



- VEHICLES -

In line with the group's strategic objectives, the consolidation, integration and restructuring of Imperial's various vehicle-related businesses under one division – Motus Holdings – will strengthen its position as a highly competitive and profitable distributor and retailer of vehicles and related products and services in sub-Saharan Africa and selected international markets

Vehicle Import, Distribution and Dealerships		Vehicle Retail, Rental and Aftermarket Parts		
141	193	99	38	668
OWNED DEALERSHIPS (2015: 140)	FRANCHISED DEALERSHIPS (2015: 111)	PASSENGER AND COMMERCIAL VEHICLE DEALERSHIPS IN SOUTH AFRICA (2015: 108)	TRUCK AND VAN DEALERSHIPS, AND WORKSHOPS IN THE UK (2015: 38)	OWNED AND FRANCHISED AFTERMARKET PARTS STORES (2015: 764)

TALENT MANAGEMENT

Vehicle Import, Distribution and Dealerships

All EXECUTIVE COMMITTEE MEMBERS AND CERTAIN MANAGERS ATTENDED EXECUTIVE COACHING.

Eight EXECUTIVES ATTENDED DEVELOPMENT PROGRAMMES AT THE UNIVERSITY OF CAPE TOWN'S BUSINESS SCHOOL.

Vehicle Retail, Rental and Aftermarket Parts

All 27 OF THE TOP EXECUTIVES TOOK PART IN A PERSONAL DEVELOPMENT ASSESSMENT PROCESS.

Nine SENIOR MANAGERS ATTENDED A DEVELOPMENT PROGRAMME AT THE UNIVERSITY OF CAPE TOWN'S BUSINESS SCHOOL.

OUR PEOPLE



TOTAL NUMBER
OF EMPLOYEES

19 436
(2015: 19 905)

37% Vehicle Import, Distribution and Dealerships (2015: 37%)

63% Vehicle Retail, Rental and Aftermarket Parts (2015: 63%)

EMPLOYEE TRAINING

	2016	2015	% change
TRAINING AND DEVELOPMENT SPEND (R MILLION)			
> Vehicle Import, Distribution and Dealerships	59,4	41,7	42,7 ↑
> Vehicle Retail, Rental and Aftermarket Parts	126,2	118,1	6,9 ↑
TRAINING AND DEVELOPMENT SPEND PER EMPLOYEE (R'000)			
> Vehicle Import, Distribution and Dealerships	8 178	5 719	43,0 ↑
> Vehicle Retail, Rental and Aftermarket Parts	10 378	9 369	10,8 ↑
TRAINING HOURS PER EMPLOYEE			
> Vehicle Import, Distribution and Dealerships	12	14	14,3 ↓
> Vehicle Retail, Rental and Aftermarket Parts	23	23 ¹	

¹ Restated.

At June 2016, 1 135 apprentices were registered at the **IMPERIAL TECHNICAL TRAINING ACADEMY** (2015: 1 001). Of this, 368 were apprentices in the Vehicles passenger division, of which 68 were new recruits and 111 qualified as technicians. Of the 368 apprentices registered, 75% are black (African, Coloured and Indian) employees. To date, the total investment in the Academy amounts to R20 million over four years (2015 passenger division apprentices: 401 registered of which 14 were new recruits and 109 qualified as technicians). In the vehicles import division, 256 apprentices were registered (2015: 226) and 95 apprentices qualified as technicians.

DEMONSTRATING SOCIAL VALUE

CUSTOMER HEALTH AND SAFETY

Stringent quality and safety measures are in place to ensure that customers are provided with safe motoring solutions. This includes supplier assessments and audits to ensure that their products and services adhere to the division's quality and safety standards.

Regulatory compliance is a material issue for the division from a number of perspectives including customer health and safety, importer licences and the provision of regulated financial services and products.

In July 2015, Vehicle Retail, Rental and Aftermarket Parts sold 51% of two large-scale commercial vehicle dealerships to Lereko Motors which is owned by the Lereko Broad-based Consortium, a 100% black-owned company held by black women and a number of black empowerment entities.

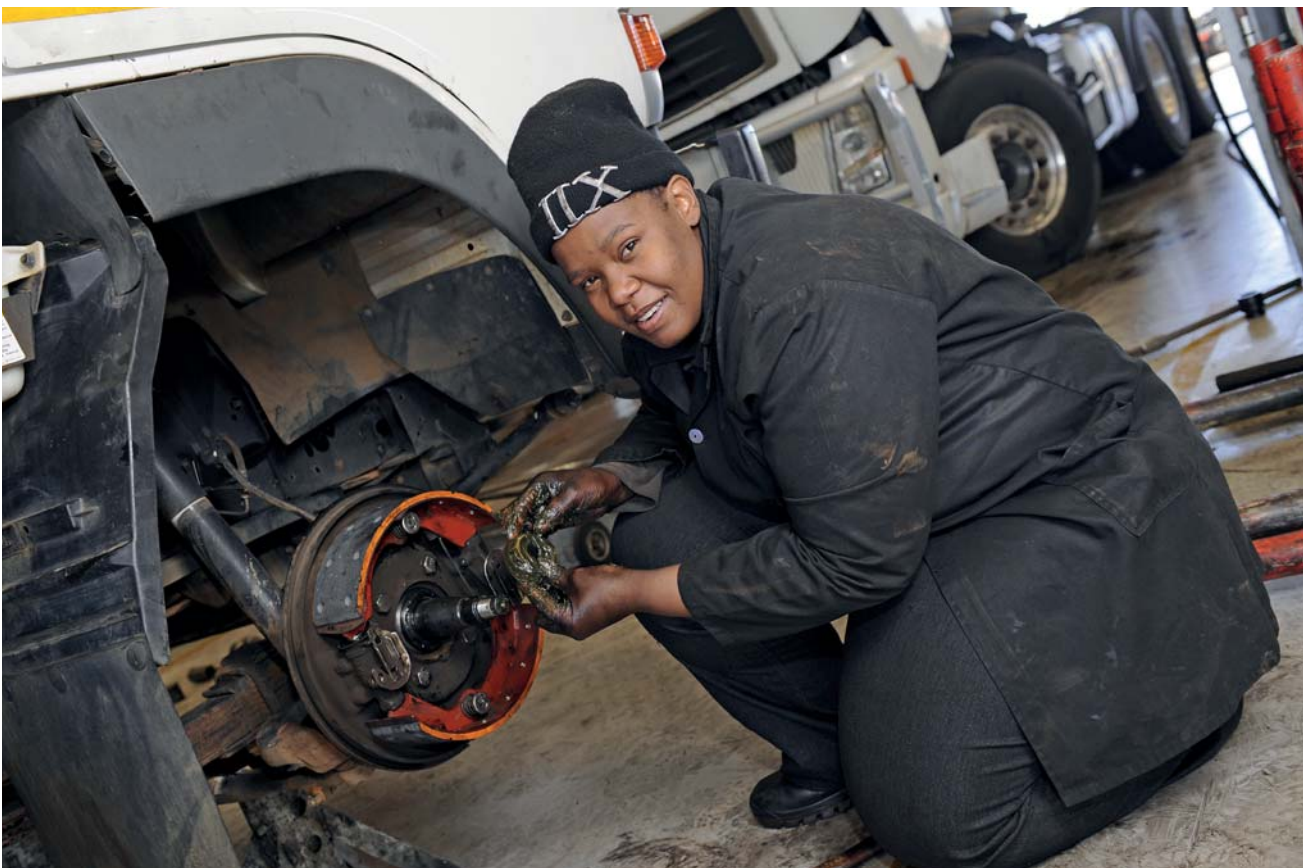
EMPLOYMENT EQUITY

Vehicle Import, Distribution and Dealerships

- > 11% and 19% of top management and senior management respectively are black employees.
- > Black representation at junior and middle management level is 50% and 30% respectively.
- > The division has engaged with the Department of Labour to establish achievable employment equity targets.

Vehicle Retail, Rental and Aftermarket Parts

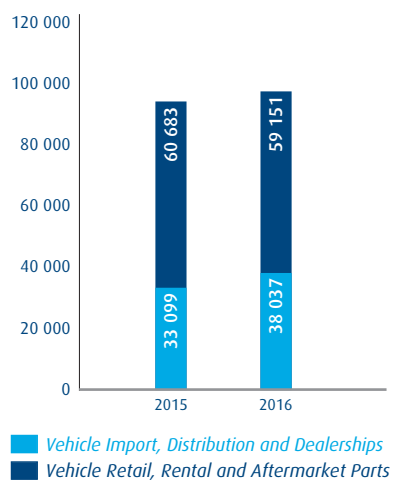
- > 38% of middle managers are black people against a target of 37%.
- > At junior management level, the target of 58% was narrowly missed by 2%.
- > At senior management level 28% of senior managers are black against a target of 30%.



MINIMISING OUR ENVIRONMENTAL FOOTPRINT

	2016	2015	% change
SCOPE 1 EMISSIONS (TONNES OF CO₂)			
> Vehicle Import, Distribution and Dealerships	24 493	33 554	27,0 ↓
> Vehicle Retail, Rental and Aftermarket Parts	44 505	45 058	1,2 ↓
SCOPE 2 EMISSIONS (TONNES OF CO₂)			
> Vehicle Import, Distribution and Dealerships	37 482	32 776	14,4 ↑
> Vehicle Retail, Rental and Aftermarket Parts	55 512	60 393	8,1 ↓
ROAD FUEL USAGE (KILOLITRES)			
> Vehicle Import, Distribution and Dealerships	9 422	13 029	27,7 ↓
> Vehicle Retail, Rental and Aftermarket Parts	17 281	17 383	0,59 ↓
ENVIRONMENTAL INCIDENTS			
> Vehicle Import, Distribution and Dealerships	6	0	
> Vehicle Retail, Rental and Aftermarket Parts	0	0	
FINES OR PENALTIES FOR ENVIRONMENTAL INCIDENTS			
> Vehicle Import, Distribution and Dealerships	None	None	
> Vehicle Retail, Rental and Aftermarket Parts	None	None	

Breakdown of purchased electricity per division (megawatt hours)



Breakdown of water consumption per division (kilolitres)

