

Global Reporting Initiative Table

General standard disclosures	Reference 2018 Sustainability Outcomes Report	Page	Reference 2018 Integrated Report	Page
Strategy and analysis				
G4-1 Provide a statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	Message from the Board of Directors, and Message from the Group Chief Executive.	13, 15	About this report - Integrating sustainability reporting in the 2017 Integrated Report (jointly approved by Transnet Chairperson, Group Chief Executive and Chief Financial Officer). Chairperson's foreword and Executive Summary	3 7 - 11
G4-2 Description of key impacts, risks and opportunities.	Managing our emerging risks Identifying and confirming material issues	33 22	The impact and relevance of material aspects Risks and opportunities arising from material matters	56 - 57 61 - 65
Organisational profile				
G4-3 Report the name of the organisation.	Transnet SOC Ltd.	3	Organisational overview.	13 - 19
G4-4 Report the primary brands, products and services.	About Transnet - Where we operate and what we do	5 - 11	Organisational overview.	13 - 19
G4-5 Report the location of the organisation's headquarters.	Johannesburg, South Africa.	5	Organisational overview.	13 - 19
G4-6 Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	About Transnet - Where we operate and what we do	5 - 11	Organisational overview.	13 - 19
G4-7 Report the nature of ownership and legal form.	About Transnet - Where we operate and what we do	5 - 11	Organisational overview: Strategic context, Regulatory context and Financial context.	13 - 19
G4-8 Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	About Transnet - Where we operate and what we do	5 - 11	Organisational overview: Where we operate.	15
G4-9 Report the scale of organisation, including: • Total number of employees; • Total number of operations; • Net revenues (for public-sector organisations); and • Quantity of products or services provided.	Where we operate and what we do - operating context	8	Organisational overview: Employee profile. Organisational overview: Operating context and Where we operate. Organisational overview: Operating context. Organisational overview: Transnet's services and service sectors.	12 - 17 12 - 17 12 - 17 12 - 17
G4-10 Workforce	Operating context Employee headcount	8 47	Organisational overview: Employee profile.	13
G4-11 Percentage of employees covered by collective bargaining agreements.			% of employees represented by collective bargaining as a % of total headcount= 89,8%. % of permanent employees represented by collective bargaining as a % of total headcount= 75,3%.	13 13

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G4-12 Supply chain.	Our supply chain Building and transforming our economy through Private-Sector Partnerships	11 63	Organisational overview: Transnet's supply chain.	13
G4-13 Report any significant changes during the reporting period regarding the organisation's size, structure, ownership or its supply chain.	About this report: Boundary of this report	3	About this report.	2
G4-14 Report whether and how the precautionary approach or principle is addressed by the organisation.			About this report: Statement of Precautionary Approach.	5
G4-15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	About this report: Building and transforming our economy	3 61	About this report: Reporting frameworks and guidelines.	2 - 3
G4-16 List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation: <ul style="list-style-type: none"> • Holds a position on governance body; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; and • Views memberships as strategic. 	Transnet's sustainability outcomes reporting for 2018 has been further informed by the principles of the United Nations Global Compact (UNGC) to which Transnet has been a signatory since 6 July 2012; the Greenhouse Gas Protocol – Corporate Accounting and Reporting Standard prescribed by the Carbon Disclosure Project (CDP); and the AccountAbility 1000 Stakeholder Engagement Standard.	3	Organisational overview: Memberships of Associations (partial).	16
Identified material aspects and boundaries				
G4-17 (a) List all entities included in the organisation's consolidated financial statements or equivalent documents. (b) Report whether any entity included in the organisation's consolidated financial statements or equivalent document is not covered by the report.	Transnet SOC Ltd denotes the five Operating Divisions and two Specialist Units. For a list of all entities included in the organisation's financial statements refer to the AFS for the year ending 31 March 2018.	5 - 11	About this report: Reporting boundary.	2
G4-18 (a) Explain the process for defining the report content and the aspect boundaries. (b) Explain how the organisation has implemented the reporting principles for defining report content.	Material issues – Material issues determination.	23	Material aspects.	54
G4-19 List all the material aspects identified in the process for defining report content.	Material issues – Material issues determination. Our Sustainability framework	23 18 - 19	The impact and relevance of material aspects	56
G4-20 For each material aspect, report the boundary within the organisation as follows: <ul style="list-style-type: none"> • Report whether the aspect is material within the organisation. 	Material issues – Material issues determination. Our Sustainability framework How we engage with our stakeholders	23 18 - 19 28 - 29	The impact and relevance of material aspects	56

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G4-21 For each material aspect – boundary outside the organisation.	Our Sustainability framework Material issues determination How we engage with our stakeholders	18 -19 23 28 - 29	The impact and relevance of material aspects	56
G4-22 Report the effect of any restatements of information provided in the previous reports, and the reasons for such statements.	Reporting approach – About this report.	3	About this report: Reporting boundary.	2
G4-23 Report significant changes from previous reporting periods in the scope and aspect boundaries.	Reporting approach – About this report.	3	About this report: Reporting boundary.	2
Stakeholder engagement				
G4-24 Provide a list of stakeholder groups engaged by the organisation.	Stakeholder engagement	27 - 32	The impact and relevance of material aspects	56
G4-25 Report the basis for identification and selection of stakeholders with whom to engage.	Stakeholder engagement How we engage with our stakeholders	26 28 - 32	The levels of accountability for identifying, validating and approving Transnet's material issues	55
G4-26 Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Stakeholder engagement How we engage with our stakeholders	26 28 - 32	Managing our stakeholder relationships	49 - 53
G4-27 Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Stakeholder engagement How we engage with our stakeholders	26 28 - 32	Managing our stakeholder relationships	49 - 53
Report profile				
G4-28 Reporting period (such as fiscal or calendar year) of information provided.	1 April 2017 - 31 March 2018.	3	Reporting boundary.	2
G4-29 Date of most recent, previous report.	31 March 2017	3	Reporting boundary.	2
G4-30 Reporting cycle (such as annual, biannual).	Annual.	3	Reporting boundary.	2
G4-31 Provide the contact point for questions regarding the report or its contents.	Navigating this report: Feedback on this report Daphney Ramaphosa at daphney.ramaphosa@transnet.net.	Inside cover page	Navigating this report Senior Manager: Group Reporting – Kilford.gondo@transnet.net.	Inside cover page
G4-32 (a) Report the 'in accordance' option the organisation has chosen. (b) Report the GRI Content Index for the chosen option. (c) Report the reference to the External Assurance Report.	About this report Assurance	3 3	About this report Integrated approach to assurance Integrating sustainability reporting Directors' approval	3 - 5

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G4-33 (a) Report the organisation's policy and current practice with regard to seeking external assurance for the report. (b) If not included in the Assurance Report accompanying the Sustainability Report, report the scope and basis of any external assurance provided. (c) Report the relationship between the organisation and assurance. (d) Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's Sustainability Report.	Assurance; and Appendix A: External Assurance Statement.	3 82	Integrated approach to assurance. Integrating sustainability reporting	3 5
Governance				
G4-34 Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	Enablers of Sustainable Developmental Outcomes - Governance.	25	Abridged governance.	113
G4-35 Process for delegating authority for sustainability topics.	Enablers of Sustainable Developmental outcomes - Governance	25	Our Control environment: Governance of sustainability.	135
G4-36 Executive level position for sustainability topics.	Enablers of Sustainable Developmental outcomes - Governance	25	Our Control environment: Governance of sustainability. Abridged governance: Ethical leadership and corporate citizenship.	135 113
G4-37 Process for consultation between stakeholder and Board of Directors on sustainability topics.	How we engage with our stakeholders: Procedural guidelines for priority response handling	28	Managing our stakeholder relationships	49 - 53
G4-38 Composition of highest governance body (Board of Directors) and committees.	Enablers of Sustainable Developmental outcomes - Governance: Ethical and effective leadership	25	Abridged governance.	113
G4-39 Is Chair also CEO?	The Chairperson, Prof Popo Molefe, is an independent non-executive director.		The Chairperson, Prof Popo Molefe, is an independent non-executive director.	118
G4-40 Nominations and selection process for Board of Directors and its committees.			The Corporate Governance and Nominations Committee sets criteria for the nomination of directors to be recommended to the Board of Directors for appointment to the committees of the Board of Directors, other than the Audit Committee. Non-executive directors are appointed by the Shareholder Representative for a three-year term. Transnet's Memorandum of Incorporation, however, requires that the non-executive directors be submitted for re-election for each of the three years at the Company's annual general meeting. Our Board members	125 132 120 - 121

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G4-41 Process to avoid and manage conflict of interest.			Management of potential conflicts of interest	118
G4-42 Board of Directors' role in development, approval and updating of the organisation's purpose, value or mission statement, strategies, policies and goals related to sustainability impacts.			Abridged governance: Ethical leadership and corporate citizenship.	113
G4-43 Measures to develop and enhance the Board of Directors' knowledge on sustainability topics.			Independent performance evaluation of the Board, its committees and directors	115
G4-44 Process for evaluation of Board of Directors' performance with regard to governance of sustainability topics, and actions taken.			Abridged governance: Independent performance evaluation of the Board of Directors, its committees and directors.	115
G4-45 Board of Directors' role in identification and management of sustainability impacts, risks and opportunities, and stakeholder consultation in the process.			Abridged governance: Ethical leadership and corporate citizenship - The Board of Directors delegates the leadership, oversight and accountability for ethics performance and sustainability-related matters to the Remuneration, Ethics and Social Committee, which advises the Board of Directors on issues pertaining to responsible corporate citizenship and sustainability. Characteristics of an enabling governance environment Abridged governance: Governance of sustainability.	113 116 - 117 135
G4-46 Board's role in reviewing effectiveness of risk management processes for sustainability topics.	Enablers of Sustainable Developmental outcomes - Governance: Ethical and effective leadership	25	Opportunities and risks. Abridged governance: Enterprise risk management (ERM) and integrated assurance	58 133
G4-47 Frequency of Board of Directors' review of sustainability impacts, risks and opportunities.			Abridged governance: Risk Committee. See online Governance Report	126
G4-48 Highest committee or position that formally approves the Sustainability Report.	Message from the Board: The Remuneration, Social and Ethics Committee	13	Integrated sustainability reporting in the 2017 Integrated Report. Abridged governance: Governance of sustainability.	5 135
G4-49 Process for communicating critical concerns to the Board of Directors.	Enablers of sustainable developmental outcomes: reporting of sustainability issues through the established committees of the Board of Directors	25	Abridged governance: Ethical leadership and corporate citizenship. Abridged governance: Governance of sustainability.	113 135
G4-50 Nature and number of critical concerns that were communicated to the Board of Directors, and mechanisms used to address/resolve them.			Summary of critical matters during the 2017/18 financial year (Board and Board committees)	118 - 127
G4-51 Remuneration policies for Board of Directors and Senior Executives.			Annexure B: Annual Remuneration Report.	130 - 132
G4-52 Process for determining remuneration.			Annexure B: Annual Remuneration Report.	139 - 145

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G4-53 How are stakeholders' views sought and taken into account regarding remuneration.			Not reported.	
G4-54 Ratio of annual total compensation for highest-paid individual to the median annual total compensation for all employees.			Annexure B: Annual Remuneration Report.	139
G4-55 Ratio of percentage increase in annual total compensation for highest-paid individual to the median percentage increase for all employees.			Annexure B: Annual Remuneration Report.	139
Ethics and integrity				
G4-56 Describe the organisation's values, principles, standards and norms of behaviour, such as codes of conduct and codes of ethics.	Our Vision and Mission: Our values Enablers of Sustainable Developmental Outcomes - Ethics.	6 25 - 26	Our mission, vision and values. Creating value through Transnet's governance structure.	12 116
G4-57 Internal and external mechanisms for seeking advice on ethical and lawful behaviour.	Not reported.		Core responsibilities of the Board. Group Company Secretariat function.	115 119
G4-58 Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour.	Enablers of Sustainable Developmental Outcomes - Ethics.	26	Transnet's Stakeholder Engagement Policy and Process Control Framework Abridged governance: Ethics and fraud management.	49 134
Disclosure on management approach				
G4-DMA For each identified material aspect: Why is it material and how is it managed?	Identifying and confirming material issues Transnet's response to issues raised Agile community response mechanism	23 30 54	Material aspects impacting our strategy.	55 - 57