



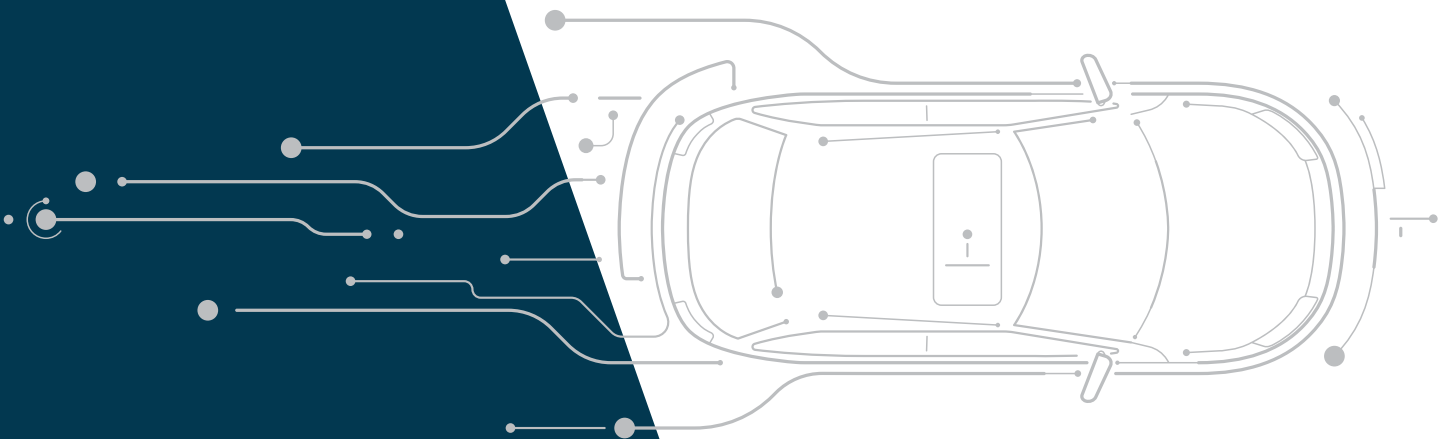
Motus

Social impact management approach 2024

Supplement of the ESG report for the year
ended 30 June 2024

Contents

Key social impact management activities	1
Governance and management structures	3
How we measure our performance	3



Motus promotes physical and social mobility, making a positive difference in societies and the lives of our customers, employees and other stakeholders. Health and safety is a top priority for Motus, and is never compromised. Our health and safety procedures are continuously monitored to ensure that we are adept at understanding where risks exist or may occur. This includes stringent quality controls that apply at every touchpoint where we are responsible for product safety in the lifecycle of a vehicle.

Just as important is the safety and wellbeing of our communities. We use Mobility for Good to strengthen our relationships with our stakeholders, create inclusive opportunities for community upliftment, and support employment. We also work with government, regulators, business forums and industry associations to transform South Africa's (SA) automotive sector.

Key social impact management activities

Health and safety Risk assessments

Every business site must comply with the Group's occupational health and safety (OHS) standards, which apply as a minimum, as well as any applicable health and safety legislation – jurisdictional and activity-related. Our health and safety assessments identify any threats to Motus or our employees as well as any gaps in compliance with the Group's OHS standards. New business sites and acquired businesses receive assistance from appointed health and safety consultants to develop and implement the action plans needed to advance their OHS procedures to meet our minimum standards. After one year, new business sites and acquired businesses are included in our health and safety assessment processes.

In SA and the Rest of Africa, health and safety performance is measured against predetermined OHS checklists tailored to the nature of the work undertaken at each business site. These checklists are reviewed, compared and updated on an ongoing basis, and are designed to mitigate the inherent risk of the specific workplace environment to which they apply. Our business in the United Kingdom (UK), does not use a checklist, but instead aligns with the principles of ISO45001¹ as the minimum standard. In Australia, sites are rated as either compliant or non-compliant. In Asia, where we have a small workforce, health and safety is a priority but not a material risk, as such this is not currently included in our reporting; however, a high level assessment has been completed.

When a site anywhere within the Group falls below target, action plans are developed and implemented, and the site is re-audited within set time periods until compliance is achieved.

¹ ISO45001 – the international standard for an effective occupational health and safety management system.

Employee responsibility

Every employee plays a vital role in maintaining our OHS standards. We adopt a zero-tolerance approach to non-compliant health and safety behaviour. Our employees are required to raise health and safety concerns and non-compliance with their line managers and OHS representatives timeously. This includes anything they feel may pose a potential hazard. Deviations from health and safety policies and procedures are sternly dealt with, and managers and employees are held to account where transgressions may result in avoidable injury.

Health and safety training and awareness

Our employees are appropriately trained, informed and supervised to fulfill their activities in a safe manner. Health and safety training is customised for each business site, and includes education on OHS regulatory requirements. In the UK and Australia, training is supplemented with method/vision statements, toolbox talks and morning briefings. In Australia, all new employees complete online training on safe working procedures prior to starting work.

In addition to training, awareness initiatives further drive a safety mindset, highlight best safety practices, and convey the importance of vigilance and compliance with our OHS standards.

Road safety

In operations with delivery fleets, drivers receive training, limits are placed on the distances they can travel without a co-driver or stopping overnight, and daily vehicle roadworthy safety checks are documented. Accidents involving demo vehicles are monitored. Disciplinary measures and financial penalties apply to a driver and dealership/business when a driver is found to be at fault in a road accident.

Product safety

All business segments comply with the applicable legislation pertaining to the safety and quality of their products and services in the jurisdiction in which they operate.

Vehicle quality checks and servicing

Stringent quality and safety controls, policies, systems and training programmes ensure we deliver high-quality workmanship in our service departments. We assist original equipment manufacturers (OEMs) to maintain their safety and brand standards, whether through quality checks of new vehicles before delivery to the dealership, pre-delivery inspections prior to customer handover, or assisting with

Social impact management approach continued

OEM recalls so that parts can be replaced timeously. In addition, our warranty departments track claims, component failure rates and recurring problems, providing the Importer OEM brands with this data to inform their quality improvement initiatives.

Our OEM dealership service departments use OEM-specified equipment and technology, as well as OEM-certified parts and aftermarket accessories. OEMs provide ongoing product and technical training for customer-facing employees, workshop technicians and quality controllers, which we supplement with our own training programmes. Individual technician training hours and competency levels are tracked. Workshop tools and equipment are regularly maintained in line with OEM standards, using third-party specialists where required.

In the UK, we provide non-OEM affiliated tail-lifts, vehicle conversions and 'body building' modifications, which are classified as fundamental modifications (i.e. changes have been made to the mass or dimension of the vehicle or that affect its safety systems). These vehicles undergo stringent external inspection as part of the licensing process.

All rental vehicles undergo a 26-point check, applying the SAVRALA¹ standards, before every hire.

Pre-owned vehicles

We source our quality pre-owned vehicles in the following three ways:

- **Our rental fleets (SA):** vehicles with up-to-date service histories, and which have been serviced and maintained in our own workshops and panel shops or by our franchised dealerships.
- **Our OEM dealerships:** pre-owned and demo vehicles reconditioned to their set standards and with the balance of factory warranties.
- **Reliable business partners and auction houses (SA and UK):** we target the purchase of vehicles that are less than six-year's old. All purchased vehicles are subject to our own quality processes before we take ownership.

Parts and accessories

Aftermarket Parts assures the quality of parts and accessories before adding them to its product portfolio. This includes obtaining all documentation and certification applicable to the product and country from which the part is sourced². Suppliers of parts must be ISO/TS16949 accredited – an International Automotive Task Force technical specification (the highest quality standard globally) – and are held to strict service level agreements. All imported and locally manufactured safety critical products, such as wiper blades, brake pads and lights, must comply with the relevant ISO standards and SAE International's³ technical standards and recommended practices. For SA, these products must be approved by the National Regulator for Compulsory Specifications (NRCS). For locally made accessories, we ensure that they are approved by OEMs and have the necessary NRCS certificates and test reports.

We closely monitor and manage parts return and failure rates, and where unintended health and safety risks are identified, parts are recalled.

Transformation in SA Stakeholder engagement

Through our business forum and industry association memberships in SA, we share our expertise, support broader national strategies, and contribute to progressing the transformation of the automotive industry. Our memberships allow us to voice our views in industry and government engagements, gain insight on the perspectives of industry leaders, help shape upcoming regulation, and identify opportunities to drive our own transformation initiatives and contribution to society. The nature of these engagements is open, transparent and pro-competitive.

We are members of the following industry bodies: naamsa | The Automotive Business Council, the Retail Motor Industry Organisation and its constituent – the National Automobile Dealers Association, SAVRALA and Nexus.

Broad-based black economic empowerment

We measure our transformation progress against the Department of Trade, Industry and Competition's Broad-based Black Economic Empowerment (B-BBEE) Codes of Good Practice (dtic Codes). A consolidated Group B-BBEE scorecard is published at the end of September every year on the Motus website. Individual businesses also maintain scorecards where a B-BBEE rating is required to participate in their markets.

Engagement with CEOs, managing directors, and human resources and B-BBEE managers across SA ensures that our transformation strategies and projects are effectively implemented to achieve our B-BBEE objectives.

Ukhamba Holdings

Ukhamba is an investment holding company in which B-BBEE shareholders hold 53,1% of Ukhamba's 12,86% shareholding in Motus. The Ukhamba Holdings scheme will end in June 2025, with Ukhamba shareholders scheduled to receive their Motus shares around October 2025. To maintain our level of black ownership, we have begun discussions with an empowerment NGO that provides beneficiaries with the opportunity to share in economic benefits.

Inclusive procurement

Where we can, we enhance our procurement processes to direct more of our controllable spend (outside of our franchise and OEM procurement) to B-BBEE compliant businesses, including exempt micro enterprises (EMEs) and qualifying small enterprises (QSEs). We regularly review our supply chain and controllable procurement spend to identify where we can increase our procurement with small and medium-sized enterprises (SMEs), and/or provide them with enterprise and supplier development (ESD) support, particularly black-owned enterprises. When providing ESD loans, we monitor our procurement spending with the SME concerned, and review the sustainability of the business and its ability to repay the loan.

¹ SAVRALA (the Southern African Vehicle Rental and Leasing Association) is an independent industry body that sets acceptable industry norms for rental vehicles.

² For example, products sold in Europe must have the applicable CE marking and/or E marking, which is the manufacturer's declaration that the product meets European Union standards for health, safety and environmental protection. This is a non-negotiable control when sourcing from Europe.

³ SAE International (initially established as the Society of Automotive Engineers) is an engineering standards organisation.

Corporate social investment

Our corporate social investment (CSI) targets education and youth development, health and road safety – areas we believe deliver meaningful and positive impact and address community needs. We aim to allocate 70% of our annual CSI spend to Group projects that address these challenges. Not only does this improve our governance over material

spend but it also ensures we have a meaningful impact. Individual Group businesses support additional projects that meet the specific needs of the local communities in which they operate.

Some of our CSI projects are monitored against service level agreements.

Governance and management structures

Board oversight

- **Social, Ethics and Sustainability (SES) Committee:** health and safety, transformation (including inclusive procurement) and CSI performance.

Management oversight

- Group risk and sustainability function.
- Group Executive Committee.
- Business segment and region Finance and Risk Review Committees (FRRCs).

Operational

- B-BBEE working committees (SA).

Frameworks and policies

- OHS framework, policy and standards.
- Quality standards for products and services.

Health and safety

The Group CEO and the CEOs of each region are ultimately responsible for health and safety, and are supported by various functions or roles. In SA, the Group sustainability function develops and monitors the implementation of our health and safety policy and practices, and collaborates with businesses to ensure that health and safety practices are effective and correctly implemented.

In the UK, our health and safety team comprises the Head of Health and Safety, the Health and Safety Auditor and a network of regional health and safety officers. The Head of Health and Safety is a chartered member of the Institute of Occupational Safety and Health, and Motus is a member of the British Safety Council. In the UK, we state annually on our website that we comply with OHS legislation, as required.

In Australia, all company officers are responsible for ensuring healthy and safe working environments, and dealer principals must ensure the effective implementation of workplace health and safety measures. Oversight is provided by a small health and safety team at the centralised head office. We are a member of the Victorian Automotive Chamber of Commerce and the Motor Traders' Association of New South Wales; memberships that allow us to access up-to-date health and safety guidance and advice.

The FRRCs monitor compliance with Motus' OHS standards and country specific OHS regulatory requirements.

The OHS committees/safety representatives across businesses implement the business segment-specific and/or region-specific OHS plans, and manage day-to-day health and safety matters. For our smaller sites in the UK, and our sites in Australia and Asia, safety concerns are dealt with directly between managers and employees.

¹ Incidents that have the potential to cause harm but do not actually result in an injury.

Product safety

Each OEM has its own governance framework and structures that govern controls, policies and systems relating to product and service quality. Franchise standards are clearly defined in OEM dealer and dealer franchise agreements and supporting policies. Significant deviances can result in the termination of an agreement. In the UK, quality and safety are key performance indicators in site manager personal development reviews.

B-BBEE

The Group Executive Committee and FRRCs play a key management oversight role for our transformation initiatives in SA. B-BBEE working groups have been established in certain business segments and divisions to advance our B-BBEE performance, particularly the businesses that maintain an individual scorecard.

How we measure our performance

Reporting systems

Health and safety

Serious accidents and all fatalities are investigated to identify root causes and the controls needed to minimise the likelihood of reoccurrence. All injuries across the Group are reported monthly on our upgraded sustainability management system (live since July 2023). Health and safety administrators and internal audit perform regular data integrity checks. Fatalities are reported to the Group Executive Committee and SES Committee.

In the UK Retail business, all employees have access to an underlying health, safety and environmental system to report all workplace incidents, including environmental incidents, and near misses¹. The system tracks incidents, regulatory compliance, risk assessments, action plans and training, as well as contractor permits and equipment maintenance schedules. For environmental matters, the system houses our environmental assessments, waste transfers and environmental impacts.

Social impact management approach continued

B-BBEE

B-BBEE data from all business segments is gathered monthly on our B-BBEE reporting system, including procurement spend. We also keep track of the B-BBEE status of our suppliers located in

SA. Training is provided at operational and business segment level to reinforce the importance of accurate and timely reporting of B-BBEE data. Quarterly and monthly B-BBEE reports and scorecards are compiled for operational executives.

Metrics and oversight

Metric	Oversight type	Frequency
Health and safety		
Group: road and workplace incidents, accidents and fatalities.	Board review	Quarterly
Group: road accidents.	Independent limited assurance	Annually
SA: site compliance to OHS checklists.	Independent audit	At least once a year
SA: quality assurance checks on high-risk sites.	Internal review Insurance service providers	Random Random
UK: site compliance to the ISO45001 principles.	Internal audit	Twice a year
Australia: site compliance to OHS checklists.	Independent review	Annually
Rest of Africa: site compliance to OHS checklists.	Self-assessment	Quarterly
Product safety		
Group: compliance to OEM quality standards, performance against OEM targets, completion of agreed training and the safe operation of vehicles serviced in our workshops.	OEM inspections Internal audits	Quarterly Three-year cycle or on request
Group: deviations from dealer and dealer franchise agreements.	Internal review	Quarterly
Aftermarket Parts: quality and safety of parts against manufacturing standards and regulatory requirements.	Internal assessment	Initial procurement approval process
UK: ISO9001 ¹ certification of commercial vehicle business.	Independent ISO body audit	Every two years
UK: quality inspections.	Vehicle Certification Agency	Every six months
Transformation and community upliftment		
Group: CSI spend.	Independent limited assurance	Annually
SA: all B-BBEE scorecards, which include preferential procurement, ESD and socio-economic development spend.	Independent verification	Annually
SA: artisans trained by the Motus Technical Academy and key metrics relating to flagship Group CSI projects.	Internal review	Quarterly

Targets

- A minimum OHS compliance rating or target applies to all business sites in SA, Rest of Africa and the UK.
- Targets across all five pillars of the B-BBEE scorecard are set at Group level and filtered down to business segments.

Review of 2024 performance

🔗 2024 ESG Report.

🔗 2024 Integrated Report.

¹ ISO9001 – the international standard for an effective quality management system.