Our minimum information security standard applies group-wide, and aligns to the key provisions of International Organization for Standardization (ISO) ISO 27001 (information security management) and BS 10012 (personal information management). It covers human resources, asset management, information classification, access control (access rights are audited annually), encryption (for remote access as well as confidential and highly confidential information), malware and technical vulnerability management, mobile devices, incident management and auditing, among other aspects. Existing policies are reviewed annually and new policies incorporated when required.

Governance of social impacts

The overarching governance body for social matters is the SES committee, to which responsible managers account for Imperial's social performance. The committee's work plan covers people and culture management, diversity and inclusion, SHE, B-BBEE in South Africa, and community initiatives. The deliberations of the ESG/CSI committee are also reported to the SES committee.

Our newly established B-BBEE governance committee in South Africa will provide leadership and direction in the implementation of B-BBEE in our South African operating companies and oversee reporting. The transformation, diversity and inclusion department provides guidance to operating companies on employment equity and other B-BBEE matters, monitors B-BBEE progress and regularly reports on B-BBEE progress to the executive vice president of people and culture, who is a member of divisional boards and the executive committee. It is through the executive vice president of people and culture that material B-BBEE issues are reported to the SES committee. Our B-BBEE rating, measured against the current Road Freight Sector Codes, is submitted to the JSE Limited. The management teams of each operating company are involved in the planning and implementation of B-BBEE initiatives.

Incentives for executives and managing directors in South Africa are linked to transformation progress, and remain in place despite the tougher economic environment, as our leaders are expected to develop new approaches to meet our employment equity targets despite external factors.

The global women's forum (see page 62) meets quarterly to drive the attraction and retention of women, and to increase the representation of women at all levels. It reports on key issues to the group executive committee and SES committee.

Onsite safety committees in Logistics Africa and Logistics International oversee the alignment and implementation of health and safety objectives. In Market Access, business management teams are responsible for managing SHE and follow the SHE standards implemented in South Africa. Our road safety policies and standards are regularly reviewed to include new risks identified by driver experiences. Health and safety performance is reported quarterly to the SES committee.

Key policies
- Board diversity policy.
- Various people and culture policies to govern leave, industrial relations, relationship at work, vulnerable employees, disciplinary action, grievances, and right to associate etc.
- Compliance governance policy.
- Administrative Adjudication of Road Traffic Offences (AARTO) policy.
- CSI policy.

Governance of environmental impacts and climate change

The board is ultimately responsible for climate-related issues and its responsibilities in this regard include, among others:
- Assessing the identified climate-related risks and opportunities and the effectiveness of how these are managed.
- Reviewing the resilience of the business strategy considering identified climate-related risks and opportunities.

The board receives information on material risks and opportunities that could result from climate change from the governance structures set out on page 100.

The group CEO is responsible for ensuring the implementation of our business strategy, and directing and managing overall resources to achieve strategic objectives. As our strategy, strategic objectives and resources are all impacted by climate change, the group CEO is the highest management-level position with responsibility for climate-related issues and ensuring that adequate resources are in place to manage these. The group CEO, in turn, delegates responsibility to his direct reports and sequentially throughout the organisation.

The group CEO's climate-related responsibilities include:
- Overseeing the process to identify and manage climate-related risks and opportunities.
- Operationalising the business strategy considering climate-related risks and opportunities.
- Overseeing the implementation of the ESG strategy.

At executive committee level the executive vice president of corporate affairs and investor relations is responsible for climate-related issues and is assisted by the vice president of group ESG and the group sustainability executive.

Key policies
- Group health, safety and environmental policy statement.
- Climate change and environmental sustainability framework and strategy.
- Environmental management standards.
- Group biodiversity policy.