recognised as one of our most important stakeholder groups – they share responsibility for the performance and reputation of the group, and interface on a daily basis with a wide range of other important stakeholder groups including customers, suppliers, business partners and civil society.

Constructive, transparent two-way employee engagement is critical to ensuring that employees remain motivated, committed and appropriately skilled, and reflect the values of Imperial. Employee engagement also allows us to leverage our employees’ close, on-the-ground interaction with customers to identify new business opportunities and ways in which we can improve on service delivery. Furthermore, effective communication with employees is critical to instilling a sense of belonging to Imperial and to entrenching our culture and values.

We engage with employees internally through a number of different platforms, including bi-annual group CEO and divisional CEO stakeholder feedback forums, shop floor briefings; direct communication with line managers, formal grievance procedures, career and performance reviews, and an independently managed and anonymous ethics line. Poster campaigns, a staff intranet portal and internal staff magazines and newsletters are further communication media used by the company. Various businesses within the group also conduct employee satisfaction and climate surveys.

As a significant proportion of our employees are represented by trade unions and covered by collective bargaining agreements, engagement with organised labour forms an integral part of effective employee engagement.

Most of the larger industry-representative unions have membership in the operating divisions. These include the South African Transport and Allied Workers Union (SATAWU), the Technical and Allied Workers Union (TAWU), the National Union of Metalworkers of South Africa (NUMSA) and the Motor Industry Staff Association (MISA).

Each business is responsible for labour relations and union engagement. Unions are engaged in wage discussions and negotiations, on issues related to transformation, training and development, and are represented on health and safety committees and employment equity forums. They attend regular management/ union meetings as well as health and safety and employment equity meetings.

**Occupational health and safety**

The health and well-being of our employees has a direct impact on our business, and we are committed to protecting our people from harm and the effects of occupational diseases, and to promoting their well-being.

Our most material health and safety issues arise chiefly from our logistics operations, which carry an inherent risk of motor vehicle accidents. The road transport industry is also characterised by a higher risk among employees for contracting HIV/Aids. Divisions operating in white-collar environments are exposed to limited health and safety risks.

**Management and measurement**

Issues of health and safety are reported on regularly at executive and board level. Senior executives, divisional executives and line management are accountable for the group’s safety and health performance and for allocating adequate financial and human resources within their operations to address these matters. All accidents, injuries and fatalities are, in addition to divisional reporting, also reported at the Imperial Holdings quarterly board meetings, at executive committee meetings as well as at the social, ethics and sustainability meetings.

A number of divisions have health and safety committees in place which address workplace health and safety issues and make recommendations to management. In high-risk operations, such as the transportation of hazardous products, health and safety is managed by professionally staffed loss control departments and specific procedures have been implemented to protect employees and the public from exposure to hazardous substances.

To assess risks and take necessary corrective steps, Imperial’s operations (in cooperation with workers and unions) report and investigate:

- accidents and other incidents, whether or not they cause bodily injury
- suspected and confirmed cases of occupational disease
- any other situation in which there may be an unacceptable risk
- where necessary, external specialist expertise/assistance is sought.

While safety remains the responsibility of each employee and sub-contractor, line management is responsible for creating an enabling environment that is conducive to workplace safety. Each divisional CEO is ultimately accountable for the safety of all employees and contractors at our facilities.

Divisional policy guidelines are in place for the management of HIV/Aids. These protect the rights of employees and ensure fair and consistent treatment of all employees who have contracted HIV/Aids. They provide a framework for educating employees and management on HIV/Aids in order to slow the spread of the disease, motivate employees to participate in confidential testing and treatment and guide management on how to deal with infected employees. They also establish procedures to facilitate voluntary confidential testing and counselling.

Primary safety measurements include number of vehicle accidents, number of road injuries, number of road fatalities, and vehicle accident and fatality rates per million kilometres travelled (in the transport operations).

## Our social impacts *continued*

### Health and safety performance

Our safety performance for the year is detailed in the table below.

For the 12 months to 30 June 2012:

	2012	2011
Total logistics kilometres travelled excluding car rental vehicles (million km)	487	463
Total road accidents	963	1 050
Total road injuries (group)	123	96
Total road fatalities (group)	10	9
Accidents per million kilometres	1,64	1,31
Injuries per million kilometres (group)	0,21	0,20
Fatalities per million kilometres (group)	0,02	0,02



Driver safety is an important focus area in our logistics operations.

### Health and safety initiatives

All divisions invest in health and safety training for employees and contractors, with higher-risk divisions making the most substantial investment. We believe training is the cornerstone to entrenching a culture of health and safety, and fostering behaviour that prevents accidents and injury.

In addition to on-going training we have established truck stops for drivers on the Durban/Johannesburg route and have an occupational health clinic for employees in Wadeville, where a significant proportion of our transport workforce is concentrated. We also continued to invest in the Trucking Wellness Programme (see case study below).

During the year we launched our flagship I-Pledge road safety campaign, which is targeted as much at employees as it is at the broader South African road user (see case study on page 35).

### Compliance

During the year, fines of R4 769 200 were paid for non-compliance with traffic legislation.

### Goals

Our key occupational health and safety goals are to achieve zero fatalities; reduce the severity rate of incidents, reduce accidents and environmental incidents and improve sub-contractor management on issues of health and safety.

More specific goals and targets will be set by each division in the coming year, based on the accurate and comprehensive data collected in the year under review via our new non-financial performance data collection system.

### CASE STUDY

## Promoting wellness and fighting HIV in the transport sector



counselling with referrals to appropriate treatment service providers for secondary care, and primary healthcare services. These are provided free of charge.

We continued our support for the roadside wellness clinics that form part of the Trucking Wellness Programme. This programme was initiated by the National Bargaining Council for the Road Freight and Logistics Industry, along with four unions representing labour and the Road Freight Employers Association, and various employers.

Imperial Logistics is a key role player in the wellness committee, which manages both the Trucking Wellness Programme and the Wellness Fund established to treat employees who are HIV-positive. The company provides an annual financial sponsorship for six of the programme's 22 Roadside Wellness Centres, which are equipped with a training facility and clinic and staffed by a peer educator and registered nursing sister. They offer drivers and sex workers HIV/Aids awareness and education, STI treatment, condom distribution, voluntary HIV testing and

CASE STUDY

**I-Pledge road safety campaign sparks national movement for safer driving**

In July 2011, Imperial launched its I-Pledge road safety campaign internally to employees, encouraging them to pledge their commitment to safer driving on South African roads.

As a transportation leader this is both a social and a business imperative for Imperial. Over 14 000 people die on South Africa's roads annually, costing the country in excess of R60 billion a year. Using our geographic footprint and network of companies in South Africa, Imperial seeks to reverse this trend by driving a national road safety movement through I-Pledge.

Since the employee launch, more than 71 000 individuals have committed to making a conscious effort to be more considerate, visible and alert road users. The campaign takes a 'start at home' approach, encouraging individuals to assess and change their own bad driving habits.

In the past year the campaign has partnered with the Department of Transport as a Friend of the Decade of Action for Road Safety 2011 – 2020, and through Europcar supplied patrol vehicles to boost the resources of the N3 Toll Concession, the South African Police Services in KwaZulu-Natal and the Free State, and the Mpumalanga Road Traffic Inspectorate along the toll route between Heidelberg in Gauteng and Cedara in KwaZulu-Natal.

This partnership helped reduce the 2011/2012 festive season road fatalities in the area by 75%, and the Easter season accidents by 68%. As official corporate social investment sponsor at the Top Gear Festival in Durban in June 2012 the campaign signed up 14 723 people and spread the road safety message to local schools.



**Employment equity**

Imperial is committed to providing equal opportunities for all employees, regardless of ethnic origin or gender. Our employment equity (EE) strategy is informed by legislation but also by the needs of our business for a diverse group of employees who bring a wide range of talents and perspectives to our operations.

**Management and measurement**

All South African businesses within the group have employment equity policies, have submitted employment equity plans to the Department of Labour and comply with the Employment Equity Act.

In keeping with Imperial's decentralised structure, management within each business unit defines a relevant approach to managing EE and sets EE targets that are appropriate for that business. However, they are guided by a group-wide commitment to:

- implementing recruitment programmes to employ talented employees from historically disadvantaged groups at all levels
- implementing human resource development programmes aimed at enhancing the skills of employees from historically disadvantaged groups
- accelerating the advancement of historically disadvantaged employees to all levels in the organisation
- compliance with applicable legislation and targets.

Employment equity challenges and successes differ greatly between each division. While the employment equity status of some businesses is externally audited in terms of the Department of Trade and Industry (dti) Broad-Based Black Economic Empowerment scorecard, this is not the case for all Imperial companies.

We report on the proportion of historically disadvantaged South Africans (HDSAs) and women in our operations, but do not report the number of employees from minority groups or different age groups, as we do not consider this to be material to our operations.

**Employment equity performance and goals**

In compliance with section 22 of the South African Employment Equity Act, a summary of our progress as submitted to the Department of Labour has been included in the integrated report, and on page 32 of this report.

**Skills development**

Imperial recognises the critical importance of investing in skills and people development to the achievement of business goals. Businesses that are able to attract and retain top talent in a scarce-skills environment will have a distinct competitive edge and greater sustainability.

## Our social impacts *continued*

Training and skills development programmes are implemented at all levels across the organisation – from technical training to executive leadership development. Through these initiatives we endeavour to provide our people with opportunities to grow and improve their knowledge, skills and abilities, and build a robust company manned by the best minds in the industry.

Our approach to people development is not limited to an internal focus on initiatives that develop our own skills pipeline. In a national context of critical skills shortages, unemployment and poverty, we recognise the need for organisations to partner with government in uplifting education and skills development for marginalised South Africans. A significant portion of our CSI funds is therefore channelled to the Imperial and Ukhamba Community Development Trust, which promotes effective learning and teaching at under-resourced schools in impoverished communities in Gauteng. Our artisan training programmes also develop skills to boost the industry talent pipeline, not just to meet our own immediate technical skills needs.

### Management and measurement

Skills development forms an integral part of our human capital strategy which outlines, amongst other things, our commitment to create skills, talent and leadership in our employee pool and to retain talented employees through competitive rewards and recognition and by providing them with development opportunities and promotion potential.

Skills and training needs differ vastly between Imperial's many diverse businesses and each operation determines its own skills development needs according to a number of skills audit, talent management and related processes. We measure our skills development investment at the Imperial group level and the number of training man hours in each division.

All training initiatives should be viewed as part of the group's broad talent management strategy where the focus is on both the effective recruitment of skilled people from the outside and on internal development.

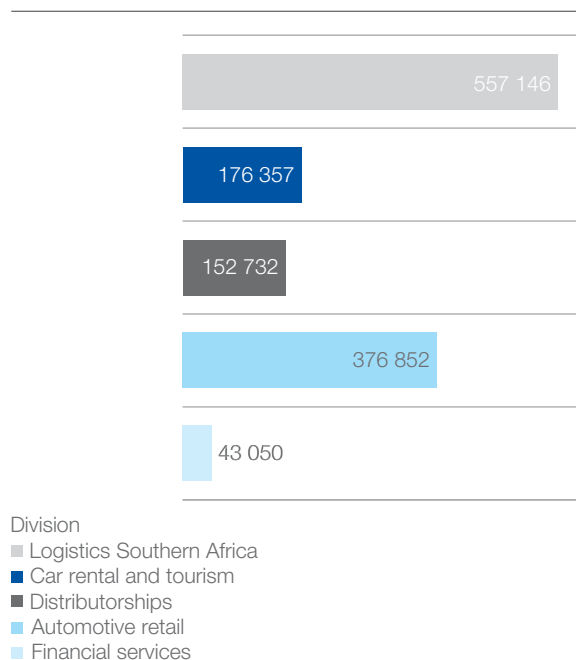
### Developing existing employees

The group invested R171 million in training in the past financial year including skills development levies and training facilities and dedicated 1 306 137 man hours to training employees.

For the 12 months to 30 June 2012:

Annual training	2012 Hours	2011 Hours
Senior management	19 128	19 862
Middle management	159 428	105 626
Professional, production and technical staff	720 489	841 210
Administrative and maintenance staff	407 092	412 917
<b>Total</b>	<b>1 306 137</b>	<b>1 379 616</b>

### Man hours invested in training per division



The table below indicates the number of participants in training and development initiatives that are instituted from a central (group) perspective.

For the 12 months to 30 June 2012:

Training programme	Number of participants	
	2012	2011
GIBS Senior Management Programme	78	0
Middle Management Development Programmes	182	285
Graduate Development Programme	108	108
GIBS Executive Leadership Programme	118	124
GERMISTON Technical Training Academy	345	358
WADEVILLE Technical Training Academy	123	0
CAPE TOWN Technical Training Academy	145	135

Key training and development initiatives included the following:

#### Leadership development

A total of 186 members of executive and senior management teams from all divisions attended leadership development programmes run by the Gordon Institute of Business Science (GIBS).

#### Management development programmes

A total of 182 employees in middle management positions from the car rental and tourism, logistics, automotive retail and distributorship divisions completed management development programmes that develop entrepreneurial skills. These programmes were tailored to Imperial's specific environment and business models.

**Artisan and related training**

Imperial is an industry leader in artisan and technical training and during the year made considerable investment in expanding the facilities that offer training in these fields. (See the case study below.)

The group’s technical training academies are fully accredited with MERSETA, are registered decentralised trade tests centres and include Section 28 and Section 13 testing accreditation. Teaching staff at the Imperial academies have also been instrumental in re-writing the national CBMT curriculum that will appear in the first South African Automotive Technology textbook for the trade. The academies are represented on the regional and national MERSETA Chamber, while key academy staff sit on the Quality Council for Trades and Occupations (QCTO) Trade Test Review Board and other committees that are in the process of realigning artisan training in South Africa.

The academies partnered with Sparrow Schools Combined FET College to provide workplace experience for 51 historically disadvantaged learners completing an NQF 2 Automotive Service and Repair learnership qualification. More than 40 of the learners were successfully placed in the Imperial apprenticeship programme.

In addition to the above mentioned programmes, each division also conducted a range of training interventions focusing on, amongst others, supervisory, technical/specialist, marketing, sales, and management training.

**Attracting skilled employees**

In addition to developing existing employees Imperial aims to attract highly skilled and motivated people from the external skills pool. We employ a number of initiatives to attract new talent to the company.

Through our graduate development programmes, we attract top young graduates from a number of universities and put them through management development programmes to strengthen the ranks of our middle management. A number of learnerships are also offered throughout the group.

Our bursary programme identifies and supports high-potential school leavers from historically disadvantaged groups as they complete their tertiary education. Part of the bursary contract involves a commitment to work for Imperial on completion of their degrees. During the year we invested R1 084 786 in 66 bursaries for children of our staff. These are in the fields of engineering, commerce, information technology, logistics and marketing. We also invested R175 000 in seven bursaries for external students studying in the fields of logistics management, industrial engineering, transport economics.

A dedicated web-based career platform which is linked to the Imperial website helps the company to attract new talent, by providing job applicants with the opportunity to apply directly to the group. The appointment and selection processes are conducted at our in-house assessment centres by registered psychologists.

**Remuneration**

Offering market-competitive remuneration is a key pillar of our talent attraction and retention strategy. Imperial conducts market-related salary benchmarking exercises and offers competitive benefits to full-time employees. These include medical aid, life insurance, disability insurance and retirement provisions.

We operate a defined contribution pension scheme for employees in South Africa and it is mandatory for employees to participate in either an industry-based or a group defined contribution pension and provident fund.

**Transformation**

Imperial is committed to playing a role in bringing about meaningful transformation through broad-based black economic empowerment. We embrace a multi-faceted approach to transformation that includes skills development, employment equity, preferential procurement, enterprise development, socio-economic development, management control and ownership.

**CASE STUDY**

**Leading technical training in South Africa**

The Imperial technical training academies are among South Africa’s largest providers of technical training and recognised as market leaders. In the year under review, their capacity was considerably increased and they now have a national capacity to train 1 200 apprentices. The expansion resulted in Germiston becoming a passenger-only Competency Based Modular Training (CBMT) centre with capacity for 500 apprentices. The Wadeville International Truck Centre now hosts the Heavy Vehicle Diesel academy, Auto Electrical, Autotronics and Forklift training centre and the Motorcycle and Scooter training academy took on its first apprentices in August 2012. The Cape Town Technical Training Academy invested R3 million in the latest technological tools and equipment, making it one of the most advanced training facilities of its kind. It provides training in CBMT, auto electrical and NQF learnerships for Passenger and Diesel and will take on Motorcycle and Scooter apprentices in the year ahead.

Plans are also in the pipeline for a new facility to be opened in Bloemfontein in the near future.





## Our social impacts *continued*

### Management and measurement

Black economic empowerment is a strategic imperative in the group, managed and coordinated at executive board level. Transformation forms part of the agenda of the social, ethics and sustainability committee.

We seek to address the legacy of inequality in South Africa by providing designated groups – which includes employees who are disabled and women, or employees classified as African, Asian or Coloured who have South African citizenship – with empowerment opportunities.

Our transformation policy outlines on the following principles:

- Imperial accepts the economic contribution of individual entrepreneurship, given the socio-economic make-up of South African society, and believes black economic empowerment should be broad-based and as inclusive as possible to ensure previously disadvantaged communities benefit as widely as possible from these initiatives.
- Imperial prioritises the empowerment of its own HDSA employees and their families and accepts its role in the empowerment and social upliftment of the broader community as a responsible corporate citizen.
- Imperial accepts that real empowerment can only be achieved through increased economic growth, and the continued growth of its business therefore remains a priority. Without sufficient growth, black economic empowerment will be relegated to mere wealth redistribution.
- Human resource development and skills transfer is a critical component of black economic empowerment and underpins the successful implementation of any empowerment programme.
- Imperial recognises its responsibility to its shareholders to

continually provide an attractive return on their investment and empowerment initiatives must consider the interests of shareholders as stakeholders in the business.

- Imperial supports the system of industry charters developed by government. Group companies strive to achieve charter targets where these have been developed for their industries.

All businesses within the group are B-BBEE audited and a number of them have attained good B-BBEE rating. For example, Imperial Logistics, Europcar and Midas are Level 3 accredited while Tempest Car Hire is a Level 2 B-BBEE contributor.

### Transformation performance and initiatives

#### Equity ownership

The South African government has set certain targets for equity ownership by black people through industry charters as well as the empowerment scorecard issued by the Department of Trade and Industry. Imperial recognises that a substantial increase in the number of black people with ownership and control of enterprises is a critical factor in the successful implementation of black economic empowerment.

In March 2004 Imperial concluded a transaction with Ukhamba Holdings, a black-owned company established by Imperial some years ago, through which Ukhamba acquired a stake of 10,1% in Imperial.

In June 2005 Imperial concluded a transaction with Lereko Mobility (Pty) Limited which initially owned some 2,7% of Imperial's equity. Lereko has appointed one representative on the Imperial board of directors.

#### CASE STUDY

### Imperial employees benefit from Ukhamba Trust payouts

Ukhamba Holdings was founded in 1998 with an initial seed capital of R15 million provided by Imperial as an enterprise development business partnership to generate wealth and facilitate skills transfer for Imperial's historically disadvantaged employees.

In 2004, Ukhamba was offered a 10,1% share in Imperial to create the Ukhamba Trust, for the group's previously disadvantaged employees, and the Imperial and Ukhamba Community Development Trust for the benefit of some of the communities where our staff reside.

Around 15 000 historically disadvantaged employees in Imperial companies were given units, depending on their length of service with the group – two units for less than three years, three units for three to ten years; four units for 10 to 20 years and six units for more than 20 years.

In December 2011 a total of approximately R350 million was distributed to 15 000 current and former Imperial employees, who each received between R16 600 and R49 800. Even those who have left the company have retained these units and will continue to receive future payouts.

The Imperial and Ukhamba Community Development Trust received R56 million. While this trust currently supports seven schools with substantial financial and human resources, its reach will be vastly extended through this payout.

These payouts are only part of the value which members hold in the scheme. In addition to its stake in Imperial, Ukhamba owns 31% of Distribution and Warehousing Network (Dawn), a listed company operating in the building supplies industry, as well as a few smaller investments. When sufficient liquid funds become available further payouts will be made, and at current estimates these should exceed the value of the first payout.



Including the direct black ownership of held by Ukhamba and Lereko, Imperial's aggregate direct and indirect BEE shareholdings meet the requirements of government charters.

Third-party debt for the Lereko BEE transaction was settled on 1 October 2010. Lereko Mobility sold sufficient Imperial and Eqstra shares to settle this debt, leaving some 5,9 million Imperial and Eqstra shares in Lereko until 2015. These shares will then be delivered to Imperial and Eqstra in part settlement of the vendor finance. Dividends will be generated from the debt settlement date to the vendor finance settlement date, benefiting Lereko shareholders. A dividend income of R34 million was received by Lereko during the current financial year.

**Management control**

To date our representation of designated groups among our permanent employees in management positions is 47,7% compared to last year's 44%. Management development programmes seek to identify and fast-track high-potential HDSA candidates to build a strong and diverse management team.

**Employment equity**

It is the company's policy that employees be appointed and promoted on the grounds of their ability and potential to meet the requirements of the position. At the same time, Imperial recognises that due to past socio-political factors certain groups within our economy have been denied access to opportunities for education, employment, promotion and wealth creation.

We further accept that we have a responsibility to implement measures that ensure that our employees – irrespective of race, gender, and disability – have equal employment opportunities and are equitably represented at all levels and occupational categories in the organisation.

For more information, please see the dedicated "Employment equity" section of this chapter on page 35.

**Skills development**

Our considerable people development initiatives favour HDSA and play a critical role in building a diverse skills pipeline. For more information, please see the dedicated section on "Skills Development" in this chapter on page 35.



Thamage Occupational Health Solutions is one of the small enterprises that have received support from Imperial companies.

**Enterprise development**

Each of our divisions contributes to small, medium and micro-enterprise development through dedicated programmes that focus on identifying, establishing and fostering these businesses.

**Preferential procurement**

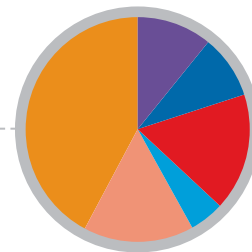
Imperial has an active programme to increase procurement from B-BBEE providers, and good progress is being made with accreditation at divisional level. In some divisions preferential procurement exceeds 50% of the total discretionary procurement expenditure.

**Socio-economic development**

Each operating division has a corporate social investment programme which is managed at business unit level and is relevant to the business and communities in which it operates. In addition to these programmes, all divisions contribute a portion of the CSI budget to a central fund, the Imperial and Ukhamba Community Development Trust (see case study on page 41).

For more information on individual community investment programmes, please see the dedicated "Investing in communities" section of this chapter on page 40.

CSI spend per division (%)



- Imperial logistics SA 11%
- Car rental and tourism 9%
- Distributorships 17%
- Automotive retail 5%
- Financial services 16%
- Imperial Holdings (iPledge) 42%

For the 12 months to 30 June 2012:

CSI spend per division (R)	2012
Imperial Logistics SA	5 155 460
Car Rental and Tourism	3 870 112
Distributorships	7 716 509
Automotive Retail	2 210 662
Financial Services	7 332 773
Imperial Holdings (iPledge)	19 238 826
<b>Total</b>	<b>45 524 342</b>

## Our social impacts *continued*

### Investing in communities

Investment in the communities in which we operate is a matter of good corporate governance but it also makes good business sense. Our community investment is as much aligned to our business strategy as it is to the needs of our communities and our approach is to strike a balance between the two in order to deliver value for all stakeholders. Whether they are investing in a future skills pipeline, building our brand reputation among our customers or making roads safer for our transportation businesses, community investments serve our business purpose.

Some of our community investment projects are profiled below. These represent a very small fraction of the community work being carried out across Imperial's businesses:

#### Imperial academies' partnership for training excellence

During the year under review the Imperial Technical Training Academies partnered with the Imperial and Ukhamba Community Development Trust, Hyundai Automotive South Africa, the Sasol Nzalo Maths & Science Foundation and the Department of Higher Education and Training to turn the John Orr Technical High School in Auckland Park into a centre of technical training excellence. Technical trainers from Hyundai and the academies visit the school once a week to assist teachers with lesson planning, tests and term planning. All stakeholders have donated equipment, textbooks, training materials and tools as part of the three-year programme that focuses on grades 10 to 12.

#### Showing people you Cancer.vive

The Imperial Ford & Mazda Group has provided support to the Cancer.vive campaign which focuses on spreading awareness, fighting stigma and dispelling myths about breast, testicular, ovarian, cervical and prostate cancers.



*Cancer.vive patrons undertook a ten-day motorcycle ride to raise cancer awareness.*

Cancer.vive participants, all of whom are cancer survivors, embark on an annual 10-day motorcycle trip over thousands of kilometres to spread the Cancer.vive word. During the past two years the campaign has reached 50 000 people from all walks of life. In the past year the Imperial Ford & Mazda group provided all the support vehicles for the Cancer.vive motorcycle riders, helping to transport luggage, material, cancer awareness pamphlets and exhausted Cancer.vivors, and ultimately assisting in helping to raise funds and create awareness.

### Europcar staff caring for the community

For many years Europcar's staff have made individual financial donations to a feeding scheme at the New Generation Combined School in Vlakfontein, south of Johannesburg. The funds are used to provide children with one meal a day which, for many, is the only meal they receive.

The scheme benefits 300 children between the ages of four and 18, who are educated in four containers that have been adapted to classrooms. The Europcar initiative involves monthly debit order contributions from staff, funds from a raffle and a tuck-shop. It stands as a prime example of the energy, community consciousness and volunteerism among Europcar staff.

### Community investment at NAC

NAC invests in a variety of community projects and during the year under review helped to raise R107 000, which was donated to Vuyani Safe Haven for abandoned children in Graaff-Reinet. These funds contributed to the purchase of furniture and office equipment.

Other NAC community initiatives include support for the South African Guide Dog Association and Chayeyinu, an organisation caring for children with cancer. While the Chayeyinu children were touring South Africa NAC Training took each child on a scenic helicopter flip around Johannesburg.



*Ukhamba schools have benefited from the donation of libraries.*

### Human rights

We recognise our responsibility for addressing human rights issues, safeguarding human rights within our sphere of influence and encouraging all parties with whom we do business to observe laws and regulations governing human rights.

Imperial subscribes to the principles embodied in the Universal Declaration of Human Rights, and in the constitution of the Republic of South Africa. The group also supports the four key groupings fundamental to the rights of human beings at work, identified by the International Labour Organisation:

- Freedom of association
- The abolition of forced labour
- Equality
- The elimination of child labour

CASE STUDY

**Imperial and Ukhamba Community Development Trust**

Each Imperial division contributes to the Imperial and Ukhamba Community Development Trust, which recognises that each child in South Africa needs access to a good quality education if they are to escape the bonds of poverty and hopelessness.

The primary aim of the Trust is to assist selected schools in previously disadvantaged communities with curriculum development and extracurricular activities, so that these institutions can provide the learners with a well balanced holistic education that empowers them to reach their educational and personal potential, while nurturing their self-confidence and self-esteem.

There are presently eight beneficiary schools, situated in the south of Johannesburg where the unemployment rate is very high. They are the Zakarriya Park Primary and High Schools, Finetown Primary School, Rekghutlile Primary School, Tshepana Primary School, Leshata Secondary School, Qalabotjha Secondary School and the John Orr Technical High School.

The Trust plays a hands-on role in uplifting education in the beneficiary schools, ensuring that learners have sufficient stationery and that educators have access to suitable teaching resources and materials, receive curriculum training and are assisted by teacher mentors. The Trust also assists in establishing libraries at the adopted schools, and to expose learners to a range of cultural, sporting and extracurricular activities.

This holistic approach to learner development ensures that individual children benefit not only from improved education, but also from important life skills and increased self-esteem, which will ultimately make them more employable.

This investment in the education of the next generation is not only a social responsibility, but a business imperative too and one that will secure ongoing talent for Imperial's business in the future.



We do not allow any of our operations, parts or infrastructure, to be used in ways that would enable violations of human rights and encourage all entities with which we do business to observe laws and internationally recognised labour rights standards, ensure training and education on labour rights for employees, and to refrain from knowingly employing anyone who has contributed to the violation of labour rights.

Accordingly, the group is committed to:

- adhering to sound corporate governance principles and ethical and fair business practices
- respecting the fundamental human dignity of its employees
- ensuring equality of all its employees and ensuring safe and healthy working conditions
- ensuring the right of freedom of association and freedom of expression of its employees and preventing any form of discrimination
- prohibiting the use of all forms of slave labour, child labour and forced labour
- respecting the civil, cultural, economic, political and social rights of its employees and observing fair labour practices.

We will not hesitate to terminate agreements and relationships with contractors or suppliers that contravene international human rights standards and, in particular, use forced labour or prohibited child labour.

All cases involving discrimination complaints that were received during the year were investigated, disciplinary hearings held and, where allegations were substantiated and the circumstances warranted it, the offending employees were dismissed.

No instances have been identified where freedom of association or collective bargaining have been found to be at material risk.

No operations have been identified as having a significant risk of child labour or forced or compulsory labour.

## GRI index

### Status

✓	fully reported
~	partially reported
✗	not reported
n/a	not applicable

Note: IR = Integrated Report

			Page
<b>1.</b>	<b>Strategy and analysis</b>		
1.1	Statement from the CEO and chair	✓	1 – 3
1.2	Description of key impacts, risks and opportunities	✓	7, 19 – 23, 24, 31, 32, 37, 40, 41, Risk report in IR
<b>2.</b>	<b>Organisational profile</b>		
2.1	Name of the reporting organisation	✓	FC
2.2	Major brands, products and services	✓	10 – 14
2.3	Operational structure	✓	8
2.4	Location of organisation's headquarters	✓	OBC
2.5	Countries of operations	✓	10 – 14
2.6	Nature of ownership and legal form	✓	IR
2.7	Markets served	✓	10 – 14, Divisional reviews in IR
2.8	Scale of the reporting organisation	✓	8, 10 – 14
2.9	Significant changes during the reporting period	✓	Divisional reviews in IR
<b>3.</b>	<b>Report parameters</b>		
3.1	Reporting period	✓	6
3.2	Date of most recent previous report	✓	6
3.3	Reporting cycle	✓	6
3.4	Contact point for questions	✓	Corporate information in IR
3.5	Process for defining report content	✓	6 – 7, 18 – 21
3.6	Boundary of the report	✓	6
3.7	Specific limitations on the scope of the report	✓	6
3.8	Joint ventures, subsidiaries, leased facilities	✓	10 – 14
3.9	Data measurement techniques	~	18
3.10	Restatements of information	n/a	n/a
3.11	Significant changes since previous report	~	Divisional reviews in IR
3.12	GRI content index	✓	42 – 44
3.13	Independent assurance for the report	~	7
<b>Disclosure items and performance indicators</b>			
<b>4.</b>	<b>Governance, commitments and engagement</b>		
4.1	Governance structure*	✓	*Governance structure and management systems in IR
4.2	Indicate if chair of the highest governance body is also an executive officer*	✓	
4.3	Independent members of the highest governance body*	✓	
4.4	Recommendations to highest governance body*	✓	
4.5	Linkage between compensation and the organisation's performance governance*	✓	
4.6	Avoidance of conflicts of interest*	✓	
4.7	Qualifications of highest governance body*	✓	
4.8	Internal values, codes of conduct and principles*	✓	
4.9	Management of economic, environmental and social performance*	✓	
4.10	Evaluation of the highest governance body*	✓	
4.11	Precautionary approach	✗	
4.12	Voluntary initiatives*	✓	

			Page
<b>Disclosure items and performance indicators</b>			
<b>4. Governance, commitments and engagement</b>			
4.13	Memberships		20
4.14	Stakeholder groups	✓	7, 19 – 21,
4.15	Selection of stakeholders	✓	Stakeholders and
4.16	Stakeholder engagement	✓	stakeholder
4.17	Key issues of stakeholder engagement	✓	engagement in IR
<b>Economic performance indicators</b>			
EC1	Economic value generated and distributed	✓	22, Financial statements in IR
EC2	Financial implications of climate change	x	
EC3	Benefit pension plan obligations	x	
EC4	Financial assistance from government	~	23
EC6	Spending on locally based suppliers	~	39
EC7	Local hiring in senior management	✓	32
EC8	Infrastructure investments for public benefit	x	
EC9	Indirect economic impacts	x	
<b>Environmental performance indicators</b>			
EN1	Materials used by weight or volume	x	
EN2	Percentage of materials used that are recycled input materials	x	
EN3	Direct energy consumption by primary energy source	✓	29
EN4	Indirect energy consumption by primary energy source	✓	29
EN5	Energy saved due to conservation and efficiency improvements	x	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services and reductions in energy requirements as a result	x	
EN7	Initiatives to reduce indirect energy consumption	✓	26 – 27
EN8	Total water withdrawal by source	~	28
EN9	Water sources significantly affected by water withdrawal	x	
EN10	Percentage and total volume of water recycled and reused	x	
EN11	Protected areas	~	31
EN12	Impacts of activities on protected areas	~	31
EN13	Habitats protected or restored	n/a	
EN14	Strategies, current actions and future plans for managing biodiversity impacts	x	
EN15	IUCN Red List species	n/a	
EN16	Greenhouse gas emissions	✓	29
EN17	Other relevant indirect greenhouse gas emissions	x	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	~	26, 30
EN19	Emissions of ozone-depleting substances	x	
EN20	NOx, SOx and other air emissions by weight	x	
EN21	Total water discharge by quality and destination	x	
EN22	Total waste by type and disposal method	x	
EN23	Total number and volume of significant spills	~	30
EN24	Hazardous waste	x	
EN25	Water sources and habitats affected by water discharges	x	
EN26	Environmental impacts of products/services	~	31
EN27	Percentage of products sold and their packaging that are reclaimed	x	
EN28	Non-compliance with environmental regulations	✓	31
EN29	Environmental impacts of transportation	✓	31
EN30	Environmental protection expenditures	x	

GRI index continued

			Page
<b>Social performance indicators – labour practices and decent work</b>			
LA1	Workforce by employment type, employment contract, region	✓	32 – 33
LA2	Employee turnover by age group, gender and region	x	
LA3	Minimum benefits	x	
LA4	Employees covered by collective bargaining agreements	~	33
LA5	Notice period, consultation and negotiation on operational changes	✓	32
LA6	Percentage of workforce represented in joint health and safety committees	x	
LA7	Injury, occupational diseases, lost days, etc	x	
LA8	Training on HIV/Aids etc	~	34
LA9	Health and safety agreements with trade unions	x	
LA10	Training per year per employee	✓	36
LA11	Lifelong learning	x	
LA12	Performance and career development review	~	33
LA13	Diversity	~	32
LA14	Male/female remuneration	x	
<b>Social performance indicators – human rights</b>			
HR1	Investment agreements	x	
HR2	Suppliers and contractors	x	
HR3	Employee training on human rights	x	
HR4	Discrimination	x	
HR5	Freedom of association, collective bargaining	~	41
HR6	Child labour	~	41
HR7	Forced labour	~	41
HR8	Security personnel trained on human rights	x	
HR9	Incidents involving rights of indigenous people	x	
<b>Social performance indicators – society</b>			
SO1	Impact assessment of operations on communities	~	40
SO2	Percentage and total number of business units analysed for risks related to corruption	~	Governance structure and management systems in the IR
SO3	Percentage of employees trained in anti-corruption policies and procedures	x	
SO4	Action taken in response to incidents of corruption	x	
SO5	Public policy development and lobbying	x	
SO6	Contributions to political parties	✓	Governance structure and management systems in the IR
SO7	Anti-competitive behaviour	x	
SO8	Non-compliance with laws and regulations	x	
<b>Social performance indicators – product responsibility</b>			
PR1	Health and safety of products	~	23
PR2	Non-compliance with health and safety regulations	x	
PR3	Labelling of products and services	~	23
PR4	Non-compliance with product and service labelling regulations	~	23
PR5	Customer satisfaction	~	23
PR6	Marketing communications	x	
PR7	Non-compliance with marketing communications regulations	x	
PR8	Complaints regarding breaches of customer privacy and losses of customer data	✓	23
PR9	Value of significant fines for non-compliance relating to provision and use of products and services	x	



## Corporate information

### DIRECTORS

#### Non-executive

TS Gcabashe\*, (Chairman) BA (Botswana), MURP (Ball State Univ, USA), PED, IMD Lausanne  
 SL Botha\*, BEcon, BEcon (Hons)  
 T Dingaane, BProc, LLB, LLM, HDip (Tax)  
 S Engelbrecht\*, BSc, MBL, MDP Insead  
 P Langeni\*, BCom (Accounting)  
 MJ Leeming\*, BCom, MCom, FCMA, FIBSA, AMP  
 MV Moosa, BSc  
 RJA Sparks\*, BCom (Hons), CA(SA), MBA  
 A Tugendhaft (Deputy chairman), BA, LLB  
 Y Waja\*, BCom, CA(SA)  
 \* Independent

#### Executive

HR Brody (Chief Executive), BAcc (Hons), CA (SA)  
 OS Arbee, BAcc, CA(SA), HDip Tax  
 MP de Canha  
 RL Hiemstra, BCompt (Hons), CA(SA)  
 AH Mahomed (Deputy Chief Executive), BCompt (Hons), CA(SA), HDip Tax  
 GW Riemann (German)  
 M Swanepoel, BCom Acc (Hons)

#### Executive committee

HR Brody (Chairman), M Akoojee, OS Arbee, MP de Canha, BJ Francis, RL Hiemstra, AH Mahomed, PB Michaux, M Mosola, JJ Strydom, M Swanepoel

#### Audit committee

MJ Leeming (Chairman), P Langeni, RJA Sparks, Y Waja

#### Remuneration and nomination committee

TS Gcabashe (Chairman), SL Botha, P Langeni, RJA Sparks, A Tugendhaft

#### Risk committee

Y Waja (Chairman), H Adler, OS Arbee, HR Brody, S Engelbrecht, BJ Francis, R Haman, RL Hiemstra, MJ Leeming, PB Michaux, G Rudman, JJ Strydom

#### Social, ethics and sustainability committee

MV Moosa (Chairman), OS Arbee, MP de Canha, BJ Francis, TS Gcabashe, PB Michaux, M Mosola, M Swanepoel, A Tugendhaft, RA Venter

#### Assets and liabilities committee

HR Brody (Chairman), RL Hiemstra, MJ Leeming, AH Mahomed, R Mumford, WF Reitsma, M Swanepoel

#### Group internal audit executive

G Nzalo, BCom, CA(SA), CIA

#### Group treasurer

WF Reitsma, BTech Banking, MCom, FIBSA, FIFM

#### Group legal advisor and company secretary

RA Venter, BCom, LLB, LLM

#### Group risk executive

BJ Francis, BCompt (Hons), CIA

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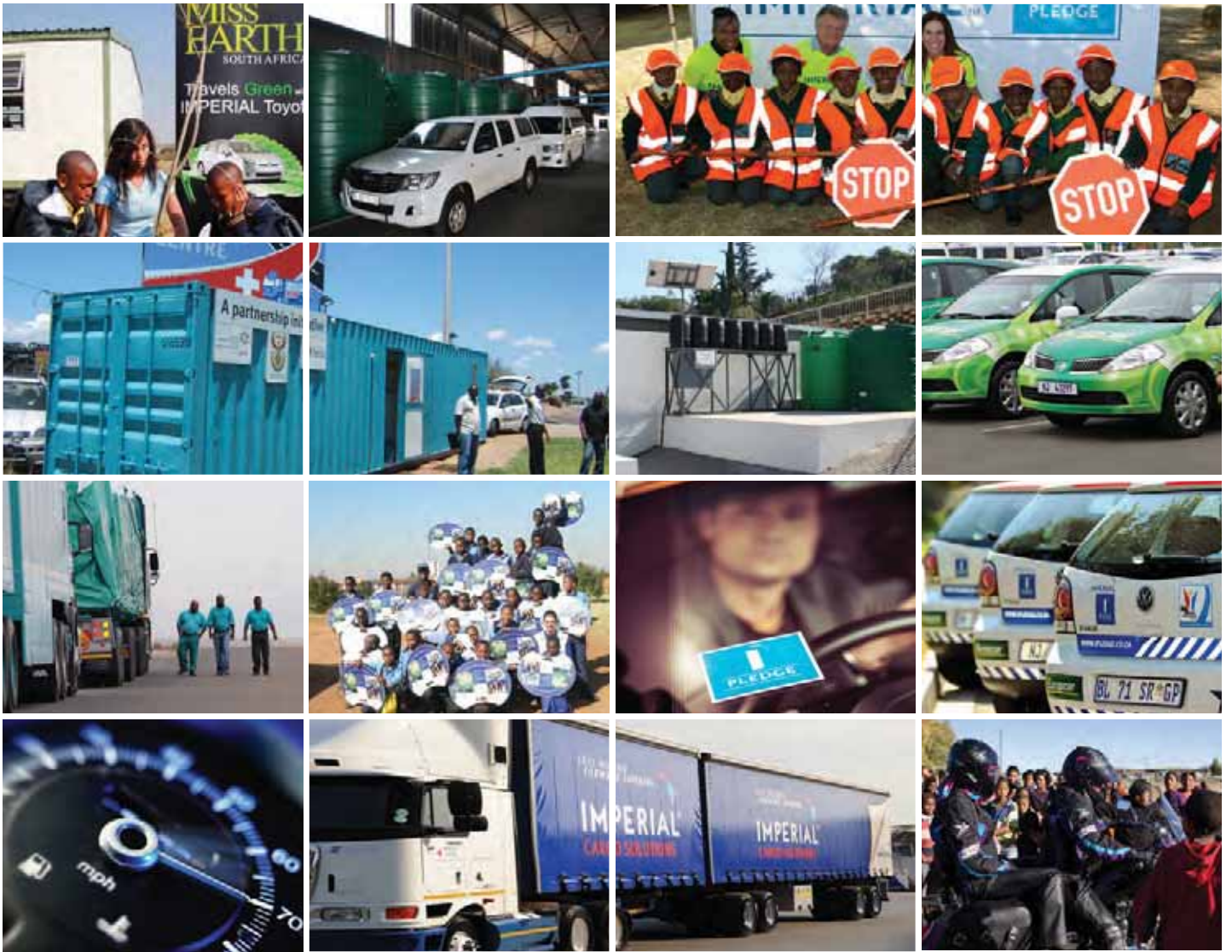
info@ih.co.za

### JSE information

Ordinary share code: IPL  
 ISIN: ZAE000067211  
 Preference share code: IPLP  
 ISIN: ZAE000088076

### Shareholders' diary

Final dividend: 1 October 2012  
 Annual general meeting: 31 October 2012  
 Interim results released: February 2013  
 Interim dividend: March 2013  
 Final results released: August 2013  
 Final dividend: September 2013



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