

VALUE CREATION

SOCIAL RESPONSIVENESS

ENABLING

Our stakeholder categories	Policy, economic regulation and licence to operate	Input	Output	Dependent	Independent	Partners	Capital and funding providers
<b>Our stakeholders</b>	<ul style="list-style-type: none"> <li>Government, Regulating Committee, various regulators</li> </ul>	<ul style="list-style-type: none"> <li>Employees, unions, suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Passengers, airlines, tenants</li> </ul>	<ul style="list-style-type: none"> <li>Community, NGOs, environmentalists</li> </ul>	<ul style="list-style-type: none"> <li>Media and special interest groups</li> </ul>	<ul style="list-style-type: none"> <li>Associations, partners, professional bodies, joint venture partners, tourism bodies, competitors</li> </ul>	<ul style="list-style-type: none"> <li>Shareholders, investors, lenders, credit rating agencies</li> </ul>
<b>Examples of nature of engagement</b>	<ul style="list-style-type: none"> <li>Quarterly reviews with Regulating Committee</li> <li>Reports and engagements with the Department of Labour</li> </ul>	<ul style="list-style-type: none"> <li>Employee roadshows and collective bargaining structures</li> <li>Preferential procurement programmes and tender processes for suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Airline operating committees</li> <li>External stakeholder newsletter, social media, and ASQ programmes for passengers</li> </ul>	<ul style="list-style-type: none"> <li>External stakeholder newsletter, website and events</li> <li>Stakeholder meetings and task team forums</li> </ul>	<ul style="list-style-type: none"> <li>Brand awareness, networking and stakeholder hospitality</li> </ul>	<ul style="list-style-type: none"> <li>Providing input for International Civil Aviation Organisation (ICAO) regional bodies, African Civil Aviation Commission</li> <li>Meeting with airline associations</li> </ul>	<ul style="list-style-type: none"> <li>Roadshows, results presentations and AGMs</li> <li>Rating reviews</li> <li>Meetings with institutional bond holders, funders and investors</li> </ul>
<b>Examples of expectations and concerns</b>	<ul style="list-style-type: none"> <li>Long-term industry sustainability and licence to operate</li> <li>Alignment to government mandates and social development programmes (e.g. NDP and UN Sustainable Development Goals)</li> <li>Regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>Fair and transparent remuneration with job security and career progression</li> <li>Transformation and ease of doing business for suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Negotiated low airport charges for airlines</li> <li>Access to infrastructure, support and information for tenants</li> <li>Understanding passenger and partner needs</li> </ul>	<ul style="list-style-type: none"> <li>Job creation</li> <li>Community development</li> <li>Environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Airline failures</li> <li>Unethical business practices</li> <li>Airport safety and security</li> <li>Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Long-term industry sustainability</li> <li>Compliance with regulator licensing requirements</li> <li>Industry safety and security</li> </ul>	<ul style="list-style-type: none"> <li>Sound financial performance, return on equity and dividends</li> <li>Strong governance and regulatory compliance</li> </ul>
<b>Benchmarking or assessment</b>	<ul style="list-style-type: none"> <li>RepTrak®</li> </ul>	<ul style="list-style-type: none"> <li>RepTrak®</li> <li>Leadership culture index</li> <li>Employee satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>RepTrak®</li> <li>Operational stakeholder survey</li> <li>ASQ</li> </ul>	<ul style="list-style-type: none"> <li>RepTrak®</li> </ul>	<ul style="list-style-type: none"> <li>RepTrak®</li> <li>ASQ</li> </ul>	<ul style="list-style-type: none"> <li>RepTrak®</li> <li>Operational stakeholder survey</li> </ul>	<ul style="list-style-type: none"> <li>Assurance of annual financial statements</li> <li>Credit rating agency assessments</li> <li>RepTrak®</li> </ul>