

SUPPLEMENTARY SECTION OF THE INTEGRATED ANNUAL REPORT

The group fully appreciates that different stakeholders have different requirements and expectations in terms of disclosure. This year is therefore the first year we have chosen to not print certain sections of our report, but to place additional, detailed information which is likely to be of interest to particular groups of stakeholders in this supplementary section of the integrated annual report.

This report provides readers with additional information to that provided in the main, printed section of the integrated annual report.

As is evident this year, our reporting is increasingly guided by addressing the group's most material issues, which were identified and prioritised in consultation with a wide range of stakeholders. We actively welcome feedback on our identification of material issues and the extent of disclosure. Please provide feedback at +27 11 966 2000 or investor.relations@eqstra.co.za.

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STAKEHOLDER ENGAGEMENT

The table on this spread lists issues raised through stakeholder feedback gathered during the year. We address these in the integrated annual report and the supplementary section, where appropriate, as well as through our interactions with stakeholders either through targeted engagement with the relevant stakeholder or stakeholder group or through industry bodies, in collaboration with other industry players.

HOW WE ENGAGE	WHAT ISSUES WERE RAISED	HOW WE ARE RESPONDING
EMPLOYEES		
<ul style="list-style-type: none"> » One-on-one and team meetings and report-back sessions » In-house publications <ul style="list-style-type: none"> – Computer screen savers providing information – Weekly and monthly communications meetings at mine sites » Safety and environmental meetings » Surveys » Marketing and communications forums » Sales conferences » Presentations by senior management » Employee achievement awards 	<ul style="list-style-type: none"> » Level of transformation » Training and personal development, including career path goals » Improving internal communication » Creating a one-group culture » Technical skills availability » Safety » Competitive landscape » Product relevance » Salary brackets » Education and understanding of collective bargaining agreements 	<p>Refer to the following report sections:</p> <p>Supplementary section:</p> <ul style="list-style-type: none"> » Sustainability review <p>Integrated annual report:</p> <ul style="list-style-type: none"> » Review from the Chairperson and CEO » Divisional reviews
SHAREHOLDERS, INVESTMENT COMMUNITY AND MEDIA		
<ul style="list-style-type: none"> » Results presentations are arranged twice a year through the Investment Analysts Society to reach a broad representation of audiences » Annual investor day, including site visits » Regular engagement with these audiences without compromising the provision of equal information » Attendance at investor conferences 	<ul style="list-style-type: none"> » Sustainability of earnings and plans to improve returns on equity » Contract Mining and Plant Rental turnaround, equipment utilisation and contract information » Achieving continued growth in domestic materials-handling market share » Renewal of substantial contracts and fleet growth opportunities in Fleet Management and Logistics » Diversification across sectors and businesses » African strategy 	<p>Refer to the following report sections:</p> <p>Integrated annual report:</p> <ul style="list-style-type: none"> » Our strategy and delivery on strategy » Material issues » Review from the Chairperson and CEO » Divisional reviews
DEBT INVESTORS		
<ul style="list-style-type: none"> » After results are released, the CEO, CFO and group treasurer meet the credit team of each of the banks » The CEO and CFO meet with capital market investors or potential investors at least every six months 	<ul style="list-style-type: none"> » National labour relations climate » Major contract concentration risk » Refinancing of debt maturing in 2014 	<p>Refer to the following report sections:</p> <p>Integrated annual report:</p> <ul style="list-style-type: none"> » Case studies » Material issues » Review from the CFO » Divisional reviews
CREDIT RATING AGENCY		
<ul style="list-style-type: none"> » After results are released, and at other relevant times, the CEO, CFO and group treasurer meet face-to-face with the rating agency » A full financial review is performed annually 	<ul style="list-style-type: none"> » South African macro environment » Liquidity that is reliant on cash flows » Wholesale (bank) funding concentration 	<p>Refer to the following report sections:</p> <p>Integrated annual report:</p> <ul style="list-style-type: none"> » Material issues » Case studies » Review from the CFO » Contract Mining and Plant Rental review

HOW WE ENGAGE	WHAT ISSUES WERE RAISED	HOW WE ARE RESPONDING
CLIENTS		
<ul style="list-style-type: none"> » One-on-one meetings » Service support meetings are held at least bi-monthly with key clients » Attitude surveys are conducted by Fleet Management and Logistics and Industrial Equipment » Regular meetings are held on site with Contract Mining and Plant Rental clients 	<ul style="list-style-type: none"> » Ability of the group to add value » Tangible cost efficiencies » Management information through technology systems » Transparency and integrity » Empowerment credentials » Relationship building » Safety » Production targets » Training 	<p>Refer to the following report sections:</p> <p>Integrated annual report:</p> <ul style="list-style-type: none"> » Our strategy » Delivering on our strategy » Divisional reviews <p>Supplementary section:</p> <ul style="list-style-type: none"> » Sustainability review
SUPPLIERS AND BUSINESS PARTNERS		
<ul style="list-style-type: none"> » Annual dealer conference » International visits to original equipment manufacturers (OEMs) » Visits to local suppliers » Attendance at supplier-hosted technical conferences and new product launches 	<ul style="list-style-type: none"> » Collective agreements » Integrity of relationships » Joint growth opportunities » Exchange rate fluctuations impacting demand » Performance statistics 	<p>Individual engagements with suppliers</p> <p>Refer to the following report sections:</p> <p>Integrated annual report:</p> <ul style="list-style-type: none"> » Material issues » Divisional reviews
NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT		
<ul style="list-style-type: none"> » Extensive engagement with the Departments of Labour, Mineral Affairs and Transport » All divisions interact extensively with various relevant municipalities (local government) across South Africa » The group's tax manager liaises with the South African Revenue Service (SARS) in respect of tax issues, tax compliance with laws and regulation, as well as regulatory reviews 	<ul style="list-style-type: none"> » Safety » Creation of sustainable small, medium and micro enterprises » Enterprise development » B-BBEE scorecard » "Once empowered always empowered" principle » Development of black employees » Social labour plans related to the mining charter » Community development » Compliance, understanding and interpretation of legislation 	<p>Individual engagements with government</p> <p>Refer to the following report sections:</p> <p>Integrated annual report:</p> <ul style="list-style-type: none"> » Divisional reviews <p>Supplementary section:</p> <ul style="list-style-type: none"> » Sustainability review
INDUSTRY ASSOCIATIONS		
<ul style="list-style-type: none"> » Group companies are members of a range of industry associations, including the SA Federation of Civil Engineering Contractors (SAFCEC), Construction and Mining Equipment Suppliers of South Africa (COMESA) and the South African Agricultural Machinery Association (SAAMA) 	<ul style="list-style-type: none"> » Strategic industry direction » Industrial relations strategies » Health, safety and environmental matters » Transformation initiatives 	<p>Collective engagement in industry bodies</p> <p>Refer to the following report sections:</p> <p>Integrated annual report:</p> <ul style="list-style-type: none"> » Our strategy » Delivery on our strategy » Divisional reviews <p>Supplementary section:</p> <ul style="list-style-type: none"> » Sustainability review
TRADE UNIONS		
<ul style="list-style-type: none"> » Quarterly meetings <ul style="list-style-type: none"> – The group's key trade unions are the National Union of Mineworkers (NUM), the National Union of Metalworkers of South Africa (NUMSA), the Federated Mining Union (FMU) and Solidarity 	<ul style="list-style-type: none"> » Requests for continued building of constructive relationships » Information around conditions of employment » Inequality amongst employees » Collective bargaining mechanism 	<p>Refer to the following report sections:</p> <p>Integrated annual report:</p> <ul style="list-style-type: none"> » Contract Mining and Plant Rental divisional review

RISK MANAGEMENT

INTRODUCTION

Risk management is an essential component of strategy development, both in financial and non-financial areas. Eqstra has an established system of internal controls to manage risk and it operates a centralised risk management system. Risk management is facilitated by the head of risk across the group. Risk champions at divisional level report directly to the head of risk, who in turn reports to the executive committee and the CEO. This risk management structure implemented in the group is illustrated in the diagram below.

GROUP RISK MANAGEMENT STRUCTURE



RISK MANAGEMENT SYSTEMS

Divisional risks are identified through interaction with divisional heads and operating employees, scrutiny of incident reports and an ongoing programme of site visits. This process is overseen by independent risk champions.

Divisional management reviews the risks and controls identified and monitors the implementation of mitigating controls. Risks are assessed in terms of the impact and probability of occurrence and a residual risk rating is assigned to each based on the effectiveness of relevant internal controls. Key risks are elevated to a group level and are addressed through defined action plans with assigned responsibilities.

The executive committee reviews group strategic and operational risks.

Reports are prepared for the risk committee covering each operation's strategic and operational risk assessments. In addition to these assessments, risk registers are maintained for new projects such as the enterprise resource planning (ERP) implementation in Contract Mining and Plant Rental, as well as for all new acquisitions, until such time as they are fully integrated into divisional management structures. The risk committee refers material issues for discussion to the board.

The group's strategic, operational and new project risk registers are reviewed at each meeting of the risk committee. Where the group operates outside South Africa, annual risk assessments are undertaken focusing on country risk. These reports are reviewed by the risk committee and referred to the board.

Our risk management system is continuously refined and a number of actions were undertaken during the year under review against the objectives identified in our previous report. These are outlined below.

The group's active risk management processes align risk management to the group's strategic direction and ensure:

- » Proactive identification and management of key risks
- » Implementation of effective risk-mitigating processes
- » Resource allocation based on risk assessments
- » Effective consideration of risks in decision-making
- » Active board involvement, which guides management in managing risk issues

Below we outline the key focus areas we outlined in our 2012 report and how we progressed on these.

KEY FOCUS AREAS FOR THE 2013

FINANCIAL YEAR

PROGRESS

Continue the implementation of a combined assurance model.

The combined assurance framework was approved by the risk committee. Risk champions were trained and an assurance process implemented in all divisions.

Broaden the use of the risk system to track and monitor incidents and actions to mitigate key risks.

The necessary tasks are actioned to mitigate key risks. Specific task owners are identified to implement mitigating controls. Incidents are tracked on an ongoing basis to address any control weaknesses.

Finalise the process of defining group and divisional risk appetite and tolerance.

Group and divisional risk appetite and tolerances were defined and approved by the group and divisional boards. This remains an ongoing process.

KEY RISKS

The key risks and how the group are addressing these, are outlined on the next few pages.

1.1 **KEY OBJECTIVE** ATTRACTION AND RETENTION OF CRITICAL SKILLS

RISK	RISK DESCRIPTION	ACTIONS	STATUS
» A lack of critical skills and the retention thereof could result in the group not being able to deliver on its contractual obligations to clients or grow its operations	Middle management is required to supervise business operations and to ensure accurate record keeping and adherence to internal controls.	<ul style="list-style-type: none"> » Eqstra focuses on ensuring a technical skills base for the future. This process is well entrenched and no longer considered a key risk » Eqstra identified a shortage of appropriately skilled middle managers. This risk was addressed during the year and included in the strategic plan for 2014 » Certain middle management was identified for development and appropriate training programmes were implemented, including supervisory training » The Eqstra Leadership Academy (ELA) was established in January 2011 to provide a wider range of formal management courses in conjunction with the Wits Business School » Appropriate retention plans are in place for key personnel 	» 30 managers and supervisors graduated from the ELA during 2013. Refer to the sustainability report

1.2 **KEY OBJECTIVE** PRESERVATION OF THE AVAILABILITY OF ASSETS

RISK	RISK DESCRIPTION	ACTIONS	STATUS
» Care and maintenance of revenue-generating assets	A lack of proper care and maintenance could result in: <ul style="list-style-type: none"> » Low availability and utilisation of assets » A negative impact on the re-sale value of assets 	<ul style="list-style-type: none"> » Asset management policy implemented » Driver operator training and assessments » Implementation of maintenance scorecards 	» This is a continued focus, with regular training and maintenance programmes

1.3 **KEY OBJECTIVE** STRONG LABOUR AND COMMUNITY RELATIONS THAT ENSURE THE CONTINUITY OF OPERATIONS AT ALL TIMES

RISK	RISK DESCRIPTION	ACTIONS	STATUS
» Disruption to operations, a loss of revenue and damage to company assets	<ul style="list-style-type: none"> » A material breakdown in labour relations could result in industrial action, disruption of operations and damage to company and client assets, resulting in a loss of revenue and poor financial performance » The indirect impact of industrial action could result in disruption and loss of revenue 	<ul style="list-style-type: none"> » Middle management competence to deal with labour issues is being strengthened » Workplace forums have been rejuvenated to ensure the involvement of executives and to improve communication » Facilitation workshops were established between trade unions and management » The group ensures that it is aligned to the collective bargaining council 	<ul style="list-style-type: none"> » Middle management programmes have resulted in an improvement of how labour issues are being handled » There was no material industrial action during the year » The group is focusing on improving its involvement with communities around its operations

1.4 **KEY OBJECTIVE** DELIVER SATISFACTORY ANNUITY RETURNS

RISK	RISK DESCRIPTION	ACTIONS	STATUS
» Non-performing assets negatively impact the return on equity (ROE) and the group's overall financial performance	Non-performing assets are classified as: <ul style="list-style-type: none"> » assets with low availability and utilisation levels » inventories which remain on hand for an extended period » late payment by debtors, negatively impacting working capital » new ventures in start-up phase, as well as existing ventures » assets relating to existing contracts that are being terminated for reasons beyond the group's control, and which therefore need to be redeployed 	<ul style="list-style-type: none"> » Equipment availability and utilisation levels are reviewed on a daily basis » Non-capital value-added offerings have been identified to improve financial returns on assets employed » An assessment per product line and per division is performed to focus on improving ROE 	<ul style="list-style-type: none"> » ROE still below the target of 20% » Continued improvement of ROE year-on-year, excluding the benefit on the sale of Eqstra Mining Services (Bucyrus)

1.5 **KEY OBJECTIVE** CONTRACT MANAGEMENT AND COMPLIANCE IN CONTRACT MINING AND PLANT RENTAL

RISK	RISK DESCRIPTION	ACTIONS	STATUS
<ul style="list-style-type: none"> » Non-compliance to contractual agreements between clients, suppliers and not having government consent and permits could result in contractual penalties, terminations of contracts, notice of suspension from the regulator, expensive cost overruns and the loss of revenue 	<ul style="list-style-type: none"> » Gap analyses and compliance audits not performed on a regular basis could result in non-compliance » Scope changes not confirmed and priced could result in losses » Not detecting non-performing suppliers early enough could result in financial implications 	<ul style="list-style-type: none"> » Establish a compliance register to be reviewed on an ongoing basis for suppliers and clients » Pro-active communication of scope changes to ensure contracts are appropriately priced and amended accordingly » The group will be conducting independent legal and compliance reviews of new and existing contracts » Health and safety programmes and integrated systems have been implemented 	<ul style="list-style-type: none"> » A number of contracts were reviewed during the year. Refer to divisional reports in the main section of the integrated annual report » No Section 54 mine closures happened due to our non-compliance

1.6 **KEY OBJECTIVE** CREATING SHAREHOLDER WEALTH

RISK	RISK DESCRIPTION	ACTIONS	STATUS
<ul style="list-style-type: none"> » Not meeting targets for ROE 	<ul style="list-style-type: none"> » Not meeting equity market expectations for ROE for an extended period could negatively affect the market rating of Eqstra relative to the JSE All Share Index, which in the long-term will destroy shareholder value 	<ul style="list-style-type: none"> » Disposal, closure and turnaround of business units that are not meeting the targeted return on investment 	<ul style="list-style-type: none"> » Non-performing business units were discontinued in the Fleet Management and Logistics division. Certain mining contracts not delivering the required ROE were renegotiated

1.7 **KEY OBJECTIVE** MAINTAINING AND IMPROVING B-BBEE RATING

RISK	RISK DESCRIPTION	ACTIONS	STATUS
<ul style="list-style-type: none"> » B-BBEE codes are being amended, which could result in decreased B-BBEE credentials 	<ul style="list-style-type: none"> » The introduction of legislation with higher targets relating to ownership, economic transformation and employment equity could impact our rating » Disadvantageous interpretation of "once empowered always empowered" principle for our past B-BBEE initiatives 	<ul style="list-style-type: none"> » Improve strategic succession planning aligned to long-term employment equity plans » Awaiting clarity from the Department of Trade and Industry (dti) on the status of "once empowered always empowered principle" 	<ul style="list-style-type: none"> » Employment equity requires renewed focus to achieve amended targets set by the new code » The relationship with current long-term B-BBEE shareholders is being entrenched

1.8 **KEY OBJECTIVE** DELIVERY OF INFORMATION SYSTEMS THAT EFFECTIVELY SUPPORT BUSINESS OPERATIONS

RISK	RISK DESCRIPTION	ACTIONS	STATUS
<ul style="list-style-type: none"> » Unsuccessful conversion and implementation of new ERP systems will result in cost and operational impacts 	<ul style="list-style-type: none"> » Cost implications » Employee availability, delays in implementation, change management and employee training requirements 	<ul style="list-style-type: none"> » Fixed cost contracts have been negotiated for all ERP developments » A strategic long-term plan is in place that ensures alignment to the system development plan » Employees are trained on the system to ensure effective implementation 	<ul style="list-style-type: none"> » Contract Mining and Plant Rental's ERP system implementation for phase 1 went live in March 2013. Phase two is anticipated to be implemented by the end of 2014 » Fleet Management and Logistics' ERP system development is on track and anticipated to go live in 2014 » Current systems remain stable and will continue to address business requirements

COMBINED ASSURANCE

INTRODUCTION

Principle 3.5 of the King Report on Governance of South Africa, 2009 (King III) introduced combined assurance as a recommended governance practice following an understanding that more can be done to improve assurance coverage and quality through better coordination of assurance providers.

- » Eqstra's combined assurance framework was presented to the risk committee and the board approved the framework
- » The risk champions of all divisions completed training on combined assurance
- » The Contract Mining and Plant Rental division was used for rolling out the combined assurance model and training
- » The group's combined assurance plan for 2014 was presented to the risk and audit committee and approved

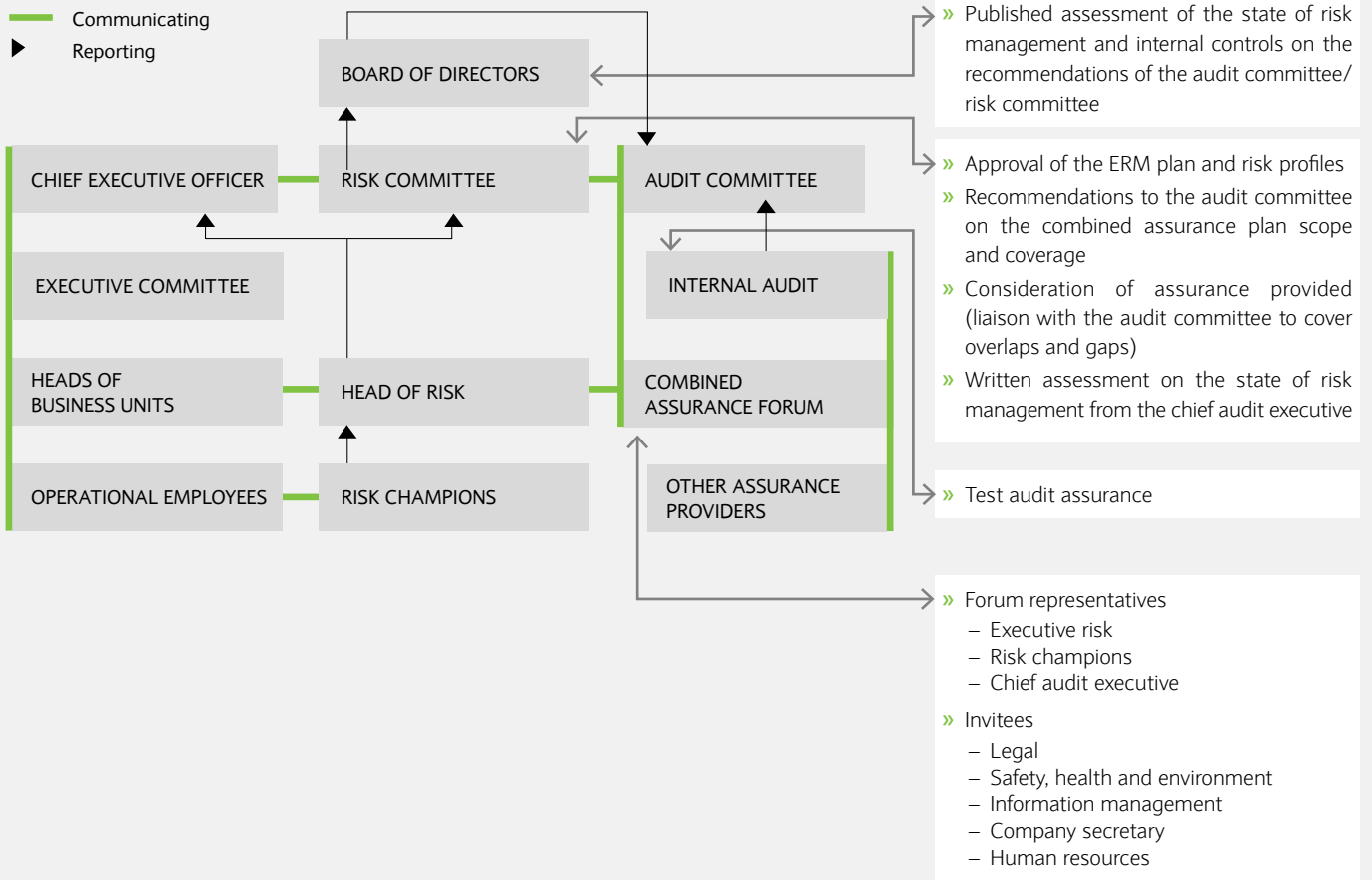
SCOPE AND APPLICATION

In line with the King III principles, the group's audit committee is responsible for monitoring the appropriateness of the combined assurance model and ensuring that significant risks are adequately addressed.

Combined assurance embraces all assurance activities in a coordinated approach across the following three lines of defence:

- » Management, control self-assessments, special management projects, etc (first line)
- » Risk management, compliance, legal etc (second line)
- » External audit, internal audit, other external assurance providers (third line)

COMBINED ASSURANCE STRUCTURE AND REPORTING LINES



BOARD

The board is responsible for publishing an assessment of the state of risk management and internal controls on the recommendations of the audit committee.

RISK COMMITTEE

The risk committee is responsible for approving the risk management plan and risk profiles. This committee will make recommendations to the audit committee on the combined assurance proposed scope and coverage and deliberates the assurance provided in conjunction with the audit committee to cover overlaps and gaps.

AUDIT COMMITTEE

The audit committee is responsible for providing the oversight for combined assurance, with the statement to be prepared by the chief audit executive. The audit committee will provide approval of the combined assurance scope and coverage, provide oversight of the monitoring and consider the assurance provided.

RISK OWNER

It is the role of the risk owner to ensure that the first line of defence is effective.

HEAD OF RISK

The head of risk will be supported by a combined assurance forum.

COMBINED ASSURANCE FORUM

The purpose of the combined assurance forum is to implement and embed the combined assurance framework principles, as approved by the board.

The combined assurance forum will have the following objectives:

- » Engage with the board, through the audit committee, to determine the desired level of assurance required in each area
- » Review all assurance activities on a quarterly basis
- » Highlight and review the current areas of concern (emerging and/or existing risk) for management
- » Ensure coordination, reporting and communication to stakeholders
- » Develop a common view of the business risk themes
- » Agree on the future assurance activity to ensure broad and efficient coverage



CORPORATE GOVERNANCE

INTRODUCTION

Eqstra is a public company listed on the JSE Limited (JSE). The Eqstra group remains committed to embracing good corporate governance practices and subscribes to the corporate practices and conduct set out in the King Code of Governance Principles (King III), the requirements of the JSE Limited and the Companies Act 2008 of 1971, as amended (the Act). The group also remains committed to complying with corporate governance legislation, regulations and good practice in all the countries in which it operates.

The board of directors emphasises and expects high standards of financial management, accounting and reporting. The financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and the group considers the guidelines of the G3 Global Reporting Initiative (GRI) on sustainability reporting. During the year, executive management realised that environmental sustainability indicators identified in the past were not resulting in credible and consistent application of sustainability at divisional level. Management is in the process of re-evaluating what is critical within each division to

ensure appropriate measures and a focus on true sustainability. Refer to Sustainability on page 16.

In guiding the group's development, the board attempts to balance and encourage entrepreneurial freedom within the constraints of good corporate governance to achieve maximum shareholder value.

GROUP STRUCTURE

During 2012, the group sold the Eqstra Mining Services (Bucyrus) business unit and discontinued its New Holland equipment distribution business unit. The remaining operations were consolidated into the Industrial Equipment division.

The group now operates with three divisions:

- » Industrial Equipment
- » Fleet Management and Logistics
- » Contract Mining and Plant Rental

Within these divisions, various legal entities were consolidated. Each division is managed by a chief executive officer and functions within set limits of authorities, as delegated by the Eqstra board.

THE GROUP'S GOVERNANCE STRUCTURE

Stakeholders		
<p>FRAMEWORK</p> <p>MOI*</p> <p>LAWS</p> <p>REGULATIONS</p> <p>POLICIES</p> <p>VALUES</p> <p>CODES</p>	<p>Unitary board of directors</p> <p>Asset and liability committee</p> <p>Audit committee</p> <p>Nominations committee</p> <p>Remuneration committee</p> <p>Risk committee</p> <p>Social and ethics committee</p> <p>Executive management</p> <p>Divisional boards</p> <p>Divisional audit committees</p>	<p>ASSURANCE</p> <p>EXTERNAL AUDIT</p> <p>INTERNAL AUDIT</p> <p>INTERNAL CONTROLS</p>

* Memorandum of incorporation

THE BOARD OF DIRECTORS

COMPOSITION AND APPOINTMENT

Eqstra has a unitary board of 11 directors, led by an independent non-executive chairperson. Seven are independent non-executive directors, one is a non-executive director and three are executive directors. Their details appear on pages 8 and 9 of the main section of the integrated annual report. There are no alternate or shadow directors and no block of directors can dominate the board.

The appointment of new directors is considered by the entire board, based on recommendations made by the nominations committee. These recommendations are based on identified requirements for skills and experience, combined with personal and business attributes. Re-appointment of retiring directors is not automatic and is recommended by the board after consultation with the nominations committee.

New directors are required to attend an induction course, which includes a tour of the various divisions, focusing on their core business areas, key drivers and management teams. Directors are also provided with an explanation of their fiduciary duties and responsibilities.

Non-executive directors are required to devote sufficient time to the group's affairs. The strong independent composition of the board and clearly defined directors' responsibilities ensure that no individual director has unfettered powers of decision-making and authority.

Mr GG Gelink was appointed as an independent non-executive director on 13 November 2012. The shareholders will confirm Mr Gelink's appointment at the next annual general meeting (AGM) on 22 November 2013.

In accordance with the group's memorandum of incorporation (MOI), at least a third of all directors retire by rotation each year and stand for re-election at the AGM. Mr Phillips and Dr Mthembu-Mahanyele retire by rotation and are eligible and available for re-election at the next annual general meeting to be held on 22 November 2013. The résumés of board members appear on pages 8 to 9 of the main section of the integrated annual report, as well as pages 43 and 44 where the unique skills and experience of each board member are outlined.

The board at a glance

	Year appointed	Age	Asset and liability	Audit	Nominations	Remuneration	Risk	Social and ethics
Independent non-executive directors								
MJ Croucamp	2008	68	Member	Member				
GG Gelink*	2012	63	Member					
NP Mageza (chairperson)	2011	58	Member		Chair	Member		
VJ Mokoena	2008	53			Member	Member	Member	
SD Mthembu-Mahanyele	2008	62		Member				Chair
AJ Phillips	2008	67		Member	Member	Chair	Chair	
TDA Ross	2008	69		Chair			Member	
Non-executive directors								
S Dakile-Hlongwane	2008	63					Member	Member
Executive directors								
WS Hill (CEO)	2007	54	Chair				Member	Member
JL Serfontein (CFO)	2011	38	Member				Member	
E Clarke	2007	48						

* Mr GG Gelink was appointed as an independent non-executive director on 13 November 2012

RESPONSIBILITIES

The board is ultimately responsible for directing the group towards achieving its objectives. Executing the strategy and delivering operational performance and financial results are the responsibility of the group chief executive officer (CEO) and the executive management team. They work within the parameters set by the board. Management timeously reports to the board to enable directors to make informed decisions.

The board believes the balance and composition of directors' knowledge, skills and experience support the group's vision and provide effective leadership in line with the recommendations of King III.

The board has a charter detailing the policies, roles and responsibilities it pursues in executing its mandate. It is assisted by six committees:

- » Asset and liability committee
- » Audit committee
- » Nominations committee
- » Remuneration committee
- » Risk committee
- » Social and ethics committee

Each board committee is governed by a charter, which was approved and adopted by the board. These charters are reviewed annually by the board and the respective committees. The board delegates the detailed planning and implementation of policy to management and formally reviews progress each quarter.

The board plans to meet at least four times a year and on an ad hoc basis, should an issue demand its attention. The board met four times during the year under review and attended a strategy session. The board formally considered and approved group strategies and budgets.

A number of decisions were made between meetings by written resolution in accordance with the company's MOI.

Board meetings are convened by written notice and a quorum for meetings is a majority of directors. Members receive minutes of all committee meetings and supporting documentation prior to each meeting to ensure that meetings are effective. The board follows an agenda and considers strategy, growth initiatives, operational performance, sustainability,

structures, key risks and other activities of the group. The directors have unrestricted access to all information needed to carry out their duties and responsibilities fully and effectively. With the prior agreement of the chairperson, they are entitled to obtain independent professional advice on group-related matters at the group's expense.

Board members are required to regularly declare any interest they might have in transactions with the group. Annual declarations are also made.

The powers of the directors are set out in the company's MOI. The main responsibilities of the board are set out in the group's board charter. These include:

- » Approve strategic and annual business plans
- » Ensure the sustainability of the group, including reviewing material sustainability issues
- » Set objectives and review key risks and performance areas
- » Monitor the implementation of board plans and strategies, taking into account the economic, environmental and social issues relevant to the company, as well as international political and economic conditions
- » Provide effective leadership on an ethical basis
- » Mitigate risks
- » Review the group's IT governance and corporate governance processes and assess against objectives set
- » Appoint the chief executive officer and maintain a succession plan
- » Appoint directors, subject to election by members in general meeting
- » Take responsibility for the group's remuneration policy, as recommended by the remuneration committee
- » Formulate the group's dividend policy
- » Determine overall policies and processes to ensure the integrity of the company's management of risk and internal control

THE CHAIRPERSON

The role of the chairperson is to provide overall leadership to the board without limiting the principle of collective responsibility for board decisions. Eqstra has an independent non-executive chairperson. Mr NP Mageza has significant experience in leading boards and ensuring that the board remains efficient, focused and able to operate as a unit. The chairperson is also responsible for the annual appraisal of the CEO's performance.

LEAD INDEPENDENT DIRECTOR

Mr AJ Phillips is the lead independent director. The board recognises that the function of the lead independent director is to provide leadership and advice to the board when the chairperson has a conflict of interest without detracting from or undermining the authority of the chairperson.

NON-EXECUTIVE DIRECTORS

Eqstra's non-executive directors are Mr MJ Croucamp, Mrs S Dakile-Hlongwane, Mr GG Gelink, Mr VJ Mokoena, Mr NP Mageza, Dr SD Mthembu-Mahanyele, Mr AJ Phillips and Mr TDA Ross. Other than Mrs S Dakile-Hlongwane, all non-executive directors are considered to be independent.

Mr GG Gelink was appointed on 13 November 2012. With the assistance of the company secretary, he attended an induction and training programme.

The group's non-executive directors are credible individuals of high calibre from diverse backgrounds. They are representative of South Africa's population and contribute significantly to the board's discussions and deliberations. They have the necessary skill and experience to bring judgement to bear, independently of management, on all issues affecting the company, including strategy, performance, diversity and employment equity.

THE CHIEF EXECUTIVE OFFICER (CEO)

Mr WS Hill is responsible for formulating and recommending strategies to the board. Once they are approved, he is required to ensure implementation. He is held accountable to the board to provide regular reports during board meetings and at any other time when required. Mr Hill is assisted in this task by the executive committee members.

THE CHIEF FINANCIAL OFFICER (CFO)

Mr JL Serfontein is responsible for the financial functions and internal control processes within the group, as well as ensuring that sufficient funding is available and bank covenants are adhered to.

THE COMPANY SECRETARY

Mrs L Möller guides the board as a whole and directors individually on discharging their responsibilities. The appointment and removal of the company secretary are matters for the board. Mrs Möller is considered to be suitably qualified and experienced to perform her duties, which include:

- » Maintaining and regularly updating a corporate governance manual
- » Ensuring that, in accordance with pertinent laws, the proceedings and affairs of the board and its members, the company itself and, where appropriate, owners of securities in the company are properly administered
- » Ensuring compliance with the rules of the JSE Listings Requirements
- » Ensuring that all directors have access to her advice and services relative to the affairs of the company and their roles and responsibilities for good governance
- » Together with the chairperson, ensuring good information flow within the board and its committees and between the board and senior management and non-executive directors
- » Setting up the annual work plan for the board and board committees and ensuring that the board and committee charters are kept up to date
- » Assisting the nominations committee with the appointment of directors

Mrs Möller has an arm's length relationship with the board and is not a director of the company.

Directors and company officers keep the company secretary advised of their dealings in securities of the company according to well-defined rules and procedures. A report is tabled at the board meeting following any such dealings.

Shareholders, employees and investors are encouraged to communicate recommendations or instructions to the board, the company secretary or the CEO. Issues relating to economic, environmental and social performance raised during the year through these mechanisms were addressed during the group's annual investor day, with the presentations posted on the group's website, www.eqstra.co.za.

BOARD COMMITTEES

The board is assisted by committees to which specific responsibilities are delegated. Each board committee acts according to its written charter, as approved by the board, which sets out its purpose, membership requirements, duties and reporting procedures. These charters were independently reviewed during the year. Board committees may take independent professional advice at the company's expense. The performance and effectiveness of these committees are subject to evaluation by the board. Committee chairpersons report formally to the board and the minutes of committee meetings are circulated to directors. These committees do not diminish the board's responsibilities.

The chairpersons of the board committees and the designated partner of the company's external auditors are required to attend annual general meetings to answer questions raised by shareholders.

The three divisional boards are responsible for managing day-to-day affairs in their areas of responsibility and are subject to board-approved authority limits. These meetings consist of divisional directors, the CEO and CFO, as well as relevant management by invitation. The company secretary acts as the secretary. Committee and board charters, as approved by the main board, were adopted by the divisional boards.

Asset and liability committee (ALCO)

ALCO consists of five directors. The members of the committee are Messrs WS Hill (chairperson), MJ Croucamp, GG Gelink, JL Serfontein and NP Mageza. Mr P Siddall (group treasurer) attends as ex-officio participant. The company secretary acts as secretary. Invitees do not have voting rights.

The committee met four times during the year. The committee is responsible for implementing best practice asset and liability risk management policies. Its main objectives include managing liquidity risk, interest rate risk, foreign exchange risks and monitoring the capital adequacy of the group within acceptable risk profiles.

The group has committed funding facilities from South African and international banks. The committee is pleased to report that all bank covenants were met. The board and the committee are committed to actively manage borrowings and assets to ensure covenants are not breached. During the year, the committee reviewed the long-term funding strategy of the group. The committee also reviewed the group's dividend policy before recommending the policy for approval to the board.

Eqstra's long-term facilities and debt repayment periods are detailed in the CFO's report in the main section of the integrated annual report.

The board is satisfied that the committee fulfilled its responsibilities, as set out in its charter.

Audit committee

The group audit committee comprises four independent non-executive directors, one of whom is appointed as chairperson. The CEO, CFO, internal and external auditors, as well as certain members of the group's management team attend by invitation. A majority of members present constitutes a quorum. The group company secretary acts as secretary. As planned, the committee met four times during the year.

Members of the group audit committee are Messrs TDA Ross (chairperson), MJ Croucamp, Dr SD Mthembu-Mahanyele and Mr AJ Phillips. They are all independent non-executive board members. Invitees to these meetings do not have voting rights.

The audit committee's objectives, scope and duties performed are detailed in the audit committee report on pages 71 to 72 of the main section of the integrated annual report.

Further to the board audit committee, divisional financial and risk review committees were constituted to support and assist the committee. Each committee is chaired by an independent non-executive member of the group audit committee. The remaining members of the divisional committees are the group CFO and company secretary who are not associated with the day-to-day activities of that division, to ensure the independence of the committees. These meetings are also attended by the management and internal and external auditors by invitation. Divisional audit committees report to the group audit committee and the company secretary acts as secretary. The group audit committee accepts overall responsibility.

The board satisfied itself that the committee fulfilled its responsibilities, as set out in its charter and that the committee as a whole has a good understanding of financial risks and financial and internal controls. The committee has sufficient and relevant knowledge of corporate law, a thorough understanding of IFRS and other relevant frameworks applicable to the company.

Nominations and remuneration committees

These committees consist of three non-executive directors, all being independent. The CEO and CFO attend by invitation to assist the committees in their deliberations, except when issues relating to their own remuneration are discussed. The company secretary acts as secretary. Invitees do not have voting rights.

In line with King III recommendations, Mr NP Mageza chairs the nominations committee and Mr AJ Phillips chairs the remuneration committee.

These committees have the same membership. The members are Messrs NP Mageza, VJ Mokoena and AJ Phillips.

Both committees met three times during the year, with all members attending.

The board of directors assigned the following main duties and responsibilities to the nominations committee:

- » Identify and nominate candidates for the approval of the board, subject to shareholders' approval, as additional directors or to fill any board vacancies when they arise
- » Advise the board on succession planning, particularly in respect of the chairperson of the board and the CEO
- » Proposals for renewing the board's composition are proactively managed by the committee to ensure that timeous changes take place
- » Make recommendations to the board with regard to the re-election of directors who retire in terms of the MOI

The nominations committee also regularly reviews the independence of non-executive directors. The committee determined that the following non-executive directors were not independent:

- » Mrs S Dakile-Hlongwane, as she represents Nozala Investments (Pty) Limited, a B-BBEE shareholder in Eqstra

All other directors were defined as independent in line with the Act.

The nominations committee evaluated the work done by Mr Phillips and Mrs Dakile-Hlongwane, being the directors who retire by rotation. It recommended that shareholders re-appoint these directors at the AGM on 22 November 2013.

The nominations committee identified the necessity of early succession planning at board level. Directors are required to retire at the AGM following their 70th birthday. Considering the current age profile of the board, the committee considered various candidates, especially those who have financial and treasury knowledge. The committee recom-

mended Mr GG Gelink as a suitable additional board member. He was subsequently appointed by the board as an independent non-executive director.

The board assigned the following duties and responsibilities to the remuneration committee:

- » Design, monitor and communicate the group's remuneration policy and the short- and long-term incentive policies for directors, executives, management and employees
- » Consider and approve the remuneration and incentives for directors and executive management
- » Advise on remuneration for non-executive directors
- » Consider any significant changes to the group pension and provident fund and medical aid schemes
- » Scrutinise all other benefits, including allowances, and ensure they are justified and appropriate

The board satisfied itself that these committees fulfilled its responsibilities, as set out in its charter.

Refer to the detailed remuneration policy on pages 42 to 49 in the remuneration review of the main section of the integrated annual report.

Risk committee

The board is responsible for the risk management process and is assisted in its responsibilities by the risk committee. The day-to-day responsibility for identifying, evaluating and managing risk resides with management.

The board's risk committee consists of six non-executive directors of whom three members, including the chairperson, are independent. The members of the committee are Messrs AJ Phillips (chairperson), WS Hill (CEO), VJ Mokoena, TDA Ross, JL Serfontein (CFO) and Mrs S Dakile-Hlongwane. The company secretary acts as secretary. Invitees do not have voting rights. The head of risk, Mr C du Toit, serves as ex-officio participant.

The chairperson of the committee is also a member of the group audit committee to ensure the appropriate exchange of information on key issues between these committees. The committee met three times during the year.

The committee believes that the group's risk management process is effective in identifying and evaluating risks.

The board satisfied itself that the committee fulfilled its responsibilities, as set out in the charter.

Social and ethics committee

This committee comprises the following directors: Dr SD Mthembu-Mahanyele (chairperson), Mrs S Dakile-Hlongwane, Mr WS Hill (CEO) and Mr MB Price (managing director: Eqstra Fleet Management). The committee met twice during the year. The company secretary acts as secretary.

The committee oversees and monitors:

- » The implementation of the principles of transformation in the divisions and broader matters relating to creating a framework which will enable the advancement of black South Africans in the workplace and the formation of partnerships for the development of communities in which the company operates
- » Internally developed statements of mission or values relevant to social, environmental and economic performance
- » Social and economic development, including the principles of broad-based black economic empowerment, employment equity and the Organisation for Economic Co-operation and Development's (OECD's) recommendations on corruption
- » Good corporate citizenship, including the management of environmental impact, the prevention of discrimination and the promotion of equality and socio-economic development
- » Consumer relations
- » Labour and employment, including skills development

In fulfilling their duties and responsibilities, committee members may consult, whenever appropriate, with other members of the board or experts on any relevant subject matter.

As this committee is still in its infancy, the members are still in a process of addressing the scope of its responsibilities. The board is satisfied that plans are in place to ensure that the committee fulfils its wider scope of responsibilities in the following year. Key responsibilities were addressed and the committee focused on social and ethical matters, as well as transformation.

BOARD ATTENDANCE

Attendance register	Board	Strategy	Asset and liability	Audit	Nominations and remuneration	Risk	Social and ethics
Independent non-executive directors							
MJ Croucamp	4 of 4	1 of 1	4 of 4	4 of 4			
GG Gelink*	3 of 3		2 of 2				
NP Mageza	4 of 4	1 of 1	4 of 4		3 of 3		
VJ Mokoena	3 of 4	1 of 1			3 of 3	3 of 3	
SD Mthembu-Mahanyele	3 of 4	1 of 1		3 of 4			2 of 2
AJ Phillips	4 of 4	1 of 1		4 of 4	3 of 3	3 of 3	
TDA Ross	4 of 4	1 of 1		4 of 4		3 of 3	
Non-executive directors							
S Dakile-Hlongwane	4 of 4	1 of 1				2 of 3	1 of 2
Executive directors							
WS Hill	4 of 4	1 of 1	4 of 4			3 of 3	2 of 2
E Clarke	4 of 4	1 of 1					
JL Serfontein	4 of 4	1 of 1	4 of 4			3 of 2	

* Mr Gelink was appointed on 22 November 2012

EXECUTIVE COMMITTEE

The CEO is supported in his duties by the executive committee (exco). The committee members are Mr WS Hill (CEO), Mr JL Serfontein (CFO), Mr E Clarke (CEO of Contract Mining and Plant Rental), Mrs JV Carr (CEO of Fleet Management and Logistics), Mr GD Neubert (CEO of Industrial Equipment), Mr DV Haripal (chief information officer) and Mr GE Bantam (executive: corporate affairs). The chairperson of the committee is the CEO. The company secretary acts as secretary.

This committee meets monthly. Its duties include:

- » Financial, strategic, operational, governance, risk and functional issues
- » Formulation of group strategy and policy for approval by the board
- » Alignment of group initiatives
- » Monitoring market trends and performance, competition and benchmarking structures
- » Measuring, monitoring and taking proactive action on divisional performance

INFORMATION TECHNOLOGY (IT) GOVERNANCE

In line with King III, technology governance forms an important part of governance structures, policies and procedures. The group implemented monthly IT steering committees, as well as a group IT committee, reporting to the exco and the audit committee. This function is managed by Mr DV Haripal, the chief information officer. The committee is governed by a board-approved charter.

This committee mainly focuses on:

- » Formulating and implementing the strategic direction of the group in terms of technology
- » Aligning the technical strategy to the business needs and strategy
- » Ensuring adequate information security
- » Ensuring proper information management
- » Business continuity management, including disaster recovery

INTEGRITY AND ETHICS

The group has a Code of Business Conduct and Ethics in place and annual declarations in terms of this policy are made each year by managers. All employees are expected to act ethically and align them-selves to the group's values and business philosophy.

Eqstra maintains the highest ethical standards in conducting its business, acknowledging that the group's reputation is one of its most important assets. Maintaining the trust and confidence of those we deal with is one of our most vital responsibilities. At divisional level, our values and standards of trust, integrity, accountability, teamwork, client satisfaction and responsibility are used to guide the way in which the broader group conducts business.

Our Code of Business Conduct and Ethics sets overall principles and guidelines to be adopted throughout the group. The divisions are required to adopt appropriate principles and processes to deal with specific ethical issues that arise in their particular circumstances. To report suspected irregularities, the group has e-mail and tip-off line facilities that are easily accessible to all employees at eqstra@tip-offs.com or 0800 21 26 77.

EMPLOYMENT AND LABOUR RIGHTS

Eqstra is committed to promoting equal opportunities and fair employment practices regardless of employees' ethnic origin or sex. The group subscribes to the principles of fair labour practices and our conditions of service comply with applicable laws and industry standards.

CONFLICT OF INTEREST

The company secretary maintains the declarations of interest and related-party disclosures register of the board. The directors are required to declare and update their interests at each board meeting. Directors who have a conflict of interest on any matter to be discussed at meetings are required to inform the chairperson and the company secretary before the meeting. This director is recused from the meeting when the item is being discussed.

ACCOUNTABILITY AND AUDIT

The directors acknowledge their responsibility for instituting internal control systems which provide reasonable assurance on safeguarding assets and preventing their unauthorised use or disposal, as well as maintaining proper accounting records that give reasonable assurance on the reliability of financial information produced.

GOING CONCERN

The group audit committee considers the facts and assumptions used in assessing the going concern status of the group at the financial year-end. This provides assurance to the directors before confirming their assessment that the annual financial statements have been effectively prepared on the going concern basis. The directors have every reason to believe that the company and the group have adequate resources in place to continue to operate for the foreseeable future.

INTERNAL CONTROL FRAMEWORK

The board approved the levels of authority of the CEO. He in turn delegates appropriate levels of authority to executive members of the divisions to ensure effective day-to-day operations. This framework is designed to maintain an appropriate control environment within approved budgets and implementation of strategies. The CEO conducted a business control review during the year at all divisions.

INTERNAL AUDIT

Internal audit is an independent and objective assurance and consulting activity to add value to the group's operations. With its responsibilities clearly defined and approved by the audit committee, during the year internal audit functioned effectively.

Internal audit focused on the following main areas:

- » Appraising and advising on systems, procedures and management controls
- » Assessing the effectiveness of risk management processes
- » Evaluating the reliability and integrity of management and financial information
- » Assessing the control over assets and verifying their existence
- » Reviewing compliance to policies and procedures
- » Recommending improvements in procedures and systems to enhance efficiencies and prevent fraud

An annual review of the company's system of internal controls and risk management, including the design, implementation and effectiveness of internal financial controls conducted by the internal audit function, is prepared for the audit committee to support the committee's formal annual assessment of internal controls on behalf of the board.

The chief audit executive, who reports functionally to the CEO and who has regular meetings with the chairperson of the audit committee, reports the consolidated activities and key findings of the internal audit function at each audit committee meeting.

LITIGATION AND LEGAL

All material legal action and litigation is reported monthly to exco and quarterly to divisional audit committees and boards, as well as to the group risk committee. The board is not aware of any pending or threatened material legal action against the group.

COMPLIANCE

The group appointed a legal and compliance executive during the year to create a compliance function in the group. The group remains committed to improving compliance reporting group-wide. During the year, the group assessed the key items of legislation that were likely to materially impact the group. The assessments were done at divisional level, with acts prioritised and compliance to these acts is in the process of being reviewed.

The shareholders approved the new MOI at the 2012 AGM.

FINANCIAL REPORTING

All divisions in Eqstra prepare detailed monthly management accounts, budgets and four-year plans. These are approved by the board. Performance against budget is monitored monthly by exco and quarterly by the board. Variances are analysed and corrective measures put in place where required.

Profit and cash flow forecasts are reviewed and include an analysis of material changes. Accounting policies, which have been agreed by the external auditors and approved by the audit committee, are disseminated throughout the group to ensure compliance.

The group is satisfied that appropriate and adequate resources are available in the finance functions within the group, with experienced senior management members responsible for these functions.



INSIDER TRADING AND PRICE-SENSITIVE INFORMATION

No employee, nominee or members of his or her immediate family may deal either directly or indirectly, at any time, in the securities of the company based on unpublished price-sensitive information about the company's business or affairs. No director or officer may deal in the securities of the company during closed periods determined by the board in terms of a formal policy implemented by the company secretary. Closed periods are from the end of the interim and annual reporting periods to 24 hours after announcing financial and operating results for those respective periods. Directors and senior designated employees are required to instruct their portfolio or investment managers not to trade in the securities of Eqstra without written consent. A list of people who are restricted for this purpose has been approved by the board and is revised from time to time. A register of directors and officers is available for inspection at the company's registered office in Kempton Park, South Africa.

The rules of the JSE Limited extend obligations regarding transactions in the securities of the company to include those of any major subsidiary. The directors or officers of the company's subsidiaries are included in the list of directors, company secretary and other officers.

Trading in the company's shares is conducted on completion of an application form. Authorisation for the transaction is given in writing by the chairperson of the board or the CEO, as appropriate, prior to the transaction. The written authority is kept by the company secretary with the record of the particular transaction. If the chairperson wishes to trade in the company's shares, permission is obtained from the board.

RELATIONSHIP WITH STAKEHOLDERS

The group is committed to protecting the interests of shareholders and other investors and will not do anything which will prejudice one class of stakeholder at the expense of another. The group is committed to presenting accounting statements which are accurate and timely.

Eqstra aims to generate attractive returns to investors on a long-term basis. The group will also communicate business policies, achievements and prospects honestly.

The CEO, CFO and divisional heads conduct regular presentations which are available on the Eqstra website. The company also maintains a

website which includes the group's latest financials, operational and historic information, including its integrated annual report.

Executive management is committed to personal communication with the majority of the group's shareholders at least twice a year. Executive management is pleased to report that this commitment was achieved for 2013.

As a geared company, Eqstra views financial capital providers as important stakeholders. Senior management is committed to proactive personal interactions with all financial capital providers and the rating agency. Feedback from these stakeholders has been positive.

The company's AGM is scheduled for 22 November 2013. It will be attended by the group's directors. Shareholders are encouraged to be present and to ask questions during the meeting. They will have the opportunity to meet with directors after formal proceedings.

The notice of the AGM, detailing all proposed resolutions, is included on pages 129 to 133 of the main section of the integrated annual report.



SUSTAINABILITY OVERVIEW

The Eqstra group's various divisions this year all continued to focus on sustaining targeted expenditure on training. Technical, artisanal and leadership development were particular priorities, as these are considered key to the group's sustainability. In total, R50.1 million was spent on human resource development.

Transformation is a key executive priority for Eqstra. We are working hard to identify, recruit and develop black talent and we achieved some success in this regard. However, a great deal more needs to be done and management is acutely aware of the need to redouble its efforts to meaningfully transform the company.

Labour relations were mostly harmonious in 2013, with no divisions experiencing direct industrial action. However, industrial action by clients' employees did impact on divisions. In the Contract Mining and Plant Rental division the volatile state of relationships between employers and labour demanded constant management attention.

Despite demanding operating conditions, we continued to invest in socio-economic development, particularly in communities with which we directly interact and in the technical skills development of black learners at selected technical schools throughout South Africa.

A study is currently being conducted on how Eqstra interacts with, in particular, its natural capital. The anticipated outcome of this study will result in greater group-wide appreciation of how we use natural capital in the creation of value and a more rigorous reporting regime on the group's non-financial performance.

Eqstra is committed to sustainable development, recognising that operating safely and responsibly underpins our licence to operate. The Eqstra culture is shaped by six business values and six core principles, which are collectively termed "The Eqstra Way".

THE EQSTRA WAY

Together with the vision, mission and values of the group and our business ethics policy, The Eqstra Way underpins the way in which we operate. It requires the active management, by all employees, of those sustainability issues that are material to the business. This report outlines how the group accounts for the various financial and non-financial issues and risks that drive performance.

ACCOUNTABILITY FOR SUSTAINABILITY ISSUES

Eqstra manages sustainability impacts and issues at a divisional level in terms of its integrated business model and strategy. At group level, accountability for sustainability rests with the social and ethics committee. Sustainability initiatives are coordinated by the executive responsible for corporate affairs.

This year, improved internal reporting processes were introduced to ensure that key non-financial issues are reported by divisional management to board level. Progress was achieved in the implementation of these processes. However, as outlined on page 20, more work is required to ensure environmental measures can be reported on.

EQSTRA'S VALUES

Each employee is a custodian of the group's business ethics policy. This guides the way in which business is done and how individuals conduct themselves. In 2012, the group revised its business ethics policy and rolled out the new policy in all divisions, supported by a summarised business ethics guideline and declaration.

Our ethics embrace fair competition, the avoidance of conflicts of interest, cultural diversity, the highest standards of health and safety and the protection of company resources. Our ethics policy is fully integrated into our governance structures, requiring reporting and monitoring at an operational level through to the social and ethics committee and the board.

The group's focus on business ethics has been integrated into programmes offered at one of the group's internal training facilities, the Eqstra Leadership Academy (ELA). Employees are required to be familiar with the business ethics policy and to complete and sign an employee declaration each year that they understand and are fully committed to ethical behaviour.

To underpin our policy, an anonymous 24-hour tip-offs line exists for employees wishing to report irregularities or non-compliance with the policy. The tip-offs line is administered by an external consultant and is easily accessible to all employees.

A total of 45 tip-off reports (2012: 33) were received for the year under review, with topics related to, amongst others, alleged theft, fraud, unethical behaviour and human resources concerns. Each report was duly investigated and, wherever necessary, the appropriate disciplinary action was taken, including employee dismissals.

MANAGEMENT OF HUMAN RESOURCES

The group aspires to create a work environment in which individuals can contribute to their full potential. To achieve this, we believe in an open and consultative management style. This has been instilled in the culture of each Eqstra division through a strong philosophy of employee engagement and individual development. The engagement process commences with an induction process for new middle and senior management, led by the CEO and senior managers, and continues with ongoing employee engagement programmes.

This interaction is mirrored within the various divisions where group strategies are shared with employees across the business. This approach encourages feedback through roadshows, quarterly awards ceremonies and structured organisational interventions, such as employee workplace forums. The ultimate goal of this process is for management to be fully in touch with what is happening on the ground and to be responsive to concerns or issues when they occur. In Fleet Management and Logistics and Industrial Equipment, the divisional CEOs meet informally with randomly-selected employees across all levels to proactively solicit any issues of concern. Feedback from these sessions is relayed through risk and sustainability champions.

EMPLOYEE TRAINING AND DEVELOPMENT

The group invests significantly in the training and development of all employees. Recruiting skilled employees and training is essential to

ensure client satisfaction and business performance, especially in the context of skills shortages in certain technical areas.

During the year, R50.1 million (2012: R49.7 million), was invested in employee training and development throughout the group. This equates to R6 354 per employee (2012: R6 681). Training spend was maintained notwithstanding the significant rationalisation of the Construction and Mining Equipment division and Contract Mining and Plant Rental utilising more in-house resources for training.

	Industrial Equipment**			Fleet Management and Logistics			Contract Mining and Plant Rental			Corporate			Total		
	2013	2012	2011	2013	2012	2011	2013	2012	2011	2013	2012	2011	2013	2012	2011
Number of employees	1 552	1 460	1 644	860	927	706	5 293	5 010	4 749	38	39	37	7 878	7 436	7 136
Total training spend (R000)	9 499	11 752	7 552	5 589	2 177	3 124	34 401	35 394	42 911	568	356	818	50 057	49 679	54 405
Training spend per employee (R)*	6 120	8 049	4 594	6 499	2 348	4 425	6 499	7 065	9 036	2 368	9 128	22 109	6 354	6 681	7 624

* Employees of discontinued operations included in the calculation of the training spend per employee

** Construction and Mining Equipment consolidated into Industrial Equipment and prior years re-presented

Having capable, empowered employees is of utmost importance to the group's sustainability, especially to its ability to compete and to increasingly offer clients value-added services.

Skills development is undertaken at all levels of the organisation through various programmes focusing on:

- » Leadership development
- » Supervisory and generic skills development
- » Artisan and technical development
- » Operator development

LEADERSHIP, SUPERVISORY AND GENERIC SKILLS DEVELOPMENT

The Eqstra Leadership Academy (ELA) is a partnership with the Wits Business School to deliver the Certificate Programme in Leadership Development (CPLD) and the Certificate Programme in Management Development (CPMD). Both programmes are accredited with the Council for Higher Education. The two leadership programmes include core modules focusing on finance and marketing, complemented by leadership modules which are aligned to the group's specific needs.

During the year under review, 30 (2012: 26) managers and supervisors completed these programmes, of which 47% (2012: 54%) were black South Africans.

ARTISAN AND TECHNICAL DEVELOPMENT

The Eqstra Technical Training Academy (ETTA) is in its fifth year of operation. It provides much-needed technical skills to all levels of employees.

During 2013, ETTA provided 264 (2012: 285) employees with apprentice training, with 75% (2012: 64%) being black South Africans. Apprentice training is a long-term commitment, as it takes four years for an employee to qualify as an artisan in a specified trade. All courses are accredited by the manufacturing sector education training authority, MerSETA.

OPERATOR DEVELOPMENT

Divisions provide operator training to relevant employees. During the year under review, training was provided to 1 765 (2012: 2 104) employees in the use of various items of industrial, mining and construction equipment.

STUDY ASSISTANCE PROGRAMMES

Eqstra provides financial assistance to employees seeking to gain formal academic qualifications that are relevant to the employee's work. During the year, 1 518 employees benefited from the programme.

BROAD-BASED BLACK ECONOMIC EMPOWERMENT

Eqstra is committed to the transformation of its workforce.

The most recent evaluation of the group's performance against the broad-based black economic empowerment (B-BBEE) scorecard was undertaken in March 2013. The group dropped from being a Level 3 to a Level 4 contributor. While all divisions scored well on employment equity, on a group basis we scored lower as divisional strengths in the various categories of employees (junior management, middle management and senior management) were diluted when consolidated on a group basis. Consequently, the group did not meet the minimum threshold to score points for employment equity. Refer to page 19 of the main section of the integrated annual report. The individual divisions undertake their own scorecard verifications, where appropriate, and both Industrial Equipment and Fleet Management and Logistics maintained their Level 3 contributor status.

Proposed changes to the B-BBEE codes are likely to have an impact on the group's scorecards in 2014, particularly in the areas of employment equity and management control, where higher minimum hurdle rates for scoring points in certain categories, particularly employment equity, will be harder to achieve. The revised codes will therefore require a much more concerted focus on B-BBEE compliance across the group.

OWNERSHIP

Eqstra has traditionally performed well on the ownership element of the B-BBEE codes. There were no significant changes in ownership this year and we scored 26.7% for black equity ownership, above the minimum threshold required to operate sustainably in the South African mining sector.

MANAGEMENT CONTROL

Particular emphasis was placed on recruiting and retaining black South Africans, notably at management level, as well as the provision of fast-tracking opportunities.

At the year-end, 86.0% of the group's total workforce was South African (2012: 86.7%) and 42.1% of the management team black (2012: 45.4%), with 15.0% female (2012: 18.6%).

EMPLOYMENT EQUITY

All divisional targets are aligned to employment equity criteria, as contained in the B-BBEE scorecard.

83.5% of the group's South African workforce is black (2012: 85.3%) and 17.7% female (2012: 18.1%).

Refer to page 35 for a summary of the employment equity report.

PROCUREMENT

To meet the Department of Trade and Industry's targeted 70% requirement for spending with B-BBEE suppliers, including black-owned and black female-owned businesses, qualifying small enterprises and exempt micro enterprises, we have a number of initiatives in place that are linked to enterprise development.



ENTERPRISE DEVELOPMENT

Wherever possible, Eqstra supports enterprise development. We engage with black-empowered partners in business transactions that are mutually beneficial, with particular emphasis on continuous skills transfer to our partners and suppliers.

During the year under review, enterprise development support was implemented through a combination of:

- » Preferential payment terms (15 days or less) on payments in excess of R10 million
- » Training of suppliers' buyers and operational teams
- » Providing standards of certification for black suppliers
- » Creating tender opportunities for black suppliers
- » Mentoring expertise and skills transfer

In the Industrial Equipment division, all enterprise development initiatives were focused on providing emerging black farmers with equipment to establish or maintain farms in a sustainable manner. Approximately R3 million of equipment was donated in the Cape and Mpumalanga regions. In addition, the division also sponsored the rental of two tractors for a year at a community project in Mpumalanga.

In Contract Mining and Plant Rental, a number of enterprise development projects were undertaken by the division to the value of over half a million rand. The projects included support for a number of small businesses close to mining operations and included businesses supplying protective clothing to mine workers.

The most significant Fleet Management and Logistics enterprise development project during the year related to its QuickCab metered taxi operation, where the division made a meaningful contribution towards empowering black South Africans. The division identified QuickCab as a non-core operation that should be disposed of. Subsequent to this, Taxicab Finance (Pty) Limited was identified as a suitable organisation through which to achieve the division's enterprise development objectives.

The division agreed to sell the vehicles of the operation to Taxicab Finance at a significantly discounted purchase price, as follows:

Net book value at date of sale	Selling price to Taxicab Finance	Enterprise development value
R3.3 million	R1.1 million	R2.2 million

Taxicab Finance is a 51% black women-owned business. It was established to acquire the QuickCab assets and fund franchise fees and vehicle finance to support black owner drivers to fund their entry into the metered taxi business environment. The division provided support in the form of a discounted purchase price to enable drivers, who will lease the vehicles from Taxicab Finance on a franchise model, to benefit from a reduced monthly lease charge.

In addition, Taxicab Finance will seek to ensure that QuickCab drivers are migrated to a sustainable owner driver model, on condition that they meet the qualifying criteria. Upon this criteria being met, Quickcab drivers will be able to leverage the benefit of Eqstra's support to ensure longevity of their business franchise.

SOCIO-ECONOMIC DEVELOPMENT (SED)

Eqstra actively contributes to social and economic development in the areas and communities in which it operates. Wherever possible, employees are sourced from local communities, particularly in recruitment programmes

undertaken by Contract Mining and Plant Rental. Similarly, procurement is undertaken locally and, again wherever possible, in a manner that makes use of suppliers meeting B-BBEE requirements.

R2.3 million (2012: R2.8 million) was spent on SED initiatives during the year in two main areas:

- » Eqstralution
- » Social welfare

Eqstralution

Eqstralution is the group's programme of sustained support for learners in various South African technical and agricultural schools and Further Education and Training (FET) colleges. Total spend on Eqstralution during the financial year under review was R1.3 million (2012: R1.6 million).

Eqstralution aims to:

- » Provide children from previously disadvantaged backgrounds who demonstrate an aptitude and interest in a technical or agricultural field with the opportunity to attend technical or agricultural school
- » Assist identified schools to acquire the appropriate equipment and tools needed to ensure their learning environment is safe, up-to-date and aligned to both industry needs and the curriculum
- » Enlighten scholars and promote a positive attitude of career opportunities within these fields
- » Enhance and encourage further learning and skills development by offering grade 12 graduates the opportunity to enter into an apprenticeship at our ETTA

Ten technical schools and three agricultural schools are targeted through the programme, with technical support provided to teachers and learners, as well as assistance in procuring relevant equipment and learning material.

30 apprentices were successfully placed at ETTA during 2013 from the technical schools supported by Eqstra. Of these, 77% are black.

Eqstra is aware of the need to facilitate the sustainability of the agricultural sector by partnering with business and government to meet synergistic objectives, such as transforming society by developing competent, skilled individuals equipped to be economically active by providing employment opportunities and food security in a responsible way.

Industrial Equipment has a bursary scheme in place which offers opportunities to young people in the Eastern and Western Cape who have indicated that they would like to follow a career in commercial farming. Agricultural schools currently sponsored are: Marlow Landbou-skool, Winterberg Agricultural School and Augsburg Landbou Gimnasium. Most learners come from homes that would not ordinarily be in a position to send their children to an agricultural school.

Industrial Equipment is committed to providing an additional five learners each year with bursaries to ensure that it has 25 bursary students at the respective schools in five years. Once learners matriculate, the division will consider further support for tertiary education. The ultimate aim of the programme will be to link learners with established commercial farmers where they can be mentored to acquire the necessary skills to be successful farmers in South Africa.

In addition to bursaries, the division assisted Marlow Landbou-skool with equipment required to farm land linked to the school. The learners are therefore trained in a well-resourced environment with modern equipment and the school benefits from additional income generated from the use of such equipment.

Fleet Management and Logistics donated R130 000 to Rhodesfield Technical High School to fund tools for the school's workshop.

Contract Mining and Plant Rental donated technical and electrical equipment to two technical schools to the value of R123 000.

Social welfare

Eqstra's strategy is to give immediate support to the most needy and vulnerable. Total welfare spend during the financial year under review was R1.0 million (2012: R0.7 million).

CASE STUDY

Technical school support

The blueprint of our technical training support is Adelaide Gymnasium in the Eastern Cape. Industrial Equipment has sponsored Adelaide Gymnasium over a period of eight years by supplying much-needed equipment to the motor mechanical training section. Eqstra has also provided the school with computers, calculators and drawing equipment and sponsored the motor mechanical department's annual budget. During this time, Eqstra's monetary investment has been in excess of R1.3 million.

In 2012, Industrial Equipment implemented a bursary programme for five grade 10 learners who show potential to enter a technical career. Every year the division will sponsor an additional five learners until there are 15 learners in grades 10, 11 and 12 who will form part of the feeder process for apprentice programmes.

Other technical schools sponsored by Industrial Equipment include Edendale Technical High School in Pietermaritzburg, Oude Molen Academy of Science and Technology in the Western Cape and Louis Botha Technical High School in Bloemfontein.

Many of the Edendale learners attending the school come from child-headed households and often the only meal they receive is sponsored by the school. Industrial Equipment has sponsored R165 000 to improve infrastructure and facilities and to provide much-needed teacher and learner support. In 2013, the division employed its first intake of apprentices from this school at its KwaZulu-Natal branch.

2013 is the first year of implementing the bursary programme at Oude Molen, where five grade 10 learners were identified to participate in the scheme.

The learners exiting the school are of a high standard and many have been employed in the division as apprentices.

OPERATIONAL REVIEWS

Towards the end of the reporting period, we identified anomalies in our carbon footprint disclosure. Accuracy and completeness of data was also a concern and a decision was made to ensure that all data we collate is accurate and correctly classified before making further disclosure of our direct and indirect carbon footprint. This is relevant given a possible future introduction of carbon taxes. This is receiving urgent attention.

INDUSTRIAL EQUIPMENT

MANAGEMENT OF HUMAN CAPITAL

During the year, the division successfully managed the employee integration of Air Supreme, 600SA and Construction and Mining Equipment.

Health and safety

No major health and safety incidents were experienced during the year.

The most common chronic diseases within the division are high blood pressure, high cholesterol and diabetes. Smoking amongst employees decreased by 9% compared to the previous year. To address employee health-related issues, the division partners with an external provider to host workshops on health-related matters.

Safety induction training and safety toolbox talks are conducted on a monthly basis among employees in all business units. Dedicated safety personnel are appointed in each workplace to manage legal and operational safety requirements. They are also responsible for hazard identification and risk assessments, as well as for implementing corrective actions following instances of non-conformance.

Training and development

Skills development remains an ongoing challenge for the division, with a key focus area being the development of electricians, in particular black electricians. The training and development of senior and middle management is also fundamental to support the business growth of the division.

The shortage of management skills was recognised as a potential growth constraint. This is being addressed through the division's successful leadership development programmes, where 66 internal candidates were identified for management development. The candidates participated in the division's leadership academy, gaining qualifications in line with the National Qualifications Framework (NQF).

A total of 56 employees were trained in different leadership disciplines. The division will also launch a new personal mastery programme aimed at all employees aspiring to improve themselves in their current areas of expertise. A total of 1 446 employees were exposed to an average of 10.6 hours of training, with a total of 15 388 hours of training this year.

The apprenticeship programme has 70 apprentices, with ten qualifying during the period and 48 still active and preparing for their trade tests

later this year. The division continues to focus on employing female technicians. It currently employs one qualified female and another two female apprentices.

Training spend

R000	2013	2012	% change
Training spend (ZAR)	9 499	11 752	(19.2%)
Training spend per employee	6 120	8 049	(24.0%)

The decrease in training spend per employee is due to the increase in employees following the acquisitions of 600SA and Air Supreme and the consolidation of Construction and Mining Equipment.

Transformation

The division achieved a Level 3 B-BBEE rating in its stand-alone rating process.

Community relations

More than 80% of the division's socio-economic spend was on technical and agricultural schools through the Eqstralution programme. Refer to page 19.

MANAGEMENT OF NATURAL RESOURCES

Towards the end of the reporting period, we identified anomalies in our carbon footprint disclosure. Accuracy and completeness of data was also a concern and a decision was made to ensure that all data we collate is accurate and correctly classified before making further disclosure of our direct and indirect carbon footprint. This is receiving urgent attention.

FLEET MANAGEMENT AND LOGISTICS

MANAGEMENT OF HUMAN CAPITAL

Health and safety

The division ensures the following in terms of safety:

- » Safety committees at all branches
- » Toolbox talks held with mechanics every morning
- » Fire evacuation drills held monthly
- » ISO 9001 (quality system) certified and OSHAS 18001 certification in progress
- » Compliance to the Occupational Health and Safety Act

Employee health and safety is addressed through compliance to the Occupational Health and Safety Act through regular audits at all the division's operations.

On 23 March 2013, an Eqstra Flexi Logistics truck was involved in a pedestrian fatality in the Komati area of Mpumalanga. After this, Eskom embargoed all 18 of our trucks transporting coal to the Komati power station until Eqstra demonstrated how it would reduce pedestrian-related incidences in the area. The division drafted a pedestrian plan for the Komati area focusing on awareness and education, infrastructure improvement and fundraising. Eskom lifted the embargo the next day and complimented Eqstra on its swift response. It was found that our driver was not at fault.

Training and development

A total of R5.6 million was spent by the division on employee training, with 18 apprentices trained and 11 employees graduating from the Certificate Programme in Leadership Development (CPLD) and the Certificate Programme in Management Development (CPMD). Six employees graduated from adult basic education and training (ABET).

A successful mentoring and coaching programme aims to develop employees' full potential. The mentorship programme is a formal performance indicator for employees in leadership roles.

Training spend

R000	2013	2012	% change
Training spend (ZAR)	5 589	2 177	156.7%
Training spend per employee	6 499	2 348	27.7%

The increase in training spend is as a result of increased costs at the division's training academy and the enrolment of more employees on the CPLD and CPMD programmes.

Transformation

The division achieved a Level 3 B-BBEE rating in its stand-alone rating process.

Labour relations

A total of R6.5 million revenue was lost to strike action in the Commodities logistics business unit during the year due to the widespread industrial action in the transport sector that indirectly affected operations. A senior group executive was engaged to assist the drivers for at least six months following his success in the Contract Mining and Plant Rental division. The primary strategy is to transfer drivers currently provided by labour brokers into the employment of the division.

Community relations

The division will continue its support for the Rhodesfield and Pretoria Technical High Schools under the Eqstralution initiative. These two projects involve assisting the schools with their equipment needs for their workshops.

The division continues to sponsor the Clover Mama Afrika women's project with annual sponsorship of vehicles. This is intended to give mobility to the Mamas to effectively deliver services to the community.

The division's "Think Pedestrian" safety campaign, in partnership with the Department of Transport, was launched last year and continued in the year under review. This campaign aims to reduce the number of pedestrian deaths by increasing pedestrian awareness. Integrated into the transport infrastructure, a pilot phase of the project was implemented in the Eastern Cape, KwaZulu-Natal and Mpumalanga.

MANAGEMENT OF NATURAL RESOURCES

Towards the end of the reporting period, we identified anomalies in our carbon footprint disclosure. Accuracy and completeness of data was also a concern and a decision was made to ensure that all data we collate is accurate and correctly classified before making further disclosure of our direct and indirect carbon footprint.

This is receiving urgent attention.

CONTRACT MINING AND PLANT RENTAL MANAGEMENT OF HUMAN CAPITAL

Health and safety

Due to a continued focus on health and safety, the division's lost-time injury frequency rate target was lower than its target for 2013 of 0.35 at a commendable 0.25. Over five million fatality-free shifts were achieved.

The main health issues in the division are HIV/AIDS, diabetes, high blood pressure, high cholesterol and occupational asthma. To address these, a number of wellness programmes are in place on mine sites that are run in conjunction with clients.

Training and development

The division's dedicated training centres are an integral part of its business and continues to make a significant contribution to the development and career growth of employees. The division comfortably exceeded its target of training 2 300 employees per month by training 2 700 employees every month.

In January 2013, 21 apprentices (2012: 23 apprentices) enrolled at Eqstra Technical Training Academy (ETTA) to start their four-year apprenticeships. Most of the apprentices are enrolled for earthmoving equipment mechanics modules, a critical skill to the division. At year-end, 181 apprentices were in training. Apprentices trained through the ETTA are now entering the workplace, with all apprentices trained employed by the division.

The MCC Learning Centre, launched in January 2011, has seen 1 512 operators undergo testing, training and refresher training during the year, with the focus on increased awareness of care and maintenance.

The division this year launched on-site basic computer courses for administrative clerks, with 60 having completed the courses.

To address the skills shortage within local communities, the division implemented:

- » The training of 180 people in local communities to ensure that skills will be available when required
- » The revival of bursaries, internships and learnerships to feed the talent pipeline

Training spend

R000	2013	2012	% change
Training spend (ZAR)	34 401	35 394	(2.8%)
Training spend per employee	6 499	7 065	(8.0%)

The division's training spend decreased marginally for the year as a move towards using more in-house resources for training reduced costs. Operator and technical training represents the majority of training spend (94%).

Transformation

The division's employee base consists of 11% women. This exceeded the minimum requirement of 10% set by the Department of Mineral Resources.

Labour and industrial relations

No direct industrial action occurred in the year at the division's mine sites, although the National Union of Mineworkers was only prevented from embarking on a division-wide strike by a Labour Court ruling in favour of the division during March 2013.

In the previous year, a dedicated, senior resource was appointed to assist management to proactively address employee and community issues and to improve conditions of employment, as well as to foster harmonious employee relations. A number of important financial investments was also made during the year, including the extension of medical aid cover to all full-time employees (at a cost of R14 million) and the awarding of production bonuses and long-service awards (an additional R10 million).

Considerable energy was dedicated to strengthening relations with organised labour. At site level this included monthly communications meetings and

quarterly communications meetings with regional representatives and shop stewards. This resulted in more positive perceptions towards the company among employees and unions. However, the labour relations environment, particularly at operations in the North West province, remains a material concern. We continue to engage proactively with trade union representatives and to closely monitor the situation.

Our social and labour plans address, wherever practicable, legacy socio-economic backlogs in local communities. To forge closer links with communities and to address skills shortages, this year the division provided formal training to 180 local community members to provide for skills that might be necessary in the future. Nonetheless, the periodic outbreak of sometimes violent and usually disruptive protests remains an operational and contractual risk that is mostly beyond the division's control. The division experienced two incidents of community discord during the past year.

Below is a summary of the events and action plans undertaken to resolve the incidents of community unrest.

1.1 SITE DORSTFONTEIN - JANUARY 2013

COMMUNITY	ISSUES RAISED	RESOLUTION
Protests by the youth of Kriel, Thubelihle and surrounding farms	Job opportunities	» A constructive meeting was held by the division's human resources manager, the client's socio-economic development manager and the community manager to address the issues raised

1.2 SITE PPM (BOYTON) - MAY 2013

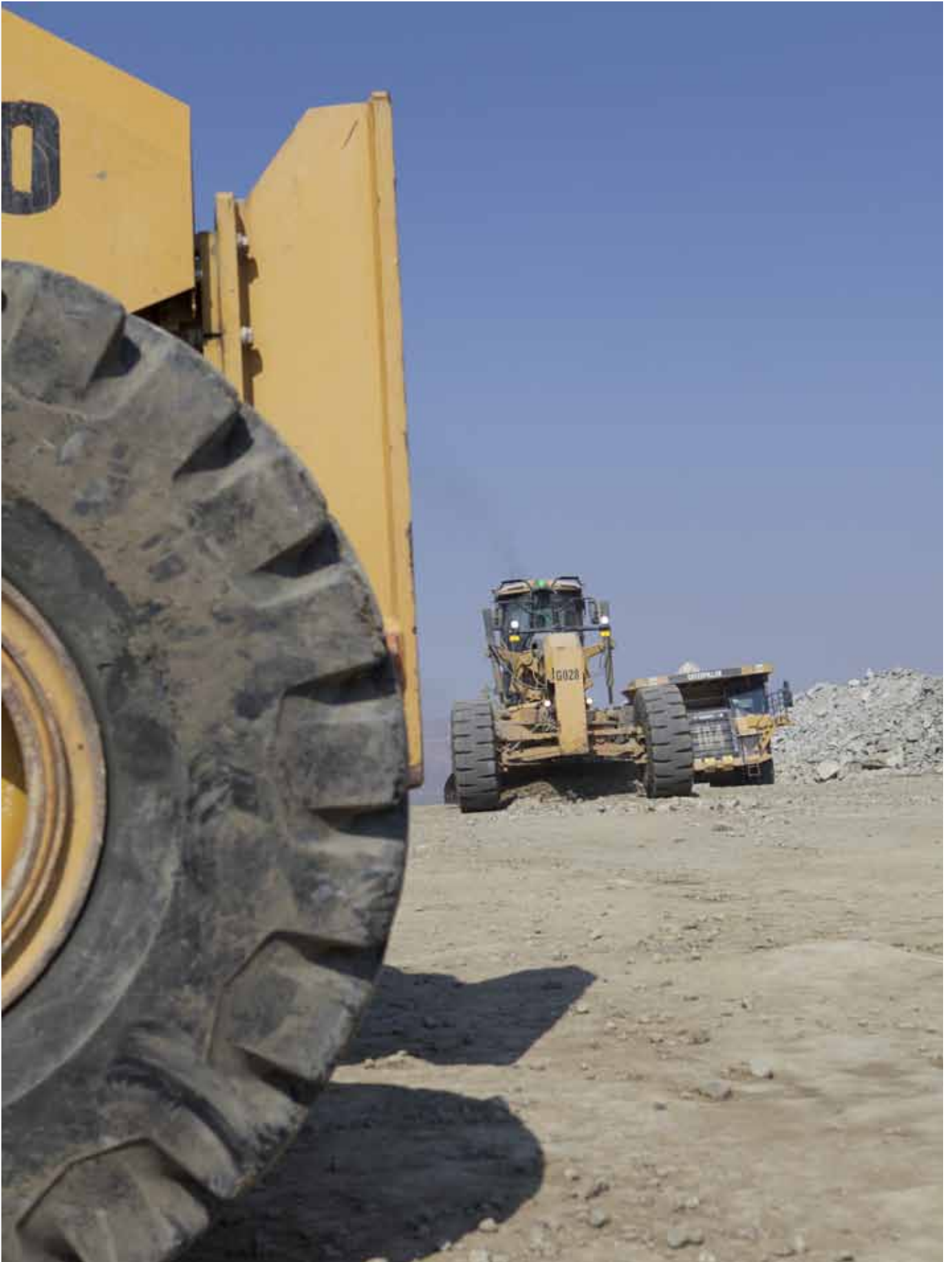
COMMUNITY	ISSUES RAISED	RESOLUTION
Lesetlheng	» Potable water request from the community » Mining rights dispute	» Dispute resolved and new mining operations resumed at the new pit

MANAGEMENT OF NATURAL CAPITAL

Towards the end of the reporting period, we identified anomalies in our carbon footprint disclosure. Accuracy and completeness of data was also a concern and a decision was made to ensure that all data we collate is accurate and correctly classified before making further disclosure of our direct and indirect carbon footprint.

This is receiving urgent attention.





GLOBAL REPORTING INITIATIVE (GRI) G3 CONTENT INDEX

GRI COMPLIANCE

Eqstra's public reporting is aligned with the principles of the Global Reporting Initiative (GRI). In support of providing full disclosure on non-financial issues, we include a GRI content index in our integrated annual report. The reference MR relates to the main section of the integrated annual report, with SR relating to the supplementary section.

PROFILE DISCLOSURES

Profile disclosure	Description	Level of reporting	Direct response or page reference
1. STRATEGY AND ANALYSIS			
1.1	Statement from the most senior decision-maker of the organisation	Fully reported	MR 2
1.2	Description of key impacts, risks and opportunities	Fully reported	MR 22-24, SR 4-6
2. ORGANISATIONAL PROFILE			
2.1	Name of the organisation	Fully reported	Eqstra Holdings Limited (MR 2)
2.2	Primary brands, products and/or services	Fully reported	MR 10-12
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	Fully reported	MR 4-5
2.4	Location of organisation's headquarters	Fully reported	Johannesburg, South Africa (MR back cover)
2.5	Number of countries in which the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the integrated annual report	Fully reported	MR 4-5
2.6	Nature of ownership and legal form	Fully reported	MR 127-128
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	Fully reported	MR 4-5, 50-65
2.8	Scale of the reporting organisation	Fully reported	MR 7
2.9	Significant changes during the reporting period regarding size, structure or ownership	Fully reported	MR 4
2.10	Awards received in the reporting period	No major awards received during the reporting period	
3. REPORT PARAMETERS			
Report profile			
3.2	Date of most recent previous integrated annual report	Fully reported	20 August 2012
3.3	Reporting cycle	Fully reported	Annual
3.4	Contact point for questions regarding the integrated annual report or its contents	Fully reported	MR 2
Report scope and boundary			
3.5	Process for defining integrated annual report content	Fully reported	MR 2, SR 1-2
3.6	Boundary of the integrated annual report	Fully reported	MR 2 and as described in the financial statements
3.7	Specific limitations on the scope or boundary of the integrated annual report	Fully reported	No limitations
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organisations	Fully reported	MR 4 and as described in the financial statements
3.10	Explanation of the effect of any restatements of information provided in earlier integrated annual reports and the reasons for such restatement	Fully reported	SR 17
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the integrated annual report	Fully reported	No significant changes
GRI content index			
3.12	Table identifying the location of the GRI standard disclosures in the integrated annual report	Fully reported	SR 24-29
Assurance			
3.13	Policy and current practice with regard to seeking external assurance for the integrated annual report	Fully reported	External assurance is provided on the group's financial statements, but not yet on environmental or other non-financial data

PROFILE DISCLOSURES (CONTINUED)

Profile disclosure	Description	Level of reporting	Direct response or page reference
4. GOVERNANCE, COMMITMENTS AND ENGAGEMENT			
Governance			
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	Fully reported	SR 9-15
4.2	Indicate whether the chair of the highest governance body is also an executive officer	Fully reported	SR 10-11
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	Fully reported	SR 10
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Fully reported	SR 15
4.5	Linkage between compensation and the organisation's performance (including social and environmental performance)	Fully reported	MR 43-46
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Fully reported	SR 13
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental and social performance and the status of their implementation	Fully reported	SR 11
4.8	Internally-developed statements of mission or values, codes of conduct and principles and status of their implementation	Fully reported	MR 16, SR 13
4.9	Procedures of the highest governance body for overseeing the identification and management of economic, environmental and social performance	Fully reported	SR 12, 13
4.10	Processes for evaluating the highest governance body's own performance	Fully reported	MR 42
Commitments to external initiatives			
4.11	Explanation of whether and how the precautionary approach is addressed by the organisation	Fully reported	SR 3
4.12	Externally-developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes	Not currently collated at group level	
4.11	Membership of industry or advocacy organisations	Fully reported	SR 1-2
Stakeholder engagement			
4.14	List of stakeholder groups engaged by the organisation	Fully reported	SR 1-2
4.15	Basis for identification and selection of stakeholders with whom to engage	Fully reported	SR 1-2
4.16	Approaches to stakeholder engagement	Fully reported	SR 1-2
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those topics, including through its reporting	Fully reported	SR 1-2

PERFORMANCE INDICATORS

Profile indicator	Description	Level of reporting	Direct response or page reference	
ECONOMIC PERFORMANCE				
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Fully reported	MR 40	
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Not reported		
EC3	Coverage of the organisation's defined benefit plan obligations	Partially reported	MR 89	
EC4	Significant financial assistance received from government	Not reported	No assistance is received from government	
Market presence				
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Partially reported	SR 18	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	Partially reported	MR 64, SR 5	
INDIRECT ECONOMIC IMPACTS				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	Fully reported	SR 18-19	
ENVIRONMENTAL PERFORMANCE				
Materials				
EN1	Materials used by weight or volume	Not reported	Towards the end of the reporting period we identified anomalies in our carbon footprint disclosure. Accuracy and completeness of data was also a concern and a decision was made to ensure that all data we collate is accurate and correctly classified before making further disclosure of our direct and indirect carbon footprint. This is receiving urgent attention	
EN2	Percentage of materials used that are recycled input materials			
Energy				
EN3	Direct energy consumption by primary energy source			
EN4	Indirect energy consumption by primary source			
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives			
EN7	Initiatives to reduce indirect energy consumption and reductions achieved			
Water				
EN8	Total water withdrawal by source			
Biodiversity				
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas			
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas			

PERFORMANCE INDICATORS (CONTINUED)

Profile indicator	Description	Level of reporting	Direct response or page reference
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight	Not reported	Towards the end of the reporting period we identified anomalies in our carbon footprint disclosure. Accuracy and completeness of data was also a concern and a decision was made to ensure that all data we collate is accurate and correctly classified before making further disclosure of our direct and indirect carbon footprint. This is receiving urgent attention
EN17	Other relevant indirect greenhouse gas emissions by weight		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved		
EN19	Emissions of ozone-depleting substances by weight		
EN20	NOx, SOx, and other significant air emissions by type and weight		
EN21	Total water discharge by quality and destination		
EN22	Total weight of waste by type and disposal method		
EN23	Total number and volume of significant spills		
Products and services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Not reported	Towards the end of the reporting period we identified anomalies in our carbon footprint disclosure. Accuracy and completeness of data was also a concern and a decision was made to ensure that all data we collate is accurate and correctly classified before making further disclosure of our direct and indirect carbon footprint. This is receiving urgent attention
EN27	Percentage of products sold and their packaging materials that are reclaimed by category		
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		
SOCIAL PERFORMANCE INDICATORS – LABOUR PRACTICES AND DECENT WORK			
Employment			
LA1	Total workforce by employment type, employment contract, and region	Partially reported	SR 35
LA2	Total number and rate of employee turnover by age group, gender, and region	Partially reported	MR 52
Non-discrimination			
LA4	Percentage of employees covered by collective bargaining agreements	Partially reported	MR 64, SR 5
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	Not reported	
Occupational health and safety			
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	Fully reported where relevant	MR 62, SR 21
LA8	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases	Not reported	
Training and education			
LA10	Average hours of training per year per employee by employee category	Not reported	

PERFORMANCE INDICATORS (CONTINUED)

Profile indicator	Description	Level of reporting	Direct response or page reference
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	Fully reported	For employees, refer to financial statements, last year was 155, for the board refer to MR 8-9
LA14	Ratio of basic salary of men to women by employee category	Not reported	

SOCIAL PERFORMANCE INDICATORS – HUMAN RIGHTS

Investment and procurement practices			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	Not reported	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Not reported	
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken	Partially reported	Incidents of this nature are reported on the group's tip-off line. Refer to SR 13
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	Fully reported	No operations are deemed to be at risk
Child labour			
HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.	Fully reported	No operations are deemed to be at risk
Forced and compulsory labour			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour	Fully reported	No operations are deemed to be at risk

SOCIAL PERFORMANCE INDICATORS – SOCIETY

Community			
SO1	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	Partially reported	MR 20, 64
Corruption			
SO2	Percentage and total number of business units analysed for risks related to corruption	Not reported	
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	Partially reported	SR 16
SO4	Actions taken in response to incidents of corruption	Partially reported	SR 16
Public policy			
SO5	Public policy positions and participation in public policy development and lobbying	Not reported	
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Fully reported	No significant fines or non-monetary sanctions were levied

PERFORMANCE INDICATORS (CONTINUED)

Profile indicator	Description	Level of reporting	Direct response or page reference
Customer health and safety			
PR1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Partially reported	SR divisional reviews
Product and service labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Not reported	
Marketing communications			
PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Not reported	
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Fully reported	No significant fines or non-monetary sanctions were levied



GOVERNANCE REVIEW BY THE BOARD

GOVERNANCE REVIEW BY THE BOARD

The Eqstra group is committed to embracing good corporate governance practices. The group is guided by the King Report on Corporate Governance in South Africa (King III), as well as additional requirements of the JSE Limited.

The group conducted a detailed analysis of the extent to which the company's governance practices meet the recommendations of King III. Where compliance with the recommendations is not being met, the directors adhere to the "comply or explain" principle. Where required, remedial action for non-adherence has been put in place.

Governance principle(s)		Details
1.	Ethical leadership and corporate citizenship	
1.1	The board should provide effective leadership based on an ethical foundation	<p>√ This is detailed in the main section of the integrated annual report, with specific reference to our strategy, the value-add statement and elements of the corporate governance report, as included in the supplementary section.</p> <p>The stakeholder engagement report, as included in the supplementary section, contains details of the inclusive stakeholder approach.</p>
1.2	The board should ensure that the company is and is seen to be a responsible corporate citizen	<p>√ These are addressed in the sustainability report and corporate governance report in the supplementary section, as well as in the value-add statement in the main section of the integrated annual report.</p> <p>Also refer to the stakeholder engagement portion of the supplementary section.</p>
1.3	The board should ensure that the company's ethics are managed effectively	<p>√ Refer to our strategy in the main section of the integrated annual report.</p> <p>Refer to corporate governance report and the sustainability report in the supplementary section.</p> <p>Also refer to the risk management system in the supplementary section.</p>
2.	Board of directors	
2.1	The board should act as the focal point for and custodian of corporate governance	<p>√ Refer to the board composition and responsibilities as part of the corporate governance report in the supplementary section.</p>
2.2	The board should appreciate that strategy, risk, performance and sustainability are inseparable	<p>√ Refer to board responsibilities as part of the corporate governance report in the supplementary section, as well as our strategy in the main section of the integrated annual report. Further details can be found in the risk management section in the supplementary section.</p>
2.3	The board should provide effective leadership based on an ethical foundation	<p>√ Refer to the corporate governance report in the supplementary section.</p>
2.4	The board should ensure that the company is and is seen to be a responsible corporate citizen	<p>√ Awareness is being created throughout the group. Refer to the stakeholder engagement section of the supplementary section.</p>
2.5	The board should ensure that the company's ethics are managed effectively	<p>√ Refer to our strategy in the main section of the integrated annual report and the corporate governance report in the supplementary section.</p>
2.6	The board should ensure that the company has an effective and independent audit committee	<p>√ Refer to the audit committee report in the annual financial statements in the main section of the integrated annual report, as well as the audit committee section of the corporate governance report in the supplementary section.</p>
2.7	The board should be responsible for the governance of risk	<p>√ Refer to the risk management report in the supplementary section.</p>
2.8	The board should be responsible for information technology governance	<p>√ Refer to the information technology section of the corporate governance report in the supplementary section.</p>
2.9	The board should ensure that the company complies with applicable laws and considers adherence to non-binding rules, codes and standards	<p>√ Refer to the legal and compliance section of the corporate governance report in the supplementary section.</p>
2.10	The board should ensure that there is an effective risk-based internal audit	<p>√ Refer to the risk management report in the supplementary section.</p>
2.11	The board should appreciate that stakeholders' perception affect the company's reputation	<p>√ Refer to the stakeholder engagement report in the supplementary section.</p>

Governance principle(s)		Details	
2.	Board of directors (continued)		
2.12	The board should ensure the integrity of the company's integrated annual report	✓	Refer to the audit committee report and the introduction to the group in the main section of the integrated annual report.
2.13	The board should report on the effectiveness of the company's system of internal controls	✓	Refer to the risk management report in the supplementary section, as well as the corporate governance report in the supplementary section.
2.14	The board and its directors should act in the best interests of the company	✓	Refer to the directors' responsibilities in the corporate governance report in the supplementary section.
2.15	The board should consider business rescue proceedings or other turnaround mechanisms as soon as the company is financially distressed as defined in the Act	✓	This is considered as part of the legal and compliance function, outlined in the corporate governance report in the supplementary section.
2.16	The board should elect a chairperson of the board who is an independent non-executive director. The CEO of the company should not also fulfil the role of chairperson of the board	✓	Refer to the chairperson and lead independent director section in the corporate governance report in the supplementary section.
2.17	The board should appoint the chief executive officer and establish a framework for the delegation of authority	✓	Refer to the chief executive officer section in the corporate governance report in the supplementary section.
2.18	Composition of the board The board should comprise a balance of power, with a majority of non-executive directors. The majority of non-executive directors should be independent	✓	Refer to the board composition section of the corporate governance report in the supplementary section.
2.19	Board appointment process Directors should be appointed through a formal process	✓	Refer to the board composition and appointment section of the corporate governance report in the supplementary section.
2.20	Director development The induction of and ongoing training and development of directors should be conducted through formal processes	✓	Refer to the corporate governance report in the supplementary section.
2.21	Company secretary The board should be assisted by a competent, suitably qualified and experienced company secretary	✓	Refer to the company secretary section in the corporate governance report in the supplementary section.
2.22	Performance assessment The evaluation of the board, its committees and the individual directors should be performed every year	✓	Refer to the corporate governance report in the supplementary section.
2.23	Board committees The board should delegate certain functions to well-structured committees, but without abdicating its own responsibilities	✓	Refer to the governance structure section in the corporate governance report in the supplementary section.
2.24	Group boards A governance framework should be agreed between the group and its subsidiary boards	✓	Refer to the governance structure section in the corporate governance report in the supplementary section.
2.25	Remuneration of directors and senior executives Companies should remunerate directors and executives fairly and responsibly	✓	Refer to the remuneration report in the main section of the integrated annual report.
2.26	Companies should disclose the remuneration of each individual director and certain senior executives	✓	Refer to the remuneration report in the main section of the integrated annual report.
2.27	Shareholders should approve the company's remuneration policy	✓	Refer to the remuneration report in the main section of the integrated annual report.
3.	Audit committees		
3.1	The board should ensure that the company has an effective and independent audit committee	✓	Refer to the audit committee report in the annual financial statements of the main section of the integrated annual report and the audit committee section in the corporate governance section in the supplementary section.
3.2	Membership and resources of the audit committee Audit committee members should be suitably skilled and experienced independent non-executive directors	✓	Refer to the audit committee report in the annual financial statements of the main section of the integrated annual report and the audit committee section in the corporate governance report in the supplementary section.
3.3	The audit committee should be chaired by an independent non-executive director	✓	Refer to the audit committee report in the annual financial statements of the main section of the integrated annual report and the audit committee section in the corporate governance report in the supplementary section.

governance review by the board

continued

Governance principle(s)		Details	
3.	Audit committees (continued)		
3.4	Responsibilities of the audit committee The audit committee should oversee integrated reporting	√	Refer to the audit committee report in the annual financial statements of the main section of the integrated annual report and the audit committee section in the corporate governance report in the supplementary section.
3.5	The audit committee should ensure that a combined assurance model is applied to provide a coordinated approach to all assurance activities	√	Refer to the audit committee report in the annual financial statements of the main section of the integrated annual report and the risk management section in the corporate governance report in the supplementary section.
3.6	Internal assurance providers The audit committee should satisfy itself of the expertise, resources and experience of the company's finance function	√	Refer to the audit committee report in the annual financial statements of the main section of the integrated annual report and the audit committee section in the corporate governance report in the supplementary section.
3.6	The audit committee should be responsible for overseeing of internal audit	√	Refer to the audit committee report in the annual financial statements of the main section of the integrated annual report and the audit committee section in the corporate governance report in the supplementary section.
3.7	The audit committee should be an integral component of the risk management process	√	Refer to the risk management section in the supplementary section and the risk committee report section in the corporate governance report in the supplementary section.
3.9	External assurance providers The committee is responsible for recommending the appointment of the external auditor and overseeing the external audit process	√	Refer to the audit committee report in the annual financial statements in the main section of the integrated annual report.
3.10	Reporting The audit committee should report to the board and shareholders on how it has discharged its duties	√	Refer to the audit committee report in the annual financial statements of the main section of the integrated annual report and the audit committee section included in the corporate governance report in the supplementary section.
4.	The governance of risk		
4.1	The board's responsibility for risk governance The board should be responsible for the governance of risk	√	Refer to risk management and the corporate governance reports in the supplementary section.
4.2	The board should determine the levels of risk tolerance	√	Refer to the risk management report, as well as the board responsibility section of the corporate governance report in the supplementary section.
4.3	The risk committee or audit committee should assist the board in carrying out its risk responsibilities	√	Refer to the risk management and corporate governance reports in the supplementary section.
4.4	Management's responsibility for risk management. The board should delegate to management the responsibility to design, implement and monitor the risk management plan	√	Refer to the risk management and corporate governance reports in the supplementary section.
4.5	Risk assessment	√	Refer to the risk management and corporate governance reports in the supplementary section.
4.6	The board should ensure that frameworks and methodologies are implemented to increase the probability of anticipating unpredictable risks	√	Refer to the risk management and corporate governance reports in the supplementary section.
4.7	Risk response The board should ensure that management considers and implements appropriate risk responses	√	Refer to the risk management report in the supplementary section.
4.8	Risk monitoring The board should ensure continual risk monitoring by management	√	Refer to the risk management report in the supplementary section.
4.9	Risk assurance The board should receive assurance regarding the effectiveness of the risk management process	√	Refer to the risk management report in the supplementary section.

Governance principle(s)		Details
4.	The governance of risk (continued)	
4.10	Risk disclosure The board should ensure that there are processes in place to enable complete, timely, relevant, accurate and accessible risk disclosure to stakeholders	√ Refer to the risk management report in the supplementary section.
5.	The governance of information technology	
5.1	The board should be responsible for information technology (IT) governance	√ Refer to the information technology section of the corporate governance report in the supplementary section.
5.2	IT should be aligned with the performance and sustainability objectives of the company	√ Refer to the information technology section of the corporate governance report in the supplementary section.
5.3	The board should delegate to management the responsibility for the implementation of an IT governance framework	√ Refer to the information technology section of the corporate governance report in the supplementary section.
5.3	The board should monitor and evaluate significant IT investments and expenditure	√ Refer to the information technology section of the corporate governance report in the supplementary section.
5.4	IT should form an integral part of the company's risk management	√ Refer to the information technology section of the corporate governance report and the risk management report in the supplementary section.
5.5	The board should ensure that information assets are managed effectively	√ Refer to the information technology section of the corporate governance report in the supplementary section.
5.6	A risk committee and audit committee should assist the board in carrying out its IT responsibilities	√ Refer to the committee report in the annual financial statements of the main section of the integrated annual report.
6.	Compliance with laws, rules, codes and standards	
6.1	The board should ensure that the company complies with applicable laws and considers adherence to non-binding rules, codes and standards	√ Refer to the legal and compliance section of the corporate governance report in the supplementary section.
6.2	The board and each individual director should have a working understanding of the effect of the applicable laws, rules, codes and standards on the company and its business	√ Refer to the legal and compliance section of the corporate governance report in the supplementary section.
6.3	Compliance risk should form an integral part of the company's risk management process	√ Refer to the legal and compliance section of the corporate governance report in the supplementary section.
6.4	The board should delegate to management the implementation of an effective compliance framework and processes	√ Refer to the legal and compliance section of the corporate governance report in the supplementary section.
7.	Internal audit	
7.1	The need for and role of internal audit The board should ensure that there is an effective risk-based internal audit	√ Refer to the audit committee report and risk management report in the supplementary section.
7.2	Internal audit's approach and plan Internal audit should follow a risk-based approach to its plan	√ Refer to the risk management report in the supplementary section.
7.3	Internal audit should provide a written assessment of the effectiveness of the company's system of internal controls and risk management	√ Refer to the audit committee report in the financial statements in the main section of the integrated annual report and the risk management and corporate governance reports in the supplementary section.
7.4	The audit committee should be responsible for overseeing internal audit	√ Refer to the audit committee report in the financial statements in the main section of integrated annual report.
7.5	Internal audit's status in the company Internal audit should be strategically positioned to achieve its objective	√ Refer to the audit committee report in the financial statements in the main section of the integrated annual report and the corporate governance report in the supplementary section.

governance review by the board

continued

Governance principle(s)		Details	
8.	Governing stakeholder relationships		
8.1	The board should appreciate that stakeholders' perceptions affect a company's reputation	✓	Refer to the stakeholder engagement report in the supplementary section.
8.2	The board should delegate to management to proactively deal with stakeholder relationships	✓	Refer to the stakeholder engagement report in the supplementary section.
8.3	The board should strive to achieve the appropriate balance between its various stakeholder groupings in the best interest of the company	✓	Refer to the stakeholder engagement report in the supplementary section.
8.4	Companies should ensure the equitable treatment of shareholders	✓	Refer to the stakeholder engagement and the corporate governance reports in the supplementary section.
8.5	Transparent and effective communication with stakeholders is essential for building and maintaining their trust and confidence	✓	Refer to the stakeholder engagement and the corporate governance reports in the supplementary section.
8.6	Dispute resolution The board should ensure that disputes are resolved as effectively, efficiently and expeditiously as possible	x	This is not formally addressed in the report, but forms part of the overall compliance function within the group.
9.	Integrated reporting and disclosure		
9.1	Transparency and accountability The board should ensure the integrity of the company's integrated annual report	✓	Refer to the introduction of the group in the main section of the integrated annual report.
9.2	Sustainability reporting and disclosure should be integrated with the company's financial reporting	✓	Refer to the sustainability report in the supplementary information and the divisional reports in the main section of the integrated annual report.
9.3	Sustainability reporting and disclosure should be independently assured	x	The sustainability report was not independently assured.

SUMMARY OF EMPLOYMENT EQUITY REPORT

	Consolidated	Corporate Office	Industrial Equipment	Fleet Management and Logistics	Contract Mining and Plant Rental
Analysis of South African workforce only					
Description					
Total workforce	7 878	38	1 687	860	5 293
Total employees with disabilities	11	–	7	2	2
Workforce profile					
Racial and gender profile	7 878	38	1 687	860	5 293
Non-designated group	1 041	8	390	199	444
White female	349	14	126	149	60
Black male	4 535	9	753	305	3 468
Black female	848	7	180	180	481
Non-RSA	1 105	–	238	27	840
Occupational level profile					
Management	1 478	23	161	327	967
Non-management	5 295	15	1 288	506	3 486
Non-RSA	1 105	–	238	27	840
Management profile by gender					
Male	1 256	12	137	217	890
Female	222	11	24	110	77
Non-RSA	265	–	17	13	235
Non-management profile by gender					
Male	4 320	8	1 006	284	3 022
Female	975	7	282	222	464
Non-RSA	840	–	221	14	605
Management profile by race					
White	745	17	107	178	443
Designated groups	733	6	54	149	524
Non-RSA	265	–	17	13	235
Non-management profile by race					
African	4 159	5	542	210	3 402
Indian	215	4	144	63	4
Coloured	285	1	194	71	19
White	636	5	408	162	61
Non-RSA	840	–	221	14	605
Workforce movement					
Total employees at beginning of year	7 436	39	1 460	(927)	5 010
Resignations	(1 290)	(2)	(247)	(268)	(773)
End of contract	–	–	–	–	–
Dismissals	(413)	–	–	–	(413)
Deceased	(45)	–	(3)	(4)	(38)
Retirements	(5)	–	(1)	–	(4)
Retrenchments	(2)	–	–	(2)	–
Other: Incapacity	–	–	–	–	–
Engagements	2 197	1	478	207	1 511
Total employees at end of period	7 878	38	1 687	860	5 293
Movement %	6%	(3%)	13%	(8%)	5%
Summary of global workforce					
South African	6 773	38	1 449	833	4 453
Non-South African	1 105	–	238	27	840
Total workforce	7 878	38	1 687	860	5 293