



**GRINDROD
LIMITED**



**INTEGRATED ANNUAL REPORT 2014
SUSTAINABILITY INFORMATION SUPPLEMENT**



CONTENTS

Global Reporting Initiative (GRI)	1
Identified material aspects and boundaries	1
Grindrod environmental reporting approach	1
Grindrod's guidelines for determining operational control	1
GRI G4 Content Index	2
Manufactured capital	8
Intellectual capital	9
Talent management	9
Skills development	9
Learnerships	9
Human capital	10
Employee complement	10
Transformation	11
Natural capital	12
Environmental key performance indicators	12
Consolidated Grindrod group (global) footprint trends over four years	12
Grindrod group GHG emissions	13
Detailed environmental footprint – Shipping	14
Detailed environmental footprint – Freight Services	15



- 1 FUMANA Bunker Tanker built 2010 dwt 4 250
- 2 Grindrod Mainline Locomotive at the assembly facility in Gauteng
- 3 LEOPARD MOON Products/ Chemical Tanker built 2013 dwt 51 800
- 4 Grindrod Fuelogic – Road tanker
- 5 'Grindrod Towers' in Sandton



Global Reporting Initiative (GRI)

Grindrod has adopted the GRI framework and guidelines for sustainability reporting since 2005. Following release of the GRI G4 sustainability reporting guidelines in 2013, Grindrod adopted these as a basis for reporting with the 2014 integrated annual report and this sustainability information supplement containing standard disclosures from the GRI Sustainability Reporting Guidelines as outlined in the tables below. Grindrod has prepared its 2014 integrated annual report and this sustainability information supplement in terms of the GRI framework, based on a core “in accordance” option.

The content index has been compiled with a distinction between the general standard disclosures required in terms of the core and comprehensive “in accordance” options as follows:

Indicators marked with ■	Reporting required for core “in accordance” option
Indicators marked with ■	Reporting required for comprehensive “in accordance” option

Identified material aspects and boundaries

Grindrod’s consolidated annual financial statements, compiled in accordance with the requirements of the Companies Act, 71 of 2008, and International Financial Reporting Standards, present the consolidated financial performance and position of the group inclusive, as appropriate, of subsidiaries, joint ventures and associated companies.

Grindrod’s integrated annual report is compiled with due consideration of the business activities, significant impacts and the substantive expectations and interests of its stakeholders. Information disclosed in terms of the GRI framework is based on the identification, prioritisation and validation of material aspects to promote disclosure that appropriately reflects material significant economic, environmental and social aspects and its performance in the wider context of sustainability within the context of the reasonable expectations and interests of its stakeholders. Where appropriate, sustainability information is disclosed inclusive of subsidiaries, joint ventures and associated companies.

Grindrod environmental reporting approach

In setting its organisation boundaries for reporting greenhouse gas (GHG) or C emissions, and by implication all other environmental key performance indicators (KPI), Grindrod has, since the adoption of a board-approved Group Environmental and Climate Change Policy in 2010 adopted the **operational control approach**, as defined by the international GHG Protocol (including referenced and appendix documents). In setting these boundaries Grindrod also completed a global best practice benchmarking exercise of leading transport and shipping companies in 2010 that assessed the approach towards either financial control or an operational control approach within these industries.

The Group Environmental and Climate Change Policy includes clear objectives and targets for improvement in terms of climate change and other environmental KPIs, and the follow-on logic that meeting these objectives and targets will

require the full authority to introduce and implement changes to policies and management practices within companies or joint ventures (JVs) where Grindrod has financial interests. This policy was revised and strengthened at the end of 2012 (copy available on the Grindrod company website).

The Deloitte limited sustainability assurance audit conducted in 2010/2011 found the operational control approach “acceptable” while pointing out that many large organisations prefer the financial control approach “as the process of identifying financial control is mature and usually well debated internally”. One of the reasons that Grindrod has adopted an operational control approach over a financial control approach is that there are instances where Grindrod has limited financial control or minority equity shareholding but has sufficient operational control to influence emissions reductions strategies, through management and/or contractual arrangements.

In line with the GHG Protocol’s definition of operational control, Grindrod has disclosed 100 per cent of emissions from entities it has operational control over, and zero per cent of emissions for entities where, regardless of shareholding, Grindrod does not have “full authority to introduce and implement its operating policies”.

Grindrod’s guidelines for determining operational control

Grindrod has used the GHG Protocol definition for operational control, which states that “A company has operational control over an operation if the company or one of its subsidiaries has the full authority to introduce and implement its operating policies at the operation.”

Determining authority is based on the objective and auditable existence of at least one of the following:

1. Ownership. As financial control (either through majority shareholding or through contractual arrangements) and operational control are closely aligned, this forms the starting point for determining operational control. A 51 per cent or

Global Reporting Initiative (GRI) continued

higher stake in a joint venture or company would indicate a high probability of having a reasonable ability to exert authority;

2. Employee authority. Regardless of ownership, where Grindrod employees have reasonable ability or authority to make changes to or influence how the business is being run, this would indicate an ability to control operations. This may include an ability to exert control via board representation or direct management control of operations;
3. ISO 14001 EMS. Where Grindrod has the reasonable ability to directly implement (by implication with own employees) or to influence the development (by non-employees) of an ISO 14001 environmental management system (EMS) or equivalent, this would indicate an ability to control operations; and
4. Contractual arrangements. Where Grindrod has the reasonable ability to impose environmental management directives in contractual obligations, this would indicate an ability to control operations.

The inclusion of “reasonable ability” is an important consideration. Within Shipping, for example, it could be argued

that Grindrod has the ability to influence how all of its assets (ships) that are chartered out are managed and run. In reality and in the context of how the global shipping community operates, however, this is not the case.

Given Grindrod’s sometimes complex ownership and operational structure, particularly within the Freight Services and Shipping divisions, these screening rules have been applied firstly at the company ownership level as well as at the level of asset ownership and operations (i.e. specific ships and land-based facilities) within these companies.

Finally, Grindrod has adopted a conservative approach, including emissions from sources where interpretation of the screening rules are still not 100 per cent decisive.

GRI G4 Content Index

Aspects that are considered material are included in the tables below. Compliance with the disclosure requirements of the GRI framework are indicated in the “status” column of the content index as follows:

Status	Description
■	Compliant with disclosure requirements – detail included in the integrated annual report as per the page numbers indicated, or included in this sustainability information supplement (SIS).
■	Partially compliant with disclosure requirements – detail included in the integrated annual report as per the page numbers indicated, or included in this SIS.
N/A	Not applicable to Grindrod

Indicator	Description	Status	<IR> page reference	SIS page reference
General Standard Disclosures				
Strategy and Analysis				
G4-1	Statement from the most senior decision-maker of the organisation	■	2 – 3	
G4-2	Description of key impacts, risks, and opportunities	■	17, 22 – 23	
Organisational Profile				
G4-3	Name of the organisation	■	IBC	
G4-4	Primary brands, products, and/or services	■	8 – 13	
G4-5	Location of organisation's headquarters	■	IBC	
G4-6	Number of countries where the organisation operates	■	15	
G4-7	Nature of ownership and legal form	■	IBC	
G4-8	Markets served	■	8 – 9, 14 – 15	
G4-9	Scale of the reporting organisation	■	8 – 13, 54 – 57	
G4-10	Employee profile	■	10, 14, 41 – 42	10, 11
G4-11	Employees covered by collective bargaining schemes	■	44	
G4-12	Organisation's supply chain	■	8 – 9	
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership or supply chain	■	4 – 5	
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	■	39	
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	■	1, 6, 23, 39, 45 – 47, 66, 68, 69, 89	
G4-16	Memberships of associations	■	44	
Identified Material Aspects and Boundaries				
G4-17	Scope of report	■	1	
G4-18	Process for defining report content and aspect boundaries	■	1	1
G4-19	Material aspects for defining report content	■	1	1
G4-20	Aspect boundaries within the organisation	■	1	1
G4-21	Aspect boundaries outside the organisation	■	1	1
G4-22	Restatements	■	None material	
G4-23	Significant changes	■	1	
Stakeholder Engagement				
G4-24	Stakeholder groups	■	44	
G4-25	Identification and selection of stakeholder groups	■	44	
G4-26	Approaches to stakeholder engagement	■	44, 69, 86	
G4-27	Stakeholder engagement	■	44	
Report Profile				
G4-28	Reporting period	■	1 (Jan – Dec)	
G4-29	Date of most recent previous report	■	1 (2013)	
G4-30	Reporting cycle	■	1 (Annual)	
G4-31	Contact point for questions	■	IBC	
G4-32	GRI content index	■	This table	
G4-33	External assurance	■	92	

IBC: Inside back cover

Global Reporting Initiative (GRI) continued

Indicator	Description	Status	<IR> page reference	SIS page reference
General Standard Disclosures				
Governance				
G4-34	Governance structure	■	66 – 70	
G4-35	Process for delegating authority to senior executives	■	67	
G4-36	Executive-level appointment	■	67	
G4-37	Stakeholder consultation processes	■	44	
G4-38	Composition of board and committees	■	58 – 62, 66, 72, 83, 85, 87	
G4-39	Independence of the chair of the board	■	58	
G4-40	Nomination and selection processes for board members	■	66, 83 – 84	
G4-41	Avoidance of conflicts of interest	■	67, 68	
G4-42	Board's role in development, approval and updating	■	67	
G4-43	Enhancing board members' knowledge levels	■	84	
G4-44	Governance bodies evaluation	■	72, 84	
G4-45	Identification and management of risks and opportunities	■	22 – 23, 69, 87	
G4-46	Review of risk management processes	■	67, 69, 86, 88	
G4-47	Frequency of review	■	22, 64	
G4-48	Review and approval of integrated annual report	■	1, 88, 89	
G4-49	Process for communicating critical concerns	■	66, 71 – 73, 83 – 84, 85 – 86, 87 – 89	
G4-50	Nature and number of critical concerns recorded	■	None	
G4-51	Remuneration policies	■	72	
G4-52	Process for determining remuneration	■	71 – 73	
G4-53	Stakeholder involvement in remuneration	■	44, 109	
Ethics and Integrity				
G4-56	Values, principles, standards and norms of behaviour	■	8 – 9, 39, 68	
G4-57	Mechanisms for seeking advice on ethical issues	■	68, IBC	
G4-58	Mechanisms for reporting concerns on ethical issues	■	68, IBC	

Indicator	Description	Status	<IR> page reference	SIS page reference
Specific Standard Disclosures				
Economic				
Economic Performance				
G4-EC1	Direct economic value generated and distributed	■	33	
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	■	1	
G4-EC3	Coverage of the organisation's defined benefit plan obligations	■	Annual financial statements – on website	
G4-EC4	Financial assistance received from government	■	None	
Indirect Economic Impacts				
G4-EC7	Development and impact of infrastructure investments and services supported	■	44	
G4-EC8	Significant indirect economic impacts, including the extent of impacts	■	44	

Indicator	Description	Status	<IR> page reference	SIS page reference
Environmental				
Materials				
G4-EN1	Materials used by weight or volume	N/A		
G4-EN2	% of materials used that are recycled input materials	N/A		
Energy				
G4-EN3	Energy consumption within the organisation	■	57	12
G4-EN4	Energy consumption outside of the organisation	■		12, 13
G4-EN5	Energy intensity	■	46 – 47, 57	12
G4-EN6	Reduction of energy consumption	■	45 – 47	
G4-EN7	Reduction in energy requirements of products/services	■		12
Water				
G4-EN8	Total water withdrawal by source	■		12
G4-EN9	Water sources significantly affected by withdrawal of water	N/A		
G4-EN10	Percentage and total volume of water recycled and reused	■		12
Biodiversity				
G4-EN11	Operational sites owned in areas of high biodiversity	■	46 – 47	
G4-EN12	Significant impacts on biodiversity	■	46 – 47	
G4-EN13	Habitats protected or restored	■	46 – 47	
G4-EN14	Number of endangered species affected by operations	N/A		
Emissions				
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	■	45 – 47	12, 13
G4-EN16	Indirect GHG emissions (Scope 2)	■	47	12, 13
G4-EN17	Other indirect GHG emissions (Scope 3)	■	47	12, 13
G4-EN18	GHG emissions intensity	■	45 – 47, 57	12, 13
G4-EN19	Reduction of GHG emissions	■	45 – 47	
G4-EN20	Emissions of ozone-depleting substances (ODS)	■		12, 13
G4-EN21	NO _x , SO _x , and other significant air emissions	■	47	14, 15
Effluents and Waste				
G4-EN22	Total water discharge by quality and destination	■		12, 14, 15
G4-EN23	Total weight of waste by type and disposal method	■		12 – 15
G4-EN24	Total number and volume of significant spills	■	46 (None)	
G4-EN25	Transport of hazardous waste	■	47	12
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies significantly affected by the reporting organization's discharges of water and runoff	N/A		
Products and Services				
G4-EN27	Impact mitigation of environmental impacts of products/services	■	47	
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	N/A		
Compliance				
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	■	None	
Transport				
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce <i>Omission: workforce transportation not included</i>	■		12

Global Reporting Initiative (GRI) continued

Indicator	Description	Status	<IR> page reference	SIS page reference
Social				
Social: Labour Practices and Decent Work				
Employment				
G4-LA1	Number of new employee hires and employee turnover by age group, gender and region	■		10, 11
Occupational Health and Safety				
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	■	40 – 42, 57	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	■	42	
Training and Education				
G4-LA9	Average hours of training per year per employee <i>Omission: disclosed as average value spend per employee and not average hours by gender and employee category</i>	■	57	
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	■	39	9
G4-LA11	Percentage of employees receiving regular performance and career development reviews <i>Omission: not disclosed by gender or employee category</i>	■		9
Diversity and Equal Opportunity				
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	■	62, 67	10, 11
Social: Human Rights				
Non-discrimination				
G4-HR3	Incidents of discrimination and actions taken	■	None	
Freedom of Association and Collective Bargaining				
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights <i>Omission: suppliers not assessed</i>	■	None	
Child Labour				
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour <i>Omission: suppliers not assessed</i>	■	None	
Forced or Compulsory Labour				
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour <i>Omission: suppliers not assessed</i>	■	None	
Indigenous Rights				
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	■	None	
Human Rights Grievance Mechanisms				
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	■	None	

Indicator	Description	Status	<IR> page reference	SIS page reference
Social: Society				
Anti-corruption				
G4-SO4	Communication and training on anti-corruption policies and procedures <i>Omission: business partners</i>	■	68 – 69	
Public Policy				
G4-SO6	Total value of political contributions by country and recipient	■	None	
Anti-competitive Behaviour				
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	■	None	
Compliance				
G4-SO8	Value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	■	68 (None)	
Social: Product Responsibility				
Customer Health and Safety				
G4-PR1	% of significant product and service categories for which health & safety impacts are assessed for improvement	N/A		
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	N/A		
Product and Service Labelling				
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	■	None	
Marketing Communications				
G4-PR6	Sale of banned or disputed products	N/A		
G4-PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications	■	None	
Customer Privacy				
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	■	None	
Indigenous Rights				
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	■	None	
Compliance				
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	■	None	

Manufactured capital

(Grindrod 2014 <IR> pages 35 – 37)

A breakdown of the owned and chartered vessels under management of the Shipping division is as follows:

As at 31 December 2014

Entity/partnerships	Grindrod holding	Infrastructure/service
Dry-bulk shipping		Total of 21.5 vessels
Island View Shipping (IVS)	100%	21.5 Dry-bulk carriers <ul style="list-style-type: none"> • 16.5 × Handysize bulk carriers • 3 × Supramax bulk carriers • 2 × Capesize bulk carriers
Ship operating		
Parcel service	100%	Concentrates on routes from southern Africa to the North West Continent, Mediterranean, UK, USA and the Far East
Supramax operating	100%	Concentrates mainly on Pacific and Indian Ocean trade routes
Joint ventures*		
Mitsui, through Tri-View Shipping Pte Ltd	51%	1 × Handysize carrier To strengthen business ties with Mitsui and access Japanese finance
Mitsubishi, through IM Shipping Pte Ltd	51%	2 × Handysize bulk carriers To strengthen business ties with Mitsubishi and access Japanese finance
Lauritzen, through Handyventure Singapore Pte Ltd	50%	2 × Handysize bulk carriers To share vessel ownership and long-term charter risks
Island View Phoenix (included parcel service)	50%	To gain access to Far East trade experience and combine the Phoenix inbound cargo book with Grindrod's outbound trades
Rogers Shipping, through Island Bulk Carriers Pte Ltd (included in supramax operating)	65%	To gain access to cargo contracts into the Indian Ocean islands

Liquid-bulk shipping		Total of 14 vessels	
Unicorn Shipping (Unicorn)	100%	14	Product tankers (including joint ventures/partnerships) <ul style="list-style-type: none"> • 9.5 × Medium-range product tankers • 4.5 × Small-product tankers
Ship operating			
Unicorn Tankers	100%		Liquid-bulk vessels on South African coast
Unicorn Bunker Services	100%		Bunker tankers in port
Joint ventures*			
Vitol (through Leopard Tankers)	50%		4 × 52 000 dwt product tankers
Petrochemical Shipping	50%		2 × Products tankers for Engen's coastal requirements <ul style="list-style-type: none"> • 1 × Medium-range products tanker • 1 × Small-products tanker
Pools and third-party management agreements			
Vitol			Commercial management of medium-range products tankers
Han Gang Pool			Small-products tankers

* The Grindrod share of the vessels listed in these sections are included in the Dry-bulk shipping total of 21.5 vessels and the Liquid-bulk shipping total of 14 vessels.

Talent management

Talent management is crucial for the development of an adequate skills and management base to ensure the sustainability of the company into the future. SAP talent management modules are expected to further enhance consistency, transparency and to facilitate the management of the group's talent pool.

As the company expands locally and globally, the establishment of a deployable talent pipeline is considered a key process. During 2014, talent management principles were refreshed centrally and deployed across the group subsidiaries.

While the strength of current leadership in the group will drive the achievement of strategic objectives, succession planning is equally important to Grindrod in ensuring maintained sustainability. Leadership development and senior management succession continue as a focus area.

Performance management and retention initiatives support the talent management process, which was standardised further across divisions in 2014. Performance discussions are held twice a year with employees to recognise the achievement of goals, address areas of development and define learning skills that may be required to improve productivity and career growth and development.

Skills development

Skills development comprises formal training, professional development and on-the-job coaching internally and through external service providers. Employees attended 3 456 training interventions (2013: 7 702), of whom 86 per cent (2013: 88 per cent) were designated employees.

Course programme	Total attendees	% Designated	% Black*	% Female	Total cost (R)	% cost on Black*
Computer skills	81	89	64	61	82 994	64
Management and support	109	72	60	41	1 038 164	70
Continual professional development	85	65	65	9	622 781	70
Regulatory	1 340	80	80	10	4 277 146	80
Formal qualifications	7	100	57	29	93 544	57
Workplace effectiveness	986	96	85	35	1 689 269	90
Shipping and logistics	644	97	90	8	515 846	95
Learnership	204	89	76	75	9 053 443	82
Grand total	3 456	86	72	34	17 373 187	76

* Includes Black, Coloured and Indian

Learnerships

In 2014, 204 learners attended learnership programmes (2013: 237) arranged by Grindrod, as follows:

2014 scope and demographics	Black		White		Total	% Black
	Male	Female	Male	Female		
National Certificate Business Administration NQF2	2	12	–	–	14	100
National Certificate Business Administration NQF4	4	5	–	–	9	100
National Certificate Freight Handling NQF3	21	9	4	1	35	86
National Certificate Hygiene and Cleaning NQF1	33	8	–	–	41	100
National Certificate in Maritime Operations NQF3	7	–	2	–	9	78
National Certificate Generic Management NQF5	3	8	6	12	29	38
National Certificate Professional Driving NQF3	10	–	–	–	10	100
National Certificate Transport NQF1	17	–	–	–	17	100
National Certificate in Banking Services and Advice NQF5	1	4	–	1	6	83
National Certificate Financial Markets and Instruments NQF6	2	3	–	4	9	56
National Diploma in Maritime Studies NQF6	–	1	2	1	4	25
National Diploma in Marine Engineering NQF6	2	–	6	–	8	25
Shipping Training	–	3	4	5	12	25
Supply Chain and Logistics	–	–	1	–	1	–
Grand total	102	53	25	24	204	76

* Includes Black, Coloured and Indian

Human capital

(Grindrod 2014 <IR> pages 45 – 47)

Employee complement

At year-end, Grindrod employed 7 506 permanent and contracted employees across the world (2013: 7 675).

Country	2014	2013	% change
South Africa	4 960	5 286	(6.2)
Rest of Africa	1 889	1 772	6.6
Asia	524	442	18.6
Middle East	38	31	22.6
Europe	50	89	(43.8)
North America	7	5	40.0
South America	8	19	(57.9)
Australia	30	31	(3.2)
Total	7 506	7 675	(2.2)

Group relationship	Permanent staff (SA citizen)	Permanent staff (non-SA citizen)	Contract staff (SA citizen)	Contract staff (non-SA citizen)	Total
Total subsidiaries	3 431	1 148	293	571	5 443
Total joint ventures	851	506	107	22	1 486
Total associated companies	4	568	–	–	577
Total Grindrod group	4 286	2 222	400	598	7 506

The distribution of new employees hired during 2014 by division, gender and age grouping is as follows:

	Region			Gender		Age		
	Freight Services	Shipping	Financial Services	Male	Female	<30	30 – 50	>50
New employees hired	659	134	84	608	269	365	437	75

Employee movement (expressed as a percentage of turnover) by division, gender and age grouping for 2014 is as follows:

	Movement of employee turnover %							
	Division			Gender		Age		
	Freight Services	Shipping	Financial Services	Male	Female	<30	30 – 50	>50
Resignation	243	18	42	191	112	71	206	26
Death	15	2	1	15	3	1	8	9
Dismissal	188	4	–	173	19	34	119	39
End of contract	306	1	17	228	96	78	189	57
Retirement	21	1	5	24	3	–	–	27
Redundancy	124	–	58	129	53	19	117	46
Turnover of employees (%)	15.07	3.13	17.04	10.13	3.81	2.70	8.51	2.72

Transformation

Grindrod is committed to transformation in line with the objectives of the B-BBEE Act and the Department of Trade and Industry (dti) code of good practice to achieve a workforce that represents the demographics of the country. Grindrod's transformation strategy takes into account that transformation is more than just the achievement of standards and targets.

Occupational levels	Male			Female				2014 2013 Designated		White	Foreign nationals		Total
	African	Coloured	Indian	African	Coloured	Indian	White	Total	Total	Male	Male	Female	
2014													
Top management	–	–	–	1	–	–	–	1	1	5	–	–	6
Other top management	3	–	3	1	–	–	3	10	10	22	4	–	36
Senior management	10	1	12	1	3	2	15	44	75	78	1	–	123
Middle management	21	9	60	11	9	37	64	211	225	150	5	–	366
Skilled	684	97	256	114	60	181	250	1 643	1 545	370	284	8	2 305
Semi-skilled	798	71	80	133	33	45	61	1 221	1 477	71	12	–	1 304
Least skilled	279	15	10	106	6	3	2	421	474	13	9	2	440
Total permanent	1 795	193	421	367	111	269	395	3 551	3 807	709	315	10	4 585
Temporary/contract	164	24	38	80	5	13	20	344	585	83	9	–	436
Grand total	1 959	217	459	447	116	282	415	3 895	4 392	792	324	10	5 021
Percentage (%)	39.0	4.3	9.2	8.9	2.3	5.6	8.3	77.6		15.8	6.4	0.2	100.0
2013 total	2 240	251	538	482	141	303	437	4 392	3 844	819	310	34	5 555
Percentage (%)	40.3	4.5	9.7	8.7	2.5	5.5	7.9		79.1	14.7	5.6	0.6	100.0

* Note that 61 employees employed by South African-based companies work outside of South Africa and therefore are not reflected under South Africa on the geographic employee complement table above.

Natural capital

(Grindrod 2014 <IR> pages 45 – 47)

Environmental key performance indicators

Key environmental and climate change indicators for the Grindrod group, with performance trends over four years, are presented in the two tables below; followed by detailed summaries for the two divisions (Shipping and Freight) that together comprise 95+ per cent of Grindrod's environmental footprint (98 per cent of total GHG emissions, 99 per cent of waste and 95 per cent of water consumption). Data for the other divisions is incorporated into group totals.

Consolidated Grindrod group (global) footprint trends over four years

Key performance indicators	2014	2013	2012	2011
Water and wastewater (kilolitres)				
Total water usage (land-based and ships)	219 507	227 156	191 529	180 824
Harvested rainwater usage (% of total)	4 858 (2%)	15 296 (7%)	11 942 (6%)	–
Land-based water utilisation (kilolitres) (% contribution)				
Domestic office use discharged to municipal sewer	66 530 (33%)	69 307 (33%)	65 634 (34.9%)	70 995 (41.7%)
Domestic/office use – not to municipal sewer (e.g. soak away)	7 612 (4%)	7 794 (4%)	6 861 (3.6%)	12 670 (7.4%)
Washing vehicles and equipment discharged to municipal sewer	57 093 (28%)	56 933 (28%)	41 996 (22.3%)	44 673 (26.2%)
Washing vehicles and equipment – discharged to ground/storm water	28 546 (14%)	29 904 (14%)	24 439 (13%)	12 392 (7.3%)
Dust suppression – to atmosphere or storm-water system	39 965 (20%)	41 574 (20%)	46 579 (24.7%)	29 584 (17.4%)
Other	1 903 (1%)	1 511 (1%)	2 719 (1.4%)	– (0%)
Solid and liquid waste (tonnes)				
Total solid and liquid waste generated (tonnes)	10 889	14 328	10 562	7 471
Solid and liquid waste – to landfill (tonnes)	1 838	8 120	8 824	6 912
MARPOL category 1 – 6 waste disposed of at sea or incinerated at sea in accordance with MARPOL (tonnes)	158	586	687	435
Total land-based non-hazardous solid waste recycled (tonnes)	5 594 of 10 889 (52%)	4 177 of 7 792 (54%)	1 026 of 2 833 (36.2%)	70.4 of 1 068 (6.6%)
Energy, fuel and air emissions:				
Total electricity usage (kWh)	22 085 003	21 416 815	22 560 736	23 699 498
Electricity efficiency (kWh per Full Time Equivalent)	2 942	2 791	3 093	3 445
Land-based diesel (kilolitres)	23 009	29 469	30 910	30 795
Land-based petrol (kilolitres)	278	413	531	552
LPG (tonnes)	15	19	3	38
Air pollution – SOx emitted (tonnes)	5 006	4 988	4 393	2 370
Air pollution – NOx emitted (tonnes)	10 138	10 324	7 449	6 378
Scope 1 and 2 GHG emissions (tonnes CO ₂ -e)*	431 665	501 275	407 211	364 764
Total GHG emissions including scope 3 (tonnes CO ₂ -e)	443 911	512 376	418 957	374 924
GHG emissions Intensity (gCO ₂ -e per rand revenue)	13.57	15.60	14.94	10.01
Total energy usage scope 1 and 2 (GJ)	6 698 816	6 119 047	5 421 251	4 761 335
Energy intensity (MJ per rand revenue)	0.20	0.19	0.20	0.13

* See breakdown on the following page.
NR – not recorded/reported

Grindrod group GHG emissions

Four-year trends by GHG Protocol Scope, by division (2014) and by South African emissions (2014):

		Group global totals				2014 divisional analysis			2014
		2014	2013	2012	2011	Freight Services**	Shipping	Financial Services and Head Office	South African scope 1&2 emissions
Scope 1	Combustion of fuel in ships where company has operational control*	340 771	328 891	276 535	231 078	-	340 771	-	28 728
	Company owned and/or operated vehicles, mobile equipment, locomotives	61 593	92 603	97 349	97 223	61 593	-	-	52 017
	Combustion in stationary fuel-burning equipment (generators and boilers)	150	13 618	350	327	150	-	-	62
	HFC refrigerant gases	10 560	44 104	9 777	11 810	9 068	1 492	-	9 044
Scope 1 subtotal		413 074	479 216	384 011	340 438	70 811	342 263	-	89 851
Scope 2 Total	Purchased electricity	18 592	22 059	23 199	24 326	16 398***	43	2 150	14 678
Scope 3 and other	Purchased electricity – rented out	-	-	-	-	-	-	-	-
	Business air travel	6 191	1 944	1 851	1 899	-	-	-	-
	Business travel – car rental	3	18	17	34	-	-	-	-
	HCFCs and other non-Kyoto gases	157	424	357	140	1	101	54	-
	Waste sent to landfill	5 948	8 715	9 521	7 503	4 932	1 002	-	-
Scope 3 and other subtotal		12 246	11 101	11 746	10 160	4 933	1 103	54	
Totals metric tonnes of CO ₂ -e		443 965	512 376	418 956	374 924	90 354	343 410	2 166	104 529
Percentage contribution:						20.75	77.35	0.50	
GHG emissions intensity (gCO₂-e per Rand revenue):		13.57	15.60	14.94	10.01	16	16	6	

Notes:

All figures in metric tonnes CO₂-e.

The Grindrod owned building, Mansion House, previously included under scope 3 electricity emissions, was excluded in 2012 and 2013 as a result of this building no longer falling within Grindrod's operational control criteria.

* Grindrod's South African shipping emissions reported here are for operationally controlled ships' fuel purchased and combusted within South African EEZ waters.

** The remaining Trading businesses reported with Freight Services.

*** Consisting of Grindrod Freight Services 14 679 and Trading 1 719.

Natural capital continued (Grindrod 2014 <IR> pages 45 – 47)

Detailed environmental footprint – Shipping

Key performance indicators	2014	2013	2012	2011
Water and wastewater (kilolitres)				
Water usage (kilolitres), not including water generated on board at sea	17 858	20 132	20 786	10 510
Untreated effluent (domestic) – disposed of at sea in accordance with MARPOL (kilolitres)	16 588	38 242	24 040	17 442
Treated effluent – disposed of at sea in accordance with MARPOL (kilolitres)	24 882	76 742	5 179	6 368
Land-based (office) water and wastewater	Incl in group	Incl in group	Incl in group	Incl in group
Solid waste (tonnes)				
Total Solid Waste (tonnes)	1 915	2 135	2 771	1 134
MARPOL category 1 – 6 waste – to licensed landfill sites (tonnes)	1 384	1 548	2 084	699
MARPOL category 1 – 6 waste – disposed of at sea or incinerated at sea in accordance with MARPOL (tonnes)	158	587	687	435
Energy, fuel and air emissions				
Total electricity usage (kWh)	86 164	Incl in group	Incl in group	
Marine diesel oil (MDO) consumed (tonnes)	4 390	4 660	4 528	4 579
Heavy-sulphur fuel oil (HSFO) consumed (tonnes)	83 370	90 701	77 937	65 856
Low sulphur fuel oil (LSFO) consumed (tonnes)	21 275	15 709	10 950	7 582
Diesel usage in land-based vehicles (kilolitres)	Incl in group	Incl in group	Incl in group	4.4
Petrol usage in land-based vehicles (kilolitres)	Incl in group	Incl in group	Incl in group	8.8
Air pollution – SO _x emitted (tonnes)	4 986	4 960	4 364	2 340
Air pollution – NO _x emitted (tonnes)	9 354	9 261	6 331	5 263
SO _x (tonnes) per 1 000 NM	3.47	3.74	4.31	3.11
NO _x (tonnes) per 1 000 NM	6.55	6.96	6.19	6.89
Average per-ship CO ₂ emissions efficiency (as per IMO guidelines) (gCO ₂ -e per tonne-NM)	7.22	9.78	11.99	9.08
Range per-ship CO ₂ emissions efficiency (gCO ₂ per tonne-NM)	1.053-684.193*	3.60-254.14*	2.93-673.71*	2.13-34.76

* High upper figure as a result of more ships steaming with low tonnage due to adverse market conditions.

Detailed environmental footprint – Freight Services*

Key performance indicators	2014	2013	2012	2011
Water and wastewater (kilolitres)				
Total water usage	190 309	194 034	178 247	160 430
Harvested rainwater usage (% of total)	4 858 (3%)	15 296 (8%)	11 942 (7%)	–
<i>Water utilisation and fate (figures in kilolitres):</i>				
Domestic office use discharged to municipal sewer	55 190 (29%)	56 317 (29%)	55 653 (31%)	61 111 (38%)
Domestic/office use – not to municipal sewer (e.g. soak away)	7 612 (4%)	7 794 (4%)	6 861 (4%)	12 670 (8%)
Washing vehicles and equipment discharged to municipal sewer	57 093 (30%)	56 933 (29%)	41 996 (24%)	44 673 (28%)
Washing vehicles and equipment – discharged to ground/storm water	28 546 (15%)	29 904 (16%)	24 439 (14%)	12 392 (8%)
Dust suppression – to atmosphere or storm water system	39 965 (21%)	41 574 (21%)	46 579 (26%)	29 584 (18%)
Other	1 903 (1%)	1 515 (1%)	2 719 (2%)	–
Solid and liquid Waste:				
Total solid waste (tonnes)	7 313	9 764	5 781	3 369
Total liquid waste (kilolitres)	2 062	1 437	1 960	2 930
Solid waste to landfill (tonnes)	1 719	4 152	4 749	3 303
Liquid waste to landfill (kilolitres)	1 671	1 437	1 949	2 877
Non-hazardous solid waste recycled (tonnes) (76.49% of total)	5 594 of 7 313	5 613 of 7 430 (76%)	1 026 of 2 833 (36.2%)	64 of 1 029 (6.2%)
Hazardous liquid waste recycled (tonnes) (0% of total)	0 of 2 062	43.7 of 1 481 (3%)	10.5 of 1 960 (0.5%)	53 of 2 930 (2%)
Energy, fuel and air emissions				
Total electricity usage (kWh)	17 449 576	14 816 191	19 610 787	20 261 570
Total land-based diesel (kilolitres)	22 807	29 234	30 910	30 790
Total land-based petrol (kilolitres)	278	409	528	530
Parafin (LF – 10) (kilolitres)	–	33	100	NR
Total LPG (tonnes)	15	4	3	38
Heavy vehicle diesel emissions efficiency (kg CO ₂ per km)	1.11	1.38	1.41	1.47
Air pollution – Total SO _x (tonnes)	19.25	27.98	29.42	29.35
Air pollution – Total NO _x (tonnes)	731.5	1 063	1 119	1 115
Heavy vehicle SO _x emissions (kg SO _x per 1 000 km)	0.39	0.42	0.43	0.44
Heavy vehicle NO _x emissions (kg NO _x per 1 000 km)	14.82	15.87	16.16	16.87

NR – not reported.

* The remaining Trading businesses reported with Freight Services.