

CRS REPORT

The Company in 2013
Corporate Social Responsibility Report



FORWARD

“INTIME FREIGHT Remains Committed to assuming its responsibilities”

Air Freight, Sea Freight and Cargo Logistics have seen considerable change over the past decade with the liberalization and opening of the world economy encouraging the emergence of new players. The competition from the low cost freight and logistics operators, container freight stations, transporters, shipping lines and airlines in the emerging countries represent a considerable challenge. This is the new context currently facing us, compounded by the combined effects of unprecedented economic crisis and steep rise oil prices and transportation cost which are reaching record highs.

After five years of crisis and against a backdrop of significant uncertainty, the freight forwarding industry as a whole is increasingly fragile. Faced with this situation, it was crucial for **INTIME FREIGHT** to react and re-establish confidence.

That is why the Company has set three priorities: restoring competitiveness implying a reduction in costs, restructuring the short and medium haul operations and rapidly reducing debt. These strategic orientations, which will require a change in business model, will be implemented by the company through a three-year transformation plan, Transform 2017.

It is thanks to the mobilization of everyone across the company that will return to the path of sustainable and profitable growth while remaining true to our core business ethics and values. Amongst these values, and despite the crisis we are traversing, I remain personally very much attached to **INTIME FREIGHTs** commitment to sustainable development in its three inseparable dimensions: economic, social and environmental.

Freight forwarding whether by Sea, Air, Rail or Road must continue to pursue its mission of Shipping, Logistics, Warehousing, Distribution, Supply Chain Management and Transportation and to continue to act as a driver of economic activity and social progress, its development must be reconciled with respect for the environment.

INTIME FREIGHT has long been pursuing an ambitious Environment Policy reflected, notably in the regular updating of its fleet to reach a compromise solution. The Company remains strongly committed and mobilized in favor of a worldwide system applying globally and equitably to all Freight Forwarders and support the efforts of International Air Cargo Transport regulations such as the IATA and ICAO in this respect. This engagement in Sustainable Development, reflected in our becoming a signatory of the United Nations Global Compact and enshrined in our Corporate Social Responsibility Statement and Social Rights and Ethics Charter, I hereby reaffirm.

Despite the uncertainties of the current economic environment, **INTIME FREIGHT** remains committed to assuming its responsibilities.

Lawrence Thiong'o
Chief Executive Officer
Intime Freight & Cargo Service Ltd

INTERVIEW

A look back at the Company's situation in 2013 and the outlook in the next years

2013 was marked by the slowdown in global economic growth and by significant market volatility, particularly in Kenya. The geopolitical events in Africa and the Middle East unleashed in December 2010 and the elections in Kenya in 2013, the earthquake in Japan during March 2011 also weighed on the economies of these countries and those of our trading partners. We take a look back at the main trends shaping company's activity in 2013 and at the outlook for the next few years.

One of the main characteristics of freight forwarding operations is that it is a global sector. Global by its very nature, its operating modes, the regulations that govern the industry and the highly diverse social models on which it is based. Within a context of growing worldwide demand for Shipping and International Trade, particularly in the emerging Countries, globalization has encouraged the emergence of new players and intensified competition across the entire range of products and service. Leading Freight Forwarders thus need to adapt their business models. At the same time, customer behavior has seen profound change with price becoming a key factor. New technologies have completely transformed the relationship between customers and cargo freight forwarders, shipping lines and airlines with customers now expecting more responsiveness to keep them informed on a real-time basis.

In this rapidly-changing world, social and environmental considerations remain a top priority and freight forwarding industry stands ready to assume its responsibilities. Within a context of soaring fuel prices, climate change represents a major challenge and an overall sector response needs to be found at a global level. A head of this, we continue to deploy all the levers at our disposal to reduce carbon footprint.

Over the medium to long term, significant use of sustainable fuel alternatives is key. **INTIME FREIGHT** actively supports the creation of a fully-fledged Biofuels industry. We are working with our local and global partners and all the players in the Supply Chain Management on the establishment of a financially-viable market that is sustainable on a large scale. We are resolutely committed to pursuing this avenue.

The deterioration in competitiveness and the insufficient profitability at **INTIME FREIGHT** led the Directors to set a series of strategic objectives and propose a plan to transform the business over a three-year period between 2014 and 2017.

The plan respects three principles which I will be monitoring very closely; Equitable application across all employee categories, Maintaining our investment fleet safety and working conditions and a resolute focus on improving the quality of the service offered to our customers.

One of the Company's priorities is to restructure the Short and Medium-haul operations. The Short and Medium-haul network remains key to **INTIME FREIGHT's** development in that it meets the needs of Customers, Business partners in Kenya and Worldwide. The Company is working on a complete transformation of its activities including increased Fleet Utilization, improving productivity in all employee categories, redefining our products and services and restructuring the main network and those of regional and international company business associates and partners. We also are working on improving the productivity of all relevant staff, increasing capacity through better utilization of the existing transport fleet and reinforcing our presence in growing markets.

The cargo business was seriously affected by the fall-off demand during the 2013 first half due to the geopolitical as well as local politics in Kenya. Thankfully, the Kenya elections were peacefully concluded on the 14th of March 2013. IATA figures show global air freight volumes declining by some 5% in the year 2013 second half while over the same period, global trade fell by only 1%.

The Kenyan market and the COMESA region saw the biggest decline as well as the Asian Market due to the reduction in European demand for floral, horticultural from Africa and products manufactured in Asia and in particular China. Our cargo traffic by both air and sea is the subject of specific measures within the framework of the transformation plan. Some of these measures are already underway, specifically network optimization a new commercial strategy with Air Freight Carriers, Cargo Airlines and Shipping Lines. We are glad to be Export Appointed Cargo Agents with KLM-Kenya Airways who are the first airlines to offer a direct cargo service between the Guangdong industrial region in China and Nairobi. This network known as Safari connection connects Europe, China and Africa thereby offering customers a rapid and effective cargo solution.

For the Fleet Maintenance Sector, we want to consolidate our position within a very competitive environment. There was also significant pressure on prices driven by both tougher competition between fleet maintenance operators and the expectation of our customers. However, the growth prospects for this market look very positive, given the numerous orders being placed by our customers. Our expertise, particularly in high value-added services, is recognized by our many customers. This is why the company plans to focus on its strengths and continue its investment aimed at remaining a major player in the freight and forwarding industry.

Sustainable development remains a cornerstone of the Company's Strategy, reflecting both our commitment to conducting business in a sustainable manner and our ability to adapt to the new developments in which we operate. We are aware of our responsibility and the need to reconcile our growth with sustainability principles, and our ambition is to set new standards of excellence in corporate social responsibility by mobilizing all our stakeholders.

Our mobilization around four key priorities demonstrates a determination to act in a profitable but sustainable way, offering our customers high standards of service and innovative products, pursuing a responsible HR Policy and contributing to the regions we serve.

To come back to two aspects of sustainable development which are also conditions for the success of the transformation plan, firstly, any transformation project must be based on a responsible HR Policy.

Our company is going to see a profound transformation of its operating modes in its three businesses, Transport, Cargo and Maintenance-which will concern all categories of staff. Our priority will be a transparent social dialogue, equitable application across all employee categories and the preservation of the quality of the industrial base. The second aspect concerns the quality of the product and services proposition for customers. A process to completely renew our offering is already underway ranging from standards of cargo packaging to inland transportation and logistics. We listen to our customers, focusing on their needs in order to constantly improve their satisfaction and we strive to make our products and service a global reference.

Samson Thiong'o
Chief Executive Officer
Intime Freight & Cargo Service Ltd

GOVERNANCE

The Freight and Forwarding is one of the drivers of the global economy contributing to economic and social progress. The industry brings together the world's people, economies and cultures, facilities access to international markets and promotes growth in trade.

The industry is operating in a highly competitive environment and remains a highly cyclical business. **INTIME FREIGHT** is aware of its responsibilities and the issues related to its growth. The Company's ambition is to setting the standards in terms of CSR through a pragmatic approach and to maintaining its leading position within the freight forwarding industry by mobilizing all of its resources and employees.

The Company has chosen to create value for society by increasing its positive impact and reducing its negative impact. This is achieved by minimizing its environmental footprint, providing innovative and high quality services for its customers, promoting a responsible social policy and contributing to the development of regions where it operates. **INTIME FREIGHT** is keeping its promises by implementing responsible governance and integrating sustainability in business and operations.

PRESENTING

THE COMPANY'S KEY STRENGTHS

INTIME FREIGHT comprises a Single holding Company and several worldwide network and agencies each of which retains its own brand and identity. Its three main businesses are Transport of Cargo, Shipping and Freight Forwarding working in conjunction with several International Airlines and Shipping Lines as well as the Maintenance of its own Fleet.

SPECIFIC CONSTRAINTS

As a facilitator of International Trade and business, the Freight Forwarding industry is directly impacted by macro-economic trends, particularly since freight forwarders operate in a highly competitive environment with limited operating margins. In addition, ever stricter regulations are implied to consumer protection and security, resulting in more restrictions for customers and higher costs for freight forwarders.

In this context, operating in regions of the world facing political uncertainty or dealing with unpredictable natural events requires flexibility and an ability to deal with fast-changing environments in order to offer appropriate solutions and continue providing quality products and services. To achieve this, the key strengths of the company and its worldwide network of agents are indispensable.

OUR KEY STRENGTHS: FLEET, NETWORK, ALLIANCE

INTIME FREIGHT offers a very large international network, built around major worldwide hubs. By optimizing synergies between each of its agents, **INTIME FREIGHT** strengthens the network's product range in terms of its network and the services it offers to its customers such as warehousing, packaging, supplying chain and transportation.

ENSURING SAFETY-ABSOLUTE PRIORITY

Safety is unquestionable for **INTIME FREIGHT**. It is essential for both customers and staff and imperative for the sustainability of the Freight Forwarding Industry. All of **INTIME FREIGHT's** operations are subject to numerous checks and certifications and comply beyond most stringent norms and the highest standards in the freight forwarding industry; at a global level with IATA whose safety audit sets the standards for the sector.

The Company's ambition is not only to comply with these high standards, but to attain the highest possible level of cargo safety. In pursuit of this objective, since the end of 2010, **INTIME FREIGHT** has been reviewing all of its organizational, operational and procedural cargo safety processes. This review has resulted in several initiatives, such as those recommended by the Independent Safety Review Team, the New Safety Cultural Project launched in March 2011. The Company continuously adapts and updates its training programmes in order to ensure the highest levels of competence among its staff.

ONGOING VIGILANCE

Airport and airline security have become extremely important in recent years. Faced with the threat of International terrorism and criminal activity, the Company is continuing to develop its security procedures, which aim at the protection of its customers' cargo. In this area, the Company is working directly with Airports Authorities, Government Agencies such as Intelligence Services, the Aviation Authorities, the Company's Agents and IATA. In order to guarantee the highest level of protection for their customers' cargo, we are permanently monitoring International geopolitical developments. Our dedicated teams are responsible for ensuring continuous cargo operations and where necessary, for implementation additional security measures including sniffer dogs.

GUARANTEEING EFFECTIVE BUSINESS RISK MANAGEMENT

IDENTIFYING & MONITORING RISK

As an International Cargo Freight Forwarder, **INTIME FREIGHT** is exposed to general risks related to its business and operations. To guarantee that these risks are taken into account as effectively as possible, the Company has set up a risk Identification and Management process. Strategic and operational risk maps have been drawn up under the leadership of the Internal Audit and Control Department for all businesses and operations concerned. The risk maps are updated on a regular basis. Examples are specifically related to road transport, such as the cyclical and seasonal nature of the business, operational risks, the risks of terrorist attacks, geopolitical risks, regulatory risks, increase in fuel prices, environmental and social risks or risks to IT systems. Additionally, other non-financial risks more directly linked to the Company's activities include the impact of competition or geopolitical driven risks.

Each business updates its major risks every quarter by stating the probability of these risks occurring and the potential financial impact involved. The Internal Audit and Control Department presents a quarterly report on the most important risks to the Company Audit Committee. As part of the Company's Strategic Framework, the strategic risks are mapped yearly. The Audit Committee assesses these strategic risks and draws up action plans.

COMPLIANT WITH RULES AND REGULATIONS

The Company complies with operational safety and efficiency principles. It meets regulatory requirements governing Cargo Clearance, Customs Documentation, Road Transport, Cargo Packing, Export Services, Shipping Services, Consolidation, NVOOC, Logistics and Warehousing. In addition to its measures, **INTIME FREIGHT** performs internal monitoring and audit departments whose purpose is to draw up framework guidelines to ensure the execution and efficiency of its operations, the accuracy of accounting and financial data and compliance with laws and regulations.

Independent internal audits aim at improving the Company's processes and help to achieve fixed objectives at Company level or objectives set for particular processes in each business.

APPLYING CORPORATE GOVERNANCE PRINCIPLES

INTIME FREIGHT is a Limited Company and organized and registered under Kenyan Law, with a Board of Directors. The Board of Directors determines the orientation of the Company's activities and ensures implementation. The Board of Directors relies upon the recommendations of its specialized committees: The Audit Committee, The Remuneration Committee and the Appointment Committee. The Board operates according to accepted Kenyan Corporate governance principles. In application of these principles, the Board of Directors regularly discusses and updates its mode of governance. The Board considers that all of its Directors hold the required skills and have professional experience of use to the Company.

INTIME FREIGHT pursues regular dialogue with its Shareholders and Institutional Investors.

MONITORING ADHERENCE TO ETHICAL PRINCIPLES

OUR BUSINESS CONDUCT RULES

As a framework for its business and operations, **INTIME FREIGHT** has several Conduct Rules concerning the way it runs its business. Some of the rules apply to all Members of Staff, while others are specific to Customers, Business Associates, Agencies, Government Bodies, Non-governmental Organizations and other Regulatory Bodies and Institutions.

The Board of Directors has adopted a Compliance Charter and Financial Code of Ethics. The Compliance Charter which imposes rules on Trading and Conducting business. The Financial Code of Ethics defines rules concerning financial information, with which they must comply. **INTIME FREIGHT** has drawn up a Code of Conduct that sets out the main principles concerning financial and business Integrity, Confidentiality, Compliance and Commitment to CSR. The Code serves as an umbrella for the several policies on these subjects within **INTIME FREIGHT**

WHISTLE BLOWING PROCEDURE

To enable members of staff to signal serious matters which they may be aware of, such as accountancy and financial fraud or corruption, **INTIME FREIGHT** has set up a whistle blowing procedure on these topics. This procedure is accessible to all, discretionary and anonymous, should the employee prefer, and with no risk of sanction to the whistle blower.

SHARING THE SAME BUSINESS ETHICS

Since 2000, **INTIME FREIGHT** has adopted an ethical and responsible approach built around firm commitments, drawing on the principles of the UN Global Compact on Human Rights, Protection of the Environment and the fight against corruption. This approach;

- Combine economic development and sharing of common business ethics
- Ensures a relationship of trust with employees
- Defines a corporate culture based on a sense of social responsibility
- Safeguards the environment and living conditions.

The codes of conduct drawn up by the Company serve to increase employee awareness of our commitments and to safeguard the reputation of our subsidiaries worldwide.

COMBINING ECONOMIC DEVELOPMENT AND FAIR PRACTISES

The Company is aware that ethics are a crucial asset of the business and a factor which underpins its reputation promotes loyalty. Our ethical standards have been translated into two languages and provide guidelines for our employees in:

- Ethical Relations with authorities
- Close attention to conflicts of interests
- Fair and accurate financial reporting
- Ethical commercial relations.

To meet these challenges, the transport divisions opted to adopt a code of conduct by:

- Effectively ensuring the safety of the subsidiaries
- Comply with International Anti-Corruption Laws and Treaties
- Comply with Competition Rules.

RESPECT FOR SHARED VALUES

Our strategy is based on respect for shared values, the transfer of skills and our desire to innovate.

COMPLIANCE WITH COMPETITION LAW

INTIME FREIGHT has established its own specific Compliance Policy related to Competition Law with the publication of its Competition Law Compliance Manual and is available to all employees. In addition to this publication, several other means of prevention have been developed and made available to the Company's employees, for example, a telephone hotline has been dedicated to Competition Law. We have launched E-learning modules. The completion of this yearly training is compulsory for all **INTIME FREIGHT** Executives holding posts that require knowledge of the relevant regulations. After the end of the training and final assessment, employees sign a declaration in which they commit to comply with Competition Rules relevant to their work.

STATING OUR POSITIONS

ALTERNATIVE FUELS

Sustainable alternative fuels represents the most promising way to significantly reducing road transport's Carbon Footprint. The Company is supporting research financially and is actively participating in efforts to produce and commercialize bio-fuels that are acceptable in environmental, social and economic terms.

The Company welcomes the European Commission's Bio-fuel Initiative. Since the amount of sustainably grown biomass for liquid bio-fuels is scarce, **INTIME FREIGHT** is calling for comprehensive legislation that focuses on these scarce resources in those sectors that do not currently have alternatives to liquid fuels like the Aviation and Maritime Industry and long-haul Trucking. Freight Forwarding and Shipping will remain an essential driver on economic and human development for industrialized and emerging Countries. Although Air and Rail/Road transport can complement one another in order to provide Freight Forwarders with a wider choice of transport options, the Company stresses that it is necessary to guarantee a level playing field for different modes of transport and between operators using the same transport modes, and to take the international dimension of air transport into account.

CONSUMER RIGHTS

Customer Care is Central to the Company's business and operations. **INTIME FREIGHT** contributes to Consumer Rights and carefully monitors the harmonious applications of rules to all transporters and freight forwarders operating in Kenya.

INTIME FREIGHT supports government initiatives to promote balanced growth of ports and airports. Environmental measures announced by the Government of Kenya, NEMA and Kenya Bureau of Standards encourage the sustainable development and expansion of the Jomo Kenyatta International Airport, LAPSSET, the Standard Gauge Railway and the Kilindini Port.

APPLYING OUR CSR APPROACH

INTIME FREIGHT's commitment to CSR is based on working in line with fundamental rights as contained in International Principles: The Universal Declaration of Human Rights, The International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, The Organization for Economic Cooperation and Development's (OECD) guiding principles.

OUR CSR COMMITMENTS

The Company's ambition is to set the standard in CSR and to remain a leader in the Freight Forwarding Industry. **INTIME FREIGHT's** commitment to Environmental Protection, Social Equity and Local Development are laid out in its Corporate Social Responsibility Statement. The CSR Statement was strengthened in 2008 with the adaptation of the Climate Action Plan and in 2009 with the signature of the Social Rights and Ethnic Charter. In line with its commitment to the Global Compact, **INTIME FREIGHT** fosters a climate of mutual trust and respect in the workplace and promotes human rights in the places where the Company operates.

INTIME FREIGHT has several specific charters which supplement these commitments: the **INTIME FREIGHT** Sustainability Charter for Suppliers, **INTIME FREIGHT's** Code of Conduct and the Anti-Harassment Charter.

NATIONAL AND INTERNATIONAL COMMITMENTS

The Company's CSR approach is underlined by its signature of public commitments at both National and International levels. As a signatory of the United Nations Global Compact, the Company is committed to respecting and promoting its Ten Principles in the areas of Human Rights, Labor Standards, the environment and the fight against corruption. **INTIME FREIGHT** is also a signatory of the Caring for the Climate Initiative led by the Global Compact and United Nations Environment Programme.

The Company supports national commitments to promote CSR. **INTIME FREIGHT** is a signatory of the Diversity Charter, the Charter for Corporate Commitment to Equal Opportunities in the State Education System and the Good Parenting Charter. **INTIME FREIGHT** signed the Sustainable Supply and Corporate Responsibility Manifesto, which aims to support the market for sustainable products and services. The Company's strategy aims at making sustainability an integral part of its business and operations, by integrating CSR within

ENGAGING ON CSR THROUGH DIALOGUE

STAKEHOLDER DIALOGUE

Listening and sharing play a major part in **INTIME FREIGHT's** commitment, both in order identify and to implement CSR issues. The Company pays a great deal of attention to the expectations of its customers, employees, suppliers, local communities, associations, local authorities and civil society representatives such as NGOs.

The Company assesses employee perceptions by carrying out surveys and organizing forums several times a year. This ongoing dialogue enables the Company to receive the necessary feedback to know whether it is on the right track and to further shape its policy. The Company plans to further investigate opportunities regarding sustainability in its Supply Chain.

Feedback from Stakeholders has also influenced the Company's reporting. Elements such as risk management and the way CSR is integrated into the overall strategy are taken into account.

INTIME FREIGHT ensures its commitment to social dialogue as a driver of innovation and progress. We continue to promote and encourage negotiations in the company to cover all its organizational contexts and its diverse geographical locations. Social dialogue is intended to:

- Forge lasting relationships with the staff representative bodies
- Ensure they become full-fledged partners in the development of the organization and of employees.

INVOLVING OUR NETWORKS

The Company's Global Networks are involved in CSR policy with most of them having signed the Social Rights and Ethics Charter which constitute an important step in setting out a common strategy. The majority of subsidiaries are included in the Company's Social and Environmental Reporting.

To play their part in fulfilling the Company's ambitions, our Networks and Agencies are involved in several CSR Initiatives, participating in fuel efficiency and waste projects. They set their own strategic CSR priorities in order to guarantee healthy and safe products for their customers, to promote diversity and equal opportunities, to reduce their environmental impact

and to promote local development. They have set ambitious objectives for reducing waste, along with reducing their water and energy consumption.

CSR IN INTIME FREIGHT NETWORK

INTIME FREIGHT and its networks share a strong commitment to CSR with each member of the Network, many of them having signed a CSR Charter. The statement is structured around three key pillars: Protecting the Environment, Promoting Social Responsibility and Contributing to Equitable Economic Prosperity. Our Network Alliances participate in a CSR working group and share best practices.

MOBILIZING THE FREIGHT FORWARDING SECTOR

INTIME FREIGHT is a member of major International Bodies such as IATA, FIATA, IAM, FAIM, FIDI, ICS and regional bodies such as KIFWA, KAM, and KSC among others. These organizations collectively represent the freight forwarding sector and advocate its public positions. This distinction places the Company in the world's most responsible freight forwarding Companies.

INVOLVING ALL PARTS OF THE SUPPLY CHAIN

INTEGRATING SUSTAINABILITY IN THE CHAIN

Given the large share of external expenditure, the Company is working on Optimizing, Innovating and making our supply chain more sustainable as such are essential to contribute to the profitability of the Company.

Integrating sustainability in various supply chain is in some areas more challenging than others due to for example the product, such as fuel or a limited number of suppliers, such as packaging materials or component manufacturers. Although we are not always on the driver seat of realizing certain sustainability developments, we aim to contribute and challenge whenever possible.

The Company also contributes to the development of suppliers in specific regions and sectors and our destinations through cooperation with local suppliers.

COMMITMENT OF OUR BUYERS

The Company actively promotes social responsibility and environmental performance among buyers and internal business stakeholders in charge of formulating product specifications. Buyers need to sign a Code of Ethics to ensure ethical behavior in their dealings with suppliers. Buyers are also encouraged to participate in training and seminar sessions to further improve CSR awareness in the organizations.

INVOLVING SUPPLIERS IN CSR

INTIME FREIGHT uses a supplier management system to ensure commitment by suppliers to the CSR principles as defined in the United Nations Global Compact. The Company assesses the CSR commitment of its suppliers, including the promotion of CSR Principles to their suppliers, either by asking them to sign up to a Sustainability Charter or provide their own but equivalent CSR Statement.

In the generic questionnaire used in tendering and contracting procedures, our suppliers are asked to provide information on several other aspects linked to their sustainability policy, including environmental licenses, location of production site and compliance with regulations.

The Company engages its suppliers in sustainability discussions through regular dialogue and special events and sessions, where dedicated teams communicate among others the Company's Procurement Strategy and CSR Commitment.

ENVIRONMENT



CONTEXT

As a major player in the road transport, **INTIME FREIGHT** is aware of its responsibilities regarding the environmental impact of its businesses and operations, in terms of use of resources, emissions and noise hindrance. Forward looking, the Company is involved in developing sustainable alternative fuels, continues to modernize its fleet and to implement practical measures for reducing fuel consumption while supporting transport research.

INTIME FREIGHT is further committed to implementing innovative environmental measures to reduce noise, improve air quality, manage energy and water consumption, and reduces waste. In pursuit of these goals, the Company encourages commitment and initiatives of employees and cooperates together with suppliers. We aim for sustainable balance between sustainable growth and our total environmental footprint by playing our part in the worldwide effort, mobilizing our industry and reducing our own impact.

MAXIMIZING OUR ENVIRONMENTAL FOOTPRINT

COMMITMENTS

In its Corporate Social Responsibility Statement, **INTIME FREIGHT** has committed to complying with regulations and to investing in environmental impact mitigation that go beyond statutory noise, air quality and climate change requirements.

The Company's major environmental impact is caused by the emissions of its fleet operations. This is why **INTIME FREIGHT** has adopted a strategy to mitigate climate change known as "The Climate Action Plan".

- **INTIME FREIGHT** is supporting efforts to reach a new worldwide climate agreement post 2013, and has joined schemes to mobilize the transport and freight forwarding sector for a fair contribution to global targets.

- **INTIME FREIGHT** is continuing to modernize its fleet, contribute to transport research and encourage the entire supply chain to reduce CO₂ emissions.

- The Company expects its entire staff to work on ambitious environmental action plans, from saving fuel in transport operations, to energy management.

INTIME FREIGHT is actively stimulating the implementation of sustainable transport fuels and is involved in research programmes for renewable energy.

- The Company supports environmental protection programmes led by NGOs.

- The Company is continuing to expand its operations while at the same time reducing noise levels in areas surrounding the roads.

Local air quality and its implications for human health and eco systems is a growing concern. Transport has an impact on the air quality in areas close to the roads due to emissions from truck engines.

INTIME FREIGHT's Fuel Plan seeks to assess, formulate and promote fuel consumption optimization initiatives. The Company's drivers apply as often as possible the most fuel efficient procedures, without compromising road safety.

Reducing weight is a key issue for saving fuel as the lighter the truck, the less the fuel it burns and as such the less CO2 it emits.

DEVELOPING SUSTAINABLE ALTERNATIVE FUELS

Sustainable alternative fuels are one of the most promising routes to achieving reductions in transports' CO2 emissions. They will be essential in achieving **INTIME FREIGHT's** ambition as well as the transport industry as a whole. Sustainable bio-fuel development is a priority for the Company, whose strategy is to explore the entire value chain from research to commercialization. Sustainable alternative fuels are the only appropriate replacement for fossil kerosene.

INTIME FREIGHT is open to use of different raw materials, as far as these comply with sustainability criteria that are internationally recognized. For example, their use must result in a substantial reduction in CO2 emissions, they must have a minimal negative impact on biodiversity and the food chain, and they must not lead to deforestation. The sustainability of transport fuels depends on many factors and has to be assessed on a case-by-case basis.

INTIME FREIGHT supports several bio-fuels research initiatives and bio-fuel development. The Company has been developing the technical, sustainability supply chain logistics and marketing capabilities to deliver sustainable fuel to any commercial truck in the world.

ENVIRONMENTAL PERFORMANCE

INTIME FREIGHT does more than endeavor to reduce the environmental impact of its activities. We are committed to developing our businesses, products, and services to meet the new challenges posed by climate change and increasingly scarce natural resources.

This strategy also serves the demands of our customers, who are aware of the urgent need to integrate environmental impacts into the products and services offerings they buy.

We are committed to:

- Controlling and reducing the risks associated with our activities
- Optimizing and innovating our products and services

REDUCING WASTE AND ENERGY CONSUMPTION

LIMITING OUR WASTE

INTIME FREIGHT is involving in its customers, staff, business associates and partners by asking them to place their newspapers and packaging materials in a recycling container after their have read their newspapers or unpacked their products/cargo. These dedicated containers are emptied by local recycling companies. Most of our customers, business associates and partners participate voluntarily on this initiative.

To reduce the amount of cooking oil used, **INTIME FREIGHT** encourages catering organizations to set up a filtering equipment pilot site that would result in a reduction of the amount of cooking oil purchased and disposed of. Packaging materials are recycled and re-used. The optimization of disposable cups, opened packs of which were previously thrown away has meant a reduction in tons of waste and a saving of millions of cups.

INTIME FREIGHT has worked on initiatives with flower farms and hotels in reducing the amount of wasted water from irrigation systems and cleaning, saving thousands of liters of water per week and millions in terms of money per year.

PREVENTING POLLUTION AND WASTE CONTROL AND MANAGEMENT

INTIME FREIGHT is strongly committed to continuously improving their environmental performance and shrinking their environmental impact of their activities. We have systems in place to prevent pollution and manage waste, particularly hazardous waste. Given the lack of waste reprocessing facilities in Kenya and to avoid potentially harmful discharges into the local ecosystems, **INTIME FREIGHT** has teamed up with companies with the ability to offer true traceability. To reduce its environmental footprint our teams have introduced waste management solutions, particularly for oil generated by its road logistics operations.

OPTIMIZING AND INNOVATING OUR PRODUCTS AND SERVICES.

We go beyond reducing our environmental impact and also endeavor to optimize our products and services. Energy constraints, climate change and scarcity of natural resources are all factors that heavily influence our production and consumption patterns. Forward planning for change is a decisive competitive advantage.

GREEN PRODUCTS & SERVICES

To protect the earth's natural resources, the Company seeks to optimize production processes and construction of new infrastructures.

INNOVATIVE SERVICES

Social and environmental responsibility plays a big part in a Company's reputation and in building and maintaining the trust of its customers.

COORDINATION BETWEEN PARTNERS IS ESSENTIAL

INTIME FREIGHT's Scrap program recovers metal from Garages, Supermarkets, Workshops, Container Depots, Export Processing Zones, Industries, Container Freight Stations and Flower Farms in order to make new parts or to re-use parts that are still in good condition. This is through the use of a scanner that is used to sort through the different types of metal. We have developed a system that assists in the process of identifying waste streams that can be optimized and opportunities to cut waste volumes and costs. This process begins at the product development stage (reducing the amount of packaging used, removing products that are rarely used) and is followed by examining how products are transported and stored. **INTIME FREIGHT** also looks at the workplace organization, by planning the recycling of certain materials, such as cartons, plastics and boxes. Finally, various improvements for waste processing are examined.

BETTER RESOURCES

In December 2011, INTIME FREIGHT began using brown paper refuse bags, which are more environmentally friendly than the white bags previously used, without reducing their resistance. The manufacturer of the previous paper, especially in the whitening step, required the use of chemicals, whereas brown bags are made of unbleached natural wood fibers. In addition to this, the paper supplier uses pine, which has a positive environmental impact in terms of transport compared to remote countries supply.

ENERGY EFFICIENCY

In 2012, INTIME FREIGHT installed all office toilets that use rain water and tap water to flush, LED lights to save energy and tiles made from recycled plastic.

INTIME FREIGHT has conducted a study about its energy consumption. The study came up with four initiatives for the short term, for example, replacing the tiles in its office floor and adjusting air conditioning and recirculation equipment. These actions have resulted in energy savings. Sustainability criteria has become part of the decision making process when renewing work stations.

INTIME FREIGHT has equipped its offices with solar powered dish washers and solar panels for dishwashers and hot water. The system has significantly reduced the energy required for heating water. The solar energy is free, abundant and renewable. The panels have been installed on structures that provide shade in the offices main car park. A carpet care program has been included. This program aims to recycle used office carpets and such are now used as raw materials for fuel in the cement industry carried out by carpet manufacturers.

PRESERVING LOCAL AIR QUALITY

SUSTAINABLE MOBILITY

As **INTIME FREIGHT** is one of the major employers in Kenya, it has put in place an employee transport plan (PDE) in order to reduce emissions generated by the transport of its employees. This is particularly important as the majority of employees work irregular hours and travel to work in their own cars. This plan provides a range of services such as car sharing site, open shared offices, or courses of eco-driving and road safety awareness. In order to encourage its employees to use public transport, **INTIME FREIGHT** reimburses the entire cost of travel cards. In 2012, **INTIME FREIGHT** along with other freight and forwarding companies based in Nairobi, participated in the set up of the first Inter- Company Transport Plan (PDIE) in the Nairobi-Jomo Kenyatta International Airport (NBO) area.

Thresholds for triggering alerts and public information procedures have been set up to provide the framework for measures to be taken in the event of peak in pollution. **INTIME FREIGHT** is also involved in working group charged with updating the PPA Plan (Air Pollution Protection Plan), which came into force as a result of the LAURE Law of 1996 and whose objective is to implement measures to reduce emissions produced by combustion engine powered vehicles. We are also replacing our transport fleet with truck models that emit less CO₂ and soot and helping us obtain a saving of CO₂ obtained compared to normal Diesel Trucks. We have also set up several simultaneous maintenance of trucks and reduction of weight loaded to reduce amount of CO₂ emitted.

Special hydraulic cargo handling equipments are in service at our warehouse for loading and offloading cargo to/from trucks. Since they are hydraulic equipment, they do not emit CO₂ and are less noisy while diminishing the physical hard work of loading/offloading cargo into/out of the trucks. The **INTIME FREIGHT** warehouses and cargo handling centers has replaced all tractors used for hauling pallets. Fuel-efficient electronically managed LPG engines powers the new trucks, tractors and vehicles and driver comfort has also been improved (hydraulic suspension for seats, heating, soundproofing of the driver's cabin).

PROTECTING BIODIVERSITY

AN INDIRECT IMPACT BUT MAJOR CHALLENGE

Preservation of biodiversity is a major challenge, although the impact of freight forwarding industry on it is indirect. It mainly occurs through the emission of CO₂, which contributes to climate change. **INTIME FREIGHT** supports several initiatives that protect biodiversity, in order to examine and formulate its future strategy in relation to preserving biodiversity. We look closely to the natural environment with particular insight in impacted ecosystem services such as packaging materials, transport and climatic regulations. **INTIME FREIGHT** has the intention to sign the IUCN leaders for Nature Inspirational Programme for Ecosystems. Signatories have the intention together to develop projects on biodiversity and Ecosystems. We also financially support conservation projects and forestry programmes in Kenya. **INTIME FREIGHT** also contribute in transportation and shipping equipment involved in the expeditions which aim to document biodiversity, a necessary preliminary step in order to study changes in the untouched parts of the world including the Central African Republic. **INTIME FREIGHT** supports the development of REDD (Reducing Emissions from Deforestation and Forest Degradation) and Sand Harvesting along Riverbeds, aimed at reducing emissions of Carbon stored in forests and protecting species whilst at the same time providing social benefits for the local inhabitants.

STANDARD SETTING PROJECT AGAINST DEFORESTATION

Deforestation is responsible for much of global greenhouses gas emissions, almost equal to all forms of transport combined. Committed to the fight against climate change, **INTIME FREIGHT** supports all major projects which aim to preserve tones of carbon, stored in hectares of forest. At a global level, the WWF considers Madagascar to be one of the key regions in the world for the protection of diversity. These programmes have successfully protected and secured hundreds of thousands of hectares. Due to this, several natural resource management transfer contracts have been signed, reforestation targets have been reached in certain areas, thousands of households have given up such slash and burn cultivation in favour of alternative farming methods and tens of thousands of households have been informed about the effects of climate change. This has also led to the beautification of several places in Kenya. We believe the Company can and will continue to play a frontrunner role in CSR, like using bio-fuels and sustainability in other supply chains. Within this programme the Company further investigates its contribution to protect bio-diversity and enhance ecosystem services; moving from inspiration to action.

CONTEXT

While **INTIME FREIGHT** is mobilized around adjusting to a difficult economic environment, the Company continues to prioritize investment aimed at strengthening relationships with customers, business associates and partners through the high quality and efficiency of its products and services.

Listening to customers and anticipating to their needs by putting emphasis on personalization, innovation, responsiveness and assistance during the scope of service delivery, are the cornerstones of the Company's Customer-Centric strategy and focus of continuous improvement.

The new ways of maintaining dialogue with customers, particularly through the social media, reveal a growing interest in our CSR initiatives. This dialogue has supported the Company's efforts in recent years and encouraged it to pursue the development of sustainable products and services throughout the customer's service delivery. Our challenge is making our actions more visible, successfully involving customers in our CSR approach and to remaining our customer's freight forwarder of choice.

Our ambition is differentiating ourselves in an increasingly competitive environment by offering a personalized and pro-active customer approach whilst making sustainability integral to our products and services.

BUILDING A SUSTAINABLE RELATIONSHIP WITH OUR CUSTOMERS

Commitments

In order to achieve our customer's ambition, we are committed to the following:

- Continually improving the service we provide to our customers
- Excelling in operational performance
- Developing services to keep in touch with customers and providing seamless customer delivery services from the moment of shipment order to shipment delivery
- Providing assistance in the case of unforeseen events
- Developing and maintaining sustainable products and services all along our customer service delivery.

Objectives

- Improving service quality
- Retain our position at the top of freight forwarders ranking
- Increase interaction with our customers via social media
- Increase overall customer satisfaction of delivery services
- Increase customer knowledge about **INTIME FREIGHT's** CSR actions
- Increase sustainable products in our customer service delivery
- Focus on **INTIME FREIGHT's** customer service delivery initiatives.

MEASURING OUR PERFORMANCE

OPERATIONAL PERFORMANCE

Punctuality, on time and regularity are our priorities for the customer and an important part of evaluating customer service delivery quality. Information on **INTIME FREIGHT** punctuality and regularity performance is regularly updated on its corporate website.

To respond effectively to crisis situations and capitalize on lessons learnt from previous experiences, **INTIME FREIGHT** has reinforced its Operational Management Procedure by creating a Commercial Crisis and Communications Team headed by the Duty Sales Director and comprising a multi-disciplinary team. It brings together all the skills across the Company needed to adapt the commercial rules to crisis situations and coordinate the messages sent to customers to offer them the best-possible assistance.

We analyze encounters during unforeseen events. **INTIME FREIGHT** has a system in place which enables all departments to share the analysis of incidents and use this information to improve decision making and action plan management in order to improve problem resolution.

CUSTOMER SATISFACTION AND DIALOGUE

INTIME FREIGHT continuously monitors its customer's satisfaction with products and services through different surveys and communities. These surveys cover the entire customer experience, from order placement to shipment delivery and allow us to monitor our customer's perceptions on a continuous basis.

The Company also involves its customers in the development of new products and services via social media and customer panels. We have thousands of active members of face book who take regularly part in surveys in products and services as well as hundreds of customers using the chat facility on the InTouch Blog.

Besides through its service standards, **INTIME FREIGHT** makes a commitment to customers about the service they can expect. We have launched a platform for sharing daily operational performance results on its intranet, providing a single point of reference for all of the Company's businesses.

EFFECTIVE COMMUNICATION THROUGH SOCIAL MEDIA

Social Media plays a key role in keeping customers informed in case of unforeseen events, contributes to customer satisfaction and permits answering questions from customers more effectively. **INTIME FREIGHT** aims to provide an answer within one hour and a solution within 24hours. We are committed to setting the standards in Corporate Social Responsibility, and increasingly offer our customers sustainable products and services, with our services being seamless and customized. We have ethical and fair trade products and services. We have a real time information service permitting to keep in contact with customers. Customers are immediately informed about delivery delays, or changes in schedules via email or sms to their Smartphone, providing them with updates of the latest information on their shipments.

MINIMIZING THE ENVIRONMENTAL IMPACT OF OUR FREIGHT FORWARDING SERVICES

ECO-DESIGN

The Company works in close cooperation with suppliers, trains experts in the different businesses and deploys new tools to facilitate eco-design in the decision-making process. This helps us to identify alternative solutions enabling a reduction in the environmental impact of our operations. This approach has four key pillars: Reinvent, Reduce, Recycle and Reuse.

Reinvent

INTIME FREIGHT is replacing our old transport trucks, forklifts and ground cargo handling equipment. This has enabled a reduction of tons of CO₂ while offering drivers greater comfort.

Reduce Waste

- Adapting the reduction of packaging material on household items and cargo and introduction of lighter packaging materials
- Providing re-usable packaging materials such as paper cartons and boxes saving up to tons of waste per year.

Recycle

- Get customers involved in recycling packaging materials
- INTIME FREIGHT** recycles used old newspapers, plastics, tableware etc. Non recyclable waste is burnt and converted into energy
- We have set up specific recycling treatment adapted for specific waste.

Re-Use

-Sorting and collecting cargo packaging materials (debris) to produce new service packaging material
INTIME FREIGHT has introduced gradually new headphones to its staff. These headphones provide improved sound quality and marginally lower ambient noise levels. An environmental and societal approach was taken into account while adapting the use of the new reusable headphones. Headphones that have reached the end of their lifecycle are recycled by a company dedicated to specific recycling. This has resulted in better product quality for customers, the creation of jobs for people with disabilities and reduction in tons of waste.

INTIME FREIGHT also advocates in the reduction in use of palm oil and soya from unsustainable sources used as ingredients in many catering products. This has resulted in the increased use of sustainable catering products such as organic eggs, Fair Trade Chocolate etc.



INNOVATING FOR SUSTAINABLE CARGO SOLUTIONS

EFFICIENT CARGO

INTIME FREIGHT is making more efficient and transparent by digitalizing transport documentation in cooperation with customers and other industry partners.

The objective of “E-Freight” is to achieve optimized, paper free documents processing, guaranteeing compliance with national and International regulations, making document processing faster, cheaper and more reliable.

The project will benefit the environment by replacing the paper documents currently required with electronic, saving thousands of tons of paper per year.

INTIME FREIGHT has set up an inclusive innovation system for staff members to submit ideas for innovative solutions, the most relevant suggestions are put into practice.

ADAPTIVE MAINTENANCE SERVICES

INTIME FREIGHT truck maintenance is to be adaptive in a changing environment. Due to the current economic situation repairing is more instead of replacing. This result in both a reduction of maintenance costs as well as resources savings. Due to high fuel costs, efficient engines are more important than ever before. This results in optimal performance with balanced costs. This also results to significant reduction in maintenance costs. This initiative involves listening to stakeholders and including social and environmental criteria in financial analysis. Good maintenance provides three major advantages;

- ▶ Fast and efficient services for customers.
- ▶ Significant cost savings
- ▶ An environmental approach which also takes into account noise hindrance to residents.

CONTEXT

As a major player in international trade, **INTIME FREIGHT** pursues a social policy and shares the values of respect, integrity, solidarity and professionalism.

In the current economic and financial climate together with growing and intense competition, the Company is facing up multiple challenges in which it has to adapt to a faster pace of change. At the same time, Company continues to ensure effective social dialogue, develop the employability and skills of its employees and maintain effective relations with employees and their representatives. In this context, **INTIME FREIGHT** has launched a transformation plan aimed at restoring the Company's competitiveness. This plan has been adapted to ensure the most appropriate response to achieving the priority objectives.

We aim to create a safe and motivating working environment to facilitate every employee taking responsibility for the Company's' performance and competitiveness. We pursue a responsible social policy along with ongoing communication and encourage professional developments.

Promoting a Responsible Human Resources Policy.

Commitments

We carry out our ambition through the following commitments:

- ▶ Boost staff members' employability through training and by improving mobility and flexibility.
- ▶ Promoting Health and Safety in the work place.
- ▶ Leading change whilst maintaining effective dialogue with employees and employee representatives.
- ▶ Promoting respect, well-being and work-life balance.
- ▶ Fostering diversity in order to preserve our attractiveness as an employer and to encourage new talent to surface.

Objectives

- ▶ Stimulate and enhance employability through mobility.
- ▶ Stimulate employability through training and development.
- ▶ Develop the way we welcome young people and work-study students.
- ▶ Promote Health and Safety in the work place
- ▶ Promote effective dialogue with employees and their representatives.
- ▶ Manage Absenteeism and improve chances of disabled employees.
- ▶ Train employees to develop their employability.
- ▶ Pursue commitments and support for diversity.
- ▶ Increase flexibility.

ADAPTING TO THE CHANGING ECONOMIC CLIMATE

RESPONSIBLE STAFF MANAGEMENT

INTIME FREIGHT has pursued a policy to reduce costs, increase flexibility and improve its responsiveness. This has led to a gradual reduction in its work force. Our Voluntary Departure plan has enabled employees to benefit from help in moving on to new projects, with many of these employees setting up their own businesses.

FACILITATING MOBILITY

Mobility is key to sustainable employability. To ensure that mobility can take place in the smoothest way possible, **INTIME FREIGHT** has developed a qualitative Human Resources and Skills Planning process. This scheme includes career Orientation and Mobility initiatives such as a "Mobility Unit" and a "Job Market". At the end of 2012, an Internship Charter was signed, reaffirming the Company's willingness to develop the way it welcomes and provides support for young people following apprenticeship courses. **INTIME FREIGHT** has continued to recruit "young executives".

To facilitate mobility for employees, a Job Centre has been opened to offer training and career advice. As of 2012 all employees have acquired new positions, mainly in line with their personal preferences.

ONGOING SOCIAL DIALOGUE

INTIME FREIGHT promotes effective social dialogue by pursuing a policy based on respect for people. Our strategy is based on respect for shared values, the transfer of skills and our desire to innovate.

TRAINING

Training is one of the main ways of providing support and assistance during change within the Company and in helping individual employees with their projects to boost their own employability. Despite the economic situation, the ongoing development of training programmes (combining face-to-face learning with e-learning) has contributed to maintaining a high level of access to training.

INTIME FREIGHT employees are actively involved in planning their career paths. The growing use of personal training entitlements at **INTIME FREIGHT** illustrates this point. The Company employees followed our "start working on your future" programme from its launch.

New training materials have been made available to line managers and HR managers to assist them with change in their divisions. The programme also provides tools to better understand the mechanics of change, to adjust the mechanics of change, to adjust their roles, manage resistance and communicate in order to involve their teams.

The "**INTIME FREIGHT** Academy" programme for management training is being continued in partnership with Nairobi Aviation College. Training for new managers on management decision-making and management Principles is also being continued.

SAFEGUARDING HEALTH AND SAFETY

LOWER ACCIDENT RATES

The health and safety of staff members in the work place is a key priority for **INTIME FREIGHT**. Its importance is supported from the highest management levels to all departments in the business. Progress has been made in this area through strong commitment at executive level and by managing the fundamentals:

- Reduction in the frequency rate of work related accidents at **INTIME FREIGHT**
- Decline in the number of serious accidents.

The Company intends to continue the good rate of progress in initiatives and outcomes in this area on which there can be no compromise. The safety of our employees, subcontractors and partners is a top priority to the Company, which operates in environments where the risk of occupational accidents runs high. Our subsidiaries define policies and procedures and deploy appropriate resources to ensure safety. We are committed to:

- Enhancing workplace safety and reducing the risk of occupational accidents
- Ensuring the health of our employees and offering them an effective healthcare and insurance schemes.

A DEDICATED ORGANIZATION

In the transportation and logistics business lines, prevention of occupational and environmental unit within the Operational Safety Department covering **INTIME FREIGHT** Logistics division subsidiaries. The Units members implement health, safety and environment policy adapting it to the local context and type of work carried out by the subsidiary. The result is a significant reduction in the occupational accident frequency rate. The QHSE Corporate Department manages the network of country coordinators tasked with identifying local risk and preparing the appropriate action plans.

The risks associated with situations and behavior in the workplace are identified and assessed. Improving safety is a continuous improvement process and involves all employees. The company ensures that business comply with legislative and regulatory requirements and promote a policy of prevention in the areas of Health, Safety and Security.

EMPLOYEE HEALTH

PREVENTIVE HEALTH

Our Employee health policy consists of implementing preventive procedures or providing access to health-care, depending on where our activities are located.

ACCESS TO HEALTHCARE

INTIME FREIGHT offers quick and high-quality access to healthcare for employees and their families through its In-House occupational health services. Where such centers are not available, the company calls on outside partners (Multi-Company Clinics or nearby hospitals). Throughout the years, the company organizes vaccination campaigns for employees and their families.

SOCIAL PROTECTION

To improve the quality of the benefits our employees receive supplemental health insurance schemes. We have launched programs to bring all its health and retirement benefits programs into line. We have introduced a plan to cover healthcare costs, either in the form of health insurance in some subsidiaries, or individual reimbursement of medical costs for employees and their families. We have teamed up with both Company healthcare centers and partnered with private clinics to provide healthcare.

SETTING GOALS AND MONITOR

INTIME FREIGHT will renew its three year-initiative with the aim of reducing the frequency of accidents in the work place. Projects are monitored step by step by each of steering committees and periodical evaluations carried out within **INTIME FREIGHT**. The committees have committed to reducing accidents in the work place through action plans and contracts stipulating precise objectives for each entity within the Company.

At **INTIME FREIGHT**, monitoring is the responsibility of the steering committees and the Quality and Safety Board. The Board's goal is to ensure reduction in the rate of serious accidents year after year.

TAKING PREVENTIVE MEASURES

A survey was carried out among all **INTIME FREIGHT** staff: 40% of the employees responded to questions concerning behavior of managers and their own attitude regarding safety regulations and practices. The findings have led the measures including adjustments of the introduction for new employee and the implementation of a two-year e- learning safety programme for managers.

The involvement of field managers, employees and “preventers” enables potentially dangerous situations to be detected and encouraged preventive measures to be taken. This approach, based on the participation of all employees involved, has a proven track record of success resulting in faster improvement. We intend to be the first to introduce innovative techniques such as cargo robots and an automated cargo buffer. This would increase efficiency, reduce the physical demands on employees involvement and reduce occupational safety risks.

PROMOTING SAFETY CULTURE

Holding events and conventions on the theme of safety in the workplace helps to spread the message of safety culture and the issues at stake in the Company. At **INTIME FREIGHT**, safety awareness campaigns have taken place and new initiatives have been put into action, one of which concerns the introduction of a Voluntary Safety Report in addition to the Cargo Safety Report for Port and Warehouse Operations employees.

INTIME FREIGHT continues its safety champions (Managers in Charge of Promoting Safety), awarding employees for innovative ideas that improve safety. The Company organizes bench marking forums on special topics such as psychosocial risks. Training sessions provided goes beyond statutory requirements and is in itself a tool for preventing accident risks.

Management is involved on a collective basis during our Health and Safety in the workplace conference, during which awards for safety performance are presented to managers in operational divisions. At **INTIME FREIGHT** an awareness campaign that aims to reduce ground cargo speed (a regular cause of work place accidents) has been launched, and training has been made available to all **INTIME FREIGHT** out stations managers.

QUALITY OF LIFE IN THE WORKPLACE

The improvement of quality of life in the workplace is a means of improving performance. Methods and prevention of psychosocial risks and quality of life in the workplace have been put into practice in all divisions of the Company, by way of multi-disciplinary groups led by Psychosocial Risk Experts.

INTIME FREIGHT experiments new ways of working. As in previous years at **INTIME FREIGHT**, the Company is encouraging members of staff to lead a healthy lifestyle by supporting employees take part in UAP Ndakaini Half Marathon, Standard Chartered Nairobi Marathon, and Climbing Ngong Hills among other activities.

At the same time, the Cargo Operations Department organized a campaign to promote awareness about healthy living for older people; on the programme where among others, health checkups, massages etc.

SOCIAL PROTECTION FOR ALL EMPLOYEES

INTIME FREIGHT employees have benefited from values and commitments laid out in **INTIME FREIGHT's** Social Rights and Ethics Charter. The majority of the Company's staff benefits from Social Security, ensuring they receive sickness and maternity benefits, along with arrangements to ensure they can benefit from a decent standard of living during their retirement and are covered against accident and death. The Company is also developing a responsible health policy for its employees, in particular through campaigns on preventing specific local health risks.

PROMOTING EQUAL OPPORTUNITIES AND DIVERSITY

FOLLOWING THROUGH ON OUR COMMITMENTS

In line with its Social Rights and Ethics Charter, **INTIME FREIGHT** is pursuing a Social Policy based on integration through work, respect for equal opportunities, combating discrimination and promoting diversity.

Equal opportunity rules apply in particular to recruitments and internal selection processes. All **INTIME FREIGHT** employees involved in these processes are subject to Recruitments, selection and Redeployment Code of Ethics. To encourage a process of Continual Improvement, surveys are regularly carried out among job applicants to measure their level of satisfaction.

INTIME FREIGHT is continuing to fulfill its responsibilities towards young people entering the labor market. We have several new apprentices every year with many of them being offered permanent contracts in the company.

A STRONG POLICY FOR DISABLED PEOPLE

INTIME FREIGHT welcomes new disabled employees with a good number of them in permanent employment with the Company.

At **INTIME FREIGHT**, when sick leave leads to an employee's permanent inability to fulfill their contractual duties, even when the employee has changed jobs to one which is more compatible with their disability, the employee is considered to be legally disabled.

It is now easier for **INTIME FREIGHT** employees who have acquired a disability to return to work, as they are no longer required to apply for a new job (when returning to their previous jobs is not possible), they are instead offered a suitable position. Matching disabled employees with available positions has proven successful.

GENDER EQUALITY AND RESPECT FOR SEXUAL ORIENTATIONS.

At **INTIME FREIGHT** the agreement on gender equality in the work place was agreed unanimously by unions representing employees at Company level, providing continuity to a 5yr long commitment.

The agreement has three main objectives:

- ▶ To establish a common methodology for measuring professional and wage equality.
- ▶ To ensure equal opportunity and treatment.
- ▶ To come up with practical measures concerning work life balance.

Support for associations promoting equal opportunities was also reaffirmed, as were a series of measures enabling employees with young children to organize their professional lives more effectively around their family responsibilities. The Company notably pays part of their salaries to employees on paternity leave.

INTIME FREIGHT supports diversity in its work place, for instance regarding ethnic background, gender, sexual preference, religion and age. More specifically, **INTIME FREIGHT** respects the sexual orientation of its employees via a social network aimed at Lesbian, Gay, Bisexual and Transgender (LGBT) staff to meet with colleagues of all sexual orientations to discuss LGBT related issues. Furthermore, the Cargo Divisions of **INTIME FREIGHT** have introduced an overview of management tools to promote more female participation.

Subtle dissemination and undesirable behavior targeting LGBT people unfortunately still exists at the work place. Protective Legislation is in place but cannot prevent all unwanted behavior.

The Company is working to increase the visibility of LGBT employees and to ensure that management is aware of their responsibilities to create a LGBT- friendly work place environment.

INVOLVING EMPLOYEES

LISTENING TO STAFF

Several barometers are in place to measure levels of employee satisfaction within the Company, such as the IPM (Internal Perception Monitoring). For the past three years, a specific survey on Corporate Social Responsibility (CSR) has been carried out among employees and customers, in order to cross-reference the results and their expectations.

BUILDING AWARENESS

At **INTIME FREIGHT**, quarterly “CSR Cafes” are held in order to build awareness of CSR issues among employees. The network initiated a session dedicated to diversity. The CSR café has also focused on the launch of a pilot for a sustainable produce range in the **INTIME FREIGHT** shop. We take part in conferences and organize stands during Sustainable Developments mobility Week.

CSR TRAINING

An e-learning module on CSR has been developed and is made available to a large majority of the Company's employees.

At **INTIME FREIGHT**, CSR issues are integrated into several training courses such as the e-learning course in the Transport Department and initiatives to build awareness about fuel consumption in the Transport Operations Department.

INVOLVING STAFF MEMBERS

INTIME FREIGHT involves employees in progress and innovation initiatives.

EMPOWERING EMPLOYEES AND DEVELOPING OUR HUMAN CAPITAL

The company is well aware that its development is directly linked to that of its staff and that their expertise lies in the hearts of the Company's economic success. For these two reasons, the Company treats management planning of jobs and skills, training and mobility as some of its main priorities.

Objectives of Management planning of jobs and skills include:

- Unsure constant upgrading of employee's skills
- Reconcile the needs of the company with the aspirations of our employees and their career development goals.

PROMOTING EMPLOYABILITY FOR ALL OUR STAFF

To keep up with the ever changing nature of our businesses, the Company must anticipate future demands, while promoting local talent.

DEVELOPING SKILLS

Training is crucial to developing the skills and employability of staff. Each year the Company prepares a structured training plan extending to all employees to support its growth.

BY WAY OF EXAMPLE

INTIME FREIGHT opened an In-House Training Center to provide its employees with the tools they need for their development and to support growth. It specializes in Logistics and Transportation training. Its strength lies in its ability to train skilled employees to serve as internal resources in sharing new skills with their team members.

New training methods are used across the company ensuring that all employees in all subsidiaries benefit from learning opportunities. E-Learning is also commonly used to meet some of the training requirements of international subsidiaries. Specialist HR and business-specific training programs are included in the training plan. The Company is also committed to a policy of work-based learning. In Kenya, a University work-place-partnership prepares over 25 young people for production management positions in Transportation and Logistics. The company supports and anticipates the needs of its growth strategy by continually strengthening its teams. Each of its logistics subsidiaries deploys its own training program to develop the skills of its staff in line with local needs. In 2012, 150 employees received dedicated training in Transit, Shipping, OHSE, Information Systems, Management and Languages. In light of the extremely rapid shifts in jobs and technologies, the company has stepped up its training in Multi-Channel and Digital Communication Management and customer relations are also focus areas of training.

PROMOTING TALENT

INTIME FREIGHT implements a strategy to manage and develop the talents of high-potential individuals. To achieve this, a talent-management program was set-up in cooperation with general management and Human Resources Departments. An initial 30 people followed this program and aimed at promoting the development of talented staff, both individually and collectively, in order to produce a pool of future managers with a shared managerial culture and values. **INTIME FREIGHT** has teamed up with universities to attract and retain local talent in its lines of business

CONTEXT

A growing world population, growth in emerging economies and expectations that cargo will continue moving will make that freight forwarding remains a high-growth industry in coming decades. **INTIME FREIGHT** takes up its role in these developments and thereby continues to contribute to economic and social development through its business activities and large network, therefore also stimulating trade within other sectors.

INTIME FREIGHT continue to take responsibility on Warehouses, Cargo Freight Stations and Cargo Centers through job creation, sharing skills and exchange knowledge via partnership and long term dialogue with local stakeholders. Where possible creating new opportunities.

The Company also supports the development projects of NGO's by making human, financial and logistic means available, and also encourages the involvement of its employees in developing projects. We strive to add economic value in the areas where we operate. By working together with local partners, we create new business opportunities and support projects contributing to the long-term well-being of the local communities.

CONTRIBUTING TO LOCAL DEVELOPMENT

STRENGTHENING THE REGIONAL Foothold OF OUR ACTIVITIES

For **INTIME FREIGHT**, Corporate Social Responsibility means investing in the local communities in our host countries and playing active roles in their development. Corporate citizenship also means creating synergies with these communities and buying locally whenever and wherever possible.

Our goal is to promote:

-Local employment

-The creation of training programs based on partnership with schools and universities.

We team up with secondary schools and vocational training colleges in initiatives to train local young people and promote local recruitment. We are committed to building bridges between the academic and professional worlds.

FOSTERING SOLIDARITY AN ENTERPRENEURIAL SPIRIT

All employees are invited to propose a project related to their professional or personal life. A sponsorship committee selects the projects and allocates the amount and duration of funding. The initiatives have been very warmly received by employees with project funding allocated in a range of areas, including:

-Medical assistance and research

-Humanitarian efforts and education

-Protecting cultural diversity

-Social Integration.

Commitments

We carry out our ambition through the following commitments;

Contribute to the local economy through our capacity to create business and jobs, for example by using local suppliers;

- ▶ Build long-term relationships with local stakeholders through dialogue and partnership;
- ▶ Share skills and knowledge.
- ▶ Encourage our employees to participate in development projects:
- ▶ Assist by providing human logistical and financial support for development programmes

OBJECTIVES

-Contribution to Local Developments.

-Continuation of Long -Term Dialogue with local stake holders.

-Promotion of local development.

-Maintaining a strong commitment to development of projects.

CONTRIBUTING TO LOCAL DEVELOPEMENT

IMPACTING LOCAL ECONOMIES

As a major freight and forwarding employer at major Airports and Ports in Kenya, **INTIME FREIGHT** contributes significant to job creation. **INTIME FREIGHT** has demonstrated its commitments to providing employment for disables people and continue to identify new opportunities for them. The Company takes part in discussion on projects set to shape the areas surrounding its operations and businesses. Effective governance is essential.

ONGOING DIALGOUE WITH STAKEHOLDERS

INTIME FREIGHT takes proactive approach to engaging with local stakeholders such as residents, elected officials, associations and regulatory authorities. Valuable exchanges are to key to achieving sustainable growth and successful cooperation in areas such as noise and quality of life. The Company strengthens its local presence and works in cooperation with local stakeholders.

CONTRIBUTING TO SKILLS DEVELOPMENT

INTIME FREIGHT supports initiatives that promote access to training for careers in Cargo and Freight Forwarding through its involvement in different associations The Company provides support for educational programmes for young people, through information, training and work placements.

VOLUNTARY INITIATIVES

The Company network mobilizes employees in a range of voluntary and fundraising schemes in Kenya.

INTIME FREIGHT takes part in local fundraising events for cancer patients and research.

The Cargo Department is promoting young talent through a programme in which it selects students from Nairobi Aviation College and other learning institutions to work at **INTIME FREIGHT** during their studies, after which they are offered a one or two years contract with the Company once they graduate. They receive training and mentoring from Senior Managements as part of the individual career path.

CONTRIBUTING TO LOCAL DEVELOPMENT

SUPPORTING LOCAL ECONOMIC DEVELOPMENT

The Company contributes to the local economic and social development in regions of its operations. Corresponding fees paid to local governments contribute to local economies on a structural base.

Furthermore, the range of expertise and services the Company requires for its operations creates a large number of jobs, both direct and indirect. The Company promotes jobs and the development of other activities.

The Company also participates in the transfer of skills in the Countries that it serves and improving their own knowledge.

PARTNERSHIP IN DEVELOPMENT PROJECTS

The Company has a long track record of contributing to local development projects from supporting NGOs to own employees initiatives. **INTIME FREIGHT** works to assist disadvantaged children through its Corporate Foundation. The Company has partnership with several NGO'S which promotes child protection, economic development and sustainable tourism.

INTIME FREIGHT supports different NGOS every quarter, in terms of financial, logistical and organizational assistance and contributes to achieving the Millennium Development Goals.

Alongside skills sponsorship development which various partners, **INTIME FREIGHT** employees take part in Social, Humanitarian and Nature Conservation Projects. We assist in fundraising, distribution of goods, toys and clothes. Education is a key element to achieving the Millennium Development Goals. We support initiatives to help the sick, handicapped children or people in great poverty. We work towards meeting the needs of the growing school age population and improve conditions in educational institutions. We are committed to improving agricultural production by involving local authorities in purchasing agricultural produce for school canteens. We work with farmers' organizations involved in measures to boost incomes by carrying out the initial stages of food processing and production.

The Company introduces young people with disabilities to freight and forwarding industry. We work on projects to combat deforestation and aid development. Several hectares have been protected and secured, with households giving up slash and burn cultivation in favor of alternative farming methods.

The Company mobilizes the local delegation to provide support for Children's Charity. We assist in collection of toys, fundraising and providing transport assistance to the sick children and their families. We work with organizations to provide social education to young people aged between 3 and 18 yrs.

CRS REPORT

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