

Chapter	Principle	Principle Description	Applied / Partially Applied / Not Applied	IoDSA GAI Score	Evidence	Explanation / Compensating Practices	Not Applied Commentary
Chapter 1	Principle 1.1	The Board provides effective leadership base on ethical foundation	Applied	AAA			
Chapter 1	Principle 1.2	The Board ensures that the company is and is seen to be a responsible corporate citizen	Applied	AAA			Although Comair has a Risk Management structure in place, with the growth of the company, the structure is being expanded.
Chapter 1	Principle 1.3	The Board ensures that the company ethics are managed effectively	Applied	AAA			
Chapter 2	Principle 2.1	The board acts as the focal point for and custodian of corporate governance	Applied	AAA			
Chapter 2	Principle 2.2	The Boards appreciates that the strategy, risk, performance and sustainability are inseparable	Applied	AAA			
Chapter 2	Principle 2.3	The Board provides for effective leadership based on ethical foundation SAME AS PRINCIPLE 1.1 - CHAPTER 1		N/A			
Chapter 2	Principle 2.4	The Board ensures that the company is and is seen as a responsible corporate citizen SAME AS PRINCIPLE 1.2 - CHAPTER 1		N/A			
Chapter 2	Principle 2.5	The Boards Ensures that the company's ethics are managed effectively SAME AS PRINCIPLE 1.3 - CHAPTER 1		N/A			
Chapter 2	Principle 2.6	The Board ensures that the company has an effective and independent audit committee SAME AS PRINCIPLE 3.1 - CHAPTER 3		N/A			
Chapter 2	Principle 2.7	The Board is responsible for the governance of risk SAME AS PRINCIPLE 4.1 - CHAPTER 4		N/A			
Chapter 2	Principle 2.8	The Boards is responsible for information technology (IT) governance SAME AS PRINCIPLE 5.1 - CHAPTER 5		N/A			
Chapter 2	Principle 2.9	The Board ensures that the company complies with applicable laws and considers adherence to non-binding rules, codes and standards. SAME AS PRINCIPLE 6.1 - CHAPTER 6		N/A			
Chapter 2	Principle 2.10	The Board ensures that there is an effective risk-based internal audit SAME AS PRINCIPLE 7.1 - CHAPTER 7		N/A			
Chapter 2	Principle 2.11	The Board appreciates that stakeholders' perceptions affect the company's reputation SAME AS PRINCIPLE 8.1 - CHAPTER 8		N/A			
Chapter 2	Principle 2.12	The Board ensures the integrity of the company's integrated report SAME AS PRINCIPLE 9.1 - CHAPTER 9		N/A			
Chapter 2	Principle 2.13	The Board reports on the effectiveness of the company's internal controls SAME AS PRINCIPLES OF CHAPTER 7 & 9		N/A			
Chapter 2	Principle 2.14	The Board and its directors act in the best interests of the company	Applied	AAA			
Chapter 2	Principle 2.15	The Board will/has consider/ed business rescue proceedings or other turnaround mechanisms as soon as the company has been/may be financially distressed as defined in the Company's Act, 71 of 2008	Applied	AAA			
Chapter 2	Principle 2.16	The Board has elected a chairman of the board who is an independent non executive director. The CEO of the company does not also fulfil the role of chairman of the Board.	Applied	AAA			

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Chapter 2	Principle 2.17	The Board has appointed the Chief Executive Officer and has established a framework for the delegation of authority	Applied	AAA			
Chapter 2	Principle 2.18	The Board comprises a balance of power, with a majority of non executive directors. The majority of non executive directors are independent.	Applied	AA			
Chapter 2	Principle 2.19	Directors are appointed through a formal process	Partially applied	C	While a formal written policy is currently under development, the Nominations		
Chapter 2	Principle 2.20	The induction of and on-going training, as well as the development of directors are conducted through a formal	Partially not applied	BB	Although no induction and on-going training		
Chapter 2	Principle 2.21	The Board is assisted by a competent, suitably qualified and experienced company secretary.	Applied	AAA			
Chapter 2	Principle 2.22	The evaluation of the Board, its committees and individual directors is performed every year.	Partially not applied	B	An annual evaluation of the Board and Committees is done informally.		
Chapter 2	Principle 2.23	The Board delegates certain functions to well-structured committees without abdicating from its own responsibilities.	Applied	AAA			
Chapter 2	Principle 2.24	A governance framework has been agreed upon between the group and its subsidiary Boards	Applied	AAA			
Chapter 2	Principle 2.25	The company remunerates its directors and executives fairly.	Applied	AAA			
Chapter 2	Principle 2.26	The company has disclosed the remuneration of each individual director and prescribed officer.	Applied	AAA			
Chapter 2	Principle 2.27	The shareholders have approved the company's remuneration policy.	Applied	AAA			
Chapter 3	Principle 3.1	The Board has ensured that the company has an effective and independent audit committee	Applied	AAA			
Chapter 3	Principle 3.2	Audit committee members are suitably skilled and experienced independent non-executive directors	Applied	AAA			
Chapter 3	Principle 3.3	The audit committee is chaired by an independent non-executive director.	Applied	AAA			
Chapter 3	Principle 3.4	The audit committee oversees integrated reporting	Applied	AAA			
Chapter 3	Principle 3.5	The audit committee has ensured that a combined assurance model has been applied which provides a coordinated approach to all assurance activities.	Applied	AAA			
Chapter 3	Principle 3.6	The audit committee is satisfied with the expertise, resources and experience of the company's finance function.	Applied	AAA			
Chapter 3	Principle 3.7	The audit committee should be responsible for overseeing internal audit	Applied	AAA			
Chapter 3	Principle 3.8	The audit committee is an integral component of the risk management process.	Applied	AAA			
Chapter 3	Principle 3.9	The audit committee is responsible for the recommending the appointment of the external auditor and overseeing the external audit process.	Applied	AAA			
Chapter 3	Principle 3.10	The audit committee has reported to the board and the shareholders as to how it has discharged its duties.	Applied	AAA			

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Chapter 4	Principle 4.1	The Board is responsible for the governance of risk.	Applied	AA			
Chapter 4	Principle 4.2	The Board has determined the levels of risk tolerance	Not applied	L	The determination of levels of risk tolerance will form		
Chapter 4	Principle 4.3	The risk committee and/or audit committee has assisted the Board in carrying out its risk responsibilities.	Applied	AAA			
Chapter 4	Principle 4.4	The Board has delegated to management the responsibility to design, implement and monitor the risk management plan.	Partially applied	C			
Chapter 4	Principle 4.5	The Board has ensured that risk assessments are performed on a continual basis.	Applied	AAA			
Chapter 4	Principle 4.6	The Board has ensured that frameworks and methodologies are implemented to increase the probability of anticipating unpredictable risks.	Applied	AAA			
Chapter 4	Principle 4.7	The Board has ensured that management has considered and has implemented appropriate risk responses.	Not applied	L			
Chapter 4	Principle 4.8	The Board has ensured the continual risk monitoring by management.	Applied	AAA			
Chapter 4	Principle 4.9	The Board has received assurance regarding the effectiveness of the risk management process.	Applied	AA			
Chapter 4	Principle 4.10	The Board has ensured that there are processes in place which enable complete, timely, relevant, accurate and accessible risk disclosure to stakeholders.	Applied	AAA			
Chapter 5	Principle 5.1	The Board is responsible of information technology (IT) governance.	Applied	AAA			
Chapter 5	Principle 5.2	IT has been aligned with the performance and sustainability objectives of the company.	Applied	AAA			
Chapter 5	Principle 5.3	The Board has delegated to management the responsibility for the implementation of an IT governance framework.	Applied	AAA			
Chapter 5	Principle 5.4	The Board monitors and evaluates significant IT investments and expenditure.	Applied	AAA			
Chapter 5	Principle 5.5	IT is an integral part of the company's risk management plan.	Applied	AAA			
Chapter 5	Principle 5.6	The Board ensured that information assets are managed effectively.	Applied	AAA			
Chapter 5	Principle 5.7	A risk committee and audit committee assists the board in carrying out its IT responsibilities.	Applied	AAA			
Chapter 6	Principle 6.1	The Board ensures that the company complies with applicable laws and considers adherence to non binding rules, codes and standards.	Applied	AAA			
Chapter 6	Principle 6.2	The Board and each individual director have a working understanding of the effect of applicable laws, rules, codes and standards on the company and its business.	Applied	AAA			
Chapter 6	Principle 6.3	Compliance risk should form an integral part of the company's risk management process.	Applied	AAA			
Chapter 6	Principle 6.4	The Board should delegate to management the implementation of an effective compliance framework and processes.	Applied	AA			

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Chapter 7	Principle 7.1	The Board should ensure that there is an effective risk based internal audit.	Applied	AAA			
Chapter 7	Principle 7.2	Internal Audit should follow a risk based approach to its plan.	Applied	AAA			
Chapter 7	Principle 7.3	Internal Audit should provide a written assessment of the effectiveness of the company's system of internal controls and risk management.	Applied	AAA			
Chapter 7	Principle 7.4	The audit committee should be responsible for overseeing internal audit SAME AS PRINCIPLE 3.7		N/A			
Chapter 7	Principle 7.5	Internal audit should be strategically positioned to achieve its objectives.	Applied	AAA			
Chapter 8	Principle 8.1	The Board should appreciate that stakeholders' perceptions affect a company's reputation.	Partially not applied	B	This matter is currently under consideration by		
Chapter 8	Principle 8.2	The Board should delegate to management to proactively deal with stakeholder relationships.	Applied	AAA			
Chapter 8	Principle 8.3	The Board should strive to achieve the appropriate balance between its various stakeholder groupings, in the best interests of the company.	Applied	AAA			
Chapter 8	Principle 8.4	Companies should ensure the equitable treatment of shareholders.	Applied	AAA			
Chapter 8	Principle 8.5	Transparent and effective communication with stakeholders is essential for building and maintaining their trust and confidence.	Applied	AAA			
Chapter 8	Principle 8.6	The Board should ensure that disputes are resolved effectively and expeditiously as possible.	Applied	AAA			
Chapter 9	Principle 9.1	The Board should ensure the integrity of the company's integrated report.	Applied	AAA			
Chapter 9	Principle 9.2	Sustainability reporting and disclosure should be integrated with the company's financial reporting.	Applied	AAA			
Chapter 9	Principle 9.3	Sustainability reporting and disclosure should be independently assured.	Applied	AAA			