Vodacom DRC
Environmental, Social and Governance Snapshot

'23

Further together

Contents

Vodacom is a leading and purpose-driven African connectivity, digital and fintech operator. Our mobile networks cover more than 500 million people[1]. The Group serves 185.8 million[1] customers across consumer and enterprise segments with 21 million in the Democratic Republic of the Congo (DRC).

Customers

Egypt — 45.5 million
Ethiopia — 2.1 million
Kenya — 43.8 million
DRC — 21.0 million
Tanzania — 16.7 million
Mozambique — 10.7 million
Lesotho — 1.7 million
South Africa — 44.2 million

We have grown from our roots in South Africa, with operations in Tanzania, the DRC, Mozambique and Lesotho. We have a presence in 49 countries through Vodacom Business Africa. In December 2022, we completed the acquisition of a 55% stake in Vodafone Egypt. We have a presence in Kenya and Ethiopia through Safaricom.

1. Including Safaricom.

Our approach to ESG

Vodacom's purpose – connecting for a better future – means using our business services to enable individuals and enterprises to thrive. Our powerful, multi-product strategy – the system of advantage – enables us to deliver our targets across three purpose pillars.

Our purpose pillars
- Digital society
- Inclusion for all
- Planet

Enables / Drives

Our system of advantage
Our purpose drives us in becoming a leading African TechCo with a clear system of advantage.

Informs / Influences

Our purpose is central to everything we do.

We connect for a better future.

Impacts / Draws from

Our context
The success of our business depends on our ability to respond and adapt to our operating context.

Affects / Influences

Our capital performance
Our capitals are the resources and relationships we rely on.

Governance oversight and responsible business practices
Good governance, acting ethically, lawfully and with integrity forms a critical part of sustainable value creation and our long-term success.

By delivering against our purpose, we aim to produce profitable solutions to challenges faced by society and the planet, while not profiting from those that have negative impacts. We strive to minimise the negative environmental impacts arising from our operations and are seeking ways to support our customers in managing their environmental impacts.

Our Social Contract, guided by the principles of trust, fairness, and leadership, serves to activate and accelerate our purpose initiatives.

Operating responsibly is essential to long-term sustainability and cultivating trust with our stakeholders. This means acting honestly, with integrity and maintaining robust ethics, governance and risk management processes.

PG See page 03 for more on our approach to ESG and how we create a positive impact.

For full detail on **Vodacom's ESG approach and performance**, please see the Vodacom Group ESG report.

Read about our **strategy, context and capitals performance** in our Integrated report.

Read about our **governance principles and practices** in our Corporate governance report.
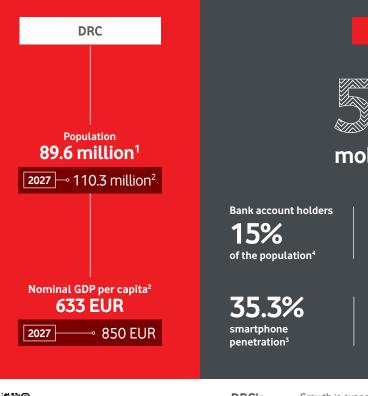
Committed to the DRC

Vodacom is the leading mobile telecommunication company with a more than 30% customer market share in the DRC. We provide a wide range of communication services including mobile voice, messaging, internet, financial and converged services to more than 19.2 million individuals and enterprise customers.

We are committed to providing solutions that contribute towards the DRC's priority national development ambitions, which include education, agriculture, the environment, the Horizon 25 digital plan as well as the promotion and development of information and communication technology (ICT).

1. Central Bank of DRC.
2. Fitch Solutions, 2023.
3. GSMA, 2023.
4. ARPTC, 2022.
5. Datareportal.com Digital, 2022.
6. IMF, 2023.

DRC

Population
89.6 million[1]

2027 ○ 110.3 million[2]

Nominal GDP per capita[2]
633 EUR

2027 ○ 850 EUR

DRC's digital profile

52.4%
mobile penetration[3]

Bank account holders
15%
of the population[4]

Online purchases
1.8%
of the population[5]

Mobile money penetration
14.5%
of the population[3]

35.3%
smartphone penetration[3]

27.2%
internet penetration[5]

4.7 million
active social media users (4.9% of population)[5]

Watch **Introduction to DRC**

DRC's outlook
Growth is expected to remain strong with a recovery in consumer purchasing power, mining investment and production[6].

Our ESG framework

Vodacom exists to connect for a better future. We recognise that to deliver on this purpose, ESG must be integrated into what we do.

ESG is not a distinct strategy or set of activities separate from our daily management of the business; it is embedded into Vodacom's purpose-led strategy, business model and activities through priority ESG initiatives.

Our strategy is underpinned by our purpose pillars, our Social Contract and our responsible business practices – all of which form our ESG framework. This enables us to manage ESG risks and deliver positive impact through ESG-related opportunities.

Our ESG approach reflects our operating context and considers ESG-related regulations, stakeholder expectations and developments in reporting standards.

We have defined targeted ESG goals linked to local and global ambitions, such as local government development plans and the United Nations Sustainable Development Goals. Through our progress on these goals, we demonstrate tangible value to stakeholders and fulfil evolving ESG regulations and standards in the business environment. This deep integration ensures our relevance and impact, cultivates trust with stakeholders and helps us deliver on our purpose.

The **UN SDGs** that Vodacom impacts are unpacked in our ESG report

Connecting for a better future

Purpose pillars

Digital society
Connecting people and things, and digitalising critical sectors

Digitalising business	Providing products and services to support business, particularly SMEs.
Digitalising critical sectors	Supporting the digitalisation of education, healthcare and agriculture with specific products and services.
Digitalising government	Using our Internet of Things (IoT) platform and technology to amplify productivity and efficiencies and enable better connectivity with citizens.

Inclusion for all
Ensuring everyone has access to the benefits of a digital society

Access for all	Finding new ways to extend our network and make connectivity more accessible to all.
Propositions for equality	Providing relevant products and services to address societal challenges such as gender equality and financial inclusion.
Workplace equality	Developing a diverse and inclusive workforce that reflects the customers and societies we serve.

Planet
Reducing our environmental impact and helping society decarbonise

Responding to climate change	Committed to a low-carbon future and playing our part in addressing the climate crisis.
Decreasing scope 1 and 2 emissions	Increasing our efficiencies and sourcing renewable energy to reduce energy consumption and carbon emissions.
Managing scope 3 emissions	Influencing our supply chain to reduce indirect emissions.
Driving circularity	Following a circular approach to reuse, resell and recycle resources to reduce waste in our produce and service ecosystem.
Supporting biodiversity	Understanding and managing our biodiversity impact.

Social Contract

To achieve our purpose, we aim to strengthen our reputation by safeguarding the trust of our stakeholders and ensuring that digital connectivity delivers on its full potential for responsible leadership and innovation.

Our Social Contract is a pact to help strengthen trust across all stakeholder groups as we meet their expectations, while maintaining positive relationships. Our Social Contract guides our journey as a purpose-led company, and is built on three core principles.

Trust
Building trust with our customers through simplified and transparent pricing, customer-orientated solutions and reducing our planetary impact.

Fairness
To ensure fairness and promote digital inclusivity through enhanced access to digital products, services and infrastructure.

Leadership
To demonstrate responsible leadership through innovation in IoT and mobile financial services, leadership in convergence and solutions that benefit society.

Responsible business practices

Protecting data
Customers trust us with their data and maintaining this trust is critical.

Data privacy
We want to respect the privacy preferences of our customers and help improve society through the responsible use of data.

Cyber security
As a provider of critical national infrastructure and connectivity that millions of customers rely on, we prioritise cyber and information security across everything we do.

Protecting people

Health and safety
Creating a safe working environment for everyone working for and on behalf of Vodacom and the communities we operate in.

Mobiles, masts and health
Operating our networks strictly within national regulations.

Human rights
Contributing to the protection and promotion of human rights and freedoms and supporting socio-economic development.

Responsible supply chain
Managing relationships with our direct suppliers and evaluating their commitments to diversity, inclusion and the environment.

Business integrity
We are committed to ensuring that our business operates ethically, lawfully and with integrity wherever we operate.

Tax and economic contribution
As a major investor, taxpayer and employer, we make a significant contribution to the economies of all the countries we operate in.

Anti-bribery and corruption
We have a zero-tolerance policy on bribery and corruption. The policy details what constitutes a bribe and prohibits giving or receiving any excessive or improper gifts and hospitality.

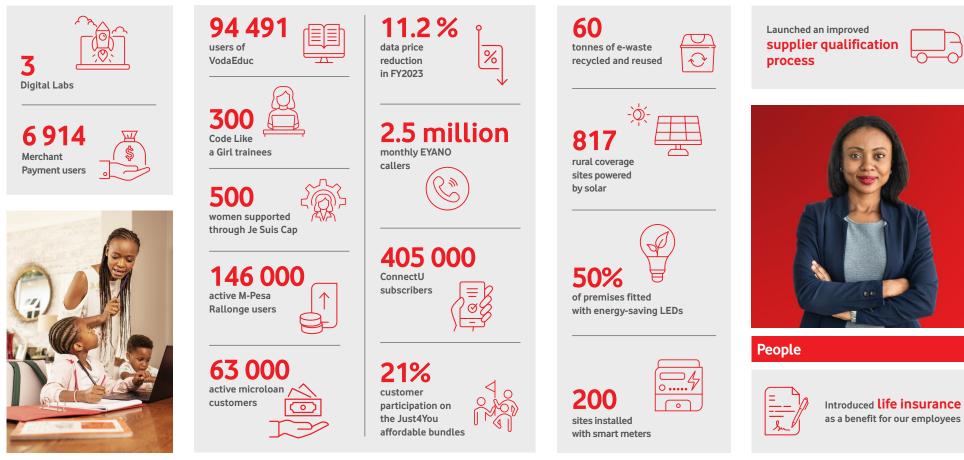### Transparency and measurement

Transparency is essential to our ESG approach. We achieve transparency through comprehensive disclosure and measuring our ESG progress using multiple mechanisms such as ESG ratings, reputation tracking and stakeholder feedback.

FY2023 snapshot

Digital society

3
Digital Labs

6 914
Merchant Payment users

Inclusion for all

94 491
users of VodaEduc

300
Code Like a Girl trainees

500
women supported through Je Suis Cap

146 000
active M-Pesa Rallonge users

63 000
active microloan customers

11.2 %
data price reduction in FY2023

2.5 million
monthly EYANO callers

405 000
ConnectU subscribers

21%
customer participation on the Just4You affordable bundles

Planet

60
tonnes of e-waste recycled and reused

817
rural coverage sites powered by solar

50%
of premises fitted with energy-saving LEDs

200
sites installed with smart meters

Responsible business practices

Launched an improved **supplier qualification process**

People

Introduced **life insurance** as a benefit for our employees

Digital society

We believe in the power of connectivity and digital services to strengthen economic resilience.

We connect people, enterprises and communities through our mobile and fixed networks, thus expanding opportunities.

A digital society realises the benefits of communication, facilitates inclusion and enables access to other services through digital technology. We acknowledge the significant digital divide in Africa and believe that for a digital society to flourish it must be inclusive.

We create digital societies by continuously developing our fixed and mobile network, relevant platforms and services, and supporting innovative, impactful projects and programmes.

Our digital society focus area:

1 Digitalising business

6 914
Merchant Payment users

3
Digital Labs

1

Digitalising business

Digital technologies enhance business by creating efficiencies, reducing costs, improving services and generating data that strengthens decision-making.

Supporting small enterprises

Small and medium enterprises (SMEs) are critical in supporting economic growth and employment. We provide business support and innovative technology to foster their development. We support entrepreneurs, start-ups, small enterprises and our SME suppliers by providing connectivity, tailored platforms, solutions, products and services, training, and financial support. We connect SMEs through guidance on available solutions, advice and best practice information, improving their digital readiness. We use advancements in cloud technology, IoT and Big Data to develop digital solutions, enabling enterprise customers to build connected supply chain networks.

We achieve this through:

- Providing digital platforms and solutions
- Empowering start-ups and entrepreneurs through connectivity, training and support
- Supporting small businesses in our supply chain through training, resources and platforms

Merchant Payment is a business service that makes it simple to accept payments from M-Pesa users. The platform has a total of 6 914 users.

Case study

Digital Labs enabling digital entrepreneurship in the DRC

Vodacom is supporting the DRC's shift from being an importer to becoming an originator of digital solutions.

With support from the Vodacom Foundation, we are enabling digital entrepreneurship and partnerships through a first-of-its-kind programme that installs Digital Labs across the country. The installations provide space for learning, research, prototyping, full connectivity, and servers on which projects can be hosted.

The Digital Labs increase digital literacy among the youth of the DRC and reduce the country's digital divide. The Digital Labs also attract, retain and develop world-class local talent in the digital field, and support the development of locally created digital products and services.

- Three Vodacom Digital Labs have been installed in Kinshasa, Lubumbashi and Goma.
- 150 youth have been trained on digital skills (40% of whom are girls).
- 100 beneficiaries have been absorbed in internships with local companies.

Watch **Digital Labs**

Digitalising enterprises

We leverage Vodacom subsidiary, IoT.nxt's, expertise and partner with enterprises to accelerate their growth and transform their businesses through digital technology and IoT. We offer digital solutions to the mining, fast-moving consumer goods, logistics, health, e-learning and agriculture sectors, among others.

We achieve this through:

- Smart building
- Smart asset management
- Fleet management
- Connected worker

Our **fleet management solutions** allow companies to maintain full visibility of their assets and use data analysis to improve efficiencies and manage risks. Telematics allow for real-time monitoring of vehicle locations, fuel management, driver behaviour and more. Powerful, user-friendly dashboards allow fleet managers to monitor long journeys and other high-risk events, while the analysis of route and vehicle-usage data substantially reduces fuel usage and emissions.

Case study

Glencore, Vodacom Business and Standard Bank partner to drive digitalisation and inclusion in a DRC mining town

Kolwezi is a fast-growing mining town that has seen rapid economic development as demand for cobalt and copper has increased. Glencore, one of the world's largest globally diversified natural resource companies, operates two mines near Kolwezi: Kamoto Copper Company (KCC) and Mutanda Mining (MuMi), which collectively employ 15 000 frontline workers.

Due to disparities between access to connectivity and digital devices across its workforce — which were exacerbated by the onset of COVID-19 — Glencore identified the need for an employee engagement solution that allowed blue-collar workers to become part of a dependable, comprehensive digital communications network.

Glencore, Vodacom Business and Standard Bank partnered to provide a turnkey solution to employee engagement, and ultimately the digital and financial inclusion of Glencore's employees. The result is the **Umoja App**, a digital workplace tool that provides employees with real-time information, including health and safety updates, HR and payroll details, training and employee feedback channels.

We were supported by Vodacom Business to ensure the delivery of a seamless solution. We instituted reverse billing, so employees do not have to pay for data when using Umoja. We also heavily invested in Kolwezi's mobile and fixed network infrastructure to deliver full coverage across the city and provided 8.8GB of data to each employee per month for their personal and family use.

The benefits thus extend beyond the KCC and MuMi workforces: coverage within the community has increased to over 80%, ensuring anyone living in the town now has access to a stable connection. The solution delivers over 50Tb of data to the Kolwezi community, giving the miners' families the bandwidth to access media ordinarily inaccessible to them.

Umoja has been used to communicate safety incidents to employees, with over 80 000 views of safety, health, and environment-related content since inception. It has also reduced the time required for administrative tasks (which previously had to be completed manually), providing employees with more time outside of their shifts. The solution has delivered 6 000 mobile phones to mineworkers — providing them with a gateway to engage with their employer and the broader digital world.

The Umoja App is set to be expanded to include health, financial services and other solutions in the DRC, and has the potential to expand into regions across Africa and other global points of presence.
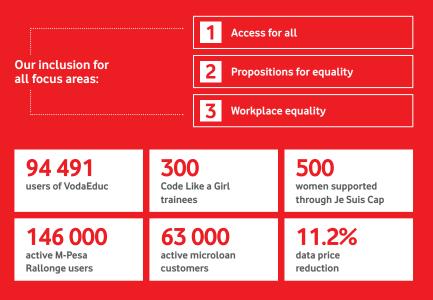
Watch **Umoja**

Inclusion for all

Vodacom seeks to ensure no one is left behind. Our inclusion for all pillar focuses on access to connectivity, digital skills and creating necessary products and services, such as access to education, healthcare and finance. We are committed to developing a diverse and inclusive workforce that reflects the customers and societies we serve.

In Africa, 60% of the population is not online. The UN designated Tanzania, the DRC, Mozambique and Lesotho as least developed countries, with just 27%[1] of people online. Closing this gap is threatened by high inflation and the cost-of-living crisis, which has eroded real incomes and pushed millions more into poverty in Africa.

The internet has become a vital part of our lives. It enables communication and access to vital services such as educational resources, government services, health information, financial services and entertainment. There are strong economic gains from increased usage of mobile broadband. Research from the World Bank shows that mobile broadband can reduce the number of households in extreme poverty by 4%, mainly due to increases in labour force participation among women[2]. Furthermore, expanding broadband penetration across Africa by 10% could boost GDP per capita by 2.5%[3].

Our inclusion for all focus areas:

1	Access for all
2	Propositions for equality
3	Workplace equality

94 491	300	500
users of VodaEduc	Code Like a Girl trainees	women supported through Je Suis Cap
146 000	**63 000**	**11.2%**
active M-Pesa Rallonge users	active microloan customers	data price reduction

1. International Telecommunications Union, 2022.
2. World Bank, 2022.
3. GSMA, 2022.

1

Access for all

Internet access is transformational and empowers people to contribute and connect meaningfully.

Barriers to using 4G include lack of awareness, digital skills, and the price of smartphones. We aim to address these barriers and support an inclusive society by upgrading and expanding our networks.

Increased 4G connectivity is a driver of economic participation. World Bank research suggests that improved connectivity has macro and microeconomic benefits as it reduces poverty and increases welfare for underserved populations, mainly due to increased labour force participation, particularly among women[1]. Expanding mobile broadband penetration across Africa by 10% could boost gross domestic product per capita by 2.5%[2].

1. World Bank, 2020.
2. International Telecommunications Union, 2019.

Enabling connectivity

Connecting everyone to digital services, particularly in Africa, is a significant challenge for many Africans in rural areas. Expanding rural networks can often be more challenging and offer a lower return on investment due to lower population densities. New approaches, partnerships and a blend of technologies will help us overcome some of these barriers and deliver universal coverage.

Vodacom's **rural coverage acceleration programme** prioritises the expansion of coverage to rural communities that have never been connected to the network. In FY2023, we extended our network in remote areas by rolling out 29 additional rural connectivity sites, bringing the total to 827 sites.

Watch **rural coverage**

Vodacom and Vodafone continue to work with AST and Science LLC to develop the first **space-based mobile network** to connect directly to consumer 4G and 5G smartphones without specialised hardware. Before its formal trial in March 2023, AST SpaceMobile's BlueWalker 3 satellite underwent basic functionality testing in 2022, in partnership with Vodacom and Safaricom in Kenya. After the trial is successfully completed, AST SpaceMobile will scale up their satellite deployments in partnership with Vodacom to provide communications to 4G devices across Africa and beyond. This capability will enable us to provide coverage in rural areas where connectivity through traditional terrestrial communications solutions is challenging. This partnership aims to provide mobile coverage in Tanzania, the DRC, Mozambique and Kenya, ultimately reaching an estimated 1.6 billion people across 49 countries.

Selling affordable smart devices

Lowering the cost of devices is key to addressing the digital divide.

We run programmes aimed at reducing the cost of smartphones. We reduced the cost of our 4G devices by:

- Applying subsidies, discounts and offers tailored to low-income communities; and
- Offering financing to customers to shift from 2G to 4G handsets.

As part of our Social Contract, we have committed to facilitate access to low-cost devices. In doing so we source and support the sale of **affordable smartphones** to broaden access. To celebrate our 20th anniversary, we ran a campaign selling Vodacom-branded 4G devices at discounted prices: the SP Zte Blade for US$50, the Vodafone Kicka 5 plus for US$30, the new Mi-Fi Modem Notion M0262 for US$25, and a new router with built-in battery for US$40. We offered 20GB data over four months without conditions for the new ITEL Hero Smartphone. A new welcome offer campaign for the rest of the ITEL SP portfolio offered 5GB with a recharge condition.

Providing free access to online platforms

Free access to beneficial online platforms and resources drives digital access and inclusion.

ConnectU provides access to essential free services and resources with the aim of supporting less privileged communities in a variety of areas, including health and well-being, education, access to employment and information. Customers can also access discounted voice and data products such as airtime advance. There are 405 000 ConnectU subscribers.

Watch **ConnectU**

EYANO provides free on-demand access to public service information via interactive voice response, SMS and USSD. This connects people, especially women living in rural areas. Information includes financial education, agriculture, health and well-being, gender equality, water and sanitation, family planning, weather, and human rights. EYANO logged nearly two-and-a-half million callers per month in 2022.

Transforming pricing

We have initiatives to reduce the cost of data and increase usage among the youth and low-income households. We use Big Data analytics to deliver affordable personalised bundles for low-spend prepaid customers. Our innovative pricing and products include cheaper short validity, smaller data amounts and URL bundles.

Just4U provides affordable price packages, with over 100 offers varying day to day and from customer to customer. We create deals based on customer usage of data, SMS or calls through usage pattern analysis.

21% customer participation on the Just4You affordable bundles

We have several initiatives to reduce the cost of our data, make our pricing affordable and increase bundle validity, all of which support small-budget users, including youth and disadvantaged individuals. As a result, we have seen an 11.2% decrease in data price and a 9% decrease in SMS price.

Overall, we have reduced **data prices** by 59.2% over the past three years, mainly by introducing the data-share wallet, which allows sharing by up to six customers, and lower-cost monthly bundles (US$1 for 1GB for 24 hours and US$1 for 2GB for 48 hours) on Just4U.

2

Propositions for equality

We face increasing societal challenges such as access to education, gender equality, financial inclusion and poverty – many of which were exacerbated by the COVID-19 pandemic.

Individuals, schools and communities increasingly use and depend on digital technology, providing opportunities for digital innovation to address societal needs.

We develop innovative solutions to support an equal and inclusive society, supported by the Vodacom Foundations, most notably in education, skills development, and gender and disability empowerment programmes.

Providing platforms for financial inclusion

Globally, 2 billion people remain unbanked[1]. Many people, especially women, still lack access to financial services. Digital services are key to helping people access safe, secure financial services. Without the ability to transfer money, people battle to save, access loans, start a business and get paid. Financial inclusion is necessary to reduce poverty. We work with various licensed banking and financial services providers to enable people, including those in remote areas to access payments, loans and savings on their mobile devices without needing to travel.

1. GSMA, 2021.

Our seasonal **M-Pesa discount** allows consumers to pay through M-Pesa and get an instant 10% discount on goods and services.

M-Pesa has grown from being a means of money transfer to becoming a way of life and a channel for poverty alleviation. Humanitarian crises triggered by conflict raging in eastern DRC are driving millions out of their homes to seek refuge in temporary shelters. Cash assistance provided by the **World Food Programme** through M-Pesa is timely assistance that helps refugees adjust to a new life.

Microloan and savings products developed with microfinance FINCA Bank allow customers to save and earn interest through M-Pesa. Loans are repayable weekly or monthly based on customers' credit scores.

Remittances and foreign exchange solutions are available with Equity Bank.

M-Pesa Rallonge is an overdraft extended to M-Pesa customers with insufficient balances to complete their transactions, enabling them to apply for instant overdrafts in local currency. The product, developed with Access Bank, plays a key role in maintaining information and financial inclusion for those in need. M-Pesa Rallonge has 146 000 active and 500 000 base users, and US$500 000 in loans has been extended to date.

Watch **M-Pesa Rallonge**

Enabling education and digital skills

Globally, children living in learning poverty make up 50% of low and middle-income countries' population. UNICEF[1] deems education inequality a global crisis, with challenges of providing formal schooling, trained teachers, education materials, school infrastructure, and internet access impacting children. Vodacom provides devices and connectivity to students. We are growing our educational platforms and contributing directly through our digital skills and education initiatives. There are more opportunities to innovate and transform traditional education approaches by using technology to deliver remote and hybrid education, to close the divide.

Vodacom Instant School provides free access to online learning material, particularly for science, technology, engineering and mathematics (STEM).

Code Like a Girl is a social enterprise providing girls and women with the confidence, tools, knowledge and support to enter and flourish in the world of coding. Code like a Girl inspires more girls to explore careers that require coding skills to help them enter STEM fields and industries. The third Code Like a Girl cohort launched in December 2022, and 300 girls were trained.

VodaEduc offers free digital educational content to learners and teachers. The content includes maths, sciences, information technology, economics and finance e-curriculum resources (including 2 105 videos, 1 873 subtitled videos, 428 interactive exercises and nine digital classes) on the platform. VodaEduc has 30 000 direct student beneficiaries and 200 000 users since the inception of the online platform. We have awarded 700 VodaEduc scholarships and renovated and connected 20 schools as part of the programme. VodaEduc has also impacted our other social initiatives. We have introduced and trained several homeless children and 100 orphaned albino children, for whom we provide school transportation, on the platform.

1. https://www.unicef.org/education.

Supporting jobseekers and empowering youth

We support those seeking employment and opportunity through affordable connectivity, job platforms and work-experience activities.

Kadea Learn is an online learning platform that offers career-focused courses in coding and digital industries. We have partnered with Kadea to offer their courses and curricula for free to our subscribers, with no data required.

Bringing mobile to, and empowering, more women

Mum & Baby, in partnership with the Vodafone Foundation, is a zero-rated mobile health service that provides information on maternal, neonatal and child health and well-being.

There are 195 000 Mum & Baby subscribers in the DRC. In partnership with United Nations Population Fund and the Vodacom Foundation, we use the Mum & Baby platform to promote awareness of obstetrical fistulas. Mum & Baby provided surgery for 20 women suffering from obstetrical fistulas and donated 342 maternity kits to Vanga Hospital.

We have also added **additional content** from the Ministry of Health, non-governmental organisations and United Nations Women.

Case study

Je Suis Cap – Empowering women living with disabilities

In the DRC, households' welfare falls squarely on the shoulders of women. Women in the DRC struggle with famine, disease, food insecurity and political violence, but in the face of what might seem like insurmountable barriers, they remain resilient and determined to make progress towards a better future.

The fate of these women and their dependents is even more precarious when they are living with handicaps. In response, Vodacom DRC Foundation has implemented a first-of-its-kind women empowerment programme in partnership with the Vodacom Foundation, the Ministry of People Living with Disabilities and Other Vulnerable People, and Visa International.

The programme, called Je Suis Cap ("I am Capable"), seeks the empowerment and social reintegration of 500 women living with disabilities including albinism, motor disability and dwarfism.

For the first phase of the programme, 500 women received free financial education training provided by M-Pesa and Visa. Upon completion, participants each received an M-Pesa kit, a set of 100 Vodacom SIMs, a smartphone, an equipped point of sale device and US$275 in start-up financing.

As well as supporting economic inclusion, Je Suis Cap aims to raise awareness of the socioeconomic value people living with disabilities can offer.

Meet Gloria

Gloria Maria Sembula has a degree in social communication. She is the coordinator of the synergy of people of small size at the Economic and Social Council.

"I believe that people with disabilities can do anything," she says. "It all depends on how their disabilities are perceived by others. People have a responsibility to accompany, value, and, especially, encourage people with disabilities.

"Today, with the Department of People with Disabilities, the issue of disability is becoming more important and visible. But people with disabilities must understand that they do not need another person to speak for them, because they are strong on their own.

"I congratulate Vodacom, which is a company that values people with disabilities as well as women. In fact, I previously worked at Vodacom, and it was a company that accepted me despite my condition, that gave me a job without judging me."

3

Workplace equality

As part of our purpose, we are committed to making the world more connected, inclusive and sustainable, where everyone can truly be themselves and belong.

We bring the human touch to our technology to create a better digital future for all, starting with our people. Our diversity and inclusion focus aims to remove barriers to workplace equality by accelerating momentum on gender equality and ensuring our physical and digital workplace is fully accessible.

Driving diversity and inclusion

Vodacom strives for an inclusive, diverse and gender-balanced culture that celebrates differences, maintains an ethnically diverse environment and ensures accessibility for employees with disabilities. Enabling diversity is critical to achieving these goals sustainably. Doing What's Right training is mandatory for all employees, including executives and senior managers, and covers diversity and inclusion, harassment, and bullying.

To advance our goals, we have established the following initiatives:

- **Women Interactive Network**, a platform for female employees to participate and learn skills in leadership, networking, productivity, collaboration and well being.

- **Meet our Women campaign**, which stars women employees, showcasing Vodacom as an employer of choice for women to attract more women applicants.

- **Women Mentorship Programme**, a local meeting and mentoring initiative encouraging women to develop their potential by being in contact with and coached by Vodacom women leaders.

Planet

We are committed to reducing our environmental impact and helping decarbonise society as part of our purpose. Digital technology is key to saving energy, using natural resources more efficiently, and creating a circular economy. Our digital networks and technologies can contribute to mitigating climate change.

Our planet focus areas:

1	**Responding to climate change**
2	**Decreasing scope 1 & 2 emissions**
3	**Managing scope 3 emissions**
4	**Driving circularity**
5	**Supporting biodiversity**

60
tonnes of e-waste recycled and reused

827
rural coverage sites powered by solar

200
sites installed with smart meters

50%
of premises fitted with energy-saving LEDs

1

Responding to climate change

We address the global climate crisis through our efforts to mitigate and address our climate-related impact and risks.

Vodacom is committed to a low-carbon future and sustainable environmental practices. This requires global, regional and local cooperation, individual actions, and collective responsibility to adapt to the changing climate and to mitigate greenhouse gas emissions to avoid further drastic climate change. Addressing climate change is imperative should we wish to protect the environment, safeguard human health, promote economic stability, achieve social justice, and secure a sustainable future.

The ICT sector is responsible for an estimated 1.8% to 2.8% of global GHG emissions[1]. As we move towards a more digital society, with increasing volumes of internet use and mobile data traffic, we are committed to reducing our emissions in absolute terms, in line with what science requires to avoid catastrophic climate change.

> We started an **electric mobility journey** to gradually modernise our fleet, opting for electric vehicles to reduce greenhouse gas emissions and air pollution. In partnership with MOPEPE Solutions, a local green SME, five electric vehicles have been acquired.

1. Freitag, C. et al. (2021), The real climate and transformative impact of ICT: A critique of estimates, trends, and regulations, Patterns 2:9, available online at https://doi.org/10.1016/j.patter.2021.100340

2

Decreasing scope 1 and 2 emissions

Our activities to reduce scope 1 and 2 emissions focus on driving energy efficiency across our mobile and fixed-line networks and phasing out and replacing fossil-fuel based energy sources with renewable energy sources.

Our energy leads coordinate localised energy and decarbonisation strategies in accordance with the Group's energy strategy. We measure our carbon footprint using the GHG Protocol Corporate Accounting and Reporting Standard.

Driving energy efficiencies

Our energy efficiency measures aim to reduce our dependence on fossil-fuel based energy sources, to reduce our GHG emissions which supports global efforts to address climate change, and to reduce costs.

Our primary energy source is grid-supplied electricity supplemented with diesel generators, to power our access network of base stations, data centres, buildings (offices and warehouses), and retail stores. Our key energy efficiency focus areas are managing network and building and data centre consumption.

> We aim to be ISO 50001 certified by FY2024. Developing an energy management system to this international standard will enable us to better measure our consumption and drive efficiency in our systems and infrastructure.
>
> We have invested in energy efficiency solutions that are starting to help reduce energy consumption by providing detailed energy usage information. These include:
>
> - Installing **smart meters** at 200 sites between March and May 2023;
> - Upgrading legacy equipment countrywide, improving **energy efficiency** and demand across the network;
> - Replacing all fluorescent tubes with LEDs at our offices through our **go for LED project**, reaching 50% of our premises to date; and
> - Upgrading our **data centres**.

Switching to renewables

We aim to achieve a 50% reduction in our scope 1 and 2 carbon emissions by 2025 and aspire to a 100% reduction by 2030. Achieving this sustainably requires switching to renewable sources of grid-supplied electricity, and replacing diesel generators with technology that can operate on alternative, renewable fuel sources.

Legacy sites have been upgraded with solar panels in a drive to reduce dependence on diesel generators. 817 rural coverage sites are running with **solar panels**, which could help to prevent 20 000 tonnes of CO_2 emissions per year.

Goals

50% reduction in our scope 1 and 2 GHG emissions by 2025

ISO 50001 certification by FY2024

A **power purchasing agreement** with Nuru, a DRC solar-based mini-grid company, provides solar energy for two sites in Faradje and Tadu. We are exploring new power purchasing agreement partners to expand our clean energy footprint, particularly in remote areas that lack grid electricity and road access.

We continue testing new approaches and technologies to find sustainable solutions, including developing **proof-of-concept mini grid solutions**.

3

Managing scope 3 emissions

Scope 3 emissions are indirect GHG emissions that we cannot control but could influence.

The main sources of our scope 3 emissions are fuel and energy-related activities.

Working with partners to reduce scope 3 emissions

To reduce the impact of our upstream supply chain emissions, we engage with suppliers in the procurement process on energy efficiency improvements in hardware and software solutions.

Enabling customers to reduce their emissions

We develop digital technologies and services that enable our customers (enterprises and governments) to reduce their environmental footprint. We began by using green digital solutions to tackle climate change and help decarbonise society.

4

Driving circularity

Circularity is a key enabler of Vodacom's planet strategy. A circular systems approach considers the full life cycle of a resource and aims to eliminate waste – reducing environmental impact.

We aim to use resources for as long as possible to maximise the return on capital employed and recover and reuse materials responsibly. We seek to manage our impact responsibly and support our customers' efforts.

We reduce e-waste by implementing practices for the reuse, resale or recycling of our network waste, and driving action to reduce device and water waste.

Circularity of network waste

Our resource efficiency and waste disposal management programmes minimise environmental impacts from network and IT equipment waste. When reuse (either through resale or redeployment) options are exhausted, we recycle obsolete equipment responsibly using approved recycling agencies. Network waste is never sent to landfill sites.

We use certified local service providers to dispose of our telecommunication equipment when the useful life is exhausted. Obsolete batteries, classified as hazardous waste, go to a licensed facility for incineration.

Goal

100% reuse, resell or recycle of our network waste by 2025

Under the supervision of our partner, the Benelux Afro Center, 60 tonnes of e-waste was directed into an **innovative recycling process** in which students recycle waste equipment and office supplies into metal doors, tables, art objects, signboards, cupboards, shelves, wheelbarrows, school benches and flowerpots. This is supported through an environmental awareness programme.

5

Supporting biodiversity

We aim to understand how our value chain activities impact biodiversity and minimise the environmental and visual impact of our infrastructure.

Outside of managing our impact, we work with conservation agencies to explore how technology can minimise biodiversity loss.

Understanding and managing our impact on biodiversity

We conduct environmental impact assessments and cooperate with the relevant authorities to minimise negative impacts. Some of our sites are in or near biodiverse-sensitive areas.

We use tools to shape our response to our land use impacts and influencing our suppliers' behaviour. In coming years, we will expand this work by engaging with emerging frameworks.

We have partnered with the United States Agency for International Development to develop a platform to help **monitor and protect animals in protected areas**.

Responsible business

Acting ethically, lawfully and with integrity is critical to our long-term success. Responsible business practices support our purpose and enable value creation.

We comply with legal and regulatory standards, and ensure employees, business partners and suppliers conduct themselves appropriately. Training and awareness initiatives ensure adherence to and understanding of the internal codes, policies and programmes that govern behaviour.

Our responsible business focus areas:

1	Doing business ethically
2	Protecting data
3	Protecting people
4	Responsible and inclusive procurement

1

Doing business ethically

Our commitment to operate responsibly underpins our purpose.

We expect our employees, business partners and suppliers to conduct themselves with integrity. Our ethics programme is led by an independent ethics office. Training and awareness support the programme's related internal and external policies to ensure compliance with best practice, laws and regulations.

We achieve this through:

- Promoting ethical conduct
- Managing disciplinary and grievance processes
- Complying with policies and controls

To broaden the reach of our ethical culture, we released a translated version of our **code of conduct** module in French.

Speak Up

Click **here** to report an incident

2

Protecting data

Millions of people trust us with their data and maintaining this trust is critical.

We believe that everyone has a right to privacy wherever they live in the world, and our commitment to our customers' privacy goes beyond legal compliance.
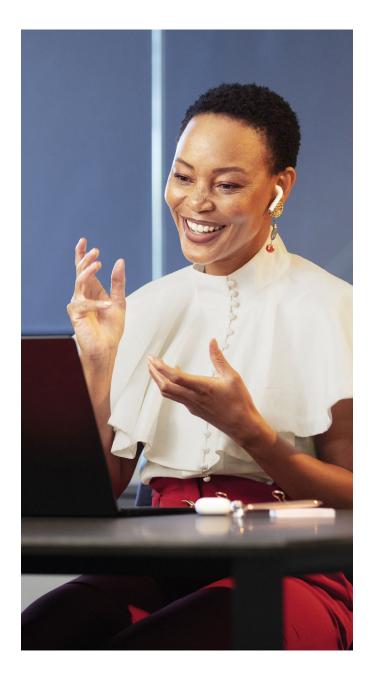
We achieve this through:

- Managing data privacy
- Managing cyber security

Our **data privacy programme** ensures that we meet the requirements of various privacy regulations in the DRC.

We have a dedicated privacy officer, privacy legal counsel and other privacy specialists. We maintain privacy steering committees, combining privacy and security teams and senior management from relevant business functions.

We have implemented Vodafone's **global cyber security baseline**. The baseline is based on ISO 27001/2 standard and includes 48 key security controls, of which 11 super controls are prioritised.

3

Protecting people

We have an overarching opportunity to contribute to advancing the fundamental rights of our customers, employees and communities where we operate.

We are conscious of the risks associated with our operations and we endeavour to mitigate negative impacts, while ensuring we keep people safe.

We achieve this through:

- Managing health and safety
- Masts, mobile phones and towers
- Respecting human rights

We remain focused on physical and mental well-being, with training and services being available including the provision of **employee assistance** and psychological support services.

We have **health and safety consultative committees**, comprised of management and employee representations as well as onsite suppliers.

Our health and safety teams conduct internal inspections. Suppliers are also **audited** by the internal audit team upon our request and independent assessors.

4

Responsible and inclusive procurement

Vodacom encourages suppliers and business partners to adopt sustainable business practices.

We want to ensure safe and fair working conditions, and responsibly manage environmental and social issues across our supply chains.

Our suppliers share our values and strive to meet our mandatory ethical, labour and environmental standards.

Vodacom procurement is executed in accordance with Vodafone's approach and policies:

- Code of ethical purchasing
- Slavery and human trafficking statement

We aim to ensure integrity in our supply chain processes by identifying and managing related risks. Our suppliers share our values and strive to meet our mandatory ethical, labour and environmental standards.

We achieve this through:

- Managing our supply chain
- Supporting local economic development

We launched an improved **supplier qualification process** that uses a risk-based assessment to review compliance for any new suppliers.

Our people

We are becoming a new generation connectivity and digital services provider for Africa. Our people strategy accelerates this transformation by creating an inclusive environment for growth, where everyone has the opportunity to thrive.

Our people strategy is based on an appropriately skilled and motivated workforce. We aim to provide our employees with the environment and tools they need to succeed in their roles, and to actively engage with them to gain insights to inform our employee experience. We aim to ensure our employees have a positive and motivating working environment. This encompasses our collaborative hybrid working model, benefits, well-being and engagement. Digital tools and systems support these elements.

Our people focus areas:

1	**Living the Spirit of Vodacom**
2	**Diversifying talent and developing future ready skills**
3	**Our employee value proposition**

1

Living the Spirit of Vodacom

The Spirit of Vodacom (the Spirit) galvanises our culture. It outlines the beliefs we stand for.

The Spirit of Vodacom, centred around four key behaviours, will create a better future for customers, encourage collaboration and enable innovation.

We achieve this through:

- Powering the Spirit journey
- Delivering a digital and personal experience

We participated in the first Africa-wide **employee forum** and had the opportunity to meet Vodafone Group Plc Board's workforce engagement lead, Valerie Gooding.

We were certified **Top Employer** by the Top Employer Institute.

2

Diversifying talent and developing future ready skills

We focus on developing diverse talent for the future and building future skills.

Our transformation into a new generation connectivity and digital services provider requires new skills and capabilities, such as software engineering, automation and data analysis.

We achieve this through:

- Developing future ready skills
- Managing talent and succession planning
- Developing leaders
- Developing tomorrow's talent

We **support employees** to learn on the job by taking part in work shadowing or taking on extra projects, with time allocated for these agreed with the employee's manager. Projects can be based outside of the DRC, providing it is in accordance with the International Mobility Policy.

The #1MoreSkill programme accelerated and expanded across Vodacom through an increased focus on aligning budget spend, vendor optimisation and skills training for all.

Post-training feedback is evaluated by our learning and development leads and associated corrective actions are implemented where necessary.

3

Our employee value proposition

As part of our employee experience, we ensure pay and benefits are competitive and fair, and attract, retain and develop future talent.

Our reward approach demonstrates the Spirit behaviours to encourage collective performance, strategy execution and increase focus on recognition.

We achieve this through:

- Our employee value proposition
- Delivering fair and responsible pay
- Providing an enabling workplace
- Supporting well-being
- Promoting skills development opportunities

We conduct an annual fair pay analysis to identify and address any pay discrepancies, to implement remedial action.

We offer risk benefits to employees, including life and disability cover.

Employees participate in the government-run social security fund as required by legislation.

We introduced life insurance as a benefit for our employees – a first for the DRC.