



Business address




1 Van Buuren Road
Corner Geldenhuis and Van Dort Streets
Bedfordview
2008
South Africa

www.motus.co.za



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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 2024 metrics are reported for the period 1 July 2023 to 30 June 2024.

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 our South African operation only.

Key used throughout this report

▲ 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 by Deloitte & Touche (see the independent limited assurance report in the IR and ESG reports).
 MBO: internal management and board oversight through regular internal reporting.
 B-BBEE: externally verified 2024 B-BBEE scorecard by AQ Rate.

Environment

	Boundary	2024		2023	2022	Target	Performance against target	Assurance
Energy consumption								
Vehicle fuel usage (litres) – MPD	Group	16 112 504 ✓ 2 484 457	▼	17 081 771 Acquired in 2023	16 637 246	Contain to 6% increase on 2019 (22 250 296 litres)	Ahead	
Total vehicle fuel consumed (litres)		18 596 961						ELA
Electricity purchased (megawatt hours) – MPD	Group	66 468 ✓ 2 643	▲	64 998 Acquired in 2023	70 108	11% decrease on 2019 (80 146 MWh)	Ahead	
Total electricity purchased (megawatt hours)		69 111						ELA
Emissions								
Scope 1 emissions (tCO ₂ e)	Group	51 034	▲	49 909	47 237			ELA
Scope 2 emissions (tCO ₂ e)	Group	58 013	▲	57 359	64 604			ELA
Scope 3 emissions – air travel only (tCO ₂ e) ¹	Group	Not reported		1 392	499			
Total emissions (tCO₂e)	Group	109 047	▲	108 660	112 340			
Carbon intensity ratio (tCO ₂ e/Rbn)	Group	1,0	■	1,0	1,2			
Water								
Water purchased from municipalities (kilolitres) – MPD	Group	684 537 ✓ 14 195	▲	672 938 Acquired in 2023	609 191	9% decrease on 2019 (611 223 kilolitres)	Behind	
Total water consumption (kilolitres)		698 732						ELA
Water intensity ratio (kilolitres/Rbn)	Group	6,1	▼	6,3	6,6			

Notes

Our environmental targets are stretch targets.

¹ The new sustainability management system implemented during the year records air travel, reducing our reliance on third-party information. Based on auditor feedback and a review of the data reported by divisions, the decision was taken to not report Scope 3 emissions (air travel) for 2024 and until such time as the system is fully implemented across the Group.

Environment (continued)

	Boundary	2024		2023	2022	Target	Performance against target	Assurance
Waste								
Batteries recycled/returned to suppliers (kilograms)	Group	192 721	▼	221 790	232 629			MBO
Oil recycled (litres)	Group	2 809 843	▼	3 035 124	2 429 770			MBO
Paper purchased (kilograms)	Group	460 000	▲	492 832	410 491			MBO
Paper recycled (kilograms)	Group	694 500 ¹	▼	939 411	1 037 421			MBO
Tyres recycled (tonnes)	Group	56 100	▲	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

Notes

¹ Decrease is due to less paper being used overall due to automation.

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.

Carbon footprint overview

Methodology applied	Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Revised Edition).
Operational boundary	Operational control, covering South Africa (SA), UK, Australia, South East Asia and Southern and East Africa. The bulk of our operations remains in SA with a growing footprint in the UK.
Number of full time employees	20 156 (2023: 19 817)
Floor space (m²)	4,1 million (2023: 3,9 million)
Facilities	
Dealerships (m ²)	3,2 million (2023: 3,1 million)
Parts distribution centres (m ²)	0,8 million (2023: 0,7 million)
Corporate offices (m ²)	120 000 (2023: 98 000)
Revenue	R 144 billion (2023: R106 billion)
Verification	Deloitte & Touche



Social

Employees

	Boundary	2024		2023	2022	Target	Performance against target	Assurance
Number of employees								
South Africa		13 795	▼	13 865	13 158			MBO
United Kingdom		5 209	▲	4 969	3 114			MBO
Australia		697	▲	569	534			MBO
Rest of Africa		383	▲	343	410			MBO
Asia		72	▲	71	67			MBO
Total number of employees	Group	20 156	▲	19 817	17 283			MBO
Non-permanent employees	SA	418	▼	569	548			MBO
Female representation								
Overall (%)	Group	32	▲	31	32			MBO
Top management (%)	Group	25	■	25	33			MBO
Senior management (%)	Group	28	▲	27	26			MBO
Middle management (%)	Group	29 ¹	▼	40	28			MBO
Junior management (%)	Group	26 ¹	▲	21	24			MBO
Employee representation								
Employees covered by collective bargaining agreements (%)	SA	59	▼	60	59			MBO
Employees with disabilities								
Employees with disabilities	SA	167	▲	165	202			MBO
Employee turnover								
South Africa (%)	SA	27	▲	23	–			MBO
United Kingdom (%)	UK	19	▲	17	–			MBO

Notes

¹ Following the implementation of the new HR management system, realignment of organisational levels was undertaken between middle and junior management.

Social (continued)

Learning and development

	Boundary	2024		2023	2022	Target	Performance against target	Assurance
Leadership development								
Future Leaders Programme (participants)	SA	25	▲	Paused ¹	20			MBO
– Black (%)	SA	44	▼	–	55			MBO
– Women (%)	SA	44	▲	–	40			MBO
Women in Leadership Programme (participants)	SA	26	▲	Paused ¹	16			MBO
– Black (%)	SA	73	▼	–	81			MBO
Managerial programmes (participants)	SA	351	▲	292	343			
– Black (%)	SA	70	▼	72	71			
– Women (%)	SA	55	▲	43	42			
Training spend								
South Africa (Rm)		221,2	▲	179,8	166,3			B-BBEE
United Kingdom (Rm)		118,5	▼	96,8	122,3			MBO
Australia (Rm)		10,1	▲	8,1	1,4			MBO
Total training spend (Rm)	Group	349,8	▲	284,7	290,0			MBO
Training metrics								
Training spend per employee (R)	SA	16 035	▲	12 967	12 639			
Training hours	SA	1 006 535	▲	997 920	1 424 279			
Training hours per employee	SA	73	▲	72	108			

Notes

¹ There were no enrolments on these programmes in financial year 2023 as programmes were paused to define the leadership DNA. The previously reported numbers were for calendar year 2023.

Social (continued)

Employment equity

Occupational level	Boundary	Men (number)		Women (number)		Foreign nationals (number)	Black representation (%)			Performance against target	Assurance	
		Black	White	Black	White		2024 actual	2023 actual	2024 target			
Top management	SA	4	5	2	1	0	50✓	■	50	50	Met	B-BBEE
Senior management	SA	27	41	38	15	0	54✓	▲	53	53	Ahead	B-BBEE
Middle management	SA	651	584	332	267	12	53✓	▲	52	55	Behind	B-BBEE
Junior management	SA	2 840	828	981	361	42	76✓	▲	73	76	Met	B-BBEE
Semi-skilled	SA	2 543	211	1 930	489	33	86	▲	85	85	Ahead	B-BBEE
Unskilled	SA	716	23	392	3	6	97	▼	98	97	Met	B-BBEE
Total permanent employees	SA	6 781	1 692	3 675	1 136	93	79	▲	76			B-BBEE
Non-permanent	SA	178	14	211	12	3	93	▲	91	91	Ahead	B-BBEE
Employees living with disabilities	SA	52	28	58	28	1	66	▲	62	61	Ahead	B-BBEE

Social (continued)

Health and safety

	Boundary	2024		2023	2022	Target	Performance against target	Assurance
OHS compliance								
South Africa sites (number)		486	▲	478	446			
– Sites audited (%)		92	▼	95	97			MBO
– Average score (%)		95	▲	93	93	85% and above	Ahead	MBO
United Kingdom sites¹ (number)		83	■	83	79			
– Sites audited ¹ (%)		87	▲	74	63			MBO
– Average score (%)		95	■	95	94	92% and above	Ahead	MBO
Australia sites² (number)		16	▲	15	17			
– Sites audited (%)		88	▼	100	94			MBO
– Compliant sites (%)		100	■	100	–			MBO
Rest of Africa sites (number)		5	■	5	5			
– Sites audited (%)		100	■	100	100			MBO
– Average score (%)		95	▲	84	93			MBO
Total number of business sites	Group	590	▲	581	547			
Road³								
Road kilometres travelled (million)	Group	248	▲	192	188			ELA
Road accidents (includes any fatalities)	Group	17	▼	43	41			ELA
Road accidents per million kilometres	Group	0,069	▼	0,224	0,218			ELA
Road incidents	Group	19	▼	46	43			MBO
Road incidents per million kilometres	Group	0,077	▼	0,240	0,229			MBO
Road fatalities	Group	3	▼	4	7	Zero	Behind	MBO
Road fatalities per million kilometres	Group	0,012	▼	0,021	0,037	Zero	Behind	MBO

Notes

¹ Percentage of physical on-site audits. Administration audits (desk top) totalled 100% of UK sites.

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

³ OHS metrics include employees and third parties.

Social (continued)

	Boundary	2024		2023	2022	Target	Performance against target	Assurance
Workplace¹								
Workplace incidents	Group	539	▲	509	290			MBO
Workplace accidents (includes any fatalities)	Group	294	▼	301	274			MBO
Workplace fatalities ²	Group	2	▲	0	0	Zero	Met ²	MBO
Workplace accidents¹								
South Africa		56	▲	28	21			MBO
United Kingdom ³		202	▼	259	242			MBO
Australia		36	▲	14	11			MBO
Total workplace accidents	Group	294	▼	301	274			MBO

Notes

¹ OHS metrics include employees and third parties.

² Fatalities were due to natural causes.

³ 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.

Social (continued)

Inclusive procurement

	Boundary	2024		2023	2022	Target	Performance against target	Assurance
Preferential procurement								
Spend with >51% black-owned business (Rbn)	SA	6,7	▲	4,6	2,9	2024: R5,5 billion	Ahead	B-BBEE
Spend with 30% black women-owned business (Rbn)	SA	4,7	▲	3,0	1,8	2024: R3,5 billion	Ahead	B-BBEE
Spent with EME ¹ and QSE ² (Rbn)	SA	3,1	▲	2,5	2,1	2024: R2,8 billion	Ahead	B-BBEE
Enterprise and Supplier Development								
Qualifying ESD ³ spend on B-BBEE scorecard (Rm)	SA	68	▼	79	82	3% of NPAT ⁵	Ahead (4,7%)	B-BBEE
Total enterprise development spend (Rm) ⁴	SA	96	▼	119	121			MBO

Notes

¹ Exempt micro enterprises.

² Qualifying small enterprises.

³ Enterprise and supplier development.

⁴ Includes qualifying ESD spend.

⁵ South African net profit after tax.

Social (continued)

Community upliftment

	Boundary	2024		2023	2022	Target	Performance against target	Assurance
Corporate social investment spend								
Education and youth development (Rm)	Group	11,3	▼	14,8	15,3			
Road safety (Rm)	Group	1,8	▲	1,3	1,6			
Health and social (Rm)	Group	5,9	▲	4,8	1,5			
Business specific initiatives (Rm)	Group	5,6	▲	5,1	5,6			
Gift of the Givers (Rm)	Group	0,1	▼	0,5	6,0			
Total CSI¹ spend (Rm)²	Group	24,7 ✓	▼	26,5	30,0			ELA
Socio-economic development								
Qualifying socio-economic development spend on B-BBEE scorecard (Rm)	SA	16,4	▼	21,6	28,1	1% of NPAT ³	Met (1%)	B-BBEE
Motus Technical Academy								
Artisans trained for Motus (number)	SA	735	▲	423	406			
– Black (%)	SA	88	▲	70	86			
Artisans trained for the broader industry (number)	SA	625	▼	744	1 227			
Total artisans trained (number)	SA	1 360	▲	1 167	1 633			
Apprentices who qualified as technicians (number)	SA	286	▲	188	376			
DP World and Motus Community Trust								
Spend (Rm) ⁴	SA	9,4	▼	13,0	14,0			MBO
Number of resource centres (cumulative since 2004)	SA	81	▲	71	63			MBO
Learners reached	SA	>94 000	▲	>79 300	>72 000			MBO
Teachers reached	SA	~2 800	▲	~2 400	~2 070			MBO
Full-time jobs created at 30 June	SA	110	▲	76	65			MBO

Notes

¹ Corporate social investment.

² Includes the qualifying socio-economic development spend reported in the B-BBEE scorecard.

³ South African net profit after tax.

⁴ Includes operating costs and specific projects relating to the resource centres, Grade R classroom upgrades and special events. Individual business contributions are also included.

Social (continued)

	Boundary	2024		2023	2022	Target	Performance against target	Assurance
Road safety programme								
Spend (Rm)	SA	1,7	▲	1,3	1,5			MBO
Schools reached (cumulative since 2011)	SA	>2 900	▲	>2 600	>2 300			MBO
Learners reached (cumulative since 2011 in millions)	SA	>2,40	▲	>2,25	>1,96			MBO
Unjani Clinics								
Direct investment (Rm)	SA	0,5	▼	2,2	1,4			MBO
Consultations (cumulative since 2010 in millions)	SA	>5,4	▲	>3,9	>2,9			MBO
Jobs sustained at June 30	SA	705	▲	649	475			

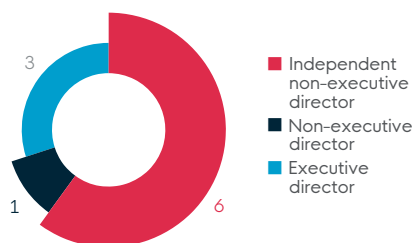
Highway Patrol Programme (N1/N4 toll routes)

	Boundary	Easter 2024		Easter 2023	Dec 23/Jan 24		Dec 22/Jan 23	Assurance
Distance travelled	SA	27 551	▼	33 491	28 100	▼	36 126	Data supplied by the Highway Patrol Programme
Motor incidences	SA	10	▼	37	68	▲	36	
Motorists assisted	SA	26	▼	151	70	▼	130	
Vehicles inspected	SA	2 101	▼	11 154	7 528	▼	8 544	
Warrants/arrests/ fines	SA	3 375	▲	966	5	▼	941	
Fatalities	SA	0	■	0	5	▼	10	

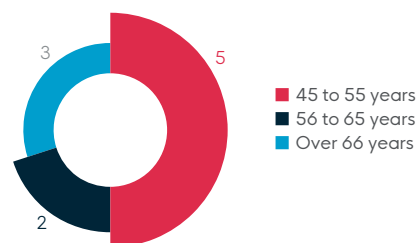
Governance

Board composition

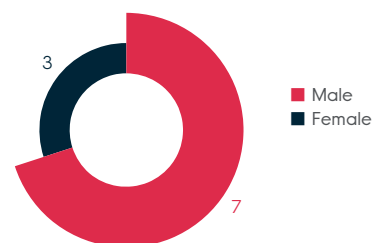
Board independence



Board age



Board gender representation



Board race diversity



Note
Reported at date of publication

Ethics, data protections and compliance

	Boundary	2024	2023	2022	Target	Performance against target	Assurance
Whistle-blowing reports							
Fraud	Group	6 ▼	14	7			MBO
Governance	Group	9 ▲	5	6			MBO
Human resources ¹	Group	67 ▲	64	48			MBO
Enquiry	Group	7 ▲	4	3			MBO
Other crime	Group	1 ▼	3	3			MBO
Corruption	Group	9 ▲	1	2			MBO
Total number of tip- registered	Group	99 ▲	91	69			MBO
Data security							
Number of data breaches	Group	1 ▲	0	0	Zero	Behind	MBO
Regulatory compliance							
Fines or penalties for non-compliance	Group	0 ■	0	1	Zero	Met	MBO

Note
¹ Includes incidents of alleged discrimination and racism.

Governance (continued)

Value-added statement

for the year ended 30 June 2024		Note	2024 Rm	%	2023 Rm	%
Revenue ¹			113 764		106 538	
Paid to suppliers for materials and services ¹			(95 690)		(89 775)	
Total wealth created			18 074		16 763	
Wealth distribution						
Salaries, wages and other benefits		1	9 669	53	8 597	51
Providers of capital			3 320	18	2 744	16
– Net finance costs			2 189	12	1 352	8
– Dividends paid to equity holders of Motus			1 096	6	1 239	7
– Dividends paid to non-controlling interest			35	–	52	–
– Share repurchases and cancellations			–	–	101	1
Central and local government		2	1 263	7	1 450	9
Reinvested in the Group to maintain and develop operations			3 822	22	3 972	24
– Depreciation, amortisation, impairment and recoupments			2 879		2 383	
– Future expansion (including vehicles for hire)			943		1 589	
			18 074	100	16 763	100
Value-added ratios						
Number of employees			20 156		19 817	
Revenue per employee (R'000)			5 644		5 365	
Wealth created per employee (R'000)			897		846	

¹ The comparative period has been restated as a result of the adoption of IFRS 17.

Governance (continued)

Notes to the value-added statement	2024	2023
1. Salaries, wages and other benefits		
Salaries, wages, overtime, commissions, bonuses and allowances	8 912	7 911
Employer contributions	852	769
Less: Unemployment Insurance Fund and Skills Development Levy (included in note 2)	(95)	(83)
	9 669	8 597
2. Central and local government		
Income tax expense	828	1 089
Withholding and secondary tax on companies	12	5
Rates and taxes	328	273
Skills Development Levy	59	56
Unemployment Insurance Fund	36	27
	1 263	1 450