



SOCIAL AND ENVIRONMENTAL REPORT



INNOVATIVE SOLUTIONS • ENDLESS POSSIBILITIES

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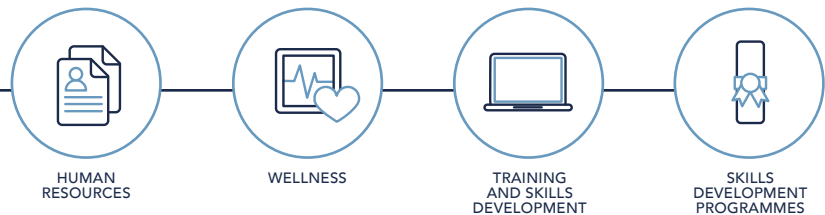
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ABOUT THIS REPORT

The Social and Environmental Report 2020 ("the Report") should be read in conjunction with the Annual Integrated Report ("AIR") and the Annual Financial Statements ("AFS"), (including the Social and Ethics Committee Report), all of which may be found on our website www.santova.com.

This Report provides an account of the social and environmental elements of sustainability within the Santova Group ("the Group") over the financial year and is divided into the following sections:

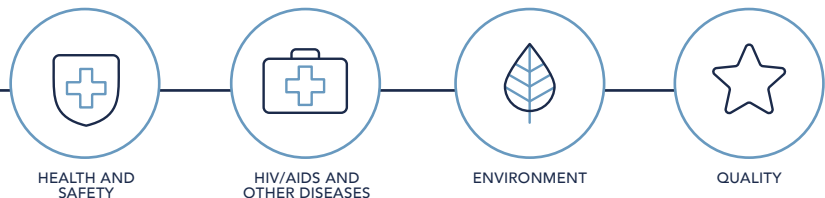
HUMAN CAPITAL



SOCIAL RESPONSIBILITY AND INVESTMENT



SAFETY, HEALTH, ENVIRONMENT AND QUALITY



The factors that have influenced the content of the Report are the following:

- The disclosure requirement of sustainability matters to all stakeholders in an open, honest and transparent manner;
- The material issues facing the Group and the industries within which the Group operates, which further affect the society (community) and the environment;
- The impact and probability of any significant risks that may arise when considering sustainability areas;
- The principles contained in the Santova Social and Ethics Register [this register contains a summary and analysis of the various social and other laws, codes and protocols prescribed by the the South African Companies Act No. 71 of 2008 ("Companies Act"), and other regulations];
- Compliance with relevant laws and regulations;
- Compliance with the relevant Codes of Good Practice including the King IV™ Report on Corporate Governance for South Africa 2016, Institute of Directors Southern Africa ("King IV™");
- A consideration of the International Integrated Reporting Council ("IIRC"); and
- The effect of the 'six capitals' on the creation of value over time.

SIX CAPITALS

This Report has been drafted to consider a wider stakeholder audience and its composition has been arranged to illustrate the impacts on society and the environment rather than the effects of the 'capitals' on value creation over time.

However, as stated in "Our Approach to Reporting" in the AIR, the Report has taken cognisance of the IIRC Framework and therefore deals with elements of the 'capitals' and in particular, the more material elements of natural, social and relationship, and human capital. However, in order to extract the complete analysis of the 'six capitals' used by Santova to create value over time, this Report must be read in conjunction with the AIR and AFS (which includes the Social and Ethics Committee Report) in addition to this Report. The 'six capitals' utilised by Santova may be found on the next page.

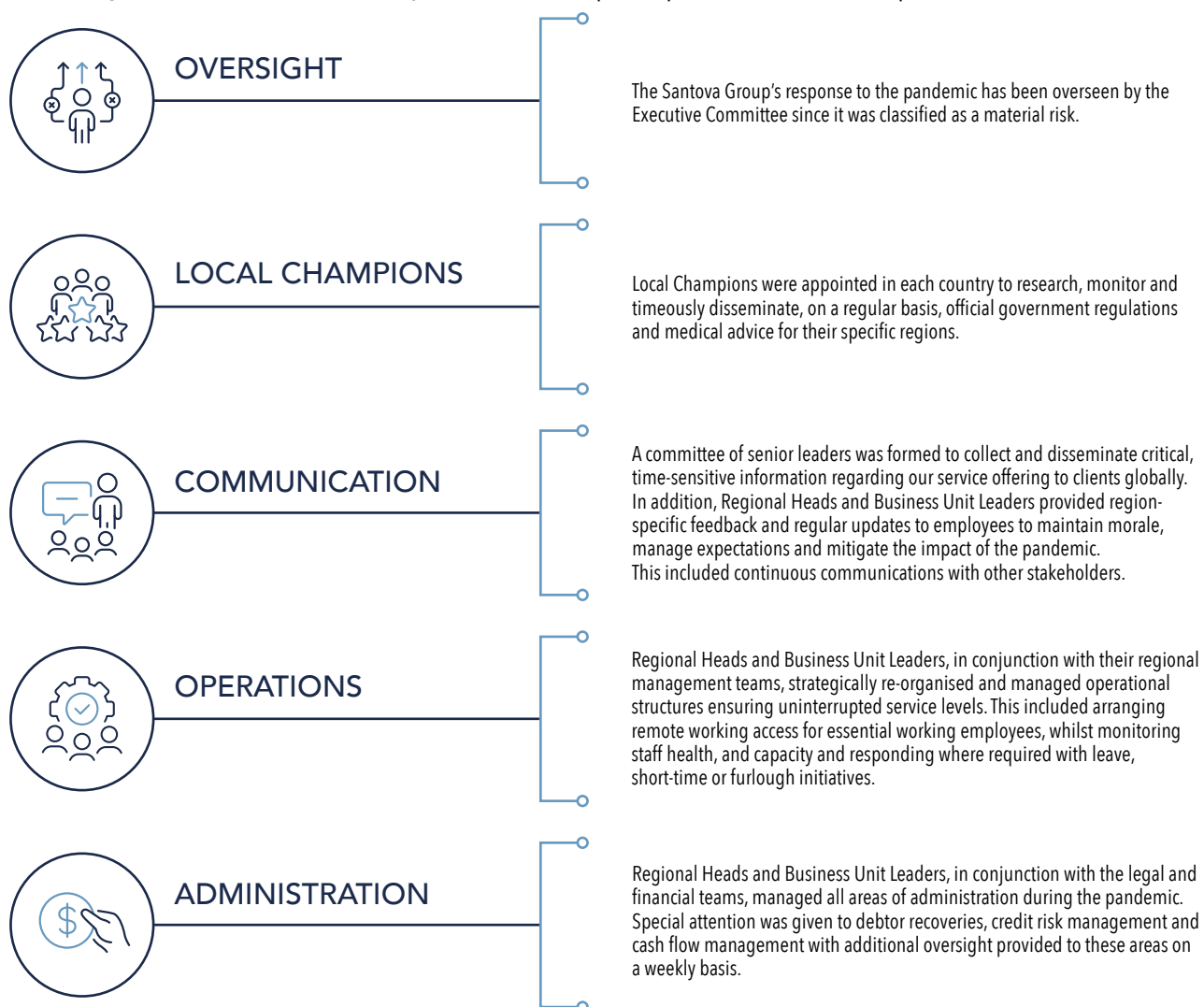
OUR COVID-19 RESPONSE

The Novel Coronavirus ("COVID-19"), which emerged in late 2019 and has subsequently been declared by the World Health Organisation ("WHO") a global pandemic during 2020, has had a far-reaching and drastic impact on almost every business environment globally.

The impact has been felt from a financial and economic as well as a social and legal context. There have been varying measures implemented across global governments, including enforcing country wide 'lockdowns', travel restrictions and even temporary business closures of industries not deemed 'essential', in an effort to manage the outbreak and reduce the impact of this highly contagious and fatal virus.

At Santova, COVID-19 has been seen, first and foremost, as a health issue and the safety of our employees has been paramount. In response, each region globally has uncompromisingly secured the health and safety of its employees and as a result, has implemented the initiatives set out in the table below, to minimise the financial impact on their respective businesses and the Santova Group as a whole in the short, medium and long-term. Each of these initiatives is subject to local legal regulations and public health guidelines.







Risk Management Initiatives undertaken by the Santova Group in response to the COVID-19 pandemic:



Whilst, at the time of writing this Report, it was still early in the COVID-19 pandemic, we report that trade volumes have been affected in some regions more so than others, the most concerning region being South Africa ("SA"), where the economy was already in recession prior to 'lockdown'. Both the restriction on the movement of cargo and the limited capacity of airlines, has complicated the situation even further. However, the Group has been decisive in its decisions and immediate in the implementation of action plans to ensure the health and safety of its employees and to limit the extent to which the earnings of the Group will be adversely impacted.

SIX CAPITALS

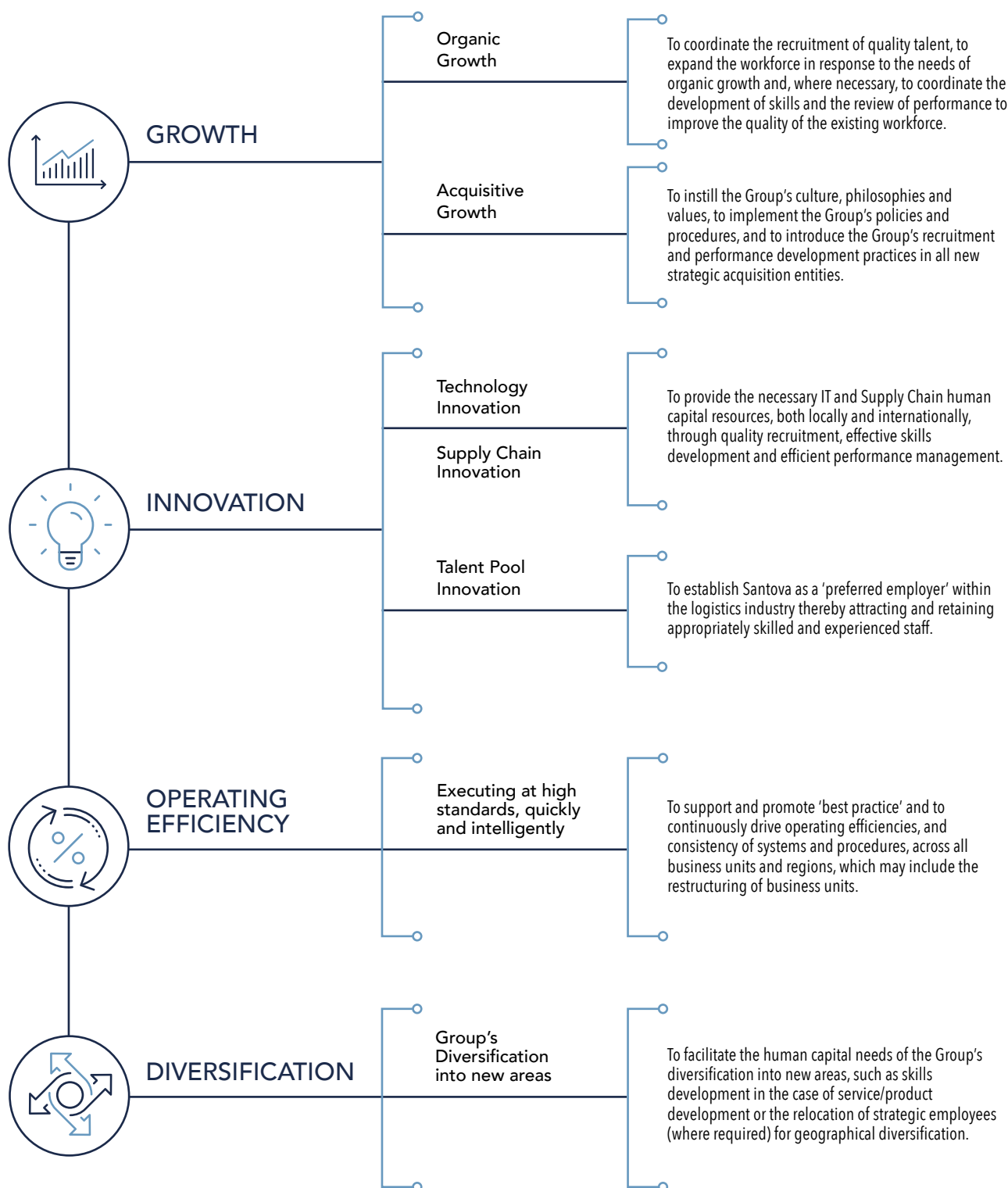
The 'capitals' utilised by Santova as inputs to create value are summarised in the table below:

						
	INTELLECTUAL CAPITAL	HUMAN CAPITAL	SOCIAL AND RELATIONSHIP CAPITAL	FINANCIAL CAPITAL	MANUFACTURED CAPITAL	NATURAL CAPITAL*
DESCRIPTION	<ul style="list-style-type: none"> In-house developed Supply Chain capabilities and IT resources and software 	<ul style="list-style-type: none"> Group employees' skills, knowledge and experience 	<ul style="list-style-type: none"> Relationships between the Group and Stakeholders 	<ul style="list-style-type: none"> Funding supplied by Shareholders, Bankers and Creditors 	<ul style="list-style-type: none"> Global infrastructure of offices and equipment 	<ul style="list-style-type: none"> Office-based usage of water, energy, land and carbon emissions
ASSOCIATED STAKEHOLDERS	<ul style="list-style-type: none"> Employees IT Service Providers Clients 	<ul style="list-style-type: none"> Employees Suppliers Clients 	<ul style="list-style-type: none"> Shareholders Employees Clients Agents Suppliers Government / Regulators Communities 	<ul style="list-style-type: none"> Shareholders Financial Institutions / Bankers Credit Underwriters Creditors 	<ul style="list-style-type: none"> Suppliers Employees Communities 	<ul style="list-style-type: none"> Government / Regulators Suppliers Communities
ASSOCIATED STRATEGIC INITIATIVES	<ul style="list-style-type: none"> Technology Innovation Supply Chain Innovation Diversification 	<ul style="list-style-type: none"> Talent Pool Innovation Operating Efficiency Organic Growth 	<ul style="list-style-type: none"> Diversification Operating Efficiency 	<ul style="list-style-type: none"> Acquisitive Growth Organic Growth 	<ul style="list-style-type: none"> Diversification Acquisitive Growth Organic Growth 	<ul style="list-style-type: none"> Diversification Acquisitive Growth Organic Growth
LOCATION IN ANNUAL INTEGRATED REPORT	<ul style="list-style-type: none"> Our COVID-19 Response Our Strategy Our Key Differentiators Our Investment Case Our Business Model Our Key Relationships Governance Review How We Manage Risk Chairman's and Chief Executive Officer's Review 	<ul style="list-style-type: none"> Our COVID-19 Response Who We Are Our Strategy Our Culture and Values Our Key Differentiators Our Business Model Our Key Relationships How We Manage Risk How We Sustain Value How We Create Value Chairman's and Chief Executive Officer's Review Who Governs Us How We Remunerate 	<ul style="list-style-type: none"> Our COVID-19 Response Our Strategy Our Business Model Our Culture and Values Our Key Differentiators Our Key Relationships How We Manage Risk How We Sustain Value How We Create and Distribute Value Chairman's and Chief Executive Officer's Review Shareholder Information 	<ul style="list-style-type: none"> Our COVID-19 Response How We Performed (Financial Highlights) Our Strategy Our Business Model Our Key Relationships Our Investment Case How We Create Value Financial Review Shareholder Information 	<ul style="list-style-type: none"> Our COVID-19 Response Our Strategy Our Key Differentiators Our Business Model Competitive Positioning Where We Operate How We Create Value Chairman's and Chief Executive Officer's Review 	<ul style="list-style-type: none"> Our COVID-19 Response How We Create Value
LOCATION IN SOCIAL AND ENVIRONMENTAL REPORT	<ul style="list-style-type: none"> Human Resources Training and Skills Development 	<ul style="list-style-type: none"> Human Resources Wellness Training and Skills Development Skills Development Programmes Employment Equity Health and Safety HIV/AIDS and Other Diseases 	<ul style="list-style-type: none"> Corporate Social Investment Skills Development Programmes Employment Equity Broad-based Black Economic Empowerment Quality 			<ul style="list-style-type: none"> Environment
LOCATION IN ANNUAL FINANCIAL STATEMENTS (Includes Audit and Risk Report and Social and Ethics Committee Report)		<ul style="list-style-type: none"> Social and Ethics Committee Report 		<ul style="list-style-type: none"> Annual Financial Statements Audit and Risk Committee Report 	<ul style="list-style-type: none"> Annual Financial Statements (Segment Report) 	
PREDOMINANT INFLUENCING KING IV™ PRINCIPLES	4, 11, 12	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 14, 15	1, 2, 3, 4, 5, 9, 11, 13, 14, 15, 16	4, 5, 11	4, 11	3, 4, 11, 13

*Not material

HUMAN CAPITAL

Human Capital plays a central role in the implementation of the Group's key ongoing strategic initiatives and its contribution is set out in the table below:



HUMAN CAPITAL continued

HUMAN RESOURCES ("HR")

The South African HR Department, the Group Head Office and senior management within the individual business units, manage human resources globally.

With regards to the international offices, the Group Head Office plays an oversight role and each region handles the majority of the day-to-day HR requirements according to their unique social practices and respective legal criteria in each separate jurisdiction. External specialist service providers are used where required and are predominantly used in international offices. Payroll, for example, is outsourced in all international regions.

In SA, the HR Department conducts the majority of the HR functions, including, general employee enquiries, payroll, medical aid, retirement planning, training and development, wellness, employment equity ("EE"), as well as aspects of broad-based black economic empowerment ("B-BBEE") and sustainability.

Significant HR projects in the year included the following:

- All international employment contracts and associated documentation were converted from multiple paper storage repositories to a centrally managed cloud-based database; and
- The initial stages of implementation of a central HR management system were undertaken. However the project was placed on hold at the start of the COVID-19 pandemic. This project will resume during the course of the next financial year.

	2020	2019
Total number of employees	319	329
Number of permanent employees	311	320
Number of contractors	8	9
Employees who are permanent (%)	98	97
Employees who are women	150	154
Employees who are women (%)	46	47
Employee turnover (all forms of departures/total no. employees) (%)	22	22
Person hours worked	589 576	610 392
Number of lost days due to absenteeism	2 372	1 239
Rate of absenteeism (%)	3,22	1,72
Number of lost days due to industrial action/strikes	-	-
Total number of South African employees	167	191
Total number of employees who are Historically Disadvantaged South Africans	118	131
South African employees who are Historically Disadvantaged South Africans (%)	70,7	68,6

The total number of employees in the Group decreased by 10 employees to 319 in 2020 (2019: 329). This reduction occurred due to the ongoing Operating Efficiency initiatives as part of the Group's overall strategy, and occurred despite the 'take-on' of the MLG Maritime Cargo Logistics GmbH ("Maritime") headcount (11 persons) during the financial year.

The following other changes may be noted since last year's Report:

- There has been a marginal reduction in the number of permanent employees in line with the reduction in overall employee numbers but the overall percentage of permanent employees to total employees remains high (2020: 98% and 2019: 97%);
- The numbers and percentage of women has remained fairly constant despite the headcount reduction in the previous years;
- Employee turnover remains stable at 22%, which is indicative of the industry;
- Person hours worked reduced marginally due to two factors; firstly, the reduction in the headcount and secondly, a larger percentage of international employees from countries that typically enjoy more leave;
- The rate of and the days lost due to absenteeism have increased due to four long-term sick leave cases that developed during the year in the Netherlands and Germany offices;
- The number of South African employees reduced to 167 (2019: 191) as part of the abovementioned Operating Efficiency initiatives, which included restructuring and rightsizing. This process will continue in the coming financial year; and
- Despite the headcount reduction, the percentage of employees who are Historically Disadvantaged South Africans increased to 70,7% (2019: 68,6%).

There are no other material changes evident in the below statistics:

TOTAL NUMBER OF EMPLOYEES WORLDWIDE			
2020	319	2019	329
SOUTH AFRICA - % OF TOTAL EMPLOYEES			
2020	52,4%	2019	58,1%
INTERNATIONAL - % OF TOTAL EMPLOYEES			
2020	47,6%	2019	41,9%

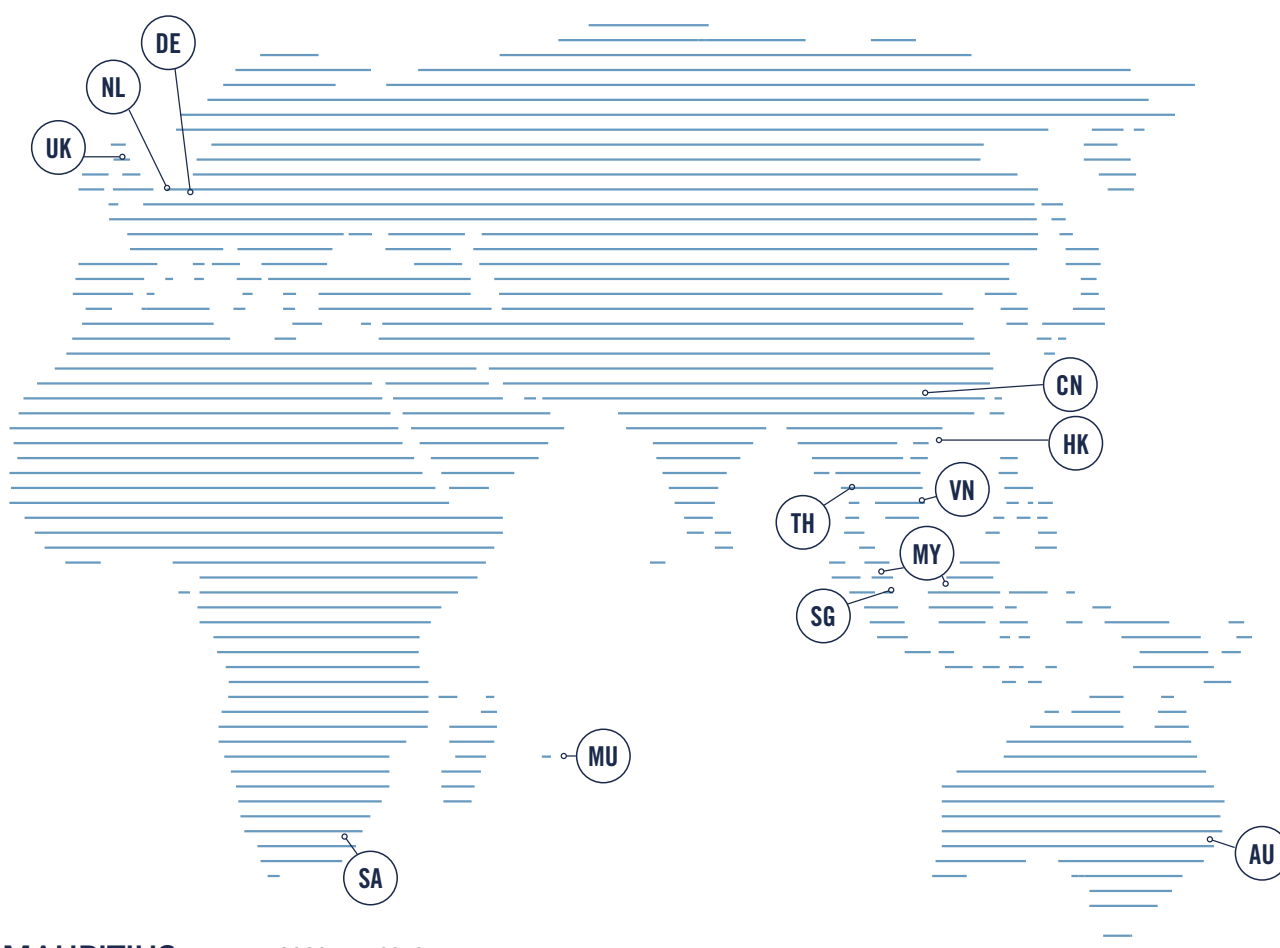
The number of international employees has risen consistently over the last four years (2017: 106, 2018: 123, 2019: 138 and 2020: 152) due to organic and acquisitive growth. With a corresponding reduction in South African employment, the percentage of international employees increased once again (2017: 32,8%, 2018: 37,5%, 2019: 41,9% and 2020: 47,6%).

HUMAN CAPITAL continued

UNITED KINGDOM	2020	2019
○ HEATHROW	9	9
○ TAMWORTH	16	14
○ LEEDS	27	27
○ MANCHESTER	9	8
○ MILTON KEYNES	12	12

GERMANY	2020	2019
○ FRANKFURT	8	8
○ HAMBURG	15	4

NETHERLANDS	2020	2019
○ ROTTERDAM	12	12
○ SCHIPHOL	13	13



MAURITIUS	2020	2019
○ EBENE	2	2

SOUTH AFRICA	2020	2019
○ DURBAN	114	119
○ UMHLANGA	6	7
○ JOHANNESBURG	30	43
○ CAPE TOWN	12	15
○ PORT ELIZABETH	3	3
○ PIETERMARITZBURG	2	2

CHINA	2020	2019
○ HONG KONG	8	4

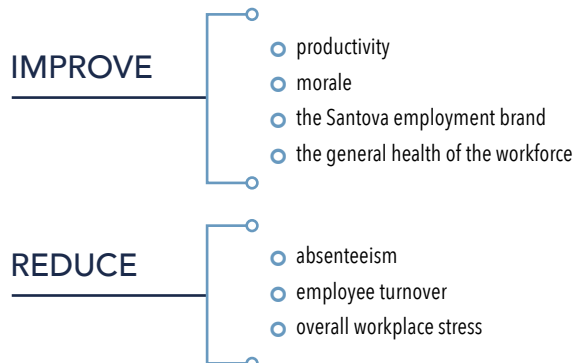
SINGAPORE	2020	2019
	13	12

AUSTRALIA	2020	2019
○ SYDNEY	8	8

HUMAN CAPITAL continued

WELLNESS

Wellness is important to Santova as it helps to achieve the following within the workplace:



In SA, the Employee Wellness Programme is overseen by the HR Department. The Programme is built on the back of formal wellness days arranged in most regions in conjunction with the medical aid service provider. Other events involve team social activities.

In the international offices, wellness initiatives are conducted on a more informal and flexible basis, however, also generally include team social activities and sporting events. Due to the varying size and operational constraints of each office, it has been necessary to allow each region to formulate a wellness programme that suits their individual needs.

The following events took place during the period under review:

- Two wellness days were held in Durban and Johannesburg in conjunction with our medical aid service provider;
- Santova employees from the Durban office played in two different soccer events arranged for the office;

- 39 employees (and an additional 37 friends and family members) participated in the East Coast Radio Big Walk in Durban;
- The Tamworth in the United Kingdom ("UK"), Durban and Umhlanga offices continue to provide fresh fruit to employees to encourage healthy living;
- Santova resumed the practice of 'Years of Service Awards' during the period and 75 awards were granted around the globe to bring the process up to date. Awards were issued for 10, 20 and 30 years of service; and
- An additional 44 social events were held by the various offices around the world throughout the year.

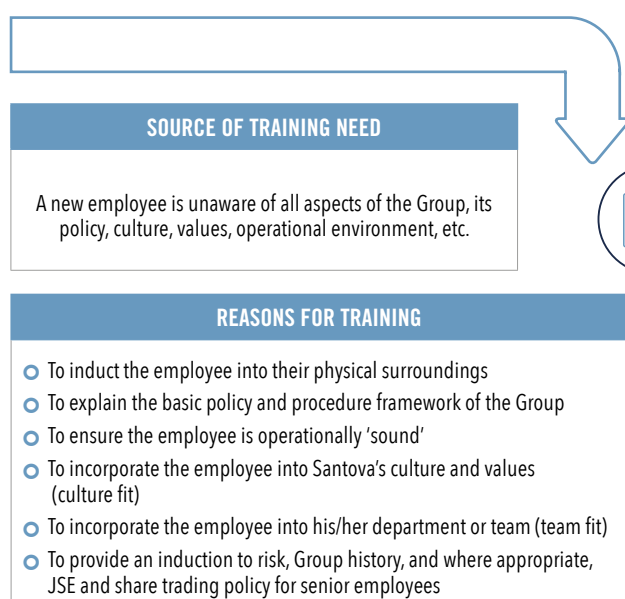
The most significant development in employee wellness during the year was the long anticipated launch of 'Santova For You'. 'Santova for You' is an employee incentive and loyalty programme that was designed to provide non-financial benefits to employees to allow the Group to express its appreciation and gratitude to employees for their valuable contribution to Santova's collective journey.

TRAINING AND SKILLS DEVELOPMENT

As a provider of specialist services, Santova relies on its human and intellectual capital to achieve its Group strategies and to fulfill its vision and purpose. Training and development of skills are integral to the maintenance and enhancement of the Group's human capital and also play a notable role in realising the Group's intellectual capital.

Training is conducted internally or by using external facilitators depending on the needs or requirements of the training category. The Group predominantly funds its own training, but where possible, utilises government grants that are applied for each year. Globally, the need for training at Santova is evaluated in the table below:

NEW EMPLOYEE



EXISTING EMPLOYEE



HUMAN CAPITAL continued

Internationally, training is managed by the business unit leaders who are supported by the Global Head Office. In SA, the Skills Development and Employment Equity Committee oversees training and skills development, with the day-to-day tasks being managed by the HR Department with a formal training budget and policy. The Annual Training Report and Workplace Skills Plan were submitted timeously to the Sector Education and Training Authorities ("SETA") for the various South African entities in the Group.

	2020	2019
Total number of employees trained	157	190
Rand value of total employee training spend	977 819	1 256 883

TRAINING SPLIT	NO. OF EMPLOYEES	%	RAND VALUE OF TOTAL EMPLOYEE TRAINING SPEND	%
South Africa	126	80	660 940,62	68
International Offices	31	20	316 878,32	32
Total	157	100	977 818,94	100

The tables above represent the global statistics for training during the period. The reduction in the number of employees trained is largely as a result of the following factors:

- The total employee count in SA reduced from 191 (2019) to 167 (2020), which naturally resulted in less employees trained in SA; and
- Two specific training projects (lifestyle training and diversity training), came to an end after a three and one year period respectively.

The reduction in the number of employees trained was the reason for the reduction in the overall Rand value of the total employee training spend year-on-year.

There was no material change in the training split for the number of employees trained and the value of employee training spend, between the international offices and SA in comparison to last year.

TRAINING COURSE CATEGORIES	2020 % OF TRAINING	2019 % OF TRAINING	MOST COMMON EXAMPLES
Accounting	2,38	2,21	Accounts Updates, Tax Updates
Health & Safety	6,55	10,29	Occupational Health & Safety, First Aid, Fire Fighting, Accident Prevention, Emergency Response
Human Resources & Culture	4,17	19,49	Human Resources, Pension, Payroll
ISO (Quality)	-	5,88	ISO Awareness, ISO Internal Auditor
IT	9,82	6,99	Operating System Training, Microsoft Word, Microsoft Excel, Microsoft Powerpoint
Personal Development	40,18	27,57	Personal Power, Interpersonal Communication, Supervisory Skills, Stress & Time Management, Diversity Training, Performance Development Review, Conflict Resolution
Supply Chain Management, Operations & Sales	32,74	25,37	Dangerous Goods, Hazardous Goods, Customs, Sales, DDMRP, Imports, Exports, Air, International Forwarding
Compliance, Insurance, Legal & Sustainability	4,16	2,21	Contract Skills, Legal Updates, Compliance, Insurance

HUMAN CAPITAL continued

Personal Development Training formed the highest percentage of training for the period for the third consecutive year as Santova continues to focus on its human capital 'asset' as part of its overall strategy (Human Capital Innovation). The increased percentage was assisted by the fact that Diversity Training was reclassified as Personal Development Training during the period rather than as HR and Culture Training, which also resulted in a reduction of the HR and Culture Training percentage. Supply Chain Management, Operations and Sales Training, which are core to the service that we offer, will always form a large part of the training undertaken.

Information Technology ("IT") Training also increased significantly compared to other areas. This was largely due to an increase in Operational System Training as a new operating system (Cargowise) continued to be further deployed within the Group.

SKILLS DEVELOPMENT PROGRAMMES

Skills development programmes within the Group have been designed, implemented and refined over the years, to achieve the high demands of the Group's strategic initiatives in the areas of training, skills development and EE. The principle programme is the Santova Graduate and Talent Programme, which does not operate using a single model but offers flexibility and allows bespoke solutions that are focused on the specific individuals within the programme. This approach also ensures the programme can be adapted and utilised around the world with the 'look and feel' of the programme differing in each region but without compromising the programme's basic principles and goals. The total number of employees in the programme is 15. There has been a marginal decrease in the number of employees within this programme, which is consistent with the decrease in the overall Group headcount.

PROGRAMME	INDUSTRY	QUALIFICATIONS	CANDIDATES	LOCATION	DESCRIPTION	NO. AS AT 29 FEBRUARY 2020
Learnership Programmes (Traditional)	Logistics & Insurance	Grade 12	Internal (Employed) or External (Unemployed)	South Africa	These programmes are described in detail in the table below.	13
Santova Graduate & Talent Programme	Logistics & Insurance	Degree or Outstanding Attributes & Potential	Internal or External	South Africa	A 'graduate style' programme which offers appropriate candidates an opportunity within the logistics or insurance businesses. The programme is tailor-made to suit the candidate's and Group's needs.	15

Santova also offers traditional learnership programmes, which provide the best formal training available to teach 'day-to-day' logistics and insurance operations. It is for this reason that this form of study may also form part of the Santova Graduate and Talent Programme. Accordingly, in the table above, if any employee is studying both a learnership and is part of the Graduate and Talent Programme, that employee will be counted in both programmes. The below table contains the breakdown of employees studying a learnership, whether part of the Learnership Programme or the Santova Graduate and Talent Programme, as at 29 February 2020:

LEARNERSHIP PROGRAMME	NQF LEVEL	INDUSTRY	MINIMUM QUALIFICATIONS	DESCRIPTION	NO. AS AT 29 FEBRUARY 2020
General Education & Training Certificate: Domestic Services	1	General	Grade 7	This is a one year programme specially designed for disabled candidates and provided by a specialist service provider	2
National Certificate: Freight Forwarding & Customs Compliance	3	Logistics	Grade 12	Candidates rotate formally through departments 3 or 4 times per year	-
National Certificate: Freight Forwarding & Customs Compliance (including an additional elective)	4	Logistics	Grade 12 & NQF 3 Qualification or equivalent	Candidates occupy a fixed role but may rotate if a need or opportunity arises	8
Further Education & Training Certificate: Short-Term Insurance	4	Insurance	Grade 12	Candidates rotate from time to time during the year	-
National Certificate: Supply Chain Management	5	Logistics	NQF 4 or University Degree	Candidates usually occupy a fixed role, but may also change roles if a need or opportunity arises	3



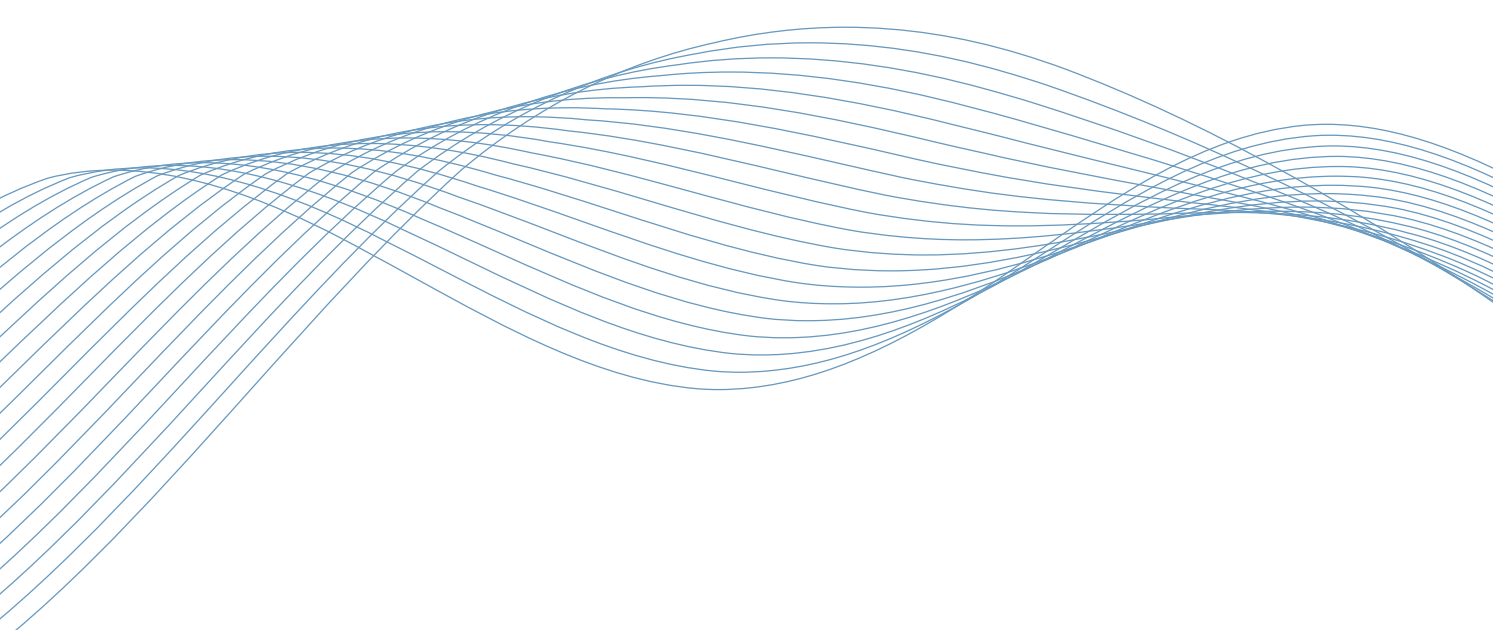
HUMAN CAPITAL continued

A variety of learnership programmes, as detailed above, are offered in the logistics and insurance entities in SA. The programmes are outcomes-based and designed for candidates to gain theoretical knowledge and practical skills in the workplace. Training is achieved through formal online training curricula provided by external service providers as well as internal 'on-the-job' training provided by colleagues and management. The two programmes above that reflect a nil head count, are programmes typically offered by Santova but which reflect as nil as at 29 February 2020 due to a rotational gap in the programmes, which occurs from time to time.

Of the two programmes, the Santova Graduate and Talent Programme is the preferred one to develop talent. Retention of former graduates is also important and is demonstrated in the below global statistics:

	2020
Total number of employees currently on the Santova Graduate and Talent Programme	15
Total number of employees retained from prior Graduate and Talent Programmes	26
Global employees who are current or retained Graduate and Talent Programme employees (%)	13

The above table demonstrates that 13% of all Santova employees globally, are current or retained employees from the from Santova Graduate and Talent Programmes. This is despite the challenge to retain these employees, who are an attractive prospect to competitors, considering the skills shortage in our industry.



SOCIAL RESPONSIBILITY & INVESTMENT

EMPLOYMENT EQUITY ("EE")

The HR Department in conjunction with the Skills Development and EE Committee ("the Committee") establishes and sets the EE plans and targets. The Committee also oversees the preparation of the various EE reports and formally approves these reports prior to submission to the the Department of Labour in SA. Management within each SA entity are responsible for managing the day-to-day EE needs and implementing the targets set out in their individual EE plans.

The tables and graphs prepared for this section of the Report are based on consolidated statistics from all the SA entities and have been prepared as at 29 February 2020 and not as at the date of last submission to the Department of Labour during the last financial year.

Employment Equity 2020

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top management	-	-	1	4	-	-	-	-	-	-	5
Senior management	1	-	1	10	-	-	3	8	-	-	23
Professionally qualified and experienced specialists and mid-management	1	-	6	7	2	1	11	8	-	-	36
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	1	9	3	8	4	13	7	-	-	50
Semi-skilled and discretionary decision-making	13	3	4	1	25	4	2	-	-	-	52
Unskilled and defined decision-making	-	-	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	1	-	-	-	-	-	-	1
TOTAL EMPLOYEES	20	4	21	26	35	9	29	23	-	-	167

Employment Equity 2019

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top management	-	-	1	5	-	-	-	-	-	-	6
Senior management	1	-	1	10	-	-	3	9	-	-	24
Professionally qualified and experienced specialists and mid-management	1	2	3	11	3	1	5	9	-	-	35
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	1	9	2	8	4	14	10	-	-	50
Semi-skilled and discretionary decision-making	17	2	6	3	30	3	8	2	-	-	71
Unskilled and defined-decision making	-	-	-	-	-	-	-	-	-	-	-
Contractors	-	-	2	-	1	-	1	1	-	-	5
TOTAL EMPLOYEES	21	5	22	31	42	8	31	31	-	-	191

Independent 3rd Party Consultants								1			1
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SOCIAL RESPONSIBILITY & INVESTMENT continued

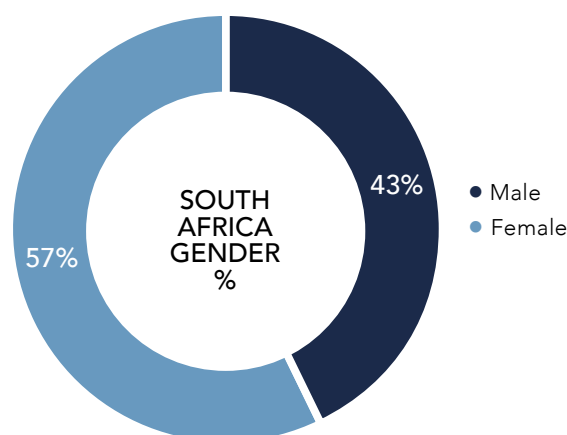
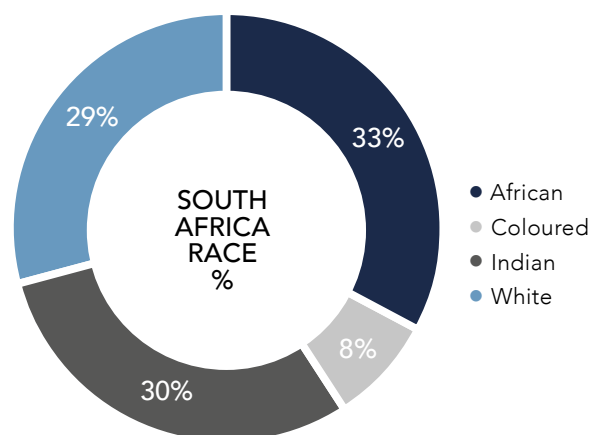
Santova had one independent third party consultant in the 2019 financial year. This consultant was not a permanent or casual (temporary) employee but was included in the payroll for tax reasons and thus this 'head' has been reported in a separate line in the table on page 11 and is not included in our employee headcount total for the purposes of our 2019 employee comparison totals.

There has been a notable reduction in employees in SA due to the constant operating efficiency restructuring and rightsizing projects that have been ongoing for the last three years. Without employee growth, EE efforts are stifled, and Santova in SA has had to rely on employee turnover to address its EE needs.

Despite the challenges of a reduction in SA employees, there has been an improvement in the ratios in the middle and junior management occupational level bands. There has also been a marginal improvement in ratios in the senior manager bands. The semi-skilled and discretionary decision-making occupation level has seen a reduction in employees in almost every category but with ratios holding relatively firm. As demonstrated below, the overall EE ratios have improved year-on-year.

RACE	2020		2019	
	TOTAL	%	TOTAL	%
African	55	33	63	33
Coloured	13	8	13	7
Indian	50	30	53	28
White	49	29	62	32
Total	167	100	191	100

GENDER	2020		2019	
	TOTAL	%	TOTAL	%
Male	71	43	79	41
Female	96	57	112	59
Total	167	100	191	100



Notwithstanding the African ratios remaining the same, there was an overall improvement in EE ratios with an increase in both the Coloured and the Indian ratios combined with a corresponding decrease in the White ratios. The gender ratio remains in favour of female employees (with 57% of SA employees being female) as has been the trend over the last few years. EE goals and targets continue to be an area of focus for Santova and each branch is provided with appropriate, region-specific information on a regular basis to assist with this process. Whilst a general shortage of skills continues to impact on our industry, and accordingly on EE, the Group continues to rely on its Skills Development Programmes to assist with its EE needs.

All the SA entities that are designated employers reported timeously during the period to the Department of Labour for EE purposes. It should be noted that each of the SA entities report separately to the Department of Labour and not as a consolidated SA group as set out for summary purposes above.

SOCIAL RESPONSIBILITY & INVESTMENT continued

BROAD-BASED BLACK ECONOMIC EMPOWERMENT ("B-BBEE")

The B-BBEE strategy for Santova in SA is set by the Board in conjunction with the Executive Committee ("EXCO") and B-BBEE Consultant based on the latest applicable Transport Sector Codes of Good Practice ("the Codes"). The implementation and daily management of the B-BBEE strategy is then, in turn, overseen by management in their respective regions within SA.

The new Transport Sector sub-sector codes had yet to be published at the time of writing this Report and accordingly, the three entities within this sector, namely Santova Limited (Forwarding & Clearing sub-sector), Santova Logistics (Forwarding & Clearing sub-sector) and Santova NVOCC (Maritime sub-sector), were all audited on the old Codes. It is not anticipated that there will be a material impact when switching to the new Codes as all three of these entities have been preparing for the new Codes for the last four years. It should be noted that Santova Logistics, a Generic Enterprise, improved once again, this time from a Level 3 to a Level 2 B-BBEE contributor during the period. Santova Financial Services (Financial Services) and Santova International Trade Solutions (General) are subject to the new respective Codes.

Whilst all B-BBEE elements (pillars) received attention in preparation for the new Codes, Enterprise and Supplier Development was a particular focus area during the year.

The B-BBEE information for each of the SA Group entities for the previous year is as follows:

	SANTOVA LIMITED	SANTOVA LOGISTICS	SANTOVA FINANCIAL SERVICES	SANTOVA INTERNATIONAL TRADE SOLUTIONS	SANTOVA NVOCC
Entity	Group Holding Company	Subsidiary	Subsidiary	Subsidiary	Subsidiary
Enterprise	Exempted Micro Enterprise ("EME")	Generic Enterprise	EME	EME	EME
Codes	Transport Sector: Forwarding & Clearing Sub-Sector Codes	Transport Sector: Forwarding & Clearing Sub-Sector Codes	Financial Services Sector Codes	General	Transport Sector: Maritime Sub-Sector Codes
Auditor / Audit Type	aBEErate Verification Agency (Pty) Ltd	aBEErate Verification Agency (Pty) Ltd	Sworn Affidavit	Sworn Affidavit	aBEErate Verification Agency (Pty) Ltd
Latest Audit Certificate Number	SG190157-9900-KG	SG180446	Not Applicable	Not Applicable	SG190028-9735-TM
Next Audit	June 2020	March 2020	February 2021	February 2021	April 2020
B-BBEE Score	N/A	91,14	N/A	N/A	N/A
B-BBEE Contributor	Level 4	Level 2	Level 4	Level 4	Level 4
Procurement Recognition	100%	125%	100%	100%	100%

There are two other SA registered companies in the Santova Limited Group of Companies that are not rated for the purposes of B-BBEE. The first is Santova International Holdings, which is an official South African Reserve Bank approved domestic treasury management company that does not trade nor does it employ any employees but serves as the holding company for the international entities. The second is Santova Corporate Services, which is a Group shared services company that does not trade and whose seven employees predominantly provide shared services/support to the Group's offshore operations.

The procurement spend information for the combined SA entities during the financial year, is as follows:

Total procurement spend directed to 'discretionary/measured' suppliers	R58 967 951,58
Procurement spend to historically disadvantaged suppliers:	
- Black-owned and black women-owned	R20 053 925,00
- B-BBEE compliant	R30 011 952,86

Santova Ltd submitted its 2019 B-BBEE Compliance Report timeously to the B-BBEE Commission. The Commission issued its "Form B-BBEE 5" notice confirming the Commission was satisfied with the report submitted in July last year. The new 2020 B-BBEE Compliance Report will be submitted before the end of May 2020 as per the usual process. A copy of the most recent compliance report may be found at www.santova.com.

SOCIAL RESPONSIBILITY & INVESTMENT continued

CORPORATE SOCIAL INVESTMENT ("CSI")

The Board recognises that the Group has a responsibility, beyond the generation of profits, to undertake social development and social investment activities. Consequently, each region around the world is subject to the Group's CSI Policy read with the Group's overall Corporate Citizen Policy. These policies:

- respect Principle 3 of King IV™, which states that the governing body should ensure that the organisation is, and is seen to be, a responsible corporate citizen;
- set the tone and direction of CSI within the Group;
- require that the Group supports people, organisations and communities that are external to the business with cash and non-cash grants, activities and other initiatives;
- require every region and branch of Santova to engage in social investment and reporting that not only complies with the policy, but also complies with the further instructions, ideas and strategies communicated by the various role players tasked with the management and reporting of CSI; and
- encourage each region to support projects that are meaningful to their specific community.

The purpose of the CSI Policy is to:

ENSURE	a positive impact on all stakeholders, including communities, environment (both ecological and social), employees and others
CONFIRM	that the Group undertakes the appropriate level of philanthropic and social initiatives aimed at uplifting people, organisations and communities
ENHANCE	the reputation and brand of the Group
CREATE	a formal documented approach which resonates with the overall Corporate Citizen Policy of the Group

The combined monetary contributions of the entities within the Group during the current financial year are set out in the following table:

Total Rand Value of all spend on all CSI/SED Projects	-
Total Rand Value of CSI/SED spend: Education	-
Total Rand Value of CSI/SED spend: Basic Needs/Social	R443 183,07
Total Rand Value of CSI/SED spend: Enterprise Development	R585 746,94
Total Rand Value of CSI/SED spend: Other	-

SOCIAL RESPONSIBILITY & INVESTMENT continued

In the past financial year, the following monetary and non-monetary charity and community initiatives and causes were supported:

CHARITY / COMMUNITY INITIATIVES & CAUSES	BRIEF DESCRIPTION	DELIVERABLE ACHIEVED	SANTOVA REGION
Action for Blind and Disabled Children	A non-profit organisation ("NPO") that specialises in training blind and disabled young people about computers and computer software.	Monthly cash grant	Durban
The Association for the Physically Disabled (APD)	A registered NPO helping people with most forms of physical disability.	Participation in Casual Day, the foremost fundraising project for the APD.	All South African Offices
Blood Donor Clinics	Blood donor clinics were held during the financial year at the Durban office.	Employees donated blood	Durban
Boys and Girls Town	A refuge for vulnerable, hurt, unloved, neglected, abused or homeless children in need.	Monthly cash grant	Durban
Bramley Rugby Club	The sponsorship of equipment for a local community children's rugby team.	Cash grant	United Kingdom Leeds
Child Aloud	An NPO that identifies and supports youth at risk within a socially deprived community with the aim of enabling young people to bring about change within their lives through daily positive reinforcement, building resilience and decreasing risk-taking behaviour. Counselling, career guidance and academic support are offered to the youth.	Monthly cash grant	Cape Town
Clothing and Textile Service Centre (CLOTEx)	A public benefit organisation whose mandate is to empower, train and equip women from poor areas and to provide a platform for them to find jobs and start small businesses.	Monthly cash grant	Cape Town
Compass (Community Provision and Social Services)	A registered organisation providing social services (through registered social workers and trained, qualified teachers and caregivers) to children in their care.	Cash grant	Johannesburg
Die Eiland Huis	An NPO that provides a home for children and adults who are physically and intellectually handicapped.	Monthly cash grant	Cape Town
The Domino Foundation	An NPO that creates essential structures geared towards supporting people, projects and programmes that meet the needs of individuals and communities physically, emotionally, cognitively and spiritually through mercy, justice and empowerment.	Enterprise Development cash grant	Durban
Durban Child & Youth Care Centre (formerly Durban Children's Home)	An NPO that provides a safe and nurturing home for children who have been orphaned, abused or neglected as well as those suffering from chronic life-threatening illnesses or disabilities.	Employee time and cash grant	Durban
Focus on the Family	A public benefit organisation that provides care, advice, support and encouragement to families at every stage of life.	Monthly cash grant	Durban
Halfway House Ladies Darts Team	Financial support of a local community sports team.	Cash grant	United Kingdom Leeds
The Haven Care Centre	A non-governmental organisation ("NGO") that provides shelter, food and clothing to the disadvantaged, and strives to integrate coping and self-sufficient people back into the community at the appropriate time.	Monthly cash grant	Johannesburg
O.W.L Haven Shelter	A shelter providing accommodation and rehabilitation for the homeless.	Monthly cash grant	Cape Town
Health Promotion South Africa (HPSA)	An NGO that provides free health education to vulnerable communities in SA. HPSA trains people from these vulnerable communities to spread this basic knowledge in their own language and culture.	Cash grant	Durban

SOCIAL RESPONSIBILITY & INVESTMENT continued

CHARITY / COMMUNITY INITIATIVES & CAUSES	BRIEF DESCRIPTION	DELIVERABLE ACHIEVED	SANTOVA REGION
Henshaws Society for Blind People	A registered charity which supports people living with sight loss and a range of other disabilities to achieve their ambitions and to go beyond expectations through a personalised approach to education, learning and care.	Sponsorship of an employee-led campaign to raise funds.	United Kingdom Leeds
Hillcrest AIDS Centre	An NGO that adopts a holistic, family-centric and asset based approach to tackling HIV/AIDS and strives at all times to deliver practical, sustainable and community-led projects and services.	Monthly cash grant	Durban
Inanda Child Welfare	An NPO (that is a subsidiary of Child Welfare SA), that works with children up to nine years of age. It focuses on child protection, family care and child development.	Monthly cash grant	Durban
Karibu African Women's Support Group	A registered charity providing information, advice and support in dealing with family, isolation, health, wellbeing and education. This includes educational activities for women, children and young people.	Cash grant	United Kingdom Brentwood
Langa Cheshire Home	An NPO providing a home and care to disabled persons in Langa Township, Cape Town.	Monthly cash grant	Cape Town
Methodist Homes Association (MHA)	The largest charity care provider in the in the United Kingdom ("UK"), offering high quality care, accommodation and support services for elderly people throughout Britain.	Employee time and cash grant	United Kingdom Tamworth
Muscular Dystrophy Foundation of South Africa	An NPO that creates public awareness about Muscular Dystrophy and and supports affected people and their families by offering emotional support and genetic counselling.	Cash grant	Durban
Pudsey in Bloom	A volunteer organisation working in an area around the centre of Pudsey to plant and maintain the car park areas, bus stations, library square and the pocket parks around town in a sustainable manner.	Cash grant	United Kingdom Leeds
Pudsey Lowtown Primary School	This project involved the donation of tea and coffee supplies to support a local community school fundraiser.	Donated items	United Kingdom Leeds
Round Table Christmas Box Project	Raising funds to purchase the relevant contents and to pack and wrap charity boxes for underprivileged children.	Employee time and cash grant	Durban
Rugby 365 (Leeds)	The sponsorship of equipment for a local community junior rugby team.	Cash grant	United Kingdom Leeds
Society for the Prevention of Cruelty to Animals (SPCA)	A registered NPO and and public benefit organisation that rescues abused and neglected domestic, farm and wild animals, promotes responsible pet ownership, provides a shelter for strays, and provides a veterinary service.	Monthly cash grant	Durban
South African Medical and Education Foundation (SAME)	An NPO that focuses on education and healthcare and whose mission it is to create an environment where quality healthcare and education is available to all.	Monthly cash grant	Cape Town
Stichting Worae Care	A charity organisation that improves the lives of the underprivileged through social action and community mobilisation.	Providing logistics to ship medical goods to Ghana for a hospital	The Netherlands
Stretford Victoria FC	This project involved the sponsorship of equipment for a local community junior football club.	Cash grant	United Kingdom Manchester
Turfhall Cheshire Home for the Physically Disabled	A home that provides residential care to physically disabled adults from previously disadvantaged communities.	Monthly cash grant	Cape Town

SAFETY, HEALTH, ENVIRONMENT & QUALITY

HEALTH AND SAFETY

The Group Health and Safety Committee ("the Committee") monitors compliance with the various laws and regulations for health and safety around the world. The various regions within the Group are divided up into health and safety 'locations' and each 'location' is responsible for the complete process of health and safety in their area. The Committee provides the necessary guidance and direction where required.

In SA, formal committees meet on a regular basis in each 'location'. Internationally, health and safety is handled less formally. However, every 'location' is required to have the necessary appointed representatives (first aid, fire and general health and safety) and are required to conduct regular health and safety audits. These 'locations' report to, and are monitored by the Committee. The Committee utilises the services of an external consultant whenever necessary.

	2020	2019
Number of Fatalities	0	0
Number of First Aid Cases	27	3
Number of Medical Treatment Cases	1	6
Number of Lost Time Injuries	5	4
Total number of Recordable Injuries	6	10
Fatal Injury Frequency Rate	0	0
Lost Time Injury Frequency Rate Target (set in previous year)	1	1
Lost Time Injury Frequency Rate	0,17	0,13
Total Recordable Injury Frequency Rate Target (set in previous year)	1,49	1,49
Total Recordable Injury Frequency Rate	0,95	0,29

The number of First Aid Cases has returned to a relatively normal position following the drop in numbers experienced last year (2017: 22, 2018: 30, 2019: 3 and 2020: 27) with the definition of First Aid Cases being clarified and enforced around the Group. As a Group whose direct activities are mostly office-based, the large majority of these First Aid Cases are innocuous 'plaster' type cases, which technically require the use of the First Aid Box.

Although Medical Treatment Cases have reduced year-on-year there has been a marginal increase in Lost Time Injury Cases, which has had a corresponding effect on the Lost Time Injury Frequency Rate and the Total Recordable Injury Frequency Rate. Despite the fact that the Total Recordable Injury Frequency Rate remains within its target, the Group monitors all Recordable Injuries and the analysis does not reveal any material concern necessitating a cause for specific action. The targets for the year ahead are set out below.

	FOR 2021	FOR 2020
Lost Time Injury Frequency Rate Target	1	1
Total Recordable Injury Frequency Rate Target	1,49	1,49

SAFETY, HEALTH, ENVIRONMENT & QUALITY continued

HIV/AIDS AND OTHER LIFE-THREATENING DISEASES

The Global Head Office and the HR Department oversee the application of the HIV/AIDS, Life-Threatening and Notifiable Diseases Policy. This policy was established to:

CREATE	a working environment where employees who suspect that they might be suffering from a life-threatening illness can seek assistance and feel free to confide in their management regarding their suspected condition
ENSURE	fairness and consistency in the handling of matters involving life-threatening diseases and compliance with applicable legislation
PROVIDE	procedure and guidelines for dealing with employees who contract a life-threatening, notifiable or communicable illness

The policy covers the following areas: Counselling, Confidentiality, Education, Training, Testing, Notifiable Illness and Medical Conditions, Rules regarding Sick Leave, Obligation of a Safe Working Environment, Incapacity and Procedures, amongst other areas.

Once again, HIV/AIDS testing was offered on a voluntary basis in SA at the wellness days arranged by Santova in conjunction with the medical aid service provider.

The relevant HIV/AIDS statistics for the Group are as follows:

	2020	2019
Total number of employees who received Voluntary Counselling and Testing	95	85
Employees tested for HIV/AIDS	95	85
HIV/AIDS Prevalence Rate %	0,64	0,63

The HIV/AIDS Prevalence Rate is calculated at Santova using confirmed and unconfirmed employee cases. There remain two known cases of HIV/AIDS in SA that had been previously reported to the HR Department. There have been no new cases reported and there are no unconfirmed cases. As the number of cases remained the same and the total number of permanent employees only decreased marginally, the HIV/AIDS Prevalence Rate remained the same.

All employees who underwent voluntary HIV/AIDS testing received pre-test and post-test counselling and therefore the total number of employees who received Voluntary Counselling and Testing and the total number of employees tested are the same. An HIV/AIDS Care Programme is offered by the medical aid service provider in SA. However, enrolment in the programme is confidential and thus no statistics are available. The number of employees tested for HIV/AIDS increased due to an improved turnout at the wellness days held in SA.

The Group Risk Management Committee monitors the anonymous statistics of HIV/AIDS affected employees, provided by the HR Department, to decide whether any special action with regards to risk profiles, direct costs and indirect costs is warranted and whether the current measures and strategies in place within the Group are considered to be sufficient and reasonable. No special action was deemed necessary during the period under review.

SAFETY, HEALTH, ENVIRONMENT & QUALITY continued

ENVIRONMENT

The Santova Group is committed to the principles of promoting a healthy and sustainable environment in all regions. Santova has a Group Environmental Policy, which is overseen by the Social and Ethics Committee.

The purpose of the policy is to:

ADDRESS	the measurement, awareness, strategy, goals and targets of environmental concerns
REDUCE	Santova's environmental impact and continually improve Santova's environmental performance
DEVELOP	office-focused initiatives that all employees are bound to respect and promote
OBEY	the requirements of current environmental legislation, regulations and codes of practice
PROVIDE	a guideline to employees regarding the environmental standards expected of suppliers
REINFORCE	a culture of environmental concern and promotion
COMMUNICATE	the Santova Group's commitment to a healthy and sustainable environment

The relevant environmental statistics for the Santova Group, during the period under review, are as follows:

	2020	2019
Total electricity consumption (MWh)	665,47	688,71
Total water consumption (KL)	540,62	680,99
Total direct and indirect consumption of petrol for primary purposes (L)	49 339,20	37 720,88
Total direct and indirect consumption of diesel for primary purposes (L)	19 369,00	11 196,00

SAI Logistics (UK) was unable to provide accurate data for the electricity calculation and SAI Logistics (UK) and ASM (Mauritius) were unable to provide accurate data for their water calculations. These regions were not able to obtain this information from their rental landlords but this information was not material.

Whilst Santova's environmental initiatives and efforts are important, these do need to be considered in the context of a largely 'office-based', non-asset owning fourth-party logistics ("4PL") service provider with a low impact on the environment. Nonetheless, it is still essential for Santova to undertake initiatives that minimise harm to the environment and to conduct its activities in a responsible manner.

SAFETY, HEALTH, ENVIRONMENT & QUALITY continued

Accordingly, the following initiatives were undertaken during this financial year:

INITIATIVE	EFFECT	REGION
Use of environmentally efficient IT systems	Automation of workflow (reduction of paper usage), use of cloud-based servers (reduction of electricity) or availability of information online (reduction of paper usage)	Sydney, Australia (TradeNav, Cargowise); Hong Kong, China (TradeNav, Cargowise); Heathrow, Manchester, Leeds, Tamworth, United Kingdom (TradeNav, Cargowise); Schiphol, Rotterdam, The Netherlands (TradeNav, Cargowise); Hamburg, Frankfurt Germany (TradeNav, Cargowise); Ebene, Mauritius (TradeNav, Cargowise); Singapore (Cargowise) and all South African Regions (ESS, TradeNav, Cargowise)
Development of or conversion to environmentally efficient IT systems	Automation of workflow (reduction of paper usage), use of cloud-based servers (reduction of electricity) or availability of information online (reduction of paper usage)	Heathrow, Manchester, Leeds, Tamworth, United Kingdom (Preparation for new HR System); All South African Regions (Implementation of New HR System, Implementation of TradeNav); Hamburg Germany (Systems integration)
Development of Electronic Invoicing (in various systems)	Specific initiative aimed at the reduction of paper usage by automatically generating invoices that are emailed to clients	All South African Regions; Singapore; Schiphol, Rotterdam, The Netherlands; and Ebene, Mauritius
Recycling Projects	Various initiatives resulting in the recycling of paper or the recycling of printer cartridges	All South African Regions (Paper & Cartridges); Heathrow, Tamworth, Leeds United Kingdom (Paper & Cartridges); Frankfurt, Hamburg, Germany (Paper); Singapore (Paper); Schiphol, Rotterdam, The Netherlands (Paper & Cartridges); Sydney, Australia (Paper)
Duplex Printing Projects	Reduction in paper usage	Durban, Johannesburg and Cape Town, South Africa; Heathrow, United Kingdom; Hong Kong, China; Sydney, Australia; Hamburg, Frankfurt, Germany; and Ebene, Mauritius
Measurement of Data Footprint	Greater understanding and more detailed reporting of sustainability data	All Regions Globally
Water Saving Initiatives	Various initiatives resulting in the reduction of usage and therefore saving of water	Cape Town, South Africa
"Cycle to Work" project and an "Employee Car Share" scheme	Reduction in the use of carbon-based fuel	Manchester, Leeds, United Kingdom
Energy Efficient Lighting	Reduction in energy consumption through the use of energy efficient bulbs and equipment or the use of natural light	Hamburg, Germany; Sydney, Australia; Tamworth, United Kingdom and Durban, South Africa
Full Paperless Office Drive	An ambitious project launched to achieve a near complete reduction in paper (in a traditionally paper intensive industry)	Cape Town, South Africa; Hong Kong, China; Tamworth, United Kingdom and Ebene, Mauritius

In this last financial year, the carbon footprint calculation for the Santova Group was as follows:

	2020	2019
Direct carbon emissions (direct burning of fuels: company vehicles and generators) (tCO ₂ e)	137,99	155,43
Indirect carbon emissions (indirect burning via energy purchased: electricity, heat and steam) (tCO ₂ e)	554,2	560,42
Indirect carbon emissions (indirect burning via 3rd party: local travel, international travel and employee travel claims) (tCO ₂ e)	101,77	105,3
Total carbon emissions (tCO₂e)	793,96	821,15

The pleasing decrease noted above can be largely attributed to a small reduction in the use of company cars and slightly less air travel during the period, in comparison to last year.

SAFETY, HEALTH, ENVIRONMENT & QUALITY continued

QUALITY

Quality is integral to the implementation of Santova's strategy and operating efficiency in particular. Quality also underpins many of Santova's values and permeates through the following formal and informal processes, which are essential to the Group:

CULTURE AND VALUES	BEST PRACTICE	EXTERNAL ASSURANCE	INTERNAL AUDIT FUNCTION	MAXIMUM EFFICIENCIES	QUALITY CONTROL	POLICIES AND PROCEDURE
Santova's continued application of its Culture and Values in every aspect of business	The enforcement of best practice in operational and administration departments	The promotion of additional external assurance wherever possible throughout the Group	The development of the internal audit function within the finance function	The ongoing restructuring and rightsizing of operational departments to ensure maximum efficiencies	The application of sound quality control within operational and administrative functions	The application of Santova's long standing and well entrenched policies and procedures

The above processes and practices assist Santova to measure, maintain and improve the five general aspects of quality in a business, namely:

○ Producing ○ Checking ○ Quality control ○ Quality management ○ Quality assurance

In the international offices, these processes and practices are governed by the local leadership, however, these are driven through the regular reporting processes required in terms of the Santova Corporate Governance Framework. This framework is demonstrated and discussed in more detail in the "Governance Review" contained in the 2020 AIR (pages 29-33).

In SA, Santova Logistics controls its operational and other activities through the application, maintenance and continual improvement of its ISO Quality Management System ("QMS").

Once again, the year under review proved to be a very active year for Quality as the final practical developments of the QMS 9001:2015 version (launched late in the 2018 financial year) took place. There were many amendments and improvements to the QMS:

- There were many changes to the QMS necessitated by the change of the primary operating system utilised by the operations departments;
- Clearing instruction documentation was improved upon to automatically generate shipment details directly from the new primary operating system to ensure efficient and effective reporting;
- The Training Needs Analysis form and process was remodelled to provide a more efficient and user-friendly document and process;
- Improvements were made to the online Corrective Action Report to incorporate the Risk Matrix data;
- The Business Risk Register was improved and the format of the document changed to make it more user-friendly;
- The Audit Schedule was improved to ensure a more efficient schedule of planned audits for the year; and
- The Quality Matrix was further amended and improved to align with our Quality Policy.

Our approach to Quality incorporates a management strategy that includes a 'plan-do-check-act' cycle and risk-based thinking, which manages and controls the relevant processes. Santova achieves this through:

- Risk Assessments - conducted annually;
- Internal audits - undertaken on procedures, process flows and standard operating procedures, every quarter; and
- The Management Review Committee - comprising of top management and the Systems Team Leader, meet every quarter to ensure the QMS has continued suitability, adequacy, effectiveness and aligns with the strategic direction of the Company.

The annual audit for recertification took place in early December 2019 where it was concluded that Santova Logistics had successfully met the requirements of the ISO9001:2015 standard. Santova demonstrated the effective implementation and maintenance/improvements of its management system and achieved its policy objectives, as well as the intended results of the respective management system. The internal audit programme was fully implemented and demonstrated effectiveness as a tool for maintaining and improving the management system.

SUPPLEMENTARY DATA TABLE

	SOUTH AFRICA	GLOBAL (EX SOUTH AFRICA)	TOTAL
Revenue % of total	R140 891 277 34%	R272 934 997 66%	R413 826 274
Net Profit After Tax % of total	R13 323 423 21%	R51 668 885 80%	R64 992 308
Taxes % of total	R5 829 965 33%	R11 594 338 67%	R17 424 303
CSI/SED Spend % of total	R957 946,78 94%	R62 983,23 6%	R1 020 930,01
Earnings Retained Earnings Retained After Dividends			R64 992 308 R52 948 085

AUDITOR'S REMUNERATION	% OF TOTAL	TOTAL
Audit Services	56%	R1 140 000
Non-Audit Services*	44%	R896 000
Total		R2 036 000

*The Group's Registered Auditors (Moore Johannesburg Inc) do not provide Non-Audit Services.



INNOVATIVE SOLUTIONS • ENDLESS POSSIBILITIES

**A Specialist Provider of Innovative
Global Trade Solutions.**

- Santova's diversification in terms of geographies, currencies, industries, products and services enables it to manage a global network of inter-connected activities for multinational organisations from origin to point-of-consumption.
- This diversification also enables it to hedge against unexpected 'regional risks' whilst at the same time allowing it to capitalise on opportunities that may present themselves globally.

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