




Motus

ESG indicator report 2023

Indicator report

CONTENTS

2	Environment
4	Social
4	– Employees
6	– Employment equity
7	– Occupational health and safety
9	– Inclusive procurement
10	– Community upliftment
12	Governance
12	– Board composition
12	– Whistle-blowing hotline, data protection and compliance
13	Value-added statement

The Motus indicator report contains the key metrics we measure as part of assessing our environmental, social and governance (ESG) performance. The content of this report supports our disclosure in the  Motus integrated report,  ESG report and standalone  Task Force on Climate-related Financial Disclosures (TCFD) report. The 2023 metrics are reported for the period 1 July 2022 to 30 June 2023.

While we aim to report Group metrics, there are instances where metrics have different boundaries. This is clearly noted in the tables that follow. Differences are either due to an issue being material to a certain operation but less so for the Group as a whole, or because the maturity of our data collection and measurement varies between our operations. Examples include metrics related to broad-based black economic empowerment (B-BBEE), which pertains to the South African operation only, and our waste metrics where the improvement of our reporting has been a key initiative for the past two years with our focus initially being the South African operation.



Environment

	Boundary	2023		2022	2021	Target	Performance against target	Assurance
Energy consumption								
Vehicle fuel usage (litres)	Group	17 081 771✓	▲	16 637 246	16 114 297	2023: 18 336 683 ¹	Ahead	ELA
Electricity purchased (megawatt hours)	Group	64 998✓	▼	70 108	73 317	2023: 67 621 ¹	Ahead	ELA
Emissions								
Scope 1 emissions (tCO ₂ e)	Group	49 909	▲	47 237	46 225			ELA
Scope 2 emissions (tCO ₂ e)	Group	57 359	▼	64 604	71 757			ELA
Scope 3 emissions – air travel only (tCO ₂ e)	Group	1 392	▲	499	105			ELA
Total emissions (tCO₂e)	Group	108 660	▼	112 340	118 087			
Carbon intensity ratio (tCO ₂ e/Rbn)	Group	1,0	▼	1,2	1,4			
Water								
Water purchased from municipalities (kilolitres)	Group	672 938✓	▲	609 191	570 089	2023: 538 349 ¹	Behind	ELA
Water intensity ratio (kilolitres/Rbn)	Group	6,3	▼	6,6	6,5			
Waste								
Batteries recycled/returned to suppliers (kilograms)	Group	221 790	▼	232 629	–			MBO
Oil recycled (litres)	Group	3 035 124	▲	2 429 770	2 209 502			MBO
Paper purchased (kilograms)	Group	492 832	▲	410 491	–			MBO
Paper recycled (kilograms)	Group	939 411	▼	1 037 421	–			MBO
Tyres recycled (tonnes)	Group	54 162	▼	63 016	–			MBO
Spills								
Environmental incidents	Group	0	■	0	0	Zero	Met	MBO
Environmental compliance								
Fines or penalties for environmental incidents	Group	0	■	0	0	Zero	Met	MBO

Note

¹ These environmental targets are stretch targets. For 2023, we met our absolute water target when comparing like-for-like footprint.

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year
 ■ Satisfied with performance ■ Area for improvement ✓ Linked to remuneration
 ELA: external limited assurance (see the independent limited assurance report)
 MBO: internal management and board oversight through regular internal reporting

Definitions

tCO₂e: tonnes of carbon dioxide equivalent.
 Scope 1: all direct emissions from the activities of Motus or under our control, including fuel combustion and on-site oil (fleet vehicles, air-conditioning or generators).
 Scope 2: indirect emissions from the electricity Motus purchases and uses.
 Scope 3: indirect emissions from air travel only.

Environment continued

Carbon footprint overview

Methodology applied	Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Revised Edition).	
Operational boundary	Operational control.	
Number of full time employees	19 817	
Floor space	3,9 million m²	
Facilities	Dealerships	3,1 million m²
	Parts distribution centres	0,7 million m²
	Corporate offices	98 000 m²
Revenue	R106 billion	
Verification	Deloitte & Touche	

Carbon footprint overview

Operational control

South Africa, UK, Australia, South East Asia and Southern and East Africa. The bulk of our operations remains in South Africa with a growing footprint in the UK.





Social

Employees

	Boundary	2023		2022	2021	Target	Performance against target	Assurance
Number of employees								
South Africa		13 865	▲	13 158	12 697			MBO
United Kingdom		4 969	▲	3 114	3 033			MBO
Australia		569	▲	534	523			MBO
Rest of Africa		343	▼	410	389			MBO
Asia		71	▲	67	66			MBO
Total number of employees	Group	19 817	▲	17 283	16 708			MBO
Non-permanent employees	SA	569	▲	548	561			MBO
Female representation								
Overall (%)	Group	31	▼	32	31			MBO
Top management (%)	Group	25	▼	33	27			MBO
Senior management (%)	Group	27	▲	26	25			MBO
Middle management (%)	Group	40	▲	28	28			MBO
Junior management (%)	Group	21	▼	24	24			MBO
Employee representation								
Employees covered by collective bargaining agreements (%)	SA	60	▲	59	60			MBO

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year

■ Satisfied with performance ■ Area for improvement

MBO: internal management and board oversight through regular internal reporting

Social

 continued

	Boundary	2023		2022	2021	Target	Performance against target	Assurance
Leadership development								
Future Leaders Programme (participants)	SA	20	■	20	15			MBO
– Percentage who are black (%)	SA	55	■	55	60			
– Percentage who are women (%)	SA	40	■	40	13			
Women in Leadership Programme (participants)	SA	20	▲	16	18			MBO
– Percentage who are black (%)	SA	85	▲	81	50			
Managerial programmes (participants)	SA	292	▼	343	274			MBO
– Percentage who are black (%)	SA	72	▲	71	65			
– Percentage who are women (%)	SA	43	▲	42	38			
Training spend								
South Africa (Rm)		179,8	▲	166,3	143,9			ELA
United Kingdom (Rm)		237,7	▲	122,3	123,0			MBO
Australia (Rm)		8,5	▲	1,4	4,0			MBO
Total training spend (Rm)	Group	426,0	▲	290,0	270,9			MBO
Training metrics								
Training spend per employee (R)	SA	12 967	▲	12 639	11 333			–
Number of training hours	SA	997 920	▼	1 424 279	1 263 805			ELA
Training hours per employee	SA	72	▼	108	99			–

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year

■ Satisfied with performance ■ Area for improvement

ELA: external limited assurance (see the independent limited assurance report)

MBO: internal management and board oversight through regular internal reporting

Social continued

Employment equity

Occupational level	Boundary	Men (number)		Women (number)		Foreign nationals (number)	Black representation (%)				Assurance
		Black	White	Black	White		2023 actual	2022 actual	2023 target	Performance against target	
Top management	SA	4	5	2	1		50✓	50	50	Met	B-BBEE
Senior management	SA	28	41	36	13	2	53✓	53	55	Behind	B-BBEE
Middle management	SA	679	648	323	268	17	52✓	50	55	Behind	B-BBEE
Junior management	SA	2 999	919	942	415	50	73✓	71	75	Behind	B-BBEE
Semi-skilled	SA	2 504	187	1 847	537	36	85	81	82	Ahead	B-BBEE
Unskilled	SA	856	17	479	2	8	98	97	97	Met	B-BBEE
Total permanent employees	SA	7 070	1 817	3 629	1 236	113	76	75			B-BBEE
Non-permanent	SA	274	32	243	19	1	91	89	89	Ahead	B-BBEE
Employees living with disabilities	SA	45	28	58	33	1	62	62	53	Ahead	B-BBEE

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year

■ Satisfied with performance ■ Area for improvement ✓ Linked to remuneration

B-BBEE: externally verified 2023 B-BBEE scorecard by AQ Rate.

Social continued

Occupational health and safety

	Boundary	2023		2022	2021	Target	Performance against target	Assurance
OHS compliance								
South Africa number of sites		478	▲	446	419			
– Percentage of sites audited (%)		95	▼	97	99			MBO
– Average score		93	■	93	92	85% and above	Ahead	MBO
United Kingdom number of sites¹		83	▲	79	79			
– Percentage of sites audited (%)		74	▲	63	87			MBO
– Average score		95	▲	94	91	90% and above	Ahead	MBO
Australia number of sites²		15	▼	17	23			
– Percentage of sites audited (%)		100	▲	94	100			MBO
– Percentage of that were compliant (%)		100	■	–	–			MBO
Rest of Africa number of sites		5	■	5	5			
– Percentage of sites audited (%)		100	■	100	100			MBO
– Average score		84	▼	93	93	85% and above	Behind	MBO
Total number of business sites	Group	581	▲	547	526			
Road³								
Road kilometres travelled (million)	Group	192	▲	188 ⁴	171			ELA
Road accidents (includes any fatalities)	Group	43	▲	41	45			ELA
Road accidents per million kilometres	Group	0,224	▲	0,218 ⁴	0,263			ELA
Road injuries	Group	46	▲	43	44			MBO
Road injuries per million kilometres	Group	0,240	▲	0,229 ⁴	0,257			MBO
Road fatalities	Group	4	▼	7	5	Zero	Behind	MBO
Road fatalities per million kilometres	Group	0,021	▼	0,037 ⁴	0,029	Zero	Behind	MBO

Notes

¹ Excludes Motor Direct Parts in the UK, acquired in the financial year and which has a year to align their OHS standards to those of the Group.

² Australia's OHS framework scores a site as either compliant or non-compliant.

³ OHS metrics include employees and third parties.

⁴ Restated due to change in measuring methodology used in 2023.

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year

■ Satisfied with performance ■ Area for improvement

ELA: external limited assurance (see the independent limited assurance report)

MBO: internal management and board oversight through regular internal reporting

Social

continued

	Boundary	2023		2022	2021	Target	Performance against target	Assurance
Workplace⁵								
Workplace incidents	Group	509	▲	290	194			MBO
Workplace accidents (includes any fatalities)	Group	301	▲	274	199			MBO
Workplace fatalities	Group	0	■	0	0	Zero	Met	MBO
Workplace accidents⁵								
South Africa		28	▲	21	26			MBO
United Kingdom ⁶		259	▲	242	161			MBO
Australia		14	▲	11	12			MBO
Total workplace accidents	Group	301	▲	274	199			MBO

Notes

⁵ OHS metrics include employees and third parties.

⁶ The nature of most injuries are fractured fingers or cuts. The UK reports a higher number of on-site injuries as a result of far more stringent regulatory reporting requirements.

Definitions

Incident: is an unsafe occurrence where damage to property is incurred but there were no fatal or occupational injuries to employees or third parties.

Accident: is an occurrence which results in a fatality or an occupational injury to either employees or third parties.

Injury: is any personal injury or disease resulting from an occupational accident to either employees or third parties.

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year

■ Satisfied with performance ■ Area for improvement

MBO: internal management and board oversight through regular internal reporting

Social

continued

Inclusive procurement

	Boundary	2023		2022	2021	Target	Performance against target	Assurance
Preferential procurement								
Spend with >51% black-owned business (Rbn)	SA	4,6	▲	2,9	2,3	2023: R2,5 billion	Ahead	B-BBEE
Spend with 30% black women-owned business (Rm)	SA	3,0	▲	1,8	1,0	2023: R1,5 billion	Ahead	B-BBEE
Spent with EME and QSE (Rbn)	SA	2,5	▲	2,1	2,0	2023: R1,0 billion	Ahead	B-BBEE
Enterprise and supplier (ESD) development								
Qualifying ESD spend on B-BBEE scorecard (Rm)	SA	79	▼	82	54	3% of NPAT ²	Met	B-BBEE
Total enterprise development spend (Rm) ¹	SA	119	▼	121	76			MBO

Note

¹ Includes qualifying ESD spend.

² South African NPAT.

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year

■ Satisfied with performance ■ Area for improvement

B-BBEE: externally verified 2023 B-BBEE scorecard by AQ Rate.

MBO: internal management and board oversight through regular internal reporting

Social continued

Community upliftment

	Boundary	2023		2022	2021	Target	Performance against target	Assurance
Corporate social investment (CSI) spend								
Education and youth development (Rm)	Group	14,8	▼	15,3	13,6			
Road safety (Rm)	Group	1,3	▼	1,6	1,3			
Health (Rm)	Group	4,8	▲	1,5	1,3			
Business specific initiatives (Rm)	Group	5,1	▼	5,6	2,4			
Gift of the Givers (Rm)	Group	0,5	▼	6,0	–			
Total CSI spend (Rm)¹	Group	26,5	▼	30,0	18,6			ELA
Socio-economic development								
Qualifying socio-economic development spend on B-BBEE scorecard (Rm)	SA	21,6	▼	28,1	17,5	1% of NPAT ²	Met	B-BBEE
Motus Technical Academy								
Artisans trained for Motus	SA	423	▲	406	462			
– Percentage of apprentices who are black (%)	SA	70	▼	86	80			
– Number of apprentices who qualified as technicians	SA	188	▼	376	373			
Artisans trained for the broader industry	SA	744	▼	1 227	1 377			
Total number of motor artisans trained	SA	1 167	▼	1 633	1 839			
Imperial and Motus Community Trust								
Spend (Rm) ³	SA	13,0	▼	14,0	11,7			MBO
Number of resource centres (cumulative since 2004)	SA	71	▲	63	52			MBO
Learners reached	SA	>79 300	▲	>72 000	> 61 300			MBO
Teachers reached	SA	~2 400	▲	~2 070	~ 1 600			MBO
Jobs created at 30 June	SA	76	▲	65	65			MBO

Notes

¹ Includes the qualifying socio-economic development spend reported in the B-BBEE scorecard.

² South African NPAT.

³ Includes operating costs and specific projects relating to the resource centres, Grade R classroom upgrades and special events. Individual business contributions are also included.

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year

■ Satisfied with performance ■ Area for improvement

ELA: external limited assurance (see the independent limited assurance report)

MBO: internal management and board oversight through regular internal reporting

Social continued

	Boundary	2023		2022	2021	Target	Performance against target	Assurance
Road safety programme								
Spend (Rm)	SA	1,3	▼	1,5	1,3			MBO
Schools reached (cumulative since 2011)	SA	>2 600	▲	>2 300	> 2 080			MBO
Learners reached (cumulative since 2011 in millions)	SA	>2,25	▲	>1,96	> 1,75			MBO
Unjani Clinics								
Direct investment (Rm)	SA	2,2	▲	1,4	1,3			MBO
Consultations (cumulative since 2010 in millions)	SA	>3,9	▲	>2,9	> 2,0			MBO
Jobs sustained at June 30	SA	649	▲	475	346			
Highway Patrol Programme (N1/N4 toll routes)								
	Boundary	Easter 2023		Easter 2021	Dec 22/Jan 23		Dec 21/Jan 22	Assurance
Distance travelled	SA	33 491	▼	37 817	36 126	▼	76 783	Data supplied by the Highway Patrol Programme
Motor incidences	SA	37	▼	59	36	▼	120	
Motorists assisted	SA	151	▲	63	130	▼	162	
Vehicles inspected	SA	11 154	▲	2 265	8 544	▲	2 741	
Warrants/arrests	SA	966	▲	157	941	▲	687	
Fatalities	SA	0	▼	7	10	▼	23	

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year

■ Satisfied with performance ■ Area for improvement

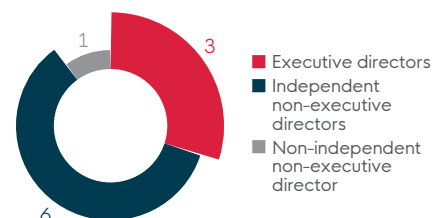
MBO: internal management and board oversight through regular internal reporting



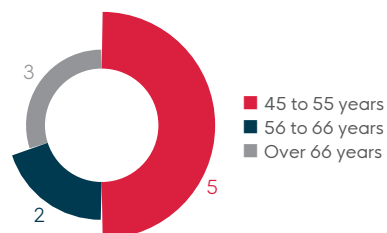
Governance

Board composition

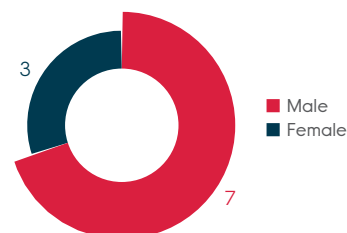
Independence*



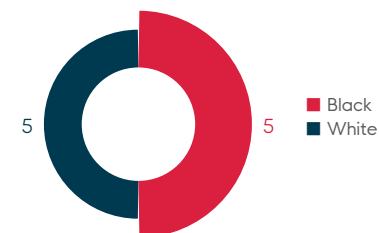
Age*



Gender representation*



Race diversity*



* At publication.

Our Group leadership details: page 36 of the 2023 integrated report.

Whistle-blowing hotline, data protection and compliance

	Boundary	2023		2022	2021	Target	Performance against target	Assurance
Whistle-blowing reports								
Fraud	Group	14	▲	7	11			MBO
Governance	Group	5	▼	6	1			MBO
Human resources ¹	Group	64	▲	48	51			MBO
Enquiry	Group	4	▲	3	0			MBO
Other crime	Group	3	■	3	11			MBO
Corruption	Group	1	▼	2	1			MBO
Total number of tip-offs registered	Group	91	▲	69	75			MBO
Data security								
Number of material data breaches	Group	0	■	0	–	Zero	Met	MBO
Regulatory compliance								
Fines or penalties for non-compliance	Group	0	▼	1	0	Zero	Met	MBO

Note

¹ Includes incidents of alleged discrimination and racism.

Key

▲ Year-on-year increase ▼ Year-on-year decrease ■ No change year on year
 ■ Satisfied with performance ■ Area for improvement
 MBO: internal management and board oversight through regular internal reporting

Value-added statement

For the year ended 30 June 2023	Note	2023 Rm	%	2022 Rm	%
Revenue		106 321		91 978	
Paid to suppliers for materials and services		(89 558)		(77 886)	
Total wealth created		16 763		14 092	
Wealth distribution					
Salaries, wages and other benefits	1	8 597	51	7 227	51
Providers of capital		2 744	16	2 811	20
– Net finance costs		1 352	8	496	3
– Dividends paid to equity holders of Motus		1 239	7	928	7
– Dividends paid to non-controlling interest		52	–	36	–
– Share repurchases and cancellations		101	1	1 351	10
Central and local government	2	1 450	9	1 502	11
Reinvested in the Group to maintain and develop operations		3 972	24	2 552	18
– Depreciation, amortisation, impairment and recoupments		2 383		1 886	
– Future expansion (including vehicles for hire)		1 589		666	
		16 763	100	14 092	100
Value-added ratios					
Number of employees		19 817		17 283	
Revenue per employee (R'000)		5 365		5 322	
Wealth created per employee (R'000)		846		815	

Value-added statement continued

Notes to the value-added statement	2023	2022
1. Salaries, wages and other benefits		
Salaries, wages, overtime, commissions, bonuses and allowances	7 911	6 778
Employer contributions	769	529
Less: Unemployment Insurance Fund and Skills Development Levy (included in note 2)	(83)	(80)
	8 597	7 227
2. Central and local government		
Income tax expense	1 089	1 242
Withholding and secondary tax on companies	5	4
Rates and taxes	273	176
Skills Development Levy	56	50
Unemployment Insurance Fund	27	30
	1 450	1 502