

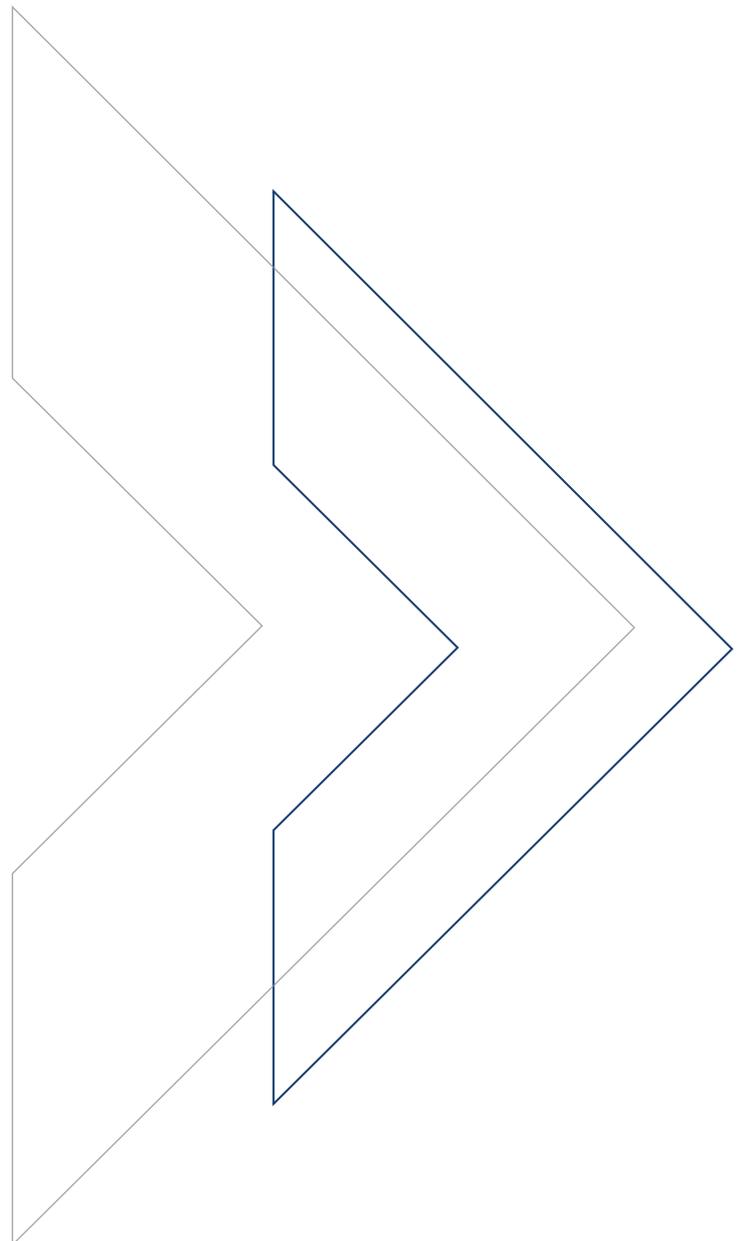
# Embed defensible health and safety practices

## Overview

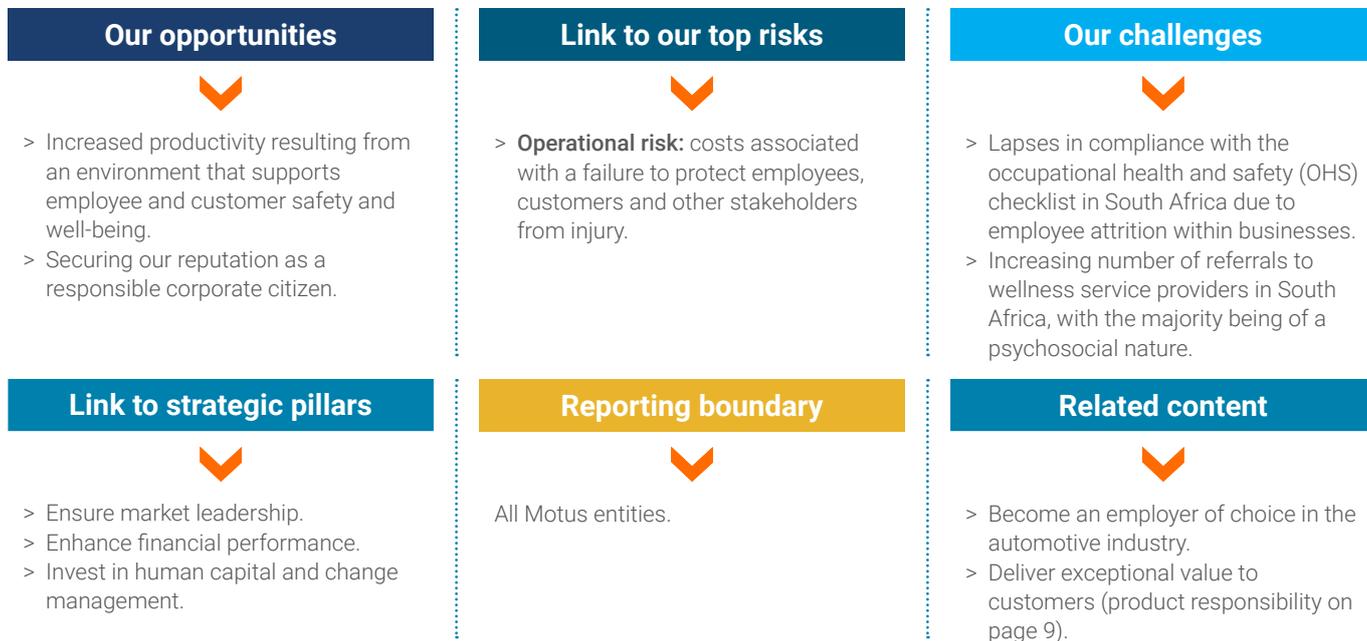
**Motus places the highest importance on the health and safety of our employees, customers and visitors to our premises. Our code of ethics covers health and safety as an imperative ethical business practice.**

We provide a safe and secure work and trading environment by focusing on:

- > **Workplace safety:** embedding appropriate, enforceable and consistent safety measures that comply with legislation across operations.
- > **Employee well-being:** providing wellness services to assist employees in managing their health.
- > **Road safety:** enhancing road safety awareness among the general public.



# Embed defensible health and safety practices continued



## 2019 HIGHLIGHTS

- > **88% of all externally audited business sites in South Africa achieved compliance of 85%** or above as at 30 June 2019. In the United Kingdom (UK), 93% of business sites achieved compliance of 92% or above.
- > **Piloted a scoring system** to enhance the effectiveness of OHS management and compliance in the dealership network in South Africa and support the OHS audit process.

## Our approach

Each employee is held accountable for working and operating in ways that adhere to our OHS policies and processes. This includes identifying and reporting potential risks or unsafe acts and conditions. Our OHS compliance framework guides and supports them in this responsibility.

Our most prevalent safety risks are in the mechanical workshop environment where our employees work with machinery. Given that South Africa has one of the worst road safety records in the world, an additional risk is the exposure of our drivers to road accidents when delivering vehicles to new owners and parts to businesses.

During the year, we experienced a high number of referrals to wellness service providers. While some of the difficulties experienced by our employees related to the pressures associated with the organisational change that took place during the year, the majority of issues raised related to the tough economic climate, depression, anxiety and stress as well as bereavement. It is with great sadness that we report the suicides of two employees in the workplace during the reporting year. Support was provided to the families and co-workers of the deceased.

### Our management priorities

- > Embed safety practices and mindset in the right areas, including operational safety in workshops and other facilities.
- > Provide employees with access to services that help them manage their physical, financial and mental health.
- > Invest in corporate social investment programmes that support road safety.

# Embed defensible health and safety practices continued

## Our approach continued

### Our OHS compliance framework

#### Board oversight



The social, ethics and sustainability (SES) board committee and the finance and risk review management committee (FRRC) oversee the management of health and safety at a Group and divisional level respectively, as well as compliance to relevant health and safety legislation across all jurisdictions of operation. All fatalities are thoroughly investigated and reported to the SES committee.

#### Management responsibility



**South Africa:** the Group risk and sustainability function is responsible for the implementation and monitoring of the OHS policy, and continually collaborates with businesses to ensure that the policy and OHS processes are correctly implemented and provides advice, where required.

A network of OHS committees and safety representatives across individual businesses manage day-to-day occupational health and safety matters. A standardised OHS checklist, developed together with a global leading risk management company and covering the requirements of the Occupational Health and Safety Act and other legislation, drives a more consistent approach to OHS across all sites.

**Australia:** the work, health and safety systems and processes for Motus Australia differ per site and the manager of each site is responsible for ensuring that they are effectively implemented. Supervisors are responsible for taking the practical measures necessary to ensure employees are adequately supervised and trained.

**United Kingdom:** the Chief Executive Officer of Motus UK holds ultimate responsibility for health and safety, and is supported by a health and safety compliance manager, health and safety auditor and a network of health and safety officers across the business areas.

#### Reporting systems



All injuries are reported monthly on the Group-wide Motus sustainability management system.

In Australia, the human resources management system is used to report incidents. In addition, Motus Australia must report against the Modern Day Slavery Act of 2018, which requires companies to report annually on their actions to ensure that suppliers and contractors comply with relevant state and federal laws, including health and safety laws.

In the UK, employers are required to demonstrate their compliance and make a statement to this effect annually on their websites. A comprehensive OHS system tracks and manages incident reporting, regulatory compliance, risk assessments, action plans and training, as well as contractor permits. The system enables us to analyse data and identify common themes to inform effective control measures. A similar solution is being piloted in South Africa (see page 5).

#### OHS audits



A health and safety audit must be conducted at least once a year in every business site in South Africa by an external service provider. Any non-compliance to the OHS checklist must be rectified within a month and re-audited.

In the UK, sites are audited twice a year by the operation's internal health and safety auditor and re-audited within three months in instances where a compliance target is not met. In Australia, formal audits take place once a year with informal audits occurring daily, particularly in the dealerships.

#### Training and awareness



Ongoing OHS training and awareness is delivered across the Group to ensure we meet legislative requirements and help employees operate equipment and manage hazards safely.

# Workplace safety

## What we are doing

In South Africa, regular monitoring across 438 business sites has greatly improved the commitment to complying with the OHS checklist introduced in 2018. Progress is monitored by the finance and risk review management committee of each division. All company vehicles must be driven in a safe manner and disciplinary action is taken when employees fail to adhere to this requirement. Drivers in the Aftermarket Parts division must undertake documented

roadworthy checks daily. The 53% year-on-year decrease in road accidents is a result of better awareness around driving behaviour.

In the UK, medical examinations are conducted for all new recruits, technicians, engineers and mechanics, as well as employees who drive more than 30 000 business miles in a year. Identified issues are monitored and, if necessary, employees are referred for further clinical assessment. Additional health checks are available for

employees who work night shifts or with vibrating tools, or are exposed to spray painting. Drivers are regularly assessed, particularly when they undertake duties they are not familiar with or when they are involved in an 'at fault' road accident or have received a traffic offence.

In Australia, each site has a tailor-made induction programme for new employees and employees are required to raise OHS concerns when risks arise and at toolbox talks or morning briefings.

## 2019 PROGRESS

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### ➤ Road accidents per million kilometres (Group)

**0,152**

(2018: 0,304)

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### ➤ Road injuries per million kilometres (Group)

**0,156**

(2018: 0,214)

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### ➤ Road fatalities (Group)

**None**

(2018: one)

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### ➤ Target for all South African business sites

**85% compliance** (as a minimum) with the OHS checklist.

#### Performance

**88% of all business sites** achieved compliance of 85% or above as at 30 June 2019.

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### ➤ Target for all UK business sites

**92% compliance** (as a minimum) with OHS requirements.

#### Performance

**93% of all business sites** achieved compliance of 92% or above as at 30 June 2019.

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# Workplace safety continued

## 2019 PROGRESS continued

- Piloted an OHS scoring system in three Hyundai sites, including head office and a dealership, to enhance the effectiveness of OHS management and compliance with the OHS checklist, and support the audit process. The web-based system records compliance progress in real time, sends reminders to users to address any identified gaps within set timelines, flags events (for example safety representative meetings, audits and when safety equipment is due for servicing) and provides a repository for photographs of areas of non-conformance and other documentation. It also tracks audit history. Dealerships are able to conduct self-checks each month and head office can evaluate sites in real time.

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- OHS awareness campaigns were conducted in various business segments.

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- Motor-Related Financial Services trained and appointed OHS representatives for its new campus, and aims to double the number of representatives in the second phase to ensure it maintains its 99% compliance with the OHS checklist. The campus also successfully conducted its first emergency evacuation drill.

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- Motus Australia started implementing the necessary changes to worker's compensation recordkeeping, policies, training and return to work plans to comply with the New South Wales Workplace Injury and Management Act. It also provided key managers with access to employee health and safety training records, providing them with a tool to better manage overdue training. Injury registers are being re-designed to provide senior and key managers with better insight.

## Looking forward we will:

- Continue to embed a safety culture in South Africa using the OHS compliance ratings and continuous monitoring by head office.
- Implement a new system in Australia, which will require our dealership managers to certify that an employee is competent to use key machinery within 30 days of their employment.

# Employee well-being

## What we are doing

In South Africa, well-being programmes vary across our businesses with some hosting wellness days, which typically provide employees with access to free eye tests and health screens, including HIV-testing, as well as advice from dieticians, physical trainers, counsellors and financial advisers.

Motus Australia's informal Employee Assistance programme provides

information, assistance and referrals to various confidential counselling services and government bodies for employees needing assistance.

In the UK, our employees have access to a comprehensive Employee Assistance programme facilitated by an external service provider. The programme is available 24/7 and support is provided by telephone, email and face-to-face counselling, where appropriate.



Following a successful inter-departmental soccer tournament, Motor-Related Financial Services held a Motus divisional tournament, with 24 teams of mixed gender players registering for the event. The teams from Renault and Lindsay Saker were the tournament finalists, with Lindsay Saker winning on a penalty shootout.

## 2019 PROGRESS

➤ Appointed a preferred service provider to manage ad hoc employee counselling services in South Africa.

➤ Introduced a new service for all employees in the UK, enabling them to access professional financial advice and advantageous saving and credit interest rates. This helps those on lower incomes to access credit at more favourable rates and reduces their debt burden.

➤ Kia held wellness days at its head office and seven dealerships. It has identified obesity as a material concern and has engaged with individual employees. The importer is also developing programmes to encourage employees to exercise and eat healthier meals.

➤ Motor-Related Financial Services held a mental health and financial well-being day for its employees, providing them with information on gaining financial independence and identifying and dealing with substance abuse and mental disorders such as depression. In a separate initiative, employees were offered free flu vaccinations.

➤ Around 150 head office employees attended Hyundai's wellness day, with access to health discussions and screens. The external service provider engaged with individual employees on their health conditions and provided recommendations.

# Employee well-being continued

## OUR STORIES

### Helping our employees get to and from work

*Provided some 26 Hyundai employees with a transport solution.*

To help alleviate the transport problems employees faced at its parts distribution centre, Hyundai implemented a transport scheme in partnership with a local taxi organisation. Around 26 employees working at the parts warehouse in Germiston use the dedicated taxis to travel between work and their train station. Hyundai pays a set monthly fee for the scheme, and enjoys improved productivity as a result of employees arriving at work on time. On the other hand, employees are less frustrated with transport issues, feel supported by their employer and are able to catch the earliest train home in the afternoons, improving their work-life balance.

### Supporting Brice Thubakgale with his disability

Brice Thubakgale has worked for Europcar since 2013, and has been promoted from a driver to a quality controller. As a result of diabetes, Brice developed gangrene in his toes shortly after being promoted, which sadly led to both of his legs being amputated just below the knee in 2017. Being wheelchair bound, he was unable to continue his work as a quality controller and was promoted to a customer service agent on his return to work. In July 2018, and in close consultation with clinicians, Europcar with the support of its suppliers and employees, acquired prosthetics for Brice, who also received training on how to walk again.

### Injecting fun into being healthy



*Motor-Related Financial Services' 'M-Sure biggest loser 90-day challenge', was designed to help employees shed unwanted weight by keeping fit and eating healthy. Participants had to weigh-in regularly and participate in wellness activities. They were further supported with tips and information on nutrition and were notified of public fitness events. The first place winner lost 9,3 kilograms and won R500 and the winning team lost 22,3 kilograms in total, winning R1 000.*

## Looking forward we will:

- > Investigate the feasibility of expanding our preferred provider's services to include the management of a Wellness programme (mostly telephonic interventions) to reach a wider group of employees in South Africa.

# Road safety

## What we are doing

Our Road Safety programme targets schoolchildren, parents and holidaymakers and comprises the following interventions:

### Safe Scholars programme (endorsed by the Department of Basic Education)

An active, fun and memorable approach to road safety messages for school children and their teachers. Talks cover how and when to buckle up, how to cross the road and the basics of safe road usage. As part of the learning, each child is given a reflective sash to wear while walking along roads. The programme also equips scholar patrols at various schools.

### Highway Patrol programme

The Highway Patrol programme assists Road Incident Management Services attend to and report on incidents along the N1/N4 toll routes, the busiest toll routes in South Africa during the Easter and December holiday seasons. We provide patrol vehicles to assist the concessionaire with 24-hour route surveillance and emergency support, including post-crash care and breakdown assistance.

### Wheel Well

Wheel Well is the only non-profit organisation (NPO) that focuses exclusively on road safety for children in South Africa. It raises awareness, educates and effects changes and enforcement of legislation to meet this objective. It has a portfolio of projects geared towards keeping children safe in and around the vehicle.

## 2019 PROGRESS

### Safe Scholars programme

Since 2011, over **1,5 million learners reached in over 1 600 schools.**

(2018: over 1,3 million learners reached in over 1 400 schools)

**85 300 reflective sashes** distributed to date.

(2018: over 80 300 reflective sashes)

In 2019, Renault donated two vehicles to the programme.

### Highway Patrol programme

Hyundai sponsored **six patrol vehicles** during the Easter and December holidays. During the 2019 Easter period, 78 motorists were assisted and 4 853 vehicles inspected.

### Wheel Well

Renault, which has supported Wheel Well since 2012, became the NPO's drop-off point of choice for parents wanting to donate used baby car seats. Wheel Well then refurbishes the seats and donates them to people who cannot afford new child seats.

Renault also part sponsored the founder of Wheel Well's attendance at the 16th International Protection of Children in Cars conference in Munich, Germany.



## Looking forward we will:

- > Deliver road safety education using the dealership network in 2020, providing education to the broader public beyond schools.
- > Better align our road safety awareness and education to our retail businesses, to reach people in their networks.

# Key data

	2019	2018	2017
<b>Checklist compliance<sup>1</sup></b>			
Percentage of sites in South Africa that meet the 85% compliance target	<b>88</b> ■	–	–
Percentage of sites in the UK that meet the 92% compliance target	<b>93</b> ■	–	–
<b>Non-road injuries</b>			
Non-road injuries <sup>2</sup>	<b>273</b> ■	258	109
<b>Road accidents</b>			
Road kilometres travelled (million)	<b>231*</b>	243	225
Road accidents (company)	<b>35*</b>	74	110
Road accidents per million kilometres	<b>0,152*</b> ■	0,304	0,489
Road injuries (company)	<b>36*</b>	52	96
Road injuries per million kilometres	<b>0,156*</b> ■	0,214	0,427
Road fatalities (company)	<b>0</b>	1	0
Road fatalities per million kilometres	<b>0</b> ■	0,004	0

Note: the Motus sustainability management system collates, processes, tracks and communicates road safety data from all business sites. Data is collected monthly and local administrators and internal audit perform regular data integrity checks. The system also collates lessons learnt, which are used to inform development plans.

<sup>1</sup> First year of reporting.

<sup>2</sup> The nature of most injuries are fractured fingers or cuts.

■ Satisfied with performance.

■ Area for improvement.

\* Assured (see the independent limited assurance report in the 2019 integrated annual report).

Overall we are pleased with the improvements in our safety performance for the year, particularly the 53% decrease in road accidents which is testament to our initiatives to raise awareness around this issue. The 6% increase in non-road injuries is mostly attributable to Motus UK, with a year-on-year increase of 34 injuries in this business. Of the 273 non-road injuries, 85% were sustained in the UK, mostly in workshops. This is not indicative of an unsafe working environment but is the result of far more stringent regulatory reporting requirements in the UK, including the reporting of minor injuries such as finger lacerations and bumps due to slips. Motus UK has robust OHS practices as is evidenced by 93% of our sites meeting the 92% compliance target.

## Highway Patrol programme (N1/N4 toll routes)

	Easter 2019	Easter 2018	December/ January 2018/2019	December/ January 2017/2018
Distance travelled	<b>62 362</b>	23 061	<b>62 488</b>	52 608
Motor incidences	<b>40</b>	12	<b>115</b>	22
Motorists assisted	<b>78</b>	32	<b>59</b>	45
Vehicles inspected	<b>4 853</b>	–	<b>6 007</b>	–
Arrests	<b>110</b>	1	<b>149</b>	2
Fatalities	<b>2</b>	6	<b>8</b>	12