

Imperial Logistics' sustainable development reporting has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, at a core application level.

GENERIC INDICATORS

GRI Standard title	Core indicators	Disclosure number	Disclosure title	Disclosure and explanatory notes	Disclosure references (website sections)
ORGANISATIONAL PROFILE					
General 2016	Core	102-1	Name of the organisation	Imperial Logistics	
General 2016	Core	102-2	Activities, brands, products and services		<ul style="list-style-type: none"> • Introducing Imperial Logistics. • Operating review - South Africa. • Operating review - African Regions. • Operating review - International.
General 2016	Core	102-3	Location of headquarters	Imperial Logistics Place 79 Boeing Road East Bedfordview 2008 South Africa	
General 2016	Core	102-4	Location of operations	32 countries	<ul style="list-style-type: none"> • One Imperial Logistics. • Operating review - South Africa. • Operating review - African Regions. • Operating review - International.
General 2016	Core	102-5	Ownership and legal form		<ul style="list-style-type: none"> • Group chief financial officer's review. • Shareholder analysis. • Full audited consolidated annual financial statements.
General 2016	Core	102-6	Markets served		<ul style="list-style-type: none"> • Our context. • One Imperial Logistics. • Operating review - South Africa. • Operating review - African Regions. • Operating review - International.
General 2016	Core	102-7	Scale of the organisation	<p>27 463 employees with 56% based in the South African division. Around 5% of the employees in the African Regions division are also based in South Africa.</p> <p>Operating in 32 countries.</p> <p>Total assets: R31 265 million. (R30 969 for continuing operations).</p>	<ul style="list-style-type: none"> • Effective human capital management. • Our performance. • Group chief financial officer's review.
General 2016	Core	102-8	Information on employees and other workers	<p>Permanent employees are reported by occupational level, gender and race for the workforce based in South Africa which makes up 56% of the total workforce. The number of non-permanent, part-time and fixed-term contract employees is low and not considered material. If contract workers are used in South Africa, they are generally sourced from labour brokers. There are no material seasonal variations in employee numbers.</p> <p>Female representation is covered at a group level.</p>	<ul style="list-style-type: none"> • Effective human capital management.

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General 2016	Core	102-9	Supply chain	<p>Procurement is undertaken by each division and information relating to the total number of suppliers is not collated at a group level. Given the complex nature of our supply chains, it will be challenging to put such systems in place.</p> <p>R35 589 million paid to suppliers for materials and services (based on continuing operations only).</p>	<ul style="list-style-type: none"> Support relevant social imperatives within our operating regions - improve our transformation credentials in South Africa. Group chief financial officer's review - value-added statement.
General 2016	Core	102-10	Significant changes to the organisation and its supply chain	<p>Imperial Logistics became a separately listed entity in 2019, however, the structure and products and services offered are not materially different to those covered in the 2018 integrated report and sustainable development sections.</p> <p>There were no significant changes to the group's supply chain. Where it makes sense to do so, the group continues to drive its asset-right strategy - which includes an asset-light approach in the African Regions and International divisions. This approach requires a balance between the use of our own fleet and transport service providers.</p>	<ul style="list-style-type: none"> Group chief executive officer's review. Chairman's letter to stakeholders.
General 2016	Core	102-11	Precautionary Principle or approach		<ul style="list-style-type: none"> Environmental stewardship. CDP submission.
General 2016	Core	102-12	External initiatives	<p>The group's Code of Conduct takes into account the 10 principles of the United Nations Global Compact, the Universal Declaration of Human Rights, the eight core work standards of the International Labour Organization (ILO), the ILO's declaration of principles about multinational enterprises and social policy (MNE Declaration), the OECD principles for multinational enterprises and the Responsible Care® Global Charter 4.</p> <p>As a South African company we subscribe to the Department of Trade and Industry's amended B-BBEE Codes of Good Practice and the Road Freight Sector Codes.</p>	<ul style="list-style-type: none"> Demonstrate consistently ethical business conduct. Support relevant social imperatives within our operating regions - improve our transformation credentials in South Africa. CDP submission.
General 2016	Core	102-13	Membership of associations	<p>We are a member of the National Bargaining Council for the Road Freight and Logistics Industry (NBCRFLI) in South Africa. We also have memberships in local chambers of commerce and similar entities in various operating countries.</p>	

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STRATEGY					
General 2016	Core	102-14	Statement from senior decision-maker		<ul style="list-style-type: none"> Group chief executive officer's review. Chairman's letter to stakeholders. Report from the chairman of the social, ethics and sustainability committee. Our governance - governance in action: creating value by driving an ethical, responsible and empathetic culture.
General 2016		102-15	Key impacts, risks and opportunities		<ul style="list-style-type: none"> Group chief executive officer's review. Chairman's letter to stakeholders. Our context. Our risks. Demonstrate consistently ethical business conduct. Effective human capital management. Demonstrate defensible safety practices. Support relevant social imperatives within our operating regions. Environmental stewardship.
ETHICS AND INTEGRITY					
General 2016	Core	102-16	Values, principles, standards and norms of behaviour		<ul style="list-style-type: none"> Chairman's letter to stakeholders. Report from the chairman of the social, ethics and sustainability committee. Demonstrate consistently ethical business conduct. Code of Conduct. (Imperial Logistics website)
General 2016		102-17	Mechanisms for advice and concerns about ethics		<ul style="list-style-type: none"> Demonstrate consistently ethical business conduct.
GOVERNANCE					
General 2016	Core	102-18	Governance structure		<ul style="list-style-type: none"> Our governance. Full corporate governance report.
STAKEHOLDER ENGAGEMENT					
General 2016	Core	102-40	List of stakeholder groups	<p>FINANCIAL CAPITAL RELATIONSHIPS: Owners, investment community and debt providers.</p> <p>BUSINESS RELATIONSHIPS: Clients, principals, suppliers and business partners.</p> <p>HUMAN CAPITAL RELATIONSHIPS: Employees and organised labour.</p> <p>REGULATORY RELATIONSHIPS: Governments and regulators.</p> <p>SOCIETAL RELATIONSHIPS: Civil society and communities.</p>	

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General 2016	Core	102-41	Collective bargaining agreements	<p>A total of 34% of employees in South Africa belong to the NBCRFLI.</p> <p>In total, 69% of employees in Germany are covered by collective bargaining agreements.</p> <p>Union membership in other African markets is fairly uncommon.</p>	<ul style="list-style-type: none"> Effective human capital management.
General 2016	Core	102-42	Identifying and selecting stakeholders	<p>Key stakeholders are identified by the board and management. Our stakeholder universe is defined as entities or individuals that may be affected by the organisation's activities, products and/or services, as well as those whose actions can be expected to affect the ability of the group to successfully implement its strategies and achieve its objectives. Our stakeholders include a wide range of groups and individuals, with varying levels of involvement with the business and diverse and sometimes conflicting interests and concerns that we need to balance.</p>	
General 2016	Core	102-43	Approach to stakeholder engagement	<p>Stakeholder engagement is undertaken on an ongoing basis and through various mechanisms appropriate to each stakeholder group. Management at head office and within the divisions pursue appropriate stakeholder relationships with key stakeholders to balance their legitimate and reasonable concerns, interests and expectations with those of the group. The board encourages proactive engagement with shareholders. The Code of Conduct guides stakeholder interaction.</p> <p>Engagement is not specifically undertaken as part of the report preparation process.</p>	<ul style="list-style-type: none"> Code of Conduct. (Imperial Logistics website)
General 2016	Core	102-44	Key topics and concerns raised	<p>Our material issues consider the material matters raised by our key stakeholder groups. These matters are elicited directly through engagement or indirectly from the relationship owners in each case.</p>	<ul style="list-style-type: none"> Our material issues. Effective human capital management. Demonstrate defensible safety practices. Support relevant social imperatives within our operating regions. Environmental stewardship.
REPORTING PRACTICE					
General 2016	Core	102-45	Entities included in the consolidated financial statements		<ul style="list-style-type: none"> Our reporting. Full audited consolidated annual financial statements.

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General 2016	Core	102-46	Defining report content and topic boundaries		<ul style="list-style-type: none"> • Our reporting. • Our material issues.
General 2016	Core	102-47	List of material topics		<ul style="list-style-type: none"> • Our material issues.
General 2016	Core	102-48	Restatements of information	As our systems and processes for measuring and collating non-financial data are continuously refined, errors may be identified or data may be recalculated using different methodologies. Restatements are clearly reported and denoted in the footnotes to the tables.	
General 2016	Core	102-49	Changes in reporting	No significant changes.	
General 2016	Core	102-50	Reporting period	30 June 2019	
General 2016	Core	102-51	Date of most recent report	30 June 2018	
General 2016	Core	102-52	Reporting cycle	Annual	
General 2016	Core	102-53	Contact point for questions regarding the report	Rafiek Sharfuddin: rafiek.sharfuddin@imperiallogistics.com	
General 2016	Core	102-54	Claims of reporting in accordance with the GRI standards	This report has been prepared in accordance with the GRI Standards: core option.	
General 2016	Core	102-55	GRI content index	This document.	
General 2016	Core	102-56	External assurance		<ul style="list-style-type: none"> • Independent limited assurance report.
SPECIFIC INDICATORS					
ECONOMIC PERFORMANCE					
201 Economic performance 2016		201-1	Direct economic value generated and distributed		<ul style="list-style-type: none"> • Group chief financial officer's review - value-added statement.
201 Economic performance 2016		201-2	Financial implications and other risks and opportunities due to climate change		<ul style="list-style-type: none"> • Environmental stewardship. • CDP submission.
201 Economic performance 2016		201-4	Financial assistance received from government	No financial assistance was received from any government.	

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MARKET PRESENCE					
202 Market presence 2016		202-2	Proportion of senior management hired from the local community	The employment equity table shows the number of black top and senior management employees in South Africa, where 56% of our workforce is based. In the African Regions division we retain and develop the management teams of acquired businesses, to preserve client-centric agility, and encourage them to employ local talent.	<ul style="list-style-type: none"> Effective human capital management.
INDIRECT ECONOMIC IMPACTS					
203 Indirect economic impacts 2016		203-1	Infrastructure investments and services supported	Imperial Logistics' investment in the Unjani clinics and school libraries, provide healthcare and education to local communities. These investments are commercial and pro bono.	<ul style="list-style-type: none"> Support relevant social imperatives within our operating regions.
203 Indirect economic impacts 2016		203-2	Significant indirect economic impacts		<ul style="list-style-type: none"> Support relevant social imperatives within our operating regions.
PROCUREMENT PRACTICES					
204 Procurement practices 2016		204-1	Proportion of spending on local suppliers		<ul style="list-style-type: none"> Support relevant social imperatives within our operating regions. - improve our transformation credentials in South Africa.
ANTI-CORRUPTION					
205 Anti-corruption 2016		205-3	Confirmed incidents of corruption and actions taken		<ul style="list-style-type: none"> Demonstrate consistently ethical business conduct.
ANTI-COMPETITIVE BEHAVIOUR					
206 Anti-competitive behaviour		206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No legal actions regarding anti-competitive behaviour are pending or were completed.	<ul style="list-style-type: none"> Demonstrate consistently ethical business conduct.
ENERGY					
302 Energy 2016		302-1	Energy consumption within the organisation		<ul style="list-style-type: none"> Environmental stewardship.
WATER					
303 Water 2016		303-1	Water withdrawal by source		<ul style="list-style-type: none"> Environmental stewardship.
EMISSIONS					
305 Emissions 2016		305-1	Direct (Scope 1) greenhouse gas (GHG) emissions		<ul style="list-style-type: none"> Environmental stewardship.

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305 Emissions 2016		305-2	Energy indirect (Scope 2) GHG emissions		<ul style="list-style-type: none"> Environmental stewardship.
EFFLUENTS AND WASTE					
306 Effluents and waste 2016		306-2	Waste by type and disposal method	The 2019 sustainable development reporting does not include waste metrics, however, this is work in progress and the group aims to provide waste metrics for the South African division in the 2020 report.	
306 Effluents and waste 2016		306-3	Significant spills		<ul style="list-style-type: none"> Environmental stewardship.
ENVIRONMENTAL COMPLIANCE					
307 Environmental compliance 2016		307-1	Non-compliance with environmental laws and regulations	<p>There were no material fines and non-monetary sanctions for non-compliance with environmental laws and regulations during the reporting year.</p> <p>In South Africa, the group complies with:</p> <ul style="list-style-type: none"> Environmental framework - National Environmental Management Act 107 of 1998. Air quality - National Environmental Management: Air Quality Act 39 of 2004. Greenhouse gas (GHG) management - Draft Climate Change Bill, 2018. Energy management - Electricity Regulation Act 4 of 2006. Water management - National Water Act 36 of 1998. Waste management - National Environmental Management: Waste Act 59 of 2008. Biodiversity management - National Environmental Management: Biodiversity Act 10 of 2004. Hazardous substances - Hazardous Substances Act 15 of 1973 United Nations Framework Convention on Climate Change, 1992. 	<ul style="list-style-type: none"> Environmental stewardship.
EMPLOYMENT					
401 Employment 2016		401-1	New employee hires and employee turnover	The new chief people officer for the group will be tasked with identifying and managing key performance indicators related to people management. This together with the implementation of the human capital management system will mean that over the next two to three years, we will be able to report turnover data for the group.	

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LABOUR/MANAGEMENT RELATIONS					
402 Labour/management relations 2016		402-1	Minimum notice periods regarding operational changes	In South Africa, the minimum notice period in terms of the country's Labour Relations Act 66 of 1995 is four weeks for employees who have been employed for more than one year. We are fully compliant with this legislative requirement, as well as with all related legislation in other countries of operation.	
OCCUPATIONAL HEALTH AND SAFETY					
403 Occupational health and safety 2016		403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	Imperial Logistics does not report injury rate, occupational disease rate, lost day rate or absentee rate. Given that the group's biggest OHS risks are associated with transportation activities, it measures road accidents, road injuries and road fatalities. Going forward, it will investigate whether it makes sense to extend the reporting of metrics to include lost-time injury and severity rates.	<ul style="list-style-type: none"> • Demonstrate defensible safety practices.
403 Occupational health and safety 2016		403-3	Workers with high incidence or high risk of diseases related to their occupation	In South Africa, Imperial Logistics participates in the Trucking Wellness programme, a primary healthcare programme for long-distance truck drivers. The programme provides support and advice on HIV and Aids.	<ul style="list-style-type: none"> • Support relevant social imperatives within our operating regions.
TRAINING AND EDUCATION					
404 Training and education 2016		404-2	Programmes for upgrading employee skills and transition assistance programmes		<ul style="list-style-type: none"> • Effective human capital management.
DIVERSITY AND EQUAL OPPORTUNITY					
405 Diversity and equal opportunity 2016		405-1	Diversity of governance bodies and employees	Imperial Logistics does not report a breakdown of the workforce by age as this is not considered material to performance. Gender diversity is reported at group level and race diversity is reported for employees based in South Africa.	<ul style="list-style-type: none"> • Effective human capital management.
NON-DISCRIMINATION					
406 Non-discrimination 2016		406-1	Incidents of discrimination and corrective actions taken	There were no incidents of alleged discrimination during the reporting year.	<ul style="list-style-type: none"> • Demonstrate consistently ethical business conduct.
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING					
407 Freedom of association and collective bargaining 2016		407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Assessments indicate that there are no instances of material risk relating to freedom of association or collective bargaining, child labour, or forced or compulsory labour within Imperial Logistics. Information relating to suppliers is not available.	<ul style="list-style-type: none"> • Demonstrate consistently ethical business conduct.

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CHILD LABOUR					
408 Child labour 2016		408-1	Operations and suppliers at significant risk for incidents of child labour	<p>Assessments indicate that there are no instances of material risk relating to freedom of association or collective bargaining, child labour, or forced or compulsory labour within Imperial Logistics.</p> <p>Information relating to suppliers is not available.</p>	<ul style="list-style-type: none"> • Demonstrate consistently ethical business conduct.
FORCED OR COMPULSORY LABOUR					
409 Forced or compulsory labour 2016		409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<p>Assessments indicate that there are no instances of material risk relating to freedom of association or collective bargaining, child labour, or forced or compulsory labour within Imperial Logistics.</p> <p>Information relating to suppliers is not available.</p>	<ul style="list-style-type: none"> • Demonstrate consistently ethical business conduct.
LOCAL COMMUNITIES					
413 Local communities 2016		413-1	Operations with local community engagement, impact assessments, and development programmes	Although community engagement is undertaken by all operations in Imperial Logistics as well as at a group level, formal impact assessments are not generally undertaken by operations.	<ul style="list-style-type: none"> • Support relevant social imperatives within our operating regions.
413 Local communities 2016		413-2	Operations with significant actual and potential negative impacts on local communities	Transportation activities have the potential to create unsafe road conditions. Road safety is a material issue for Imperial Logistics with extensive initiatives in place to ensure associated risks are effectively mitigated.	<ul style="list-style-type: none"> • Demonstrate defensible safety practices.
CUSTOMER HEALTH AND SAFETY					
416 Customer health and safety 2016		416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no material incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during the reporting period.	<ul style="list-style-type: none"> • Demonstrate defensible safety practices.

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CUSTOMER PRIVACY					
418 Customer privacy 2016		418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints concerning leaks, thefts, or losses of client data.	<ul style="list-style-type: none"> • Demonstrate consistently ethical business conduct.
SOCIOECONOMIC COMPLIANCE					
419 Socio-economic compliance 2016		419-1	Non-compliance with laws and regulations in the social and economic area	No material fines or non-monetary sanctions for non-compliance with laws and regulations were received during the reporting year.	<ul style="list-style-type: none"> • Demonstrate consistently ethical business conduct.

Management approaches	
<p>Human capital management, including employee engagement, developing our people, enhancing diversity across the group, embedding the best people management practices and maintaining constructive relationships with organised labour.</p> <p>Occupational health and safety, including road safety and Imperial Logistics' contribution to road safety awareness.</p> <p>Community development, including our approach to broad-based black economic empowerment in South Africa and corporate social investment, as well as our contribution to making affordable quality healthcare accessible in Africa.</p> <p>Environmental management, including environmental systems, frameworks, target setting and stakeholder engagement and our initiatives to reduce our environmental impact.</p> <p>Ethical business conduct, including the group's Code of Conduct, policies, employee training, human rights and whistle-blowing hotline.</p>	<ul style="list-style-type: none"> • Effective human capital management. • Demonstrate defensible safety practices. • Support relevant social imperatives within our operating regions. • Environmental stewardship. • Demonstrate consistently ethical business conduct.