Vodafone Egypt
Environmental, Social and Governance Snapshot

'23

Together we can
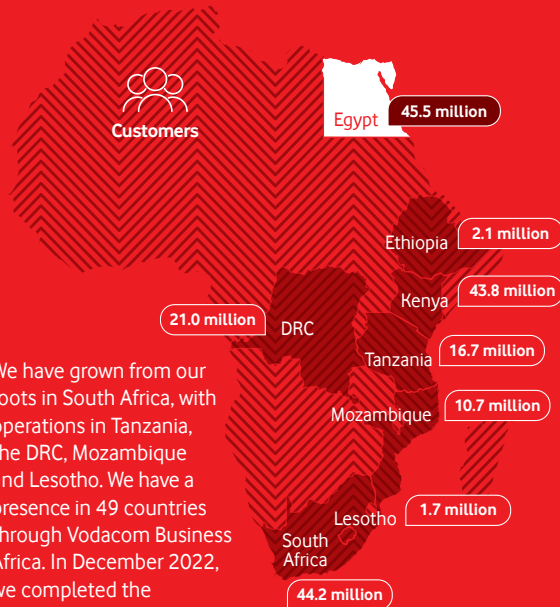
Contents

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 in Africa with 45.5 million in Egypt.

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.

Enables

Drives

Digital society

Inclusion for all

Planet

Our purpose pillars

Our system of advantage

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

Informs

Influences

Impacts

Draws from

Our purpose is central to everything we do.

We connect for a better future.

Our context

Our capital performance

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

Our capitals are the resources and relationships we rely on.

Affects

Influences

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.

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.
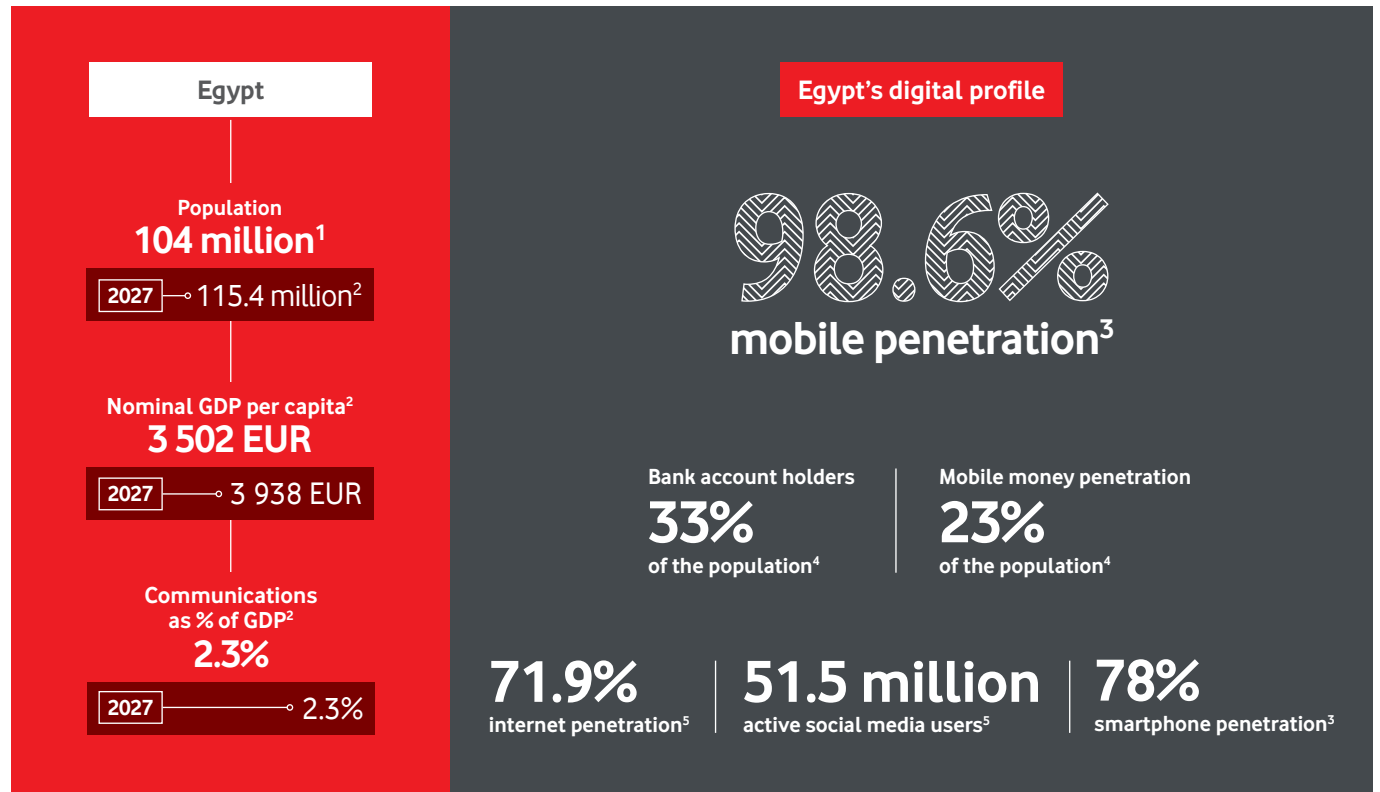
Committed to Egypt

In December 2022, Vodacom Group completed the acquisition of 55% shareholding of Vodafone Egypt. The finalisation of the Egypt transaction cements Vodacom's position as a leading and purpose-driven African connectivity, digital and fintech company.

Vodafone Egypt is the largest mobile network operator in Egypt in terms of revenue (43% market share) and customers (40% market share). The business provides a range of integrated telecommunication services, including mobile and fixed voice, SMS, data and mobile money, to more than 44 million consumer and enterprise customers.

We are committed to providing solutions that contribute towards Egypt's priority national development ambitions, including the Digital Egypt strategy, which comprises numerous national projects to achieve digital transformation and upgrade digital infrastructure, foster innovation and entrepreneurship, build the digital capabilities of the youth, and empowering them to obtain distinguished ICT job opportunities.

1. Central Agency for Public Mobilisation and Statistics Egypt.
2. Fitch Solutions, 2023.
3. GSMA, 2022.
4. Central Bank of Egypt.
5. Dataportal, 2022.
6. Statista DataHub, 2022.

Egypt

Population
104 million[1]

2027 — 115.4 million[2]

Nominal GDP per capita[2]
3 502 EUR

2027 — 3 938 EUR

Communications as % of GDP[2]
2.3%

2027 — 2.3%

Egypt's digital profile

98.6%
mobile penetration[3]

Bank account holders
33%
of the population[4]

Mobile money penetration
23%
of the population[4]

71.9%
internet penetration[5]

51.5 million
active social media users[5]

78%
smartphone penetration[3]

Watch **Introduction to Vodafone Egypt**

Egypt's outlook

Egypt is expected to see a sharp slowdown in economic growth in 2024, as inflationary and currency pressures continue to weigh on consumption, but has excellent growth prospects across digital and financial, fixed and Internet of Things over the medium term[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 United Nations Sustainable Development Goals (UN SDGs). 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
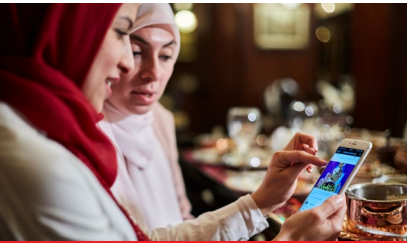
Digital society

15 million
citizens targeted through our digital healthcare solutions

10 000
vehicles managed by enterprise fleet management solution

130 000
unique users on the V-Hub portal

BEST Mobile Network Award and BEST Fixed Network Award by Umlaut

Doubled our network

Inclusion for all

43 000
customers served through call centre for the deaf and hard of hearing

2 million
beneficiaries on Ta3limy education platform

41 000
local and refugee students supported through Instant Network Schools

66 415
Affordable Plus Students bundles sold since 2021

150 000
affordable 4G devices sold over 3 years

3 858
rural 4G sites

Planet

70.8 tonnes
of e-waste recycled through e-TADWEER

100%
network waste reused or recycled through green certified recyclers under the governance of the Ministry of Environment

2.36 million
liters reduction in fuel consumption

150
sites running on renewable energy

630
free cooling units installed contributing to improved energy efficiencies

COP27 Exclusive Principal Partnership

Connecting **45 000** visitors through Eco-SIM bundles

Responsible business practices

ISO 45003
verification achieved for psychological health and safety at work

Electromagnetic Frequency (EMF) compliance score
5
out of 5

People

2 200
employee volunteer hours

EGP11.8 million
raised in matched funding for the Mersal Foundation

1st Assistive Tools Artificial Intelligence Hackathon for people living with disabilities

Engineerex Gold Employer of Choice for the **6th** consecutive year

Partnering for impact

Vodacom actively pursues partnerships to deliver impact at scale. These partnerships, which are aimed at meeting our customers' needs, include developing innovative and smart technology platforms and connectivity solutions, network expansion and facilitating access to affordable smart devices to drive device penetration and advance digital inclusion. Examples of partnerships are illustrated throughout this report. Significant partnerships in FY2023 included:

Principal partner for communication at COP27 UN Climate Change Conference

Vodafone Egypt was the exclusive Principal Partner for the COP27 UN Climate Change Conference hosted in Sharm el-Sheikh by the Egyptian government in November 2022.

As principal partner for communications, Vodafone worked alongside the Egyptian government to provide telecommunications services connecting the COP27 and its visitors. The announcement of our partnership had 32 million social media impressions.

COP27 President-Designate, Sameh Shoukry, Minister of Foreign Affairs of the Arab Republic of Egypt welcomed Vodafone as a Principal Partner of COP27. He emphasized the important role played by global businesses in seeking a sustainable business model and supporting the agreed upon climate action. Minister Shoukry pointed out to the contributions Vodafone had undertaken in preparation of the conference in Sharm el-Sheikh.

To connect COP27 and its visitors, we established six new sites in three months, installed fibre connectivity to the conference centre, set up 11 retail stores, and upgraded hundreds of radio systems. We developed the COP27 Call Centre and Tobi Chatbot and issued over 45 000 visitors with a free Eco-SIM bundle and internet connectivity.

We demonstrated how digital technology can address climate change, use energy more efficiently, deliver a more circular economy and increase food security. We illustrated how the Internet of Things (IoT) can enable society to create cleaner cities and improve the efficiency of sectors like agriculture and transport.

Vodafone's senior leaders took part in several key ministerial panel discussions alongside prominent national and global business and governmental leaders. We hosted key stakeholders in our 200m² showcase exhibition space, including Egypt's Prime Minster H.E. Mostafa Madbouly, Minister of Environment H.E. Yasmine Fouad, CEO of Vodacom Group Shameel Joosub, UK Secretary of State for Business Energy and Industrial Strategy Hon Grant Shapps, and Minister of Trade and Industry H.E. Ahmed Saleh.

In an announcement at the conference, we were lauded as the first telecom to sign a memorandum of understanding (MoU) with the Ministry of Electricity and Renewable Energies aims to operate on 100% renewables by 2025, and the first telecom to sign an MoU with FIDO to provide artificial intelligence (AI) solutions for water security.

Watch
COP27

Every little act today   creates a better tomorrow

Together we can

Partnering to form the Egyptian Gender Alliance

Vodafone Egypt was catalytic in the formation of the Egyptian Gender Alliance (EGA), the first national alliance of its kind in Egypt to combine public and private efforts to improve female inclusion and empowerment. The EGA, which was launched in partnership with the Ministry of Communications and Information Technology, National Council for Women, UN Women, P&G, PepsiCo, Microsoft, Cisco and Simon-Kucher, promotes the social and economic empowerment of women in Egypt and around the world through digital inclusion and skill upgrading in the workplace and society at large.

PG Read more on **Egyptian Gender Alliance** on page 12

EGYPTIAN GENDER ALLIANCE التحالف المصري للمساواة

Partnering with tech leaders for youth empowerment

Vodafone Egypt Foundation joined forces with Google to offer digital literacy training to students enrolled in Ta3limy, Vodafone's free educational platform. Through this collaboration, approximately 5 000 Ta3limy students will gain access to live sessions conducted by Google instructors each year. Our students will be equipped with essential technological skills that will not only enhance their learning journey but also empower them to use technology to their benefit.

PG Read more on **Ta3limy** on page 11

Digital society

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

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 by supporting innovative, impactful projects and programmes.

Our digital society focus areas:

1 Digitalising business

2 Digitalising critical sectors

3 Digitalising government

15 million
citizens targeted through our digital healthcare solutions

10 000
vehicles managed by enterprise fleet management solution

130 000
unique users on the V-Hub portal

1
Digitalising business

Digital technologies support a digital society as they enhance businesses by creating efficiencies, reducing costs, improving services and generating data that strengthens decision-making.

We provide products and services to enhance enterprise processes and efficiency. We focus on SMEs with products and services specifically tailored to the needs of small businesses.

Supporting small business

SMEs are a critical part of the economy and provide opportunities for socio-economic participation and social mobility for women, young people and ethnic minorities. We recognise the critical role of SMEs in supporting economic growth and employment, and provide business support and innovative technology to foster their development.

We support small business through:

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

---

V-Hub is an online resource portal designed to support Egyptian SMEs as they embark on a digital transformation journey. Our **V-Hub Knowledge Centre** helps SMEs become future-fit, raising awareness of the importance of digital transformation, and sharing best practices for them to grow and thrive. The platform connects SMEs to:

- Experts who provide advice and support on developing business in an ever-changing digital world;
- Online information such as information on operating in a digitalised world, web development, digital marketing, remote working and cyber security; and
- A diverse software-as-a-service and digital solutions portfolio.
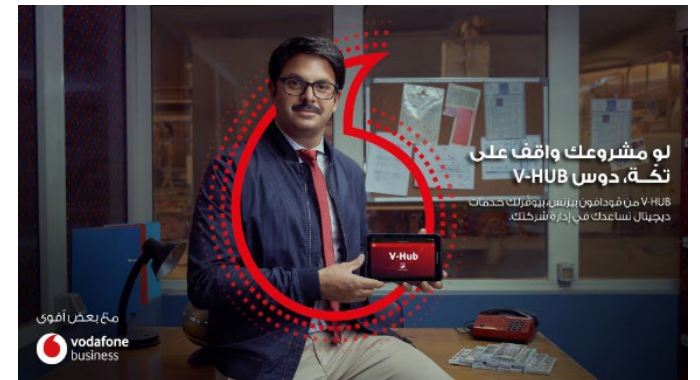
Shark tank sponsorship

Vodafone Business is the exclusive sponsor of entrepreneurial reality show Shark Tank Egypt.

The Shark Tank series invites aspiring entrepreneurs to present their ideas to a group of experienced investors: the "sharks". Ideas are analysed and critiqued, and if they seem lucrative the sharks invest in them.

The series shines a light on the investment and start-up process, creates a nation-wide conversation around entrepreneurship, and directly assists entrepreneurs with mentorship and capital.

Beyond our sponsorship of the eleven-part series, we have used the platform to expand access to digital services and platforms in support of Egyptian SMEs.

Through an online show – "Beyond the Tank" – we captured the human stories behind the contestants' performance and ideas to help inspire other entrepreneurs.

We also had the opportunity to work closely with three contestants and provide them with our digital solutions and consulting services to help them digitise their businesses and enhance their performance. The impact of our support of entrepreneurs with digital solutions is then shared through success stories that further empower the entrepreneurial ecosystem in Egypt.

Digitalising enterprises

We partner with enterprises to accelerate their growth and transform their businesses through digital technology and IoT. We offer digital solutions to sectors such as mining, fast-moving consumer goods, logistics, health, e-learning and agriculture. Several of these have been developed to fit the current demand, and we will offer further smart-city, building-management and utility-management solutions.

Our **fleet management system**, implemented in partnership with the Egyptian Co. for Tracking and IT Services, serves a broad segment of the automotive sector. In addition to asset visibility and tracking, we have been able to analyse route and vehicle-usage data to reduce fuel usage and emissions. After implementation fleets reduced fuel consumption by 25%, with an associated reduction in emissions.

10 000 vehicles, from cars to heavy trucks, are being served by the solution. The programme will be expanded to reach a larger base of customers by FY2024.

2

Digitalising critical sectors

A critical sector is deemed essential for the functioning of a society and economy. Digitalisation within these sectors drives impact at scale, benefiting society.

We have identified the agriculture and healthcare sectors as critical sectors due to the necessity of their products and services, and the impact they have on individuals, communities and the planet. We support these sectors by providing connectivity and platforms.

Digitalising agriculture

Agriculture is a pressing issue for society with an increasing need for sustainable and affordable food sources, more food for growing global populations and addressing the environmental impact of agriculture – such as GHG emissions, habitat loss and deforestation.

Case study

IoT farming project in partnership with Cairo University

The rapidly growing Internet of Things has the potential to benefit the agricultural sector. IoT comprises an interactive network of connected smart sensors and devices, for example drones, weather stations, and water infrastructure.

Agricultural IoT can assist with crop-yield and soil-erosion analysis, field monitoring, and diagnosis of disease, amongst other benefits. A fully connected farm might use an irrigation system that is connected to a weather station to water crops at the best time and stop once a set of soil-condition measurements are satisfied. These smart networks optimise the use of resources, reduce waste and unnecessary use of chemicals, and enhance productivity.

Through a partnership with smart-device provider Tomatiki and the faculty of Agriculture in Cairo University, a pilot exploring the benefits of IoT-enabled farming is underway in FY2024. A nine-acre site uses a solar-powered monitoring and management platform to remotely manage crop and soil health, increasing farm productivity and educing production costs.

Digitalising healthcare

Digital connectivity is an important enabler of delivering critical healthcare services. Technology can be used to make the delivery of healthcare services more efficient for providers and more inclusive for patients.

We support health and social care providers to benefit from the opportunities that digital tools and better access to data offer. From improving patient outcomes to delivering a better caregiver experience, we are at the forefront of making this happen through innovative technology connectivity.

Leading Egypt's Digital Healthcare Movement

We spearheaded the largest digital transformation projects in the Egyptian healthcare sector by leading the charge in two pivotal national endeavours: the **Universal Health Insurance (UHI)** initiative and digitalising the **Egyptian University Hospitals**. The UHI project marks a significant reform in the Egyptian health insurance scheme spanning across 6 governorates, while the Egyptian University Hospitals digitalisation project is a national initiative that spans to include 12 Universities nationwide. The projects are live in 197 hospitals and serve more than 5 million citizens.

A Comprehensive Ecosystem of Healthcare Solutions

We offer a spectrum of digital tools such as the Hospital Information Systems, Payer Systems, Enterprise Resource Planning, to Hospital Accreditation Modules, Call Centre Management and Patient Engagement Solutions. These solutions are expanding to include cloud services and inclusive payment solutions like Vodafone Cash. More than 15 million citizens will be served annually through our healthcare solutions and 439 healthcare facilities will be digitalised.

Holistic Professional Services

We also offer a range of professional services including consulting and learning opportunities to partners and clients. We function as the prime integrator and orchestrate professional services, managing implementation milestones, and ensuring seamless solution delivery. More than 25 000 healthcare employees have been trained to use our digital solutions.

3

Digitalising government

Effectively digitalising the public sector contributes to inclusive growth, enhanced education, increased accountability and good governance.

Vodacom supports a digital society through providing digital solutions to government. Our expertise in connectivity, smart devices and digital platforms allows us to strengthen governmental administration and efficiency, enhancing communication and service delivery, and build smarter cities that serve their residents and reduce environmental impact.

Facilitating digital systems for efficiency and improved administration

Our digital solutions enhance business processes and efficiency and are used by government departments, state-owned entities and municipalities. For example, our digital solutions and IoT capabilities assist government and businesses in reducing their water consumption, and help local municipalities monitor and manage water leaks through early detection. Through UK-based technology providers FIDO, we managed to implement a small-scale project in Sharm el-Sheikh to detect water leakage. We analysed the data through IoT and AI to define the leakage size and location, allowing fast intervention to prevent water waste or further damage. The pilot was processed through a sample 4km water network. Our water leakage detector solution, through artificial intelligence, can downsize the amount of water waste by a minimum of 30%.

Watch **Vodafone Business – Principal Partner for COP27**

Inclusion for all

Vodacom seeks to ensure no one is left behind. Our inclusion for all pillar supports this through its focus on access to connectivity, digital skills and creating relevant products and services, such as access to education, healthcare and finance.

With more than 4.9 billion[1] people now online, the internet has become a vital part of our lives, enabling us to keep in touch and access educational resources, government services, health information, banking and entertainment. However, 2.9 billion people remain offline[1], 96% of whom live in developing countries.

Vodacom invests to deepen the quality and penetration of mobile and fixed connectivity services across our footprint, we unlock the true potential of a digital society. This investment is complemented by data-led personalised pricing options and innovative smartphone financing solutions that support affordability.

We are committed to developing a diverse and inclusive workforce that reflects the customers and societies we serve.

Our inclusion for all focus:

1	Access for all
2	Propositions for equality
3	Workplace equality

43 000
customers served through our call centre for the deaf and hard of hearing

41 000
local and refugee students supported through Instant Network Schools

2 million
beneficiaries on Ta3limy education platform

1

Access for all

Vodacom believes that internet access is transformational, empowering people to meaningfully contribute and connect. There are many barriers preventing the use of 4G, including lack of awareness, digital skills, and the prohibitive upfront cost 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 and GSMA research suggests that improved connectivity has both macro and microeconomic benefits — reducing poverty and increasing welfare for underserved populations, mainly due to increases in labour force participation, particularly among women[1]. Expanding mobile broadband penetration across Africa by 10% could boost GDP per capita by 2.5%[2].

Enabling connectivity through increased coverage

Connecting everyone to digital services, particularly across Africa, is a significant challenge as a large portion of the African population lives in rural areas. Expansion of 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.

Our **rural coverage acceleration programme** prioritises the expansion of coverage to rural communities that have never been connected to the network.

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

We expanded our **coverage of national roads** with more than **32** new sites built in FY2023 to keep our customers safe and connected while traveling. This brought our total connectivity sites in rural areas across Egypt to **3 858**.

Case study

Connecting rural Egypt

Egypt's nationwide developmental initiative Haya Karima (Decent Life), aims to improve the living conditions and daily life of Egyptian citizens, and to honour their dignity and rights. The initiative is endorsed by President Abdel Fattah Al-Sisi and supported by a multi-stakeholder coalition of business, civil society and state structures.

In 2021 we initiated a strategic partnership through Haya Karima to provide coverage and data for rural villages across the country.

This project aligns with government's plan to develop rural villages to be more connected and better serviced. We cover 714 villages with plans for further expansion.

Through our efforts to build new sites and provide coverage across rural governorates and villages in Egypt, we enable connectivity for underserved communities and expand digital inclusivity.

We provided an integrated digital educational system for 100 schools in less than a month to serve the aims of the Haya Karima project.

48	**980**
rural sites newly activated in Hayah Karima	sites built in Haya Karima covering 714 villages

Selling affordable smart devices

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

We run several programmes designed to reduce the cost of smartphones. Through applying subsidies, discounts, offers tailored to low-income communities, and offering financing to customers to shift from 2G to 4G handsets we have been able to reduce the cost of our 4G devices considerably.

In 2020 we were among the first companies in the region to introduce the **4G smart feature phone** to support digital transformation. To support the affordability of the devices we offer several instalment plans up to 24 months through partnerships with banks and consumer financing companies. More than 14 000 devices were sold in FY2023, and more than 150 000 devices since 2020. We will continue to expand the sales of 4G smart feature phones and intend to launch affordable 4G smartphones as they become available – bringing leading connectivity to everyone.

Providing free access platforms

Providing free access to beneficial online platforms and resources drives digital access and inclusion.

We zero rated a wide variety of educational websites to ensure that students in universities can access educational content to develop their skills. The zero rated sites can be accessed by any device subject to being connected to any Vodafone asymmetric digital subscriber line (ADSL).

Additionally, the Ta3limy App is zero-rated on both ADSL and mobile for its users and students.

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 pre-paid customers. Our range of innovative pricing and products includes cheaper short validity, smaller data and URL bundles.

In collaboration with the Egyptian Ministry of Education, we introduced the **Plus Students bundle** in 2021 to facilitate secondary school students' access to educational resources. The bundle provides secondary school students with free SIM cards and 1GB to use on Ministry of Education websites and applications for only 5 EGP per month, renewable monthly. 66 415 Plus Students bundles have been sold over the span of 2 years.

2

Propositions for equality

We face increasing societal challenges such as access to education, gender equality, financial inclusion and poverty. Individuals, schools and communities are increasingly using and depending on digital technology – providing opportunity for digital innovation to assist in addressing societal needs.

We aim to leverage our technological capability to develop innovative solutions to support an equal and inclusive society. We are supported by the Vodafone Foundation, most notably in education, skills development, and gender and disability empowerment programmes.

Providing platforms for financial inclusion

Financial inclusion is key to reducing extreme poverty. We work with various licensed banking and financial services providers to provide solutions enabling people in remote areas to access payments and financial services loans and savings on their mobile devices without travelling significant distances to traditional banking services.

VF Cash was launched in 2013 focused primarily on peer-to-peer money transfer. As e-wallet penetration grew, VF Cash expanded to a fully fledged e-wallet and financial services platform, catering to the needs of the unbanked two thirds of the Egyptian population. VF Cash includes a network of diverse ecosystem partners and providers, including Alexbank, Mastercard, Paymob, EBC, Fawry, Aman, BEE, Masary, Ahly Momken, Megakheir, Amazon, Noon, Waffarha, Homzmart, and Appetito. VF Cash has also focused on growing its donations service, supporting donations to more than 80 NGOs, resulting in a 146% increase in donations over Ramadan from FY2022. VF Cash services include online virtual cards, which give customers access to worldwide payment acceptance. VF Cash is the established fintech market leader, reaching 16.4 million wallet holders and 5.4 million monthly active users, with transactions worth EGP649 billion each year.

Enabling education and digital skills

Opportunity exists to innovate and transform traditional education approaches – strengthening systems through technology to deliver remote and hybrid education. Our educational support initiatives are delivered indirectly through providing devices and connectivity to students and growing our educational platforms, and directly through our digital skills and education initiatives to close the divide of children living in learning poverty globally.

Ta3limy is a free educational platform for Egyptian K-12 students, parents and teachers with two million beneficiaries and 341 818 registrations. Through content partnerships with Nahdet Misr, Ideas Gym, Little Thinking Minds, Google, AI Mentor and Microsoft, we provide world-class curricula in crucial and scarce digital, language and soft skills. We support parents through training in positive parenting, cyber security, languages and soft skills. Our support for teachers comprises a comprehensive and holistic professional-development platform. Ta3limy has proven exceptionally helpful as a tool to support the education of those with learning difficulties. Teachers and parents are given guidance, tools and techniques to support this process, and students are provided with content that is tailored to their needs. To expand the awareness of Ta3limy for those who are not privileged with resources and connectivity, we provided 100 schools in rural Haya Karima villages with connectivity, devices, and trainings, reaching more than 350 000 beneficiaries on-ground. We are currently in discussion to expand this to at least 150 more schools in the upcoming year.

Case study

Instant Network Schools (INS) was set up in 2013 by Vodafone Foundation and UNHCR, the UN Refugee Agency, to give young refugees, host communities and their teachers access to digital learning content and the internet, improving the quality of education in some of the most marginalised communities in Africa.

INS was launched in Egypt in October 2021, with 18 schools leveraging mobile technology to provide students and teachers with advanced equipment, digital educational content, training and access to the internet. These 18 schools reach more than 1 100 teachers, more than 6 000 refugee students and more than 35 000 Egyptian students. By the end of 2023, Egypt will have up to 48 INS hubs, making it the biggest INS hub globally.

Watch
Instant Network School

To coincide with COP27, we launched a **climate-change competition** for all INS students which challenged participants to come up with a product that helps support the environment using resources around them, to submit a video highlighting a programming solution for an environmental issue, or to submit an article on an initiative that raises awareness on environmental issues. We received 400 submissions, and 22 students were awarded with laptops or multimedia equipment based on the strength of their entries.

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 the STEM fields and industries. 52 girls aged between 14 and 18 joined our 2022 and 2023 Code Like a Girl programmes. After five days of learning, the girls presented their projects and three winners received branded technology kits.

Supporting jobseekers and empowering youth

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

Data scientists are increasingly in demand by companies and organisations exploring machine learning, AI and other fields of research. We launched a six-month programme through our newly formed **Vodafone Big Data Academy** that aims to provide hands-on data-science experience for graduates by providing real use cases with clear deliverables. The academy aims to develop in-demand digital skills in Egypt and create a pipeline of talent for the data science stream. Six candidates were selected to join the academy's first cohort.

We continue to leverage partnerships with leading universities across Egypt to recruit high-calibre graduates to join the Vodafone workforce.

Supporting customers with special needs

We enable people with disabilities to stay connected, live a better life today and build a better tomorrow. A dedicated team, led by people with disabilities and organisations for disabled persons, focuses on meeting the needs of handicapped, senior citizens, persons with visual impairments, and persons who experience communication barriers (deaf, hard of hearing, hearing impaired, deafblind, and those with speech impairments).

In 2016 Vodafone Egypt's customer care department created a **call centre for deaf and hard of hearing customers**. To facilitate the use of video to support these customers, we created a specialised bundle that allows them to take part in video calls without consuming their data. This year more than 40 000 customers were served through the call centre (including deaf call centre video calls and offer activation request for all disabilities). The call centre employs four deaf individuals.

In 2022 a regulation was introduced requiring all telecoms operating in Egypt to offer **50% discounts or double the quota** on products, including minutes and mobile internet bundles, for people with disabilities.

Bring mobile to, and empowering, more women

Mobile technology enables access to essential services such as maternal healthcare, financial services and education. However, the gender gap for internet usage is substantial with over 300 million fewer women than men accessing the internet on a mobile phone[1]. We use mobile technologies to enhance women's quality of life through programmes that enable financial inclusion, improve health and well-being, and build education, skills and entrepreneurship.

1. GSMA, 2020.

The **Egyptian Gender Alliance (EGA)**, aims to impact the lives of one million women by 2025 through social and economic empowerment, which will consequently boost their economic participation and help enhance their roles in the workplace. The EGA will implement initiatives impacting women in rural areas, women who seek education for employment and women empowerment in workplaces and society at large.

3

Workplace equality

We are developing a diverse and inclusive workforce that reflects the customers and societies we operate in.

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.

Driving diversity and inclusion

We strive for an inclusive, diverse and gender-balanced culture that celebrates differences, maintains an ethnically diverse environment and ensures accessibility for employees with disabilities. We have a zero-tolerance approach to harassment, discrimination and any abuse. Embedding inclusion to enable diversity is critical to achieving these goals in a sustainable way.

Returnship is a six-month paid internship for Egyptian women who have been out of the job market for two to five years due to marriage, child-care, or other reasons. The programme reintegrates women back into the workplace through a strong development plan tailormade for participants. Vodafone Egypt welcomed seven women returners for the first phase.

VODAFONE
RETURN SHIP PROGRAM

Watch
Vodafone Returnship program

The **AI Assistive Tools Hackathon** was the first of its kind in Egypt and aimed to help build technological tools that empower people with disabilities in the workplace. The hackathon, which took place in partnership with the Ministry of Communications and Information Technology, Synapse Analytics, Plug and Play local incubator, and Helm, saw teams building tools to create safer and more efficient workplaces for people with disabilities. The hackathon consisted of five teams of five members, at least two had a disability. The first-place winners won a cash prize and we are studying the feasibility of incubating and commercialising their winning idea. The second and third-place winners won incubation training with Plug & Play as well as tech gadgets.

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 play a key role in mitigating climate change.

Our planet focus areas:

1	Responding to climate change
2	Decreasing scope 1 and 2 emissions
3	Managing scope 3 emissions
4	Driving circularity

70.8 tonnes
of e-waste recycled through e-TADWEER

100%
network waste reused in local market or recycled through green certified recyclers under the governance of Ministry of Environment

150
sites running on renewable energy

2.36 million
liters reduction in fuel consumption

630
free cooling units installed

COP27 Exclusive Principal Partnership Connecting
45 000
visitors through Eco-SIM bundles

1

Responding to climate change

We recognise the urgent need to address the global climate crisis and are committed to a low-carbon future and supporting a sustainable earth.

We are committed to a low-carbon future. Success in delivering against this commitment hinges primarily on reducing our scope 1 and 2 emissions – which requires us to reduce energy consumption, while ensuring a reliable energy supply for our network. This is achieved through our internal strategies and commitments, our adoption of the Financial Stability Board's Task Force on Climate-related Financial Disclosures recommendations and our support of global climate change action.

Together with Vodafone and Vodacom Group, we re-affirmed our commitment to climate leadership through our headline exclusive sponsorship of the **COP27 UN Climate Change Conference** in Sharm el-Sheikh in November 2022. Our presence demonstrated our resolve for business to take an active role in bringing about the green digital transition. In addition to providing essential digital connectivity services for the conference and its delegates, we showcased examples of innovative green digital solutions that can help reduce global carbon emissions and optimise resource efficiency. Through the showcase we were able to demonstrate how digitalisation can mitigate the long-term threats of climate change on essentials such as food, water, and energy. We showcased advanced IoT solutions that enable decarbonisation and the optimisation of natural resources usage.

PG **Principal partner for communication** at COP27 UN Climate Change Conference. See page 05

Watch
Vodafone Business at COP27

On International Youth Day, Vodafone Egypt, in collaboration with the Faculty of Agriculture and Power Ride Sports, presented **Power Ride** to raise awareness about switching to cycling as a green form of transportation. The day also focused on planting trees to raise awareness around the need to reduce carbon emissions.

2

Decreasing scope 1 and 2 emissions

As digital demands increase, we continue investing in energy efficiency measures and technologies to reduce GHG emissions and play our role in the response to climate change.

Our plans to reduce scope 1 and 2 emissions from our operations focus on driving energy efficiency across our mobile and fixed line networks, phasing out the use of fossil fuels and increasing renewable sources of energy.

Goals

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

ISO 50001 certification by FY2024

Driving energy efficiencies

We implement energy efficiency measures to reduce carbon emissions, support a sustainable planet and global efforts to address climate change, reduce energy waste and save money.

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, building and data centre consumption.

We are installing **smart meters** at core sites at room levels; in heating, ventilation, and air conditioning (HVAC) units to monitor, track and tackle significant energy users.

We launched an **energy business intelligence tool** in 2022 to monitor consumption rates, determine a baseline and identify improvement areas through data analytics. This tool has assisted in defining each domain's impact on scope 1 and 2 emissions and aided in the ISO 50001 recertification.

We installed more than 630 **free cooling units** on sites to switch air conditioning to a targeted setpoint temperature when not in need. It is estimated this will result in a minimum of 10% energy saving.

We have implemented **dynamic thermal management** at our technology centres to control HVAC units which account for 40% of the centres' consumption. The tool assesses continuous feedback from distributed sensors and nodes across rooms and optimises the level of cooling required across chillers and close control units. This is supplemented by **occupancy sensors** in our buildings to optimise HVAC and lighting requirements.

Furthermore, we have implemented cold aisle containment in our technology centres, separating hot and cold aisles in data centres' rooms to ensure cooling utilisation and maximum efficiency.

Switching to renewables

In support of our goal to power 100% of our operations with renewable electricity by 2025, we are investing in on-site renewables for our stationary equipment, and reducing grid electricity consumption and increasing energy security. The remainder of our electricity consumption is matched by renewable energy purchasing through power purchase agreements (PPAs) and renewable electricity certificates (RECs).

> We are in the process of finalising an agreement with the Egyptian Ministry of Electricity and Renewable Energies for the sourcing of **renewable power** from the national electricity grid. The goal is to be 60% renewable energy powered by FY2024 and 100% by FY2025.
>
> In FY2023 we added 30 new solar sites, bringing the total to 150 sites using renewable energy. This includes network sites, our solar-powered head office and a data centre.
>
> To further our drive to non-renewables we are piloting a **fuel cell site** as an alternative to diesel generators. The anticipated CO_2 savings are more than 70%; however, at present the cost outweighs the current low cost of diesel as a fuel source in the country which limits our ability to scale.

Reducing diesel use

Increased diesel consumption increases our scope 1 GHG emissions and as a result impacts our ability to decarbonise. This further introduces reputational risk due to the noise and air pollution caused by diesel generators near communities. Long term, we are seeking alternatives to diesel, including connecting off-grid sites to the grid where possible, fuel cell technology trials and small-scale on-site renewables.

> As 99% of our scope 1 emissions are diesel based, a **diesel reduction programme** was launched in 2019 to convert our prime generation from diesel to electricity. This resulted in a 10.7% (2.36 million litre) reduction in fuel consumption in FY2023.

We have also established a new agreement with the Egyptian government to gain access to renewable power, which will result in a large percentage of our previously fossil-fuel based electricity being purchased from renewable electricity assets.

3
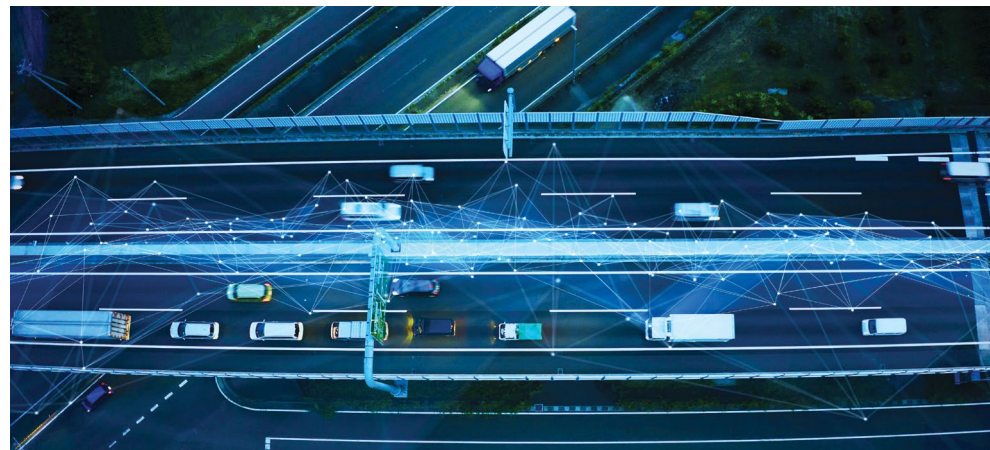
Managing scope 3 emissions

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

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 have begun this journey with a focus on using green digital solutions to tackle climate change and help decarbonise society.

PG **Fleet management system** on page 07

4

Driving circularity

Circularity is a key enabler of our planet strategy. A circular systems approach considers the full life cycle of a resource and aims to eliminate waste – while also reducing environmental impact. We aim to keep resources in use for as long as possible – maximising the return on capital employed – and then recover and reuse materials responsibly.

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

Goals

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

Circularity of network waste

The UN estimates that as much as 50 million tonnes of electronic and electrical waste (e-waste) is produced globally each year, with only 20% formally recycled. As the use of technology expands and develops, we are playing our part to address the growing global e-waste problem.

Aside from carbon emissions, electronic waste is our business' most material environmental issue. We consistently seek to manage our own impact responsibly and support our customers' efforts.

We implement resource efficiency and waste disposal management programmes to minimise environmental impacts from network waste and IT equipment waste. When reuse (either through resale or redeployment) options are exhausted, we recycle obsolete equipment responsibly using approved recycling agencies.

Circularity of devices and extending the lifetime of devices

Small IT equipment and electronics such as devices constitute around 9% of Vodacom's total e-waste generated[1], and we believe that more than 50 000 tonnes of CO_2e could be avoided for every million smartphones traded in, refurbished and resold. We reduce our impact in this area by implementing circular devices initiatives in conjunction with our partners and other operators.

1. GSMA (2022), Strategy Paper for Circular Economy, Mobile devices.

Case study

Tackling e-waste through e-TADWEER

We partnered with the Egyptian Ministry of Environment (through their presidential, nationwide livegreen initiative), the UNDP and the Federation of Egyptian Industries to develop the e-TADWEER solution. The solution leverages leaders across the value chain, from manufacturing, recycling, retailing and consuming to drive circularity solutions for all electronics and wasted devices.

e-TADWEER seamlessly offers users e-waste management solutions, safe recycling, protection of the environment and drives job creation.

We supported this process through providing expert digital consultancy in the application development, promoting the application to over 7 000 monthly customer requests and raising awareness through social media campaigns, launching digital copy and SMS communication.

We donated 10 tons of electronic waste and created incentives such as discounts on handsets and accessories and installed collection points at our branches to encourage people to re-activate unneeded electronic devices.

e-TADWEER was featured as the green partner of the sustainability and environment event run by the Ministry of Environment where we were involved in promoting E-TADWEER and e-recycling efforts to showcase efforts and milestones reached in sustainability and in protecting the environment.

Find out more on **e-T ADWEER**

Since its launch in April 2021, the e-TADWEER application has

200 000 application downloads

Recycled 70.8 tonnes* of e-waste

Contributed to **74.8 tonnes** of CO_2 emissions savings

* The equivalent weight of 390 000 mid-size cars.

In addition to the work conducted on e-TADWEER, we safely recycle 100% network waste with approved recyclers.

Reducing virgin plastic use

We continue to reduce use of single-use plastics, replacing them with lower impact alternatives across all our retail stores, offices and logistics operations in collaboration with our logistics providers. Where plastic must be used, we are beginning to opt for recycled plastic.

To reduce virgin plastic use in our SIM cards, Vodacom continues the roll out of half size SIMs made from recycled plastics. In parallel we are encouraging our partners to develop products to support eSIMs, to reduce the environmental impact of manufacturing and transporting physical SIM cards.
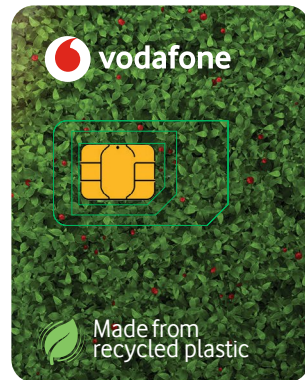
Vodafone Egypt was the first telecommunication company to launch the **Eco-SIM** card which is made from 100% recycled plastic. The Eco-SIM connected visitors at COP27 through the Eco-SIM bundles, which was recognised as best practice.

PG **Eco-SIM connected visitors** at COP27 page 03

We operate fully digital, **paperless retail stores** and focus on eliminating all non-essential plastic.

Managing general waste

Our general waste management programmes involve reviewing our consumption choices, making more sustainable decisions and working with suppliers to reduce environmental waste.

We manage all general waste at premises responsibly and comply with the sustainable practices outlined in the **LEED v4.1** building operations and maintenance certification.

Using water responsibly

While we are not a water-intensive user, we operate in some of the driest countries in the world. We aim to reduce our consumption and support a sustainable earth. Furthermore, our digital solutions and IoT capabilities assist government and businesses in reducing their water consumption. They help local municipalities monitor and manage water leaks through early detection.

PG **FIDO water leakage detection system** on page 08

FIDO signing MOU with Vodafone at COP 27

Responsible business

Acting ethically, lawfully and with integrity is critical to our long-term success. As such, responsible business practices support the delivery of our purpose while enabling us to create value.

We are able to address the urgent need to merge financial performance with ethical conduct, balancing the needs of people and the planet with profit. Operating responsibly means we foster business integrity; maintain trust through protecting data; protect our people's health and safety; respect human rights; ensure a responsible and inclusive supply chain; and contribute to tax and the economy.

Our responsible business focus areas:

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

Achieved
ISO 45003
verification for psychological health and safety at work

EMF compliance score of
5
out of 5

Annual Security Awareness Campaign engaging
2 000
employees

Cyber Security Baseline score of
3.94
out of 4

1

Doing business ethically

We are committed to business integrity wherever we operate. Our comprehensive conduct programme, led by an independent ethics office, is underpinned by internal and external policies supported by ongoing training and awareness, to ensure compliance with best practice, laws and regulations.

We deliver on our focus areas by complying with legal and regulatory standards, and ensuring 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.

We achieve this through:

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

We provide training and ongoing awareness on our code of conduct, ethics and ethical decision-making through our **Doing What's Right** programme. We released translated versions of our code of conduct module in Arabic.

Speak Up

[www] Click **here** to report an incident

Speak Up hotline: 8001 3460

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
- Managing information security
- Managing physical security

We improved our cyber-risk posture by implementing and achieving 18 **cyber security baseline** (CSB) controls in one year. We aim to conclude the full suite of CSB controls in FY2024. All cyber activities are dependent on local cyber tools and skills. In addition, our public cloud is certified against ISO 27001/17 and Payment Card Industry Data Security Standard to enable us to offer secured services to our business customers.

Our annual on-the-ground **Security Awareness Campaign** targets all employees and emphasises security guidelines and policies such as data protection, social engineering, anti-fraud, privacy and information security. The campaign's objective is to educate employees on how to protect Vodafone's sensitive data and reputation, as well as to raise awareness around keeping the company well protected. We were able to reach 2 000 participants from different departments, as well as 950 winners who completed a security questionnaire.

3

Protecting people

Ensuring the health and safety of our employees, contractors and suppliers is a top priority, and we believe that wherever we operate, we have an opportunity to contribute to advancing the fundamental rights of our customers, employees and communities.

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, including the provision of employee assistance and psychological support services. We became one of the first companies in the Middle East and in Vodacom to be verified against ISO 45003 for psychological health and safety at work, recording 98% compliance and zero non-conformities.

An end-to-end audit was held regarding our **electromagnetic-frequency and radio-frequency** (EMF and RF) standards. The audit covered five controls, all of which all were found fully effective and strongly matching the EMF group standards, for an overall compliance score of five out of five. This positions Vodafone as the trusted expert on EMF, meaning that they are the first point of contact by regulator or government ministries, and leaders, in collaboration with the industry, in terms of the safety of workers and customers.

4
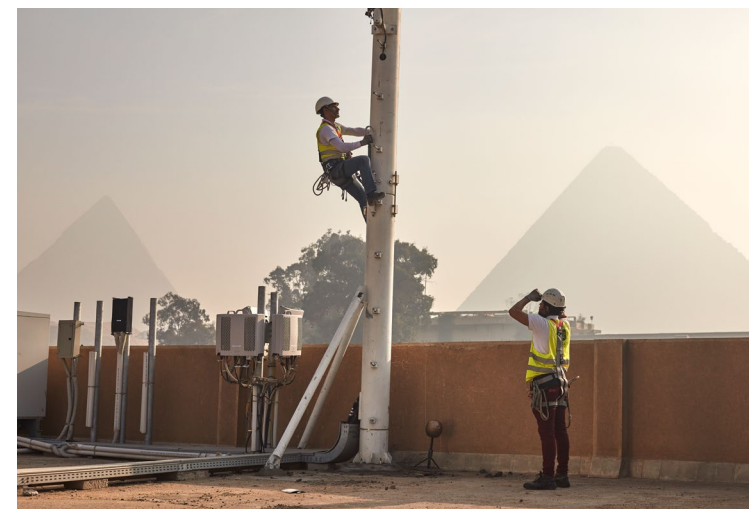
Responsible and inclusive procurement

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

Aligning with the Egypt's Vision 2030 and the UN SDGs we encourage **procuring local** services or hardware from the local market whenever there is an opportunity. Most of our passive services include civil work, installations or maintenance. These services are all procured locally, along with some of the passive hardware that support our access sites. In total we serve 100+ local suppliers, and 35% of our procurement spend is locally issued.

Our people

We are transforming to become a new generation connectivity and digital services provider for Africa, by creating an inclusive environment for growth, in which everyone has the opportunity to thrive.

Our people strategy accelerates this transformation and 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 actively engage with them to gain insights to inform our employee experience.

This strategy involves transforming our culture (the Spirit of Vodafone) to be that of a TechCo, enabling an agile and efficient operating model, and building our internal and pipeline of future-ready talent and skills.

Through this approach, we aim to ensure our employees have a positive and motivating working environment – our people experience – which encompasses our collaborative hybrid working model, benefits, well-being and engagement. Execution of all these elements is supported by Vodacom's digital tools and systems.

Our people focus:

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

2 200
employee volunteer hours

EGP 11.8 million
raised in matched funding for the Mersal Foundation

Engineerex Gold Employer of Choice for the
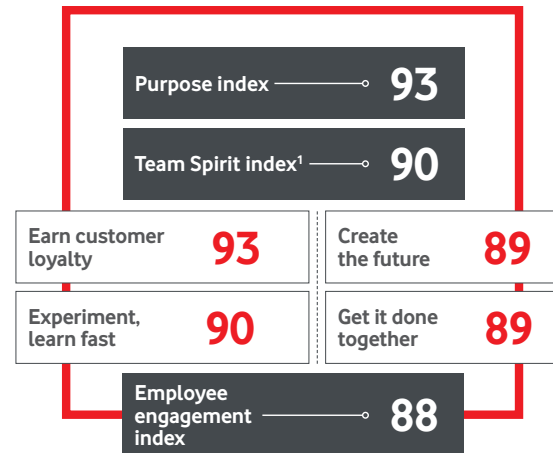**6th**
consecutive year

1

Living the Spirit of Vodafone

Our culture outlines the key behaviours enabling our strategy and purpose while providing an attractive and technology enabled working environment. The Spirit of Vodafone galvanises our culture, describes what we stand for and underpins the successful delivery of our transformation from a TelCo to a TechCo.

We achieve this through:

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

Our culture outlines the beliefs we stand for and the behaviours that enable our strategy and purpose. We continue transforming our culture by developing individual habits that reinforce Spirit, invest in leadership development to role model our beliefs and ensure systems and processes are aligned to the Spirit of Vodafone. We measure our progress and identify where to act via a bi-annual employee survey called Spirit Beat. We had a 92% response rate for our Spirit Beat results.

Purpose index	**93**
Team Spirit index[1]	**90**

Earn customer loyalty	**93**	Create the future	**89**
Experiment, learn fast	**90**	Get it done together	**89**

Employee engagement index	**88**

Our results remain positive and stable which is a reflection of employees truly living and embedding the Vodafone Spirit.

1. The Team Spirit index represents an overall view of how people are doing on the Spirit of Vodafone and considers each of our Spirit behaviours.

يلا شارك
YALLA SHAREK

Yalla Sharek is a digital philanthropy platform that enables employees and Egyptian citizens to volunteer with non-governmental organisations, educational and health associations, have on-the-ground and digital engagements, and access opportunities for donations and matched funding by Vodafone. 340 employees volunteered, 2 200 hours were devoted to charity, 120 employees applied for matched funding, and EGP55 000 was donated.

In the last 10 days of Ramadan, we organised a visit and entertainment party for **Hospital 57357's children** who are fighting cancer. We recruited over 50 employees for the visit. The employees took 300 children's wishes and bought their requested gifts on the day of feast (Eid al-Fitr).

Case study

How "Egypt's Most Valuable Top-Up Card" raised millions

It began with a simple text sent to the **Mersal Foundation**, a non-profit charitable organisation providing medical care to those in need.

A young girl sent a text to the owner of Mersal, saying, "I want to donate to the premature babies you take care of, but I don't have money – I only have a 10L.E. Vodafone top-up card, and I would like to donate it."

The founder and CEO of the Mersal Foundation, Heba Rashed, accepted the donation without hesitation, and in response we committed to matching every donation given to the Foundation. The fundraising initiative went viral with 99% positive sentiment, 7 000 mentions of the original post on Twitter and 6 000 shares on Facebook. As a result donations began flooding in.

EGP 11.8 million was raised in just a few hours, of which EGP 7 million was eligible for match-funding.

2

Diversifying talent and developing future ready skills

Vodacom is focused on developing diverse talent for the future and accelerating reskilling and upskilling our workforce. As we evolve the operating model and execute the strategy, we are focused on developing diverse talent for the future and building future-fit skills.

We achieve this through:

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

Our **software engineers** increased from 67% to 90% as a percentage of our overall IT employees. This reflects the success of efforts made in respect of insourcing, hiring and upskilling and reskilling through a software-engineering academy, which provides accreditation for software developer, software architect, cloud, data science and machine-learning skills.

The **Youth Council** is an initiative for young employees to shadow members of the executive committees. The participants are exposed to strategy formulation and implementation, and decision-making at the highest level. Council members, operating independently of management, explore disruptive ideas in the digital economy and conduct research.

3

Our employee proposition

We have a robust employee value proposition to keep employees motivated on our transformation journey. As part of our employee experience we ensure pay and benefits are competitive and fair, and we attract, retain and develop future talent.

We achieve this through:

- Delivering on our value proposition
- Delivering fair pay and benefits
- Enabling work environment
- Supporting employee well-being
- Promoting skills development

Vodafone Egypt won two **Engineerex awards** in 2023: The Employer of Choice Award (our sixth consecutive year being recognised as a Gold Employer of Choice), and Tech-up Women, which recognises the most favourable workplaces for women in tech.