Global Reporting Initiative Table

General standard disclosures	Reference 2019 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.	Acting Group Chief Executive's review Statement of stakeholder commitment Socio-economic development context	24 – 27 5 15
G4-2 Description of key impacts, risks and opportunities.	Material matters, opportunities and risks	32
Organisational profile		
G4-3 Report the name of the organisation.	Organisational overview	14 – 23
G4-4 Report the primary brands, products and services.	Organisational overview	14 – 23
G4-5 Report the location of the organisation's headquarters.	Organisational overview	14 – 23
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.	Organisational overview	14 – 23
G4-7 Report the nature of ownership and legal form.	Organisational overview: Strategic context, Governance context and Financial context	14
G4-8 Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Organisational overview: Operating context	18 – 19
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.	Organisational overview: Governance context Organisational overview: Operating context Our performance and outlook Organisational overview: Operating context	14 18 – 19 46 – 54 18 – 19
G4-10 Workforce	Organisational overview: Employee profile	14 and 19
G4-11 Percentage of employees covered by collective bargaining agreements.	% of employees represented by collective bargaining as a % of total headcount= 88,7% % of permanent employees represented by collective bargaining as a % of total headcount= 79,7%	15
G4-12 Supply chain.	Organisational overview: Transnet's supply chain Enterprise and supplier development (ESD)	69 15
G4-13 Report any significant changes during the reporting period regarding the organisation's size, structure, ownership or its supply chain.	Chairperson's review Changes in reporting on material aspects Acting Group Chief Executive's review	7 31 24

General standard disclosures	Reference 2019 Integrated Report	Page
G4-14 Report whether and how the precautionary approach or principle is addressed by the organisation.	Our performance and outlook: SDO: Environmental stewardship	**63**
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: Integrated approach to assurance Our business: Endorsement of external charters and frameworks (not limited to)	**4** **15**
G4-16 List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation: • Holds a position on governance body; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; and • Views memberships as strategic.	Our business: Membership of associations	**15**
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.	About this report: Reporting boundary	**3**
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.	About this report: Materiality in our reporting About this report: Integrated approach to assurance Operating context: Material matters impacting our strategy	**3** **4** **31**
G4-19 List all the material aspects identified in the process for defining report content.	Operating context: Material matters impacting our strategy	**31**
G4-20 For each material aspect, report the boundary within the organisation as follows: • Report whether the aspect is material within the organisation.	Operating context: Material matters impacting our strategy	**31**
G4-21 For each material aspect – boundary outside the organisation.	Operating context: Material matters impacting our strategy	**31**
G4-22 Report the effect of any restatements of information provided in the previous reports, and the reasons for such statements.	About this report: Reporting philosophy and Reporting boundary	**3**
G4-23 Report significant changes from previous reporting periods in the scope and aspect boundaries.	Operating context: Changes in reporting on material aspects	**31**
Stakeholder engagement		
G4-24 Provide a list of stakeholder groups engaged by the organisation.	Operating context: Addressing stakeholder interests	**40**
G4-25 Report the basis for identification and selection of stakeholders with whom to engage.	Operating context: Addressing stakeholder interests	**40**
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.	Operating context: Addressing stakeholder interests	**40**

General standard disclosures	Reference 2019 Integrated Report	Page
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.	Operating context: Addressing stakeholder interests	**40**
Report profile		
G4-28 Reporting period (such as fiscal or calendar year) of information provided.	About this report: Reporting boundary	**3**
G4-29 Date of most recent, previous report.	About this report: Reporting boundary	**3**
G4-30 Reporting cycle (such as annual, biannual).	About this report: Reporting boundary	**3**
G4-31 Provide the contact point for questions regarding the report or its contents.	Navigating this report Senior Manager: Group Reporting – Kilford.gondo@transnet.net.	**Report inner cover**
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.	Directors' approval About this report: Integrated approach to assurance	**Inner cover flap** **4**
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.	About this report: Integrated approach to assurance Annexure A: Audit Committee Terms of Reference for Integrated Reporting	**4** **104**
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.	Abridged governance.	**83, 91, 97**
G4-35 Process for delegating authority for sustainability topics.	Abridged Governance: Remuneration, Social and Ethics Committee Annexure A: Audit Committee Terms of Reference for Integrated Reporting	**95** **104**
G4-36 Executive level position for sustainability topics.	Abridged Governance: Remuneration, Social and Ethics Committee Annexure A: Audit Committee Terms of Reference for Integrated Reporting	**95** **104**
G4-37 Process for consultation between stakeholder and Board of Directors on sustainability topics.	Operating context: Addressing key stakeholder concerns Abridged Governance: Remuneration, Social and Ethics Committee	**42** **95**
G4-38 Composition of highest governance body (Board of Directors) and committees.	Abridged governance	**80 – 97**
G4-39 Is Chair also CEO?	The Chairperson, Prof Popo Molefe, is an independent non-executive director.	**90**

General standard disclosures	Reference 2019 Integrated Report	Page
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.	**85 – 90**
G4-41 Process to avoid and manage conflict of interest.	Management of potential conflicts of interest	**90**
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: Governance in action during the 2019 reporting year	**84**
G4-43 Measures to develop and enhance the Board of Directors' knowledge on sustainability topics.	Abridged governance: Directors' induction and continuous development	**85**
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, its committees and directors	**85**
G4-45 Board of Directors' role in identification and management of sustainability impacts, risks and opportunities, and stakeholder consultation in the process.	Abridged governance: 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.	**95**
G4-46 Board's role in reviewing effectiveness of risk management processes for sustainability topics.	Operating context: Transnet's risk management process Abridged governance: Risk Committee	**34** **93**
G4-47 Frequency of Board of Directors' review of sustainability impacts, risks and opportunities.	Operating context: Transnet's risk management process Abridged governance: Risk Committee	**34** **93**
G4-48 Highest committee or position that formally approves the Sustainability Report.	Annexure A: Audit Committee Terms of Reference for Integrated Reporting	**104**
G4-49 Process for communicating critical concerns to the Board of Directors.	Abridged governance: Board Committees	**91**
G4-50 Nature and number of critical concerns that were communicated to the Board of Directors, and mechanisms used to address/resolve them.	Abridged governance: Board Committees	**91**
G4-51 Remuneration policies for Board of Directors and Senior Executives.	Abridged governance: Remuneration	**99**
G4-52 Process for determining remuneration.	Abridged governance: Remuneration	**99**

General standard disclosures	Reference 2019 Integrated Report	Page
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.	Abridged governance: Remuneration	**9**
G4-55 Ratio of percentage increase in annual total compensation for highest-paid individual to the median percentage increase for all employees.	Abridged governance: Remuneration	**99**
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.	Organisational overview: Our mission, vision and values	**14**
	Abridged governance: How our improved governance function will support our strategy and operations	**82**
	Abridged governance: Our control environment	**96 – 97**
G4-57 Internal and external mechanisms for seeking advice on ethical and lawful behaviour.	Core responsibilities of the Board	**87**
	Group Company Secretariat function	**90**
G4-58 Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour.	Abridged governance: Our control environment	**96 –97**
Disclosure on management approach		
G4-DMA For each identified material aspect: Why is it material and how is it managed?	Material matters, opportunities and risks	**32**