



Vodacom Tanzania

Environmental, Social and Governance Snapshot



23

Further together

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Vodacom is a leading and purpose-driven African connectivity, digital and fintech operator. Our mobile networks cover more than 500 million people¹. The Group serves 185.8 million¹ customers across consumer and enterprise segments with more than 16.7 million in Tanzania.



We have grown from our roots in South Africa, with operations in Tanzania, the Democratic Republic of Congo (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.




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.

 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.

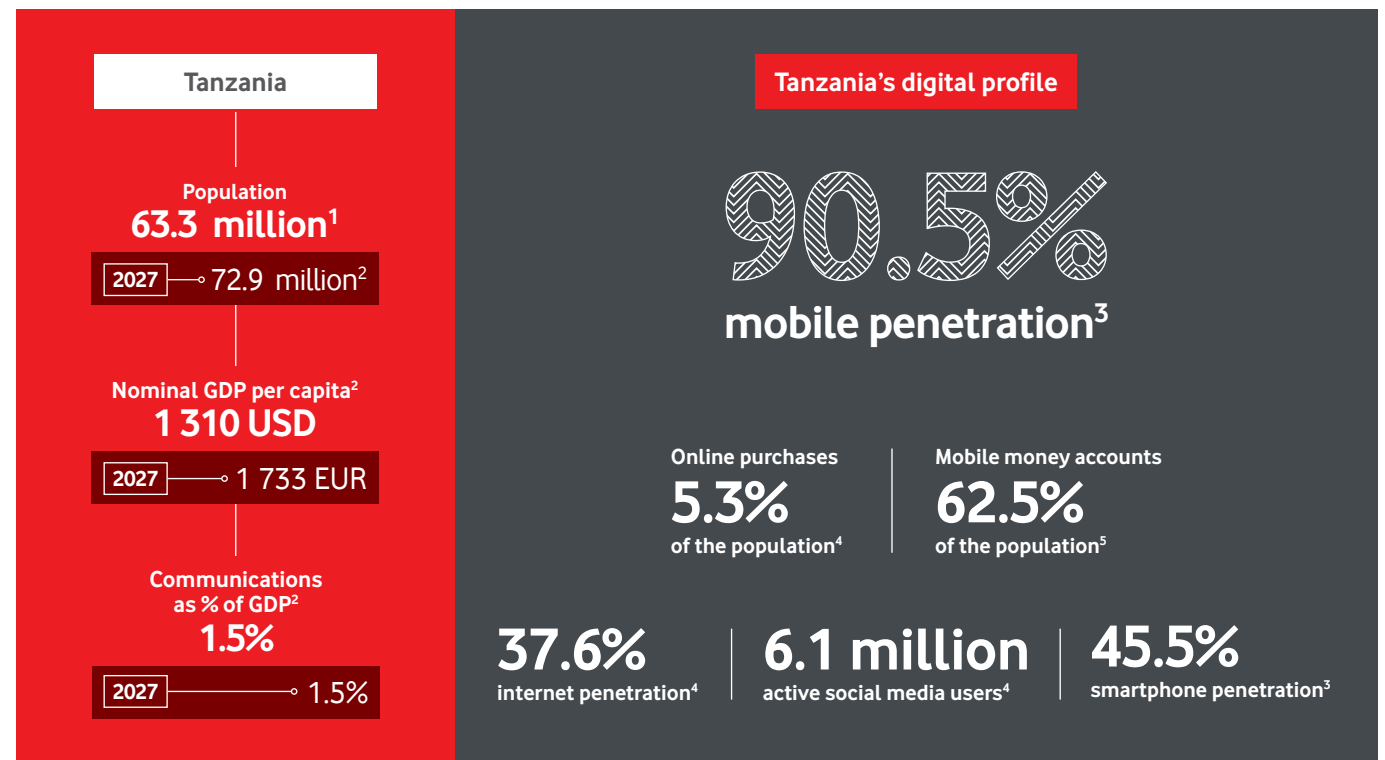
 Read about our **governance principles and practices** in our Corporate governance report.

Committed to Tanzania

Vodacom is Tanzania's leading communications company with a customer market share of more than 30%. We provide a wide range of services including voice, data, messaging, financial services and enterprise solutions to 16.7 million active customers.

Vodacom Tanzania listed on the Dar es Salaam Stock Exchange on 15 August 2017. Vodacom Group Limited holds a 75% majority in Vodacom Tanzania and its subsidiaries.

1. Tanzania census, 2022.
 2. Fitch Solutions, 2022.
 3. GSMA, 2023.
 4. Datareportal.com Digital, 2022.
 5. Regulator report on mobile money, 2022.



Watch Introduction to Tanzania

Tanzania's outlook

Real GDP growth is has been forecast to accelerate to 5.4%. Tanzania's working-age population growth will ensure an increasing pool of labour and support consumer spending, while the advancement of infrastructure mega projects, improved access to credit and relatively low inflation all support economic activity².

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. 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

38%
reduction in maternal deaths through m-mama 

TZS680 billion
in Wakala Songesha loans 

3.2 million
registered M-Kulima users 


500
Tanzanian start-ups reached through the Digital Accelerator programme 


24%
growth in merchants accepting M-Pesa payments to more than 157 000 




Inclusion for all

35.3%
smartphone penetration 

TZS156 billion
in network capacity, coverage and IT infrastructure improvements 


236
new 5G sites 

387
new 4G sites 


225
new 3G sites 



Planet


TZS1.4 billion
invested in energy efficiency projects 

28.9 tonnes
of plastic saved through the conversion to half SIMS 

32%
reduction in paper use since 2017 



Responsible business practices

Launched an improved **supplier qualification process** 

10 years
with **zero** fatalities 

People

TZS344 million
invested in employee training and leadership development 

Certified **Top Employer** 
by the Top Employers Institute for the sixth year in a row

A message from the CEO

As we reflect on the past financial year, I am filled with a profound sense of pride in the journey we are undertaking to deliver against our purpose – to connect for a better future. To bridge the digital divide and be a transformative force reshaping our nation from an agricultural economy to a knowledge-based, semi-industrialised middle-income economy. In doing so, we have continued to integrate sound ESG practices into the daily management of the business. .

As illustrated in this, our first ESG snapshot, this journey has been marked by significant milestones that demonstrate our steadfast dedication to inclusive growth, technological innovation, and sustainable development. Our initiatives seek to increase communications access, to democratise education and health, transform critical sectors, to support technology start-ups, and to empower women.

Our Digital Accelerator programme has been a catalyst in nurturing young Tanzanian entrepreneurs, helping them evolve their innovative ideas into successful businesses. This initiative, along with our efforts to democratise education and health through our high-quality data network and the m-mama programme, underscore our commitment to leveraging technology for societal good.

Digitising critical sectors like agriculture and education continues to be a key focus. M-Kulima now links over 3.1 million smallholder farmers to the agriculture value chain, while our e-Fahamu initiative is revolutionising the way education is delivered and accessed. Our Code Like a Girl programme continues to break barriers in ICT and STEM and empowers young girls with the skills needed for the digital age.

Inclusion is at the heart of our operations. Our investment of TZS156.0 billion in network expansion is a testament to our commitment. The addition of new sites, including 231 new 5G sites, and our collaboration with the government through the Universal Communications Service Access Fund have significantly enhanced broadband coverage and we now reach 68.5% of Tanzania's population. This expansion is not just about connectivity, it is about opening doors to endless possibilities for millions, driving digital and financial inclusion. We also undertook substantial efforts to enhance access to our services and make structural changes to our retail shops and service desks to better accommodate people living with disabilities.

Our Just4You offers, powered by Customer Value Management and machine learning platforms, are tailored to ensure affordability and accessibility. We have made strides in smartphone affordability, increasing smartphone users by 35.4%. Our efforts in financial inclusion through M-Pesa have connected over 8.2 million customers to financial services, processing transactions worth over TZS70 trillion in FY2023. Our inclusive customer care initiatives and support for small and medium enterprises (SMEs) are breaking barriers and fostering a more equitable society.

Our role in promoting digital inclusion through the mobile telecoms sector has been pivotal in contributing to Tanzania's developmental goals. We are not just participants in this journey; we are catalysts for change. By increasing access to critical services, driving productivity gains across key sectors, and facilitating inclusive economic opportunities, we are setting the stage for a more connected, empowered Tanzania.

We are aware of the environmental impact of our business activities and are taking steps to manage these impacts. Our focus on climate-smart and energy-efficient networks, waste reduction, and enhancing climate resilience through initiatives like the Kijanisha Dodoma project, reflects our dedication to a sustainable future. We are proud of our achievements in reducing paper and plastic waste, and our ongoing efforts in tree planting and community engagement in environmental sustainability.

Looking ahead, we are not just building a network; we are nurturing a digital ecosystem that supports Tanzania's growth, inclusion, and sustainability. Our focus remains steadfast on reducing infant mortality, expanding rural coverage, fostering inclusive education, digitalising businesses and critical sectors, while addressing climate change and biodiversity.

As we continue on this journey, I am reminded of the immense responsibility and opportunity we have to shape a better future for Tanzania. Together, with your support and partnership, we will continue to break new ground, drive innovation, and empower communities.

Thank you for being part of this transformative journey.

“Inclusion is at the heart of our operations. Our investment of TZS156.0 billion in network expansion is a testament to our commitment.”

Philip Besiimire



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 the following:



m-mama launch – April 2022

In partnership with the Ministry of Health, we launched the m-mama mobile platform, which connects pregnant women in rural areas to emergency transport in an effort to reduce maternal deaths. The launch was officiated by H.E President of the United Republic of Tanzania Dr. Samia Suluhu Hassan.



Watch **m-mama impact**



Read more on **m-mama** on page 10

Farm Clinic Partnership – August 2022

The launch of the Farm Clinic Partnership between Vodacom Tanzania Plc, Ministry of Agriculture & Mwananchi Communication Limited was officiated by Hon. Prime Minister, Kassim Majaliwa. The launch took place during Farmers Week and accelerated signups to the M-Kulima platform.



Read more on **m-Kulima** on page 09

Innovation Week – May 2022

We participated in Innovation Week as a main sponsor. We were given an opportunity to showcase our innovative programmes and organised three mini-events:

- Innovation in Health,
- Imagine Technologies Internet of Things (IoT), and
- Innovation Unplugged.

The event was jointly organised by United Nations Development Programme Tanzania through the Funguo Innovation Programme and Tanzania Commission for Science and Technology under the coordination of the Ministry of Education, Science and Technology. The opening ceremony was officiated by Hon. Prof. Adolf Mkenda, Minister of Education, Science and Technology, and the closing ceremony was officiated by the Hon. Vice President, Dr. Philip Mpango, accompanied by Hon. Prime Minister, Hon. Kassim Majaliwa Majaliwa.



Read about **innovation week**

The Connect2Connect (C2C) Summit – September 2022

Vodacom sponsored the C2C Summit, co-hosted by the Ministry of Information Communications and Information Technology and Extensia Limited. The event brought together policymakers, regulators, service providers and major end users of information and communications technology (ICT) from across Africa alongside global investors, consultants, vendors and solution providers. C2C 2022 featured 65 speakers addressing 20 sessions on various topics, including operator strategies, ICT ecosystem security, infrastructure outsourcing, regional interconnectivity, high-throughput networks, rural networks, network diversity, regulatory frameworks, and national infrastructure strategies.

The Tanzania-UK Business Forum – November 2022

We sponsored the Tanzania-UK Business Forum, organised by The British High Commission in Tanzania in collaboration with the Ministry of Investment, Industry & Trade. The forum strengthened existing partnerships and showcased the success of UK-Tanzania commercial and investment collaboration. After the forum we had a reception with H.E David Concur, British High Commissioner to Tanzania.

Tanzania Annual ICT Conference – October 2022

We sponsored the Tanzania Annual ICT Conference in Zanzibar, one of the largest international gatherings of ICT industry players. The event offered a unique platform for capacity building, policy dialogues, business investor networking, professional discussions, and experience and knowledge sharing on global ICT issues.

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 areas:

1 Digitalising business

2 Digitalising critical sectors

3 Digitalising government

500

Tanzanian start-ups reached through the Digital Accelerator programme

TZS680 billion

in Wakala Songesha loans

4.2 million

recipients paid by the government's electronic payment gateway

24%

growth in merchants accepting M-Pesa payments to more than 157 000

3.2 million

registered M-Kulima users

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-sized 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

Our Digital Accelerator supports early-stage and growth-stage technology start-ups in Tanzania

Vodacom invests in disruptive products and services that have the potential to be brought into the market and scaled into profitable, revenue-generating businesses. During Season 1 the Vodacom Digital Accelerator reached more than 500 local technology start-ups, which generated over TZS377 million in revenue. Season 2 of the accelerator will support early-stage and growth-stage technology start-ups with disruptive products and services that have the potential to enter the market. The accelerator will take start-up founders through expert training, mentorship, and technical support. It will provide access to tools and funding to empower them to grow into profitable, revenue-generating businesses.



Watch **Digital Accelerator**

Digitising payments through M-Pesa Lipa

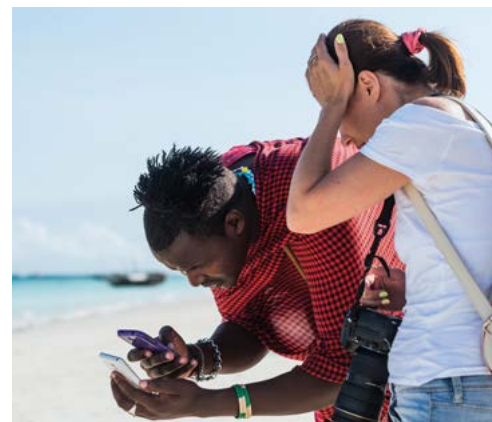
M-Pesa Lipa is a payment platform that supports the country-wide digitisation of payments and the migration to a cashless society.

M-Pesa Lipa allows customers to easily pay for goods and services using a mobile phone, while small businesses access the advantages of digital payments, easily tracking their transactions and transacting quickly and securely.

- Over 157 000 merchants across the country accept M-Pesa payments (24% year-on-year growth)
- Over 2.5 million customers use the service each month (more than 100% year-on-year growth)



Watch M-Pesa Lipa



M-Pesa SME solutions offer access to personal services, simplify and expand access to e-commerce. The solutions are widely used to manage business transactions, pay salaries and pensions, and receive subsidies and government grants. These solutions reduce risks related to a cash-based society like robbery and corruption. The **M-Pesa super-app** connects various SMEs including retailers, restaurants and food delivery and transport services.

Wakala Songesha, launched in 2020 in partnership with FINCA Microfinance Bank, is a mobile financial service enabling M-Pesa Agents to get instant overdraft facilities that allow them to complete deposit transactions to customers even when they have insufficient float. It helps agents ensure their business productivity, sustainability and profitability. Over TZS680 billion in Wakala Songesha loans were extended.



Watch M-Pesa Wakala Songesha

Wezesha Wakala, launched in 2021 in partnership with FINCA Microfinance Bank and Tanzania Postal Bank, is a financial service that allows more than 60 000 M-Pesa agents to access larger short-term loans with a repayment span of up to 30 days. These loans help M-Pesa agents raise additional capital to support their businesses. Over TZS111 billion in Wezesha Wakala loans were extended.

Digitalising enterprises

We leverage 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 metering
- Smart building
- Smart asset management
- Fleet management
- Connected worker

Partnering to expand our fleet management and analysis

In partnership with Perfect Info Tech International and Data Cube, we are expanding our fleet management and fleet data analysis which helps in digital vehicle monitoring and driver behaviour management initiatives. Alongside Noxy Software, we have developed a digital platform known as the Journey Management Plan (JMP) to manage long distance, after working hours and excess mileage trips. JMP also allows vehicle users to digitally inspect their vehicles on a daily basis and enable digital vehicle handover processes. Over 100 vehicle users are currently supported by the JMP.

2

Digitalising critical sectors

We support critical sectors by providing connectivity and platforms to drive impact at scale.

Certain sectors, such as education, agriculture and healthcare, provide products and services that are critical for society and the economy to function. These sectors impact individuals, communities and the planet.

We partner with our digital technology subsidiary, **Mezzanine**, to cocreate digital solutions. Mezzanine's eVoucher solutions provide a secure and transparent way of distributing cashless vouchers that can only be used to purchase certain products from vetted and approved service points or retailers.

Digitalising agriculture

Society has an increasing need for sustainable and affordable food sources, more food for growing global populations and addressing the environmental impact of agriculture – such as greenhouse (GHG) emissions, habitat loss and deforestation. According to the Food and Agriculture Organization of the United Nations, the world will need to produce 50% more food than current levels by 2050 to sustain its population¹.

1. www.un.org.

Case study

Empowering small-scale farmers

Interactions between agribusinesses and smallholder farmers are generally very inefficient and costly for both business and farmer. Manual record keeping and handling large amounts of cash during harvest seasons create a risk for fraud and robbery. Agribusinesses are keen to work with reliable databases of farmers and minimise data entry requirements to minimise the opportunities for either intentional or unintentional data entry errors and build better relationships with their farmer supply base.



M-Kulima is a comprehensive, easy-to-use system for agricultural stakeholders, facilitating communication and cooperation between farmers, government and the private sector. M-Kulima enables smallholder farmers to access agricultural inputs, financial products, logistics suppliers, markets, and knowledge. More than 3.2 million smallholder farmers are registered and using the platform.

It is integrated with M-Pesa, providing a mobile phone based money transfer service and enabling payments, with microfinancing and insurance planned.

TZS1.2 billion was disbursed to farmers through M-Pesa in FY2023.

Agribusinesses can digitally profile farmers and communicate and transact through an advisory service and mobile money payments. M-Kulima provides important weather and market information to help farmers get the best price for their products.



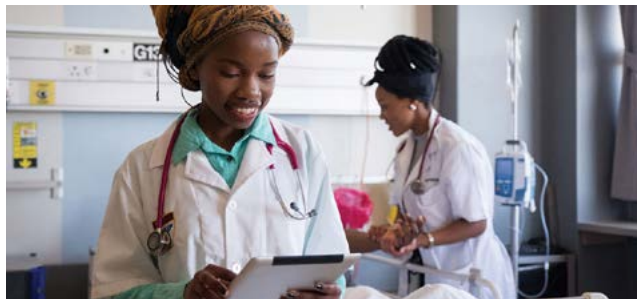
Read more here: **M-Pesa: Vodacom M-Kulima**

Digitalising healthcare

Digital connectivity enables the delivery of critical healthcare services. Technology can increase efficiency for providers and be more inclusive for patients. We support health and social care providers across the world 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 developing this process through innovative technology and super-fast connectivity.

Leap Communicator is a partnership with African Medical and Research Foundation which provides training to healthcare workers through text and audio messages on a feature phone and smart device. It enables students to exchange information and there are 126 342 registered users.

The **mHealth** platform is a Tanzania Ministry of Health, Community Development, Gender, Elderly and Children initiative that has reached over 1.5 million Vodacom subscribers since 2012. Users receive free health messages and reminders to visit a health facility. Free USSD sessions enable facility healthcare workers and community members to access the mHealth services such as the Electronic Integrated Disease Surveillance and Response System, Wazazi Nipendeni (Healthy Pregnancy, Healthy Baby), the National Blood Transfusion Services blood donor SMS feedback mechanism, as well as tuberculosis screening and treatment literacy messaging services.



Case study

m-mama connects pregnant women with emergency care

Weak health systems and delayed access to healthcare are significant causes of maternal and new-born deaths, with a lack of affordable transport for emergency referrals compounding this issue. Thousands of pregnant women in rural areas of Africa are unable to travel to hospital in a pregnancy-related emergency, and rates of maternal and new-born deaths remain stubbornly high.

To address this, USAid, Vodafone Foundation, Vodacom, Vodacom Foundations, Touch Foundation, Ministry of Health and local government authorities, continue to support the government-led, technology-based emergency transport system known as m-mama.

m-mama uses mobile technology and M-Pesa to connect pregnant women and new mothers to emergency transport, and empowers a network of local taxi drivers to act as "taxi ambulances" in places where ambulances are rarely available.

m-mama improves the coordination and management of existing healthcare and transport resources in rural areas of Tanzania and allows them

to be supported by volunteer community drivers when needed. The approach is ultimately designed to reduce maternal and new-born mortality, especially among the poorest segments of populations and those living in remote and difficult-to-access areas.

Vodacom provides technical support for the programme, and the Vodafone Foundation and partners fund the set-up costs, with health ministries funding the residual costs. Once established, governments own and operate the m-mama service, including the underlying technology.

Since m-mama was first piloted in 2014 in Shinyanga in Tanzania there has been a 38% reduction in maternal deaths and 47% reduction in new-born deaths in the region. Tanzania has recorded 16 739 emergency transportations, with an estimated 587 lives saved, since the start of the programme.



Watch M-Pesa: m-mama



3 Digitalising government

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

We support a digital society by providing digital solutions to government. Through our expertise in connectivity, smart devices and digital platforms, we strengthen governmental administration and efficiency, enhance communication and service delivery, create smarter cities, and reduce environmental impact.

Facilitating digital systems for efficiency and improved administration

Our digital solutions enhance business processes and efficiency. They are used by government departments, state-owned entities and municipalities.

We supported the **digitisation of the Tanzanian Government's Electronic Payment Gateway (GEPG)** in sectors including tertiary education, utilities, parking, forestry, and municipal payments. 926 809 M-Pesa customers have been transacting under GEPG, and 3 856 461 people are paying for electricity services using their M-Pesa wallets.



Watch GEPG

In 2019, M-Pesa was selected to support the Government's disbursement of money to support poor families under the **Tanzania Social Action Fund (TASAF)**. Payments are made directly to mobile wallets if beneficiaries have mobile devices or over-the-counter after the beneficiaries have been biometrically verified. To date, TZS23.5 billion has been disbursed to 102 484 marginalised people country-wide through the TASAF programme.

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 women². 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

100
2G sites upgraded to 3G and 4G

138
rural sites upgraded to 3G and/or 4G

35.3%
smartphone penetration

160 000
M-Koba groups with TZS173.5 billion saved

52
institutions connected through Connected Schools

564
girls trained under Code Like a Girl programme

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 women¹. Expanding mobile broadband penetration across Africa by 10% could boost GDP 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.

Increasing coverage

In support of government's efforts to widen access to communications and in partnership with the Universal Communications Service Access Fund, we have upgraded 100 2G sites to 3G and 4G, with 190 new sites in the pipeline for the next 18 months. We also upgraded an additional 138 rural sites to 3G and/or 4G in partnership with Facebook. Improved services mean improved customer experience. After the 4G upgrades our Net Promoter Score lead gap widened by 16 points as of March 2023 which is evidence that improved services result in improved customer experience.

- 231 new 5G sites
- 387 new 4G sites
- 225 new 3G sites online
- 60% growth in 4G traffic
- 66% broadband coverage achieved
- 93% of the population is covered by the Vodacom network
- 1 242 villages covered
- 297 wards connected across the country



Watch **Increasing coverage**

We continued to work with Vodafone and AST SpaceMobile to develop the first **space-based mobile network** to connect directly to consumer 4G and 5G smartphones without specialised hardware. AST SpaceMobile's BlueWalker 3 satellite was trialled in March 2023, in partnership with Vodacom and Safaricom in Kenya. After completing the trial, AST SpaceMobile scaled up its satellite deployments in partnership with Vodacom to provide communications to 4G devices in Africa and beyond. This will enable Vodacom to provide coverage in rural areas where connectivity is challenging, through traditional terrestrial communications solutions. The partnership aims to provide mobile coverage in Tanzania, DRC, Mozambique and Kenya, ultimately reaching 1.6 billion people in 49 countries.

Inclusion for all continued

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.

We sold
82 277
smart devices (Smart
Feature Phone and
Tecno RC6)

Smartphone
penetration is
now at
35.3%

There are
5.2 million
smart devices in our
network.

Transforming pricing

Our initiatives to reduce the cost of data, make our pricing affordable, and increase bundle validity support users, including 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.

Just4You provides affordable price packages, with over 100 offers varying day to day and from customer to customer. These customised segmented offers are supported by a machine learning platform to address customers' personal needs. Through usage pattern analysis, we create deals based on customer usage of data, SMS or calls. Just4You penetration is now 55%.

We reduced **out-of-bundle rates** per megabyte by 68% over the past two years.



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 unbanked¹. 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 in remote areas to access payments, loans and savings on their mobile devices without needing to travel.

1. GSMA, 2021.

The **M-Pesa Visa** card is a virtual debit card that connects Tanzanians to millions of e-commerce opportunities globally by allowing online payments anywhere that accepts Visa.

M-Koba is a group savings solution in partnership with the Tanzania Postal Bank, that allows community members, particularly women, to mobilise savings, investments and microloans. We made the product interoperable so that subscribers from other mobile network operators can save through M-Koba as well. The simplicity and transparency of the M-Koba solution allows each group member to have visibility of fund movements, building trust and encouraging participation. This has had a significant impact on the inclusion of members, particularly women, in mobile money networks. Today there are 160 000 M-Koba groups with TZS173.5 billion saved and TZS148.5 billion withdrawn.



Watch **M-Koba**

Songesha is an overdraft facility offered in partnership with FINCA Microfinance Bank that enables M-Pesa customers to access instant overdraft facilities to complete transactions if they run short of funds. The speed and frequency of loan access has been transformational in accelerating financial inclusion, with 18% growth in the number of people using the service and 112% growth in loan value in FY2023. There are now 4.5 million active Songesha customers with a TZS1 077 billion lending portfolio.

VodaBima provides immediate access to insurance services in partnership with 19 motor and health insurance providers. Since April 2021 when the service started, VodaBima has provided cover to more than 200 000 M-Pesa customers. Motor insurance grew by more than >217% over the previous year and sits at TZS2.2 billion in value.



Watch **VodaBima Wakala** testimonial

M-Pawa is a banking product from Vodacom M-Pesa and NCBA Bank that allows customers to save money through their phone, earn interest from their savings and get instant access to affordable microloans. Launched in 2014, M-Pawa was one of the earliest drivers of deepened financial inclusion and continues to record tremendous growth.

- TZS1 trillion of loans extended
- Over 307 000 active subscriptions
- Over TZS13 billion monthly savings

In partnership with Thunes, MFS Africa, Terrapay, Safaricom, Remitly, MTN, World Remit and more, the **M-Pesa cross-border network** is larger than ever before and growing steadily. When first launched, M-Pesa could be used to send money across selected East African borders. In 2022, the service was expanded to all Southern African Development Community countries and to a growing ecosystem of banks and mobile network operators.

M-Pesa today is tightly integrated with money transfer hubs in Africa and beyond, allowing Vodacom M-Pesa customers to easily send and receive **cross-border remittances** from their M-Pesa wallets.

- Incoming cross-border payments – TZS800 billion
- Outgoing cross-border payments – TZS120 billion

Vodacom M-Pesa Lipa kwa Simu

Rahisisha malipo ya bidhaa
na huduma kidigitali



Lipa kwa Simu (“Pay by phone”) has contributed to the growth of cashless ecosystems and enhanced the creditworthiness of small businesses owners. It allows for convenience, greater control over transactions, and greatly enhanced security. Lipa kwa Simu today supports 157 000 merchants.



Enabling education and digital skills

Globally, children living in learning poverty make up 50% of low and middle-income countries' population. UNICEF¹ 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.

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

Chimbo La Vijana provides young customers with affordable access to education, entertainment, discounted data and customer care.

Uni Offers provides discounted social, data and text bundles to university students via the MyVodacom app. Payments can be made using M-Pesa.

The **Connected Schools** project has seen 52 schools and institutions of higher learning connected at a value worth TZS1.6 billion and 159 schools supplied with 100GB data packages under a Universal Communications Service Access Fund sponsorship.

Case study

e-Fahamu

Instant Network Schools (INS) was set up in 2013 by Vodafone Foundation and United Nations High Commissioner for Refugees, 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 is known as e-Fahamu in Tanzania. 378 schools received connectivity and computers, over 185 000 learners have been onboarded, and a 3% increase in overall academic performance is attributed to using e-Fahamu.

The Vodacom Foundation evaluated 50 public schools in January 2023 to gauge awareness of e-Fahamu and its impact.

- 89% of students and 86% of teachers are aware of the available e-fahamu portal and subjects curated by the portal.
- 83% of students and 100% of teachers have been trained to use the portal.
- Beneficiaries reach out to the portal to download academic videos and notes five times a day.



Watch e-Fahamu



We trained **564 girls** and have reached 1 700 girls in five regions since project inception.

Code Like a Girl is a social enterprise providing girls and women with the confidence, tools, knowledge and support to enter and flourish in coding. Code Like a Girl inspires more girls to explore careers that require coding skills to help them enter the science, technology, engineering and mathematics fields and industries.



Watch Code like a girl



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 phone¹. 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.

Wazazi Nipendeni (Healthy Pregnancy, Healthy Baby) is a text-to-treatment SMS programme that provides Vodacom subscribers with real-time health information.

Inclusion for all continued

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 disabled persons, senior citizens, and persons who experience communication barriers such as hearing, visual or speech impairments.

We innovate solutions that are inclusive for Persons with Disability. We employ shop agents who can communicate using sign language and have created a call centre which offers **sign language via video calls**.

Ninety-six stores have **infrastructure that allows customers using wheelchairs** to access them, and in flagship shops we have ensured there is a priority desk for persons with disabilities. Persons living with

disabilities now do not need to wait for someone to translate or accompany them when they need support in using our products or services.



We conducted an **awareness programme** with deaf societies in Dar es Salaam, with over 40 leaders in attendance. Thirty retail support employees have been trained to use sign language in our retail stores.

We conducted a webinar with all employees on **Global Accessibility Awareness Day** to sensitise them on the digital inclusion of persons with disabilities.



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.

In March 2023 we reached our goal of **44% female representation** in senior leadership.

We established the **Women's Network Forum**, which is run by a committee of employees under the guidance of the Human Resources Director. This is a platform for female employees to participate and learn skills in leadership, networking, productivity, collaboration and well-being.



Watch Women's Network Forum

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 and 2 emissions

3 Managing scope 3 emissions

4 Driving circularity

5 Supporting biodiversity

TZS1.4 billion

invested in energy efficiency projects

792MWh

energy saved

171

tonnes of plastic saved through the conversion to half SIMS

32%

reduction in paper use since 2017

ISO 50001

certification by FY2024

Launched

a series of energy efficiency projects at our data centres



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 emissions¹. 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.

1. The real climate and transformative impact of ICT.

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 launched a series of **energy efficiency** projects at our data centres to lower energy consumption and emissions. These included replacing damaged floor tiles to improve airflow, identifying and decommissioning non-operational equipment and cables, upgrading the cooling system, and installing blanking panels for airflow control. We invested TZS1.4 billion in energy efficiency projects, resulting in 792MWh of energy saved.

Vodacom has embarked on a process to deploy **smart metering** across our operations to digitise and automate our energy data to improve visibility for enhanced decision-making. We aim to use advanced analytics on Big Data with machine learning and artificial intelligence to automate monitoring and decision-making in the future.

We plan to install smart meters across our six data centres in FY2024 and use a remote system to monitor our network access.

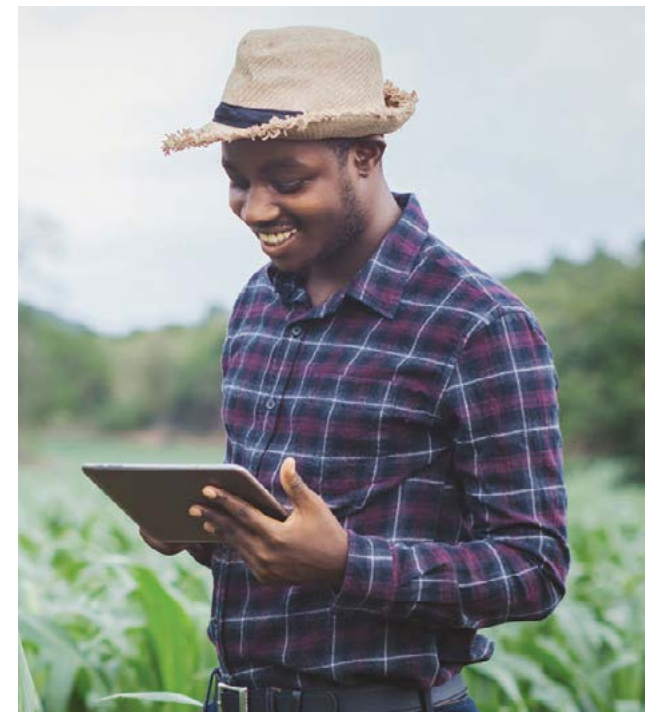
Switching to renewables

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.

Managing diesel use

The increased necessitated use of diesel impacts our ability to meet our net zero targets and 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.





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 our 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.

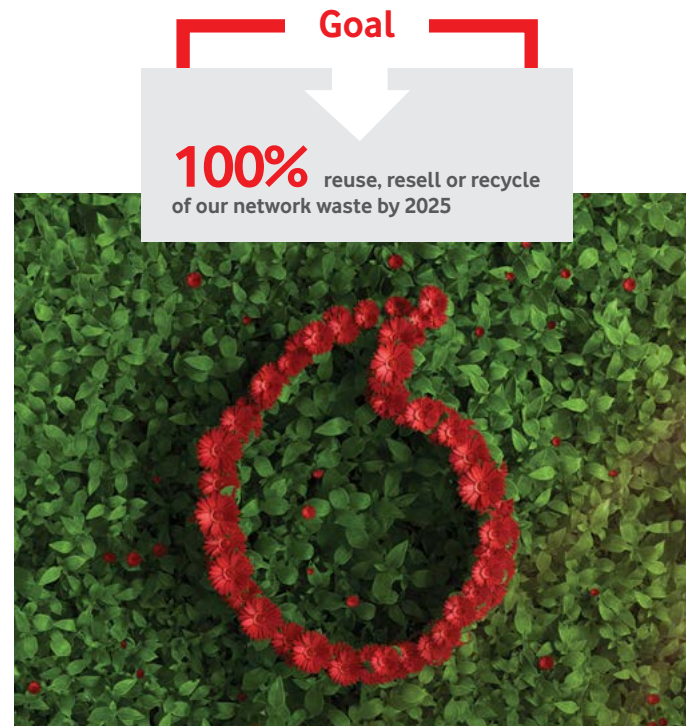
4

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.



Goal

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

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.

We have a **battery recharge centre** for the rejuvenation and reuse of returned batteries.

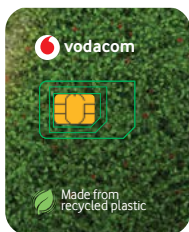
E-waste is removed from warehouses through an auction process where approved e-waste disposers purchase e-waste, process it to reclaim components (such as battery lead extraction) and manage the final waste product responsibly.

Circularity of devices

We reduce our impact in this area by implementing circular devices initiatives in conjunction with our partners and other operators. Small IT equipment and electronics such as devices constitute around 9% of Vodacom's total e-waste generated¹, and we believe that more than 50 000 tonnes of CO₂e could be avoided for every million smartphones traded in, refurbished and resold.

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

Reducing virgin plastic use



We reduce single-use plastics usage by 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 encourage our partners develop products to support eSIMs, to reduce the environmental impact of manufacturing and transporting physical SIM cards.

Half and trio SIM cards have saved 171 tonnes of plastic since 2016, with 28.9 tonnes saved in FY2023.

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 focused on converting print to electronic communication across all marketing and customer service communications. We introduced **smart recharges** – where customers can recharge their accounts through M-Pesa and Vodafone applications, this has resulted in a 32% reduction in paper since 2017.

5

Supporting biodiversity

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

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

Supporting biodiversity protection through new technologies

We work with various partners and conservation agencies to protect biodiversity on land and at sea. The support is a combination of programme funding and using connectivity and innovative technology solutions in conservation efforts. Through Vodacom's principal membership of the Worldwide Fund for Nature (WWF), for example, we continue to leverage technology to support various conservation efforts.



Case study



Supporting reforestation efforts

We partnered to support reforestation efforts. The Dodoma region is particularly susceptible to extreme weather, deforestation, desertification, loss of biodiversity and crop failure, placing people who live off the land at risk. Since 2015, Vodacom Tanzania Foundation has partnered with the WWF, the Tanzania Forest Service and the Tanzanian government to plant trees. The Kijanisha Dodoma and Kijani Zaidi programmes have planted 112 000 trees in Dooma and Pwani. The programme aims to raise awareness by sending climate change messages to the public using our corporate SMS platform and supporting the creation of employment opportunities among youth and women through environmentally friendly initiatives. To date, the programme has trained more than 50 women and youth entrepreneurs on eco-friendly economic activities.

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 merge financial performance with ethical conduct, balancing the urgent needs of people and the planet with profit. To operate responsibly, we:

Foster business integrity	Protect our people's health and safety	Ensure a responsible and inclusive supply chain
Maintain trust through data protection	Respect human rights	Contribute to tax and the economy

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.



98%
data privacy awareness and training coverage

Added
Privacy and Security by Design assurance controls

Implemented
security and technical measures

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

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

We held workshops with local telecommunications regulators to brief them on our **privacy practices**.

We applied **security and technical controls** against unauthorised or unlawful processing and accidental loss, destruction or damage of data.

Any Vodacom supplier or business partner who may have access or makes use of personal information collected by Vodacom to support Vodacom's purposes must commit to protect personal data by signing a **data processing agreement**, which requires them to comply with Vodacom's minimum security requirements where applicable.

We conducted various **data privacy awareness and training** initiatives amongst our employees and customers.

We integrated Privacy and Security by Design **assurance controls** into the product and service design process.

We implemented easy-to-understand **customer privacy supplement notices** across all Vodacom customer-facing products on all channels. These notices provide information about how and why customer personal data is processed by Vodacom.

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 health
- Respecting human rights

We reached our **10th year of zero fatalities**.

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.

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

93%
Spirit team index

Certified **Top Employer**
by the Top Employers Institute for the sixth year in a row

16
graduates recruited

> TZS300 million
invested in employee training and leadership development



1

Living the Spirit of Vodacom

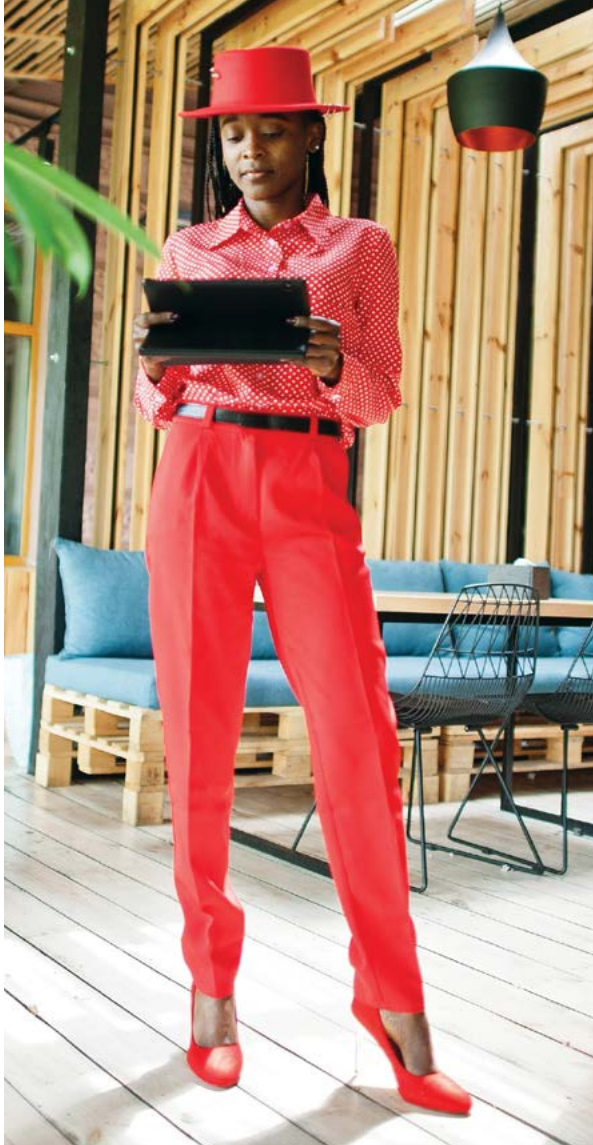
The Spirit of Vodacom (the Spirit) galvanises our culture. It outlines the beliefs we stand for.

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.



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

Our **graduate programme** provides workplace experience. It allows students to gain valuable work experience, explore career paths, network with field professionals, and earn an income. This programme is our pipeline or transition into permanent roles as opportunities arise. 17 students are currently in the programme.

Our **practical training** for university students places them in departments related to their field of study where they get hands-on experience under the supervision of managers. The main objective is to provide an opportunity for students to amalgamate theory and practice. The placements vary from four to eight weeks, depending on the requirements of the learning institution.

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.

