UN Global Reporting Initiative (GRI) 4 report



We prepare our report in accordance with Global Reporting Initiative (GRI) G4 guidelines, selecting core indicators material to our business. In reviewing this report, the following sources (document or web link) must be referenced in order to comprehensively assess our response:

- MTN Group integrated report 2017 (IR)
- MTN Group sustainability report 2017 (SR)
 SR
- MTN Group Carbon Disclosure Project report 2017 (CDP)
- MTN Group Global Compact Communication of Progress Report 2017 (UNGC)
- MTN Group website ((www.mtn.com)

Index	Description	Information (document or web link)	Page(s)	
STRATEGY	STRATEGY AND ANALYSIS			
G4-1	CEO statement	IR: Q&A with Group President and CEOSR: Group President and CEO's message on sustainability	30 – 31 5 – 8	
G4-2	Impacts, risks and opportunities on stakeholders and financial performance	IR: Top risks to value creation	20 – 21	
ORGANISAT	IONAL PROFILE			
G4-3	Name of reporting organisation	MTN Group Limited		
G4-4	Primary brands, products, services	IR: What we offer https://www.mtn.com/en/what-we-do/Pages/default.aspx	3	
G4-5	Location of headquarter's operating structure	• 216 – 14th Avenue, Fairland, 2195, South Africa		
G4-6	Geographic scope/ map of operations	 IR: Where we operate and how we performed https://www.mtn.com/en/mtn-group/about-us/our-story/Pages/ where-we-are.aspx 	8 – 9	
G4-7	Nature of ownership and legal form	https://www.mtn.com/en/investors/Pages/default.aspx		
G4-8	Markets served, sectors served and profile of customers/ beneficiaries, profile of customer base	https://www.mtn.com/en/what-we-do/Pages/default.aspx		
G4-9	Scale of the reporting organisation including number of employees and operations	 IR: About this report SR: Scope and boundaries 	Inside front cover Inside front cover	
G4-10	Number of employees by employment contract and gender	IR: How we sustain value SR: Annual sustainability statements	14 51	
G4-11	Percentage of employees covered by collective bargaining agreements	SR: Annual sustainability statements	51	



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ORGANISAT	ΓΙΟΝΑL PROFILE confinued		
G4-12	Describe the organisation's supply chain (types, number of, and locations of suppliers including any sector specific characteristics of the supply chain)	The appointment of suppliers and vendors involves a thorough selection and evaluation process, to ensure the most qualified vendors are selected based on fairness, objectivity, transparency and merit. This process is in line with our supply chain policies and procedures manual, applicable to all MTN operations. All suppliers are required to adhere to our policies, standards and procedures https://www.mtn.com/en/mtn-group/supplier	
G4-13	Changes occurring within the reporting period regarding size, structure or ownership	Annual financial statement at https://www.mtn.com/en/investors/Pages/default.aspx default.aspx	
COMMITME	NTS TO EXTERNAL INITIA	TIVES	
G4-14	How the precautionary approach/principle is addressed	Environmental management positions at https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx	
G4-15	External economic, environmental and social charters or principles subscribed to/endorsed	SR: Standards and reporting	1
G4-16	Memberships of associations and national or international advocacy organisations	National Business Initiative Groupe Speciale Mobile Association (GSMA)	
IDENTIFIED	MATERIAL ASPECTS AND	BOUNDARIES	
G4-17	Organisational structure	IR: Where we operate	8
G4-18	How report content and aspect boundaries are defined and how the organisation has implemented reporting principles	IR: About this report SR: About this report	Inside front cover 1
G4-19	List all material aspects identified in the process for defining report content	 IR: Material matters impacting value creation SR: Our approach to sustainability 	16 – 17 3 – 4
G4-20	For each material aspect report the aspect boundary within the organisation	SR: About this report	1



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IDENTIFIED	MATERIAL ASPECTS AND	BOUNDARIES continued	
G4-21	For each material aspect report the aspect boundary outside of the organisation	SR: About this report	1
G4-22	Effect of any restatements of information in previous reports, and associated reasons	Annual financial statement at https://www.mtn.com/en/investors/ Pages/default.aspx SR: Sustainability value add statement	51 – 53
G4-23	Significant changes to report content/scope (material aspects) from previous reports	N/A	
STAKEHOL	DER ENGAGEMENT		
G4-24	List of stakeholder groups engaged by the organisation	 IR: Relationships on which we rely to create value SR: About this report 	18 – 20 1
G4-25	How are stakeholders identified?	IR: Relationships on which we rely to create valueSR: About this report	18 – 20 1
G4-26	Approaches to stakeholder engagement (who, how, and what outcomes)	 IR: Relationships on which we rely to create value SR: About this report 	18 - 20 1
G4-27	Stakeholder concerns and how the organisation has responded. Report the stakeholder groups that raised each concern	 IR: Relationships on which we rely to create value SR: About this report 	18 – 20 1
REPORT PE	ROFILE		
G4-28	Reporting period	• 1 January 2017 to 31 December 2017	
G4-29	Date of most recent report	• 31 December 2016	
G4-30	Reporting cycle	• Annual	
G4-31	Contact point	https://www.mtn.com/Pages/Contact-us.aspx	
	ROFILE: GRI CONTENT IND	EX	
G4-32	'In accordance' option chosen, GRI context index chosen, external assurance report	 'In accordance' – Core GRI context index – G4 SR: Annual sustainability statements 	55
G4-33	Policy and current practice on independent assurance, and whether the highest governance body is involved in seeking assurance for the sustainability report	Assurance statements are available at https://www.mtn.com/en/investors/Pages/default.aspx	



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GOVERNAN	GOVERNANCE				
G4-34	Governance structure including highest governance committees, and committees responsible for decision making on economic, environment, and social impacts	IR: Governance SR: Our approach to sustainability	56 – 75 3		
G4-35	Process for delegating authority for sustainability topics from the highest governance body to senior executives and other employees	SR: Our approach to sustainability	3		
G4-36	Executive level position(s) with responsibility for sustainability topics including reporting lines to highest governance body	SR: Our approach to sustainability	3		
G4-37	Process for consultation between stakeholders and the highest governance body on sustainability topics	SR: Our approach to sustainability	3		
G4-38	Composition of the highest governance body (board) and its committees – detailed	IR: Governance	56 – 75		
G4-39	Is Chairman of highest governance body also an executive officer?	• Yes			
G4-40	Nomination and selection process for highest governance body and committees including criteria such as diversity, independence, and expertise for nominations and selections	IR: Governance	56 – 75		
G4-41	Process followed by the board for managing conflicts of interest	IR: Governance	56 – 75		



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GOVERNA	GOVERNANCE continued				
G4-42	Highest governance body's role in development, and approval of organisation's value statements, policies and strategies related to sustainability	IR: Governance – Social and Ethics Committee SR: Our approach to sustainability	62 3		
G4-43	Measures taken to develop and enhance board's knowledge of sustainability	Not available			
G4-44	Processes for evaluating board's sustainability performance and actions taken in response to evaluations	Not available			
G4-45	Board's oversight of sustainability	IR: Governance – Social and Ethics Committee SR: Our approach to sustainability	62 3		
G4-46	Board's role in reviewing effectiveness of risk management processes	IR: Governance – Risk Committee IR: Our approach to risk management	60 – 61 76 – 78		
G4-47	Report the frequency of the board's review of economic, environmental and social impacts, risks and opportunities	SR: Our approach to sustainability	3		
G4-48	Highest committee or position that approves sustainability report and ensures all material aspects are covered	IR: Governance: Social and Ethics Committee SR: Our approach to sustainability	62 3		
G4-49	Process for communicating critical concerns to the board	IR: Our approach to risk management	60 – 61		
G4-50	Nature and number of critical concerns communicated to board, and mechanisms used to resolve	 On a continuous basis, a red flag report on all compliance risks, issues and incidents being faced by the various operating companies within MTN's footprint is compiled. The report informs senior management about actions taken to address and resolve each matter noted, and supports proactive management of future compliance obligations. Due to the size of the report, each matter is assessed and prioritised, in accordance with a risk assessment methodology, and is then reported to the Group Executive Committee monthly. The full red flag report is continuously updated and is made available to members of the committee on request. The report is also made available to the Group Risk, Compliance and Corporate Governance Committee on a quarterly basis, highlighting priority red flags On a monthly basis, material regulatory matters, and issues of importance affecting the company and its stakeholders, are compiled and presented to the Group Executive Committee by the group regulatory and corporate affairs officer. Reports also include mitigation and resolution mechanisms On a quarterly basis, factors and stakeholder issues that influence MTN's reputation, including customer experiences (quality of service, communication costs, etc.), digital human rights, MTN as an employer, regulatory, governance and ethical matters, and the impact of sites and towers is presented to the Group Social and Ethics Committee. This report also includes engagements planned to resolve issues 			



Index	Description	Information (document or web link)	Page(s)
GOVERNAN	CE continued		
G4-51	Report remuneration policies for highest governance body and senior executives, and describe the link between remuneration and leadership performance	Remuneration report	79 – 83
G4-52	Process for defermining remuneration	Remuneration report	79 – 83
G4-53	How are stakeholders' views taken into account regarding remuneration	The annual group culture audit (GCA), conducted among employees, takes into account the aspect of remuneration. The GCA indicates the sustainable engagement of employees	
G4-54	Ratio of total annual compensation for organisation's highest-paid individual in each country to median annual total compensation for all employees (excluding highest paid) in that country	Not available	
G4-55	Ratio of percentage increase in annual total compensation for organisation's highest-paid individual in each country to median percentage increase for all employees (excluding highest paid) in that country	Not available	
ETHICS ANI	DINTEGRITY		
G4-56	Organisation's values, principles, standards, norms of behaviour and codes of conduct/ ethics	R: Who we are SR: Who we are https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/ Pages/Document-library.aspx Group social and ethics statement Anti-corruption Conflicts of interest Digital human rights Networks and environment	2 2





Index	Description	Information (document or web link)	Page(s)
ETHICS ANI	D INTEGRITY continued		
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour	 An internal ethics discussion platform exists on the MTN intranet, 'MTN Connect' A closed group discussion platform exists on the intranet (MTN Connect) specifically for use by ethics champions at group and opco level An ethics advice line (not anonymous) exists: MTNGroupEthics@mtn.com An anonymous fraud reporting line exists (anonymous@tip-offs.net) At organisational level MTN has a strategic partnership with The Ethics Institute with whom the company has organisational membership; this partnership is crucial for ethics advice required at a systemic level Annually a perception-based, anonymous organisation climate/culture survey is conducted across the group of companies, with values and corporate integrity being two of the 16 dimensions probed Ethics task teams at group and operations level consisting of trained ethics champions from various disciplines (e.g. finance, HR, procurement, business risk management, corporate affairs, etc.) who are available to field ethics enquiries The MTN Group has 27 certified ethics officers (registered with the Ethics Institute of South Africa) from across various organisational disciplines, e.g. procurement, business risk management, finance (group tax), legal and HR who provide assistance and advice at both personal level and systemic level to all opcos in terms of ethics management practice Ethics-related priority policies as well as the codes (code of ethics, social and ethics statement and employee conduct pledge) direct behaviour and practice, and contain directives on routes to follow for the reporting of ethical breaches An issue management council exists at head office as well as in most country operations 	
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, escalations, and whistle blowing	 All ethics-related policies indicate the appropriate route to follow with regard to the reporting of ethics policy breaches, i.e. line manager/head of function/Group Chief Officer (HR and Corporate Affairs or Group Chief Officer Business Risk Management), or the whistle-blowing line (Tip-offs Anonymous (anonymous@tip-offs.net) An ethics advice line exists on the intranet (MTN Connect) – a social platform where employees may raise issues for purposes of gaining advice A dedicated mailbox (MTNGroupEthics@mtn.com) in use for all staff to raise issues of concern or ask advice privately IR: Governance: Audit Committee IR: Our approach to risk management – fraud risk management SR: Annual sustainability statements (calls to whistle-blower line) 	67 78 52
CATEGORY: ASPECT: Ec	Economic onomic performance		
	Disclosure on management approach	https://www.mtn.com/en/investors/Pages/default.aspx	
G4-EC1	Direct economic value generated and distributed (revenues, operating costs, wages, benefits, loans)	IR: Key financial tables Annual financial statements on https://www.mtn.com/en/investors/ Pages/default.aspx	36 – 38
G4-EC2	Climate change- related financial implications and risks and opportunities	 SR: Energy and climate risks, mitigation and opportunities CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net 	34



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	CATEGORY: Economic ASPECT: Economic performance continued			
G4-EC3	Defined benefit plan obligations coverage	IR: Remuneration report	79 – 83	
G4-EC4	Financial assistance from government	In some countries, standard government rebates to encourage investment in national skills development and training is available to employers. In South Africa, for example, rebates at rates determined by the government are available on payments made in terms of the Skills Development Levies Act (where companies are registered with the South African Revenue Service, have a payroll above a government-determined threshold, and make payments of 1% of monthly payroll costs to the national Skills Development Levy)		
CATEGORY: ASPECT: Mo	Economic Irket presence			
	Disclosure on management approach	https://www.mtn.com/en/investors/Pages/default.aspx		
G4-EC5	Ratios of standard entry level wage compared to local minimum wage (by gender)	Not available		
G4-EC6	Proportions of senior management hired from local communities	We currently report on the percentage of expatriate employees, but do not indicate this by management level SR: Annual sustainability statements	51 – 53	
CATEGORY: ASPECT: Inc	Economic direct economic impacts			
	Disclosure on management approach	 IR: How we create value using the six capitals SR: Annual sustainability statements https://www.mtn.com/en/mtn-group/social-investments/Pages/default.aspx 	14 – 15 51 – 53	
G4-EC7	Extent and impacts of development of significant infrastructure investments and services and whether they are commercial, in kind, or <i>pro bono</i> engagements	IR: How we create value using the six capitals SR: Sustainable economic value https://www.mtn.com/en/mtn-group/social-investments/Pages/default.aspx	14 – 15 9 – 27	
G4-EC8	Significant indirect economic impacts, including extent of impacts	Not available		



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	CATEGORY: Economic ASPECT: Procurement practices			
	Disclosure on management approach	The group Sourcing Committee is responsible for driving efficient procurement processes at group and in the operations. While operations are encouraged to source products and services centrally to achieve desired savings, local procurement in support of economic development is an important feature for all operations. The group's supplier code of conduct defines minimum standards that our suppliers and their employees and subcontractors must respect and adhere to when conducting business with MTN https://www.mtn.com/en/mtn-group/supplier/Pages/default.aspx		
G4-EC9	Policies, practices, and proportion of spending on locally based suppliers	SR: Annual sustainability statements (black economic empowerment) https://www.mtn.com/en/mtn-group/supplier/group-scm-overview/ Pages/Local-supplier-empowerment.aspx	53	
CATEGORY: ASPECT: Mo	Environmental aterials			
	Disclosure on management approach	The group applies the precautionary principle towards environmental management, and our operations are compliant to national laws and regulations thtps://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx		
G4-EN2	Materials used: weight/volume	SR: Eco-responsibility – environmental management SR: Annual sustainability statements	35 – 38 52	
CATEGORY: ASPECT: En	Environmental Bergy			
	Disclosure on management approach	The group applies the precautionary principle towards environmental management, and our operations are compliant to national laws and regulations SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net	30 – 34 52	
G4-EN3	Energy consumption within the organisation	SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net	30 – 34 52	
G4-EN4	Energy consumption outside the organisation	 SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net 	30 – 34 52	
G4-EN5	Energy intensity	 SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net 	30 – 34 52	
G4-EN6	Reduction of energy consumption (as a result of conservation and efficiency initiatives)	 SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net 	30 – 34 52	



Index	Description	Information (document or web link)	Page(s)
CATEGORY: ASPECT: Wo	Environmental Iter		
	Disclosure on management approach	 The group applies the precautionary principle towards environmental management, and our operations are compliant to national laws and regulations https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx Due to the nature of MTN's business and the products and services offered, this indicator is not material. However, as part of the maintaining the ISO 14001 certifications in Cyprus and South Africa, this aspect is addressed. Other operations, while not ISO 14001-certified, maintain safety health and environmental policies, and as part of business plans, all MTN countries of operation are required to identify environmental risks as a focus area in terms of the group's principal risks. A number of MTN operations are currently implementing the group Green Office toolkit, for water saving opportunities at offices and similar premises SR: Eco-responsibility – environmental management 	35 – 38
CATEGORY: ASPECT: Bio	Environmental odiversity		
	Disclosure on management approach	The group applies the precautionary principle towards environmental management, and our operations are compliant to national laws and regulations SR: Eco-responsibility – environmental management Networks and environment – https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx	35 – 38
CATEGORY: ASPECT: En	Environmental nissions		
	Disclosure on management approach	The group applies the precautionary principle towards environmental management, and our operations are compliant to national laws and regulations SR: Eco-responsibility – energy and climate CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net	30 – 34
G4-EN15	Direct GHG emissions (scope 1)	 SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net 	30 – 34 52
G4-EN16	Energy indirect GHG emissions (scope 2)	 SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net 	30 – 34 52
G4-EN17	Other indirect GHG emissions (scope 3)	 SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net 	30 – 34 52
G4-EN18	GHG emissions intensity	SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net	30 – 34 52



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	Environmental		
G4-EN19	Reduction of GHG emissions	SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net	30 – 34 52
G4-EN20	Emissions of ozone depleting substances (ODS)	CDP report: https://www.mtn.com/en/mtn-group/sustainability/ cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net	
	Environmental fluents and waste		
	Disclosure on management approach	 The group applies the precautionary principle towards environmental management, and our operations are compliant to national laws and regulations https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx SR: Eco-responsibility – environmental management Due to the nature of MTN's business and the products and services offered, this indicator is not material. However, as part of the maintaining the ISO 14001 certifications in Cyprus and South Africa, this aspect is addressed. Other operations, while not ISO 14001-certified, maintain safety health and environmental policies, and as part of business plans, all MTN countries of operation are required to make environmental risks as focus area in terms of the group's principal risks. A number of MTN operations are currently implementing the group Green Office toolkit, which includes addressing waste outputs and reducing consumption of resources that may lead to waste creation. The group is also working on the recycling of electronic and electrical waste (WEEE or e-waste) in both upstream and downstream processes. Initiatives are at various stages of maturity or have been completed (when in partnership) including in Benin, Cameroon, Cyprus, Iran, Nigeria and South Africa SR: Eco-responsibility – environmental management 	35 – 38
G4-EN23	Total weight of waste by type and disposal method	SR: Eco-responsibility – environmental management SR: Sustainability value add statement	35 – 38 52
G4-EN24	Total number and volume of significant spills	Not available	
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII and percentage of transported waste shipped internationally	The most material waste subject to this convention is electronic and electrical waste (e-waste or WEEE). In South Africa, e-waste is processed locally to the greatest possible extent, by MTN's e-waste handlers. MTN's fractions are ultimately mixed with e-waste from other companies and sources, and we are not aware of the weight of fractions shipped internationally. Short-term public awareness and e-waste collection campaigns resulting in collection and shipping of e-waste from Benin and Ivory Coast to South Africa in the past have been subject to the Convention. Local e-waste management in partnership with recyclers will commence in Ivory Coast in 2018. Supplier take-back agreements are in place in Cameroon, and safe disposal guidelines for batteries have been implemented in Iran. A public private partnership addressing extended producer responsibilities has been developed in Nigeria. For tonnage, see references below SR: Eco-responsibility – environmental management SR: Annual sustainability statements	35 – 38 52



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	Environmental fluents and waste continued		
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organisation's discharges of water and runoff	Networks and environment: https://www.mtn.com/en/mtn-group/ sustainability/cases-and-library/Pages/Document-library.aspx	
	Environmental oducts and services		
	Disclosure on management approach	 The Global e-Sustainability Initiative has assessed that ICT-enabled solutions can help the world achieve carbon abatements in the region of 9,6 GtCO₂e or 16,5% of global outputs by 2020. Although our solutions in this domain are relatively small, opportunities are growing rapidly. See reference links below SR: Sustainable economies – powering communications and IoT See case studies at https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/default.aspx 	14 – 16 and 26 – 27
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	 SR: Eco-responsibility – environmental management SR: Annual sustainability statements 	35 – 38 52
CATEGORY: ASPECT: Co	Environmental mpliance		
	Describe the approach to managing and reporting on compliance (with environmental laws and regulations)	The group's legal, regulatory and compliance functions in each country of operation are jointly responsible for oversight and reports on non-compliances and fines issued. Material instances of non-compliance and fines may also be reported via the group's reputational issues and red flag reports, to group management functions and executive structures	
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Not available	





Index	Description	Information (document or web link)	Page(s)
CATEGORY: ASPECT: Tro	Environmental ansport		
	Disclosure on management approach	Although transportation is not a source of significant environmental impact and is not deemed material, greenhouse gas emissions associated with transport are quantified SR: Eco-responsibility – energy and climate SR: Annual sustainability statements CDP report: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Reports.aspx Latest group CDP report: www.cdproject.net	30 - 34 52
CATEGORY: ASPECT: Ox	Environmental verall		
	Disclosure on management approach	The group applies the precautionary principle towards environmental management, and our operations are compliant to national laws and regulations https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx IR: Governance – Social and Ethics Committee Networks and environment: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx Mobiles and health: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx	62
CATEGORY: ASPECT: En	Social – labour practices on ployment	and decent work	
	Disclosure on management approach	Our employment practices are guided by the international and local labour laws that seek to protect the rights of both the employer and employee in the workplace. Detailed monthly reports of various aspects are submitted to the Group Chief Human Resources Officer. Annual performance is presented in the Group's UN Global Compact Communication of Progress report SR: The workplace	47 – 49
G4-LA1	Number and rates of employee hires and turnover, by age group, gender, and region	Partial information is available, as indicated in the SR: Annual sustainability statements	53
G4-LA2	Benefits provided to full-time employees that are not provided to temporary/ part-time employees, by significant locations of operations	Not available	
G4-LA3	Return to work and retention rates after parental leave, by gender	Not available	



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	Social – labour practices of bour/management relation		
	Describe the approach to management of labour relations and how this is reported on	Retrenchments are a result of organisational restructuring. All organisational restructures follow a strict consultation with affected staff, and with reference to local labour regulations. During this process, employees have the opportunity to interrogate the changes and offer suggestions to which management can apply their minds. Should retrenchment still be necessary after thorough consultation, affected employees are informed in person, and the discussion is confirmed in the form of a letter to the employee	
G4-LA4	Report minimum notice periods regarding significant operational changes as well as whether these are specified in collective agreements	Employees are notified as soon as possible of restructuring processes within the organisation if considered. This follows a consultation processes. Once an employee has been confirmed for retrenchment, he/she is given at least one month's notice. This notice period may even be longer than one month, as determined by the various labour laws (which always state the minimum notice period) applicable in the countries in which MTN operates. It is important to note that MTN has a very generous retrenchment policy relative to severance pay	
	Describe the approach to managing and reporting on occupational health and safety within the organisation	SR: Sustainable societies – the workplace	53
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	SR: Sustainable societies – the workplace	53
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, absenteeism, and total number of work-related fatalities by region and gender	 SR: Sustainable societies – the workplace SR: Annual sustainability statements Occupational diseases are not a feature of our business, given the nature of products and services offered Data on lost days is not available, but is deemed not material due to the low rate of workplace-related accidents/injuries 	47 - 49 53



Index	Description	Information (document or web link)	Page(s)
	CATEGORY: Social – labour practices and decent work ASPECT: Training and education		
	Disclosure on management approach	Employees are actively encouraged to continuously look for opportunities to improve their capabilities and skills through extensive training available digitally, face to face and from other sources supplied by MTN's Academy, or from external accredited and reputable organisations. On a regular basis, MTN Academy compiles internal reports for management on the nature of training undertaken by employees, amount of time spent on each module, and pass-rates. Certain elements of training are mandatory for all employees. Directors also receive regular and informative updates and training on legislative, regulatory, and any other business-related changes throughout their tenure. They are also encouraged to discuss their development needs with the chairman, and are provided with training where necessary SR: Sustainable societies – the workplace	
G4-LA9	Average hours of training per employee per year (by gender and employee category)	SR: Annual sustainability statement	51
G4-LA10	Report on the type and scope of programmes implemented for employee skills management and lifelong learning	While detailed reports are available internally, this information is not available for external reporting currently We provide talent management learning solutions that ensure that we continue to attract, retain and develop the talents of our employees. Our global talent standards are structured to take into account the technical and behavioural requirements for each position, level of work and functional area in our organisation. We offer training and development solutions for business, organisational behaviour, commercial, technology and leadership capabilities SR: Sustainable societies – the workplace	47 – 49
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and employee category	SR: Annual sustainability statement	51



Index	Description	Information (document or web link)	Page(s)
	Social – labour practices oversity and equal opportun		
	Describe the approach to managing and reporting on diversity and equal opportunity	We aim to ensure that our workforce, across our various operations, is representative of the communities in which we operate. This ensures a diverse workforce, and represents gender diversity across sectors. While MTN's retirement age requirement is taken into account, opportunities are available to all age groups from 18 to 59. Competency-based interviews are conducted to remove any subjectivity in the selection process, ensuring that people are recruited for the skills they offer, and are thus given an equal opportunity. We comply with any local requirement stipulated by the national labour departments in relation to employment equity in the countries in which we operate https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx	
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age, and other indicators of diversity	IR: Governance – diversity	58 – 59
	Social – labour practices of ual remuneration for men		
	Describe the approach to management of equal remuneration for women and men, and how this is reported on	 MTN appoints employees based on a fair process that is based on human resource policies and procedures. Remuneration decisions are subject to these policies and procedures which are applicable to males and females. Remuneration is determined by position, skills, expenses, qualifications and affordability No reports on equal remuneration for men and women are available 	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operations	Not available	
	Social – labour practices of pplier assessment for labo		
	Disclosure on management approach	In 2017, the new MTN supplier code of conduct was finalised and distributed. The code identifies the human rights of suppliers' employees and requires them to treat staff with dignity and respect, including with respect to freely chosen employment, the rights of young workers and issues of child labour, non-discrimination and fair treatment, respect and dignity, wages, working hours and benefits. New suppliers are now required to acknowledge the supplier code of conduct on MTN's procurement system, before a working relationship (awarding a contract) can commence. Existing suppliers will be reviewed against the annual supplier 'health check' form, which will trigger the requirement for them to accept the supplier code of conduct	





Index	Description	Information (document or web link)	Page(s)		
	CATEGORY: Social – labour practices and decent work ASPECT: Labour practices grievance mechanisms				
	Disclosure on management approach	The group has a defined code of conduct related to human resource management and practices. Entrenched in this is a detailed grievance procedure that ensures that employees enjoy the freedom to raise grievances, and ensures that these will be correctly mediated			
G4-LA16	Number of grievances about labour practices filed, addressed, resolved, through formal grievance mechanisms	Not available			
CATEGORY: ASPECT: Inv	Social – human rights vestment				
	Disclosure on management approach	SR: Sustainable societies – digital human rights Digital Human Rights: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx https://www.mtn.com/en/mtn-group/about-us/ethics/Pages/our-code-of-ethics.aspx	41 – 46		
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that have undergone human rights screening	Not available			
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Not available			
	Social – human rights on-discrimination				
	Disclosure on management approach	Entrenched in the group's code of conduct are noted transgressions that carry serious penalties for any person who offends another based on colour, race, creed, political association or injury to person or their dignity. This ensures that all employees are able to operate freely within the organisation, and focus on their primary roles (which is to provide the services contractually agreed to) https://www.mtn.com/en/mtn-group/about-us/ethics/Pages/our-code-of-ethics.aspx 			
G4-HR3	Number of incidents of discrimination and action taken	Not available			



Index	Description	Information (document or web link)	Page(s)	
	CATEGORY: Social – human rights ASPECT: Freedom of association and collective bargaining			
ASPECTITION	Disclosure on management approach	Employees are free to associate socially, politically, religiously or otherwise, as well as join any bargaining council without fear of victimisation. Our code of conduct enables us to correctly manage situations where an employee may infringe on these rights https://www.mtn.com/en/mtn-group/about-us/ethics/Pages/our-code-of-ethics.aspx 		
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at risk, and details of the measures taken to support these rights	 Employees are free to associate socially, politically, religiously or otherwise, as well as join any bargaining council without fear of victimisation. Our code of conduct enables us to correctly manage situations where an employee may infringe on these rights Suppliers: Not available 		
	Social – human rights ıman rights grievance mec	hanisms		
	Disclosure of management approach	Stakeholders engagement with MTN on human rights matters and concerns either on a national level, with MTN country operations, and/or with the group itself, at their prerogative. For national incidents, communicating with customers, local communities and media, and engaging authorities and other industry roleplayers are undertaken by the country management team. At a group level, engagement is undertaken on both a proactive (general information sharing) and reactive (incident-specific) basis, where possible. Stakeholders may also contact each country operation using the general complaint and grievance structure or contact details available on each country operation's website		
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Not available		
CATEGORY: ASPECT: Lo	Society cal communities			
	Disclosure on management approach	https://www.mtn.com/en/mtn-group/social-investments/Pages/default.aspx		
G4-S01	Operations with significant actual and potential negative impacts on local communities	 Digital human rights: SR: Sustainable societies – digital human rights Mobiles and health: all operations engage directly, and through local regulatory authorities, with communities with respect to matters related to network installation CSI: all MTN operations engage directly with local communities either through formal MTN Foundations, which are responsible for disbursing financial social investment initiatives in the areas of education, health, economic empowerment and national priorities, and/or through 21 Days of <i>Y'ello</i> Care, the group's annual staff volunteer programme in support of community upliftment 	41 – 46	



Index	Description	Information (document or web link)	Page(s)
CATEGORY ASPECT: A	: Society nti-corruption		
	Disclosure on management approach	IR: Governance Group positions on anti-corruption and conflicts of interest at https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx	62 and 66
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	All MTN operations participate in the MTN group-wide ethics risk assessment, which is conducted independently every three years by The Ethics Institute. The next ERA will be conducted in 2019. Annually, a group-wide culture audit is conducted that includes a corporate integrity as well as a values dimension. The results of these two indexes provide insight into the efficacy of ethics risk management efforts. To ensure that high ethics risks are tracked as part of the key risks according to the MTN Group enterprise risk management (ERM) methodology, ethics risk was included in the MTN corporate risk register as from 2017. Mitigation of key ethics risks was reported to the group board's Social and Ethics Committee in every quarter. The impact of ethics risk management interventions is monitored through the analysis of trends in the corporate integrity as well as the values index within MTN's annual group-wide culture audit. Findings indicated a year-on-year improvement in employee perception of corporate integrity and values. This positive year-on-year trend in these two dimensions has been sustained since 2014. The improvement is deemed statistically significant by Willis Towers Watson, who independently conducts the MTN GCA	
G4-SO4	Communication and training on anti- corruption policies and procedures	 Some of our activities in this respect include an annual Fraud and Ethics Awareness Week, requiring all management and employees to undertake ethics pledges, and digital training and management videos. Our various operations ensure management and business risk management on issues of fraud, corruption and ethics Various opco training initiatives led by management and BRM on fraud, corruption and ethics 	
G4-S05	Confirmed incidents of corruption and actions taken	Due disciplinary processes are followed to investigate and resolve matters of ill-discipline including corruption. Sanctions may range from warnings to termination of employment	



Index	Description	Information (document or web link)	Page(s)		
CATEGORY: ASPECT: Pu	CATEGORY: Society ASPECT: Public policy				
	Disclosure on management approach	 For us at MTN, the approach to public policy engagement must be agile and fluid. Given the rapid pace at which the industry is changing, it is important that we are ahead of the curve when it comes to changes in the public policy universe. We do this in many ways: Via various board committees and working groups in the GSMA: MTN Group is represented both at the GSMA board level and at the chief policy and regulatory officers group (CPROG) by the group president and CEO and the chief regulatory and corporate affairs officer respectively. Each of these bodies provide strategic insights and critical input opportunities for various studies, global research projects and standardisation efforts across the industry In the last year, a function dedicated to public policy and regulatory governance was created within the group regulatory and corporate affairs division. Within this function is the role for research and policy management which is mainly responsible for proactively identifying important policy developments, changes and trends that may affect the business across our various markets We continue to take a rigorous approach to engaging with regulatory and legislative bodies who invite us to provide commentary and engage in public consultations. We also ensure that each of our MTN operations are able to engage directly with their authorities at critical points in the policy cycle to ensure sufficient opportunity for crafting public policy with the relevant stakeholders in a way that can create shared value Finally, the rise of digital services requires a more nuanced approach to public policy and subsequent regulation that emerges from this. For this reason, we are engaging with multiple industry associations, international and regional bodies as well as other stakeholders on policy directions that are mutually beneficial to customers and service providers of digital solutions 			
CATEGORY: ASPECT: An	Society ti-competitive behaviour				
G4-S06	Total value of political contributions by country and recipient/beneficiary	No political contributions were made			
	Disclosure on management approach	 As a company incorporated in South Africa, the group is regulated by the Competition Commission of South Africa and the rules and regulations applicable to all companies listed on the JSE 			
G4-S07	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	We have historically reported on the status and results of the lawsuit by Turkcell against MTN Group Limited and other companies in the group. Please refer to https://www.mtn.com/en/mtn-group/press-and-insights/ press-releases/Pages/default.aspx for updated information			



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CATEGORY: ASPECT: Co			
	Disclosure on management approach	https://www.mtn.com/en/mtn-group/about-us/ethics/Pages/ our-code-of-ethics.aspx We do business in full compliance with the laws of each country we operate in, including: International trade laws and regulations, embargoes and sanctions Competition laws Fraud, anti-bribery and corruption laws Anti-money laundering laws Intellectual property laws Human rights and equal opportunity obligations	
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Not available	
CATEGORY: ASPECT: Gr	Society ievance mechanisms for in	npacts on society	
	Disclosure on management approach	One of the group's key mechanisms of encouraging reports of unacceptable behaviours (or allegations of unacceptable behaviour) for investigation is the anonymous whistle-blower line for use by both employees and the public. The line is supported by telephonic and e-mail communication channels, and is managed by Deloitte	
	Product responsibility stomer health and safety		
	Disclosure on management approach	Group positions on mobiles and health: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx MTN operations maintain terms, conditions on service and legal content on the local website for the operations. These terms and conditions may also include any additional information useful to subscribers, such as activation agreements, transfer procedures, defective goods and technical fault reporting, personal information management, and more. Some aspects of customer terms and conditions are often also separately detailed for different types of value-add and internet services, phones and devices, etc. Terms and conditions of service for physical products such as mobile handsets and tablets may also be included in the product pack. In some countries, all MTN stores display MTN's commitments to consumer rights and complaints mechanisms including contact details of regulatory authorities. Product and service labelling may also be subject to additional communication, disclosure or other requirements as set out by national consumer protection regulations in each of the countries where we operate. Customer complaint and feedback services are available through walk-in service and other centres, and via voice, e-mail, social media and other digital channels	



Index	Description	Information (document or web link)	Page(s)
	Product responsibility stomer health and safety	ontinued	
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Group positions on mobiles and health: https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx Regarding the position paper above, all handsets must be certified for safety before national regulators will allow distribution. The number of network sites assessed for health and safety impacts with respect to safe levels of electromagnetic fields varies for each country of operation, and is subject to requirements set out by the national telecommunications regulator	
G4-PR2	Number of incidents of regulatory non-compliance concerning health and safety impacts of products and services during their lifecycle, by type of outcome	Not available	
CATEGORY: ASPECT: Pro	Product responsibility oduct and service labelling		
	Disclosure on management approach	MTN operations maintain terms, conditions on service and legal content on the local website for the operations. These terms and conditions may also include any additional information useful to subscribers, such as activation agreements, transfer procedures, defective goods and technical fault reporting, and more, and are often also separately detailed for different types of value-add and internet services, phones and devices, etc. Terms and conditions of service for physical products such as mobile handsets and tablets may also be included in the product pack. Product and service labelling may also be subject to additional communication, disclosure or other requirements as set out by national consumer protection regulations in each of the countries where we operate. Customer complaint and feedback services are available through walk-in service and other centres, and via voice, e-mail, social media and other digital channels	
G4-PR3	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	The types of products and services offered by each of our operations may vary from country to country, and this information is therefore not available in a consolidated format at the group reporting levels. Some of our operations may maintain this information on their local websites. Please refer to the references as indicated in G4-HR4	
G4-PR5	Results of surveys measuring customer satisfaction	IR: How we sustain value using the six capitals	14



Index	Description	Information (document or web link)	Page(s)
	Product responsibility arketing communications		
	Disclosure on management approach	In addition to complying with local laws, standards and codes of practice in each country where we operate, as a regulated organisation subject to oversight by national telecommunication regulatory authorities, we may be required to abide by specific additional requirements regarding marketing communications. For instance, in order for us to market voice or data products in order to grow our subscriber base, our quality of service may be subject to review by regulators before permission may be granted (in circumstances where quality of service may fall below pre-set standards or as agreed in regulatory licences)	
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotions, and sponsorship, by type of outcomes	Not available	
	Product responsibility stomer privacy		
	Describe the approach to management and reporting of customer privacy	SR: Sustainable societies – digital human rights Group positions on digital human rights https://www.mtn.com/en/mtn-group/sustainability/cases-and-library/Pages/Document-library.aspx	41 – 66
G4-PR8	Number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Not available	
CATEGORY: ASPECT: Co	Product responsibility mpliance		
	Disclosure on management approach	Group social and ethics statement https://www.mtn.com/en/mtn-group/ sustainability/cases-and-library/Pages/Document-library.aspx	
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Not available	