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TechCo organisation and culture

How this supports our purpose

We aim to build an organisation of the future underpinned by digital innovation and agility, and develop a distinctively digital employee experience to motivate our customers to thrive. Above all, we value inclusivity and diversity, and embed a mindful organisational culture across our business to ensure every action is rooted in our purpose.

Facilitating a differentiated employee experience

✓ In FY2022, Vodacom was certified as one of Africa's Top Employers for the sixth consecutive year across all markets, advancing overall ranking to the top three in Africa. Safaricom Kenya was certified for the first time and in South Africa we ranked third out of 114 participating companies for two consecutive years. Safaricom Kenya also earned a Top Employers Africa badge for the first time this year. We believe this certification recognises our efforts to create a nurturing environment where employees can thrive, enabling us to reflect on our progress to becoming an employer of choice. It is also a reflection of our continued commitment to improving people efficiencies and driving an exceptional employee experience.

☰ To embed the Spirit of Vodacom across the business, we have a recognition scheme called Vodafone Stars which allows for in-the-moment recognition for employees who display Spirit behaviours, comprising either cash awards or peer-to-peer recognition. In FY2022, over 5 000 employees were recognised through the Vodafone Stars programme. We use our rewards programme and organisational culture to encourage employees to demonstrate Spirit behaviours in their daily work activities, ensuring that employees deliver the desired results for our business.

In South Africa, Vodacom spent

R483 million

on **skills and leadership development programmes.**

The Spirit of Vodacom – our culture

Through the Spirit of Vodacom, we advocate for a culture that focuses on trust, drive, curiosity and belonging. We have embedded four pillars, which are earn customer loyalty; create the future; experiment, learn fast; and get it done, together. Our ethos is that no matter where we work in Vodacom, we act as one. Together, we create a place where everyone can truly be themselves and belong.

We keep employees engaged, boost staff morale and create a progressive and conducive organisational culture as we continue to navigate recovery from the pandemic. Accordingly, we launched the Spirit of Vodacom day – a quarterly meeting-free event that provides space and time for our employees to focus on personal growth, well-being and connection. We hosted our first Spirit of Vodacom day in October 2021, our second one in February 2022 and have three more quarterly events planned. To support our Spirit journey, we launched the Spirited Leader series as the vehicle for a future-ready Vodacom. This series is designed to drive high-impact actions, leadership standards and well-being, and also provide playbooks and action toolkits, share best practices and facilitate peer support from leaders across the Group.

Listening to our employees is a key aspect of improving our culture and ensuring we continually strive for excellence. A key measure of how the Spirit of Vodacom resonates with our employees is our Employee Spirit Beat surveys. We run Employee Spirit Beat surveys bi-annually and have thus far completed three cycles in FY2022, with a participation rate of 86%. The data from the surveys reflect the following scores and insights:



Positive themes from surveys

- New employees resonate strongly with our purpose
- Satisfaction with a hybrid working model
- Learning new skills and abilities

Improvement areas from survey

- Employee recognition
- Increased focus on robust and regular feedback
- Working effectively across the Group to find the best solutions for customers

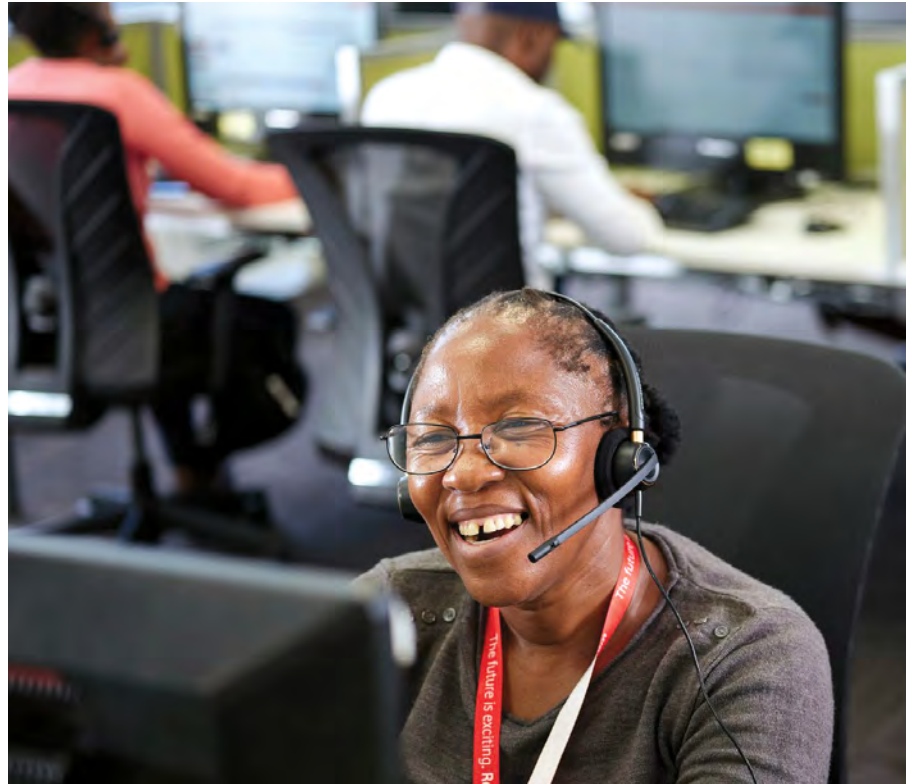
MATERIAL MATTERS

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Accelerating the digital skills of our employees

- ✓ Our #1MoreSkill programme continued to support skills development across Vodacom. This year, we established a skills transformation team at Group level to accelerate the initiative, focusing on the capabilities required to drive our ambitions: software engineering, cloud computing, RPA, Agile, cyber security and 5G.
- ✓ In South Africa, we focused predominantly on increasing software engineering capabilities. Over 331 employees completed 7 225 hours of instructor-led training across 76 courses. This equates to R3.2 million in internal costs.
- ✓ In all our markets, there was also a focus on cloud capability build. Over 141 employees were certified in AWS expertise, Azure and GCP Solution Architects, AWS Developers and Security expertise. In addition to this, through our five-year partnership with AWS, 977 employees completed 221 certifications in cloud architecture in Vodacom South Africa.
- ✓ Vodafone University continues to offer our permanent employees access to online learning opportunities across multiple training platforms such as LinkedIn Learning, O'Reilly, Udemy and UiPath. In FY2022, 94% of employees completed at least one course in South Africa. Across the Vodacom Group, employees completed 515 616 online training programmes this year, equating to 141 669 hours of learning.



Fostering workplace inclusivity and diversity

- ✓ Driving an inclusive employee culture, which fosters tolerance and embraces diversity, is a key component of our human capital strategy. We have various initiatives and forums to ensure we respect and include the different viewpoints, backgrounds, ethnicity, ages and genders of our employees. These include the Disability Forum, LGBTQ+ Network, National Consultative Committee, Women's Network Forum and Youth ExCo.
- ⊞ We review our internal pay ranges annually and consistently apply them throughout the organisation. All OpCos conduct an

annual fair-pay analysis to ensure they are committed to fair pay and responsible remuneration across all employee levels.

- ✓ Vodacom was also recognised for the support we provide to LGBTQ+ employees being one of three companies in South Africa that achieved SAWEI Gold status in this regard. This is a key milestone following silver status achieved previously. The South African Workplace Equality Index aims to rank South African companies on how well they implement best practice for LGBTQ+ equality in the workplace.
- ✓ We have a parental leave policy which gives four months paid leave to non-birthing partners and those who adopted a child or became a parent through surrogacy. Since the policy was launched group-wide in September 2020, 223 employees have enjoyed this benefit.
- ✓ We introduced an external bursary programme in South Africa for people living with disabilities in 2021. This programme is aimed at assisting students who live with

disability, lack necessary resources to further their studies and have achieved outstanding academic results.

- ✓ Our job shadow programme continued to support high school pupils in selecting university careers in line with jobs of the future, focusing specifically on science, technology, economics and maths-related programmes. This year, 50 school pupils were enrolled in the programme.
- ✓ In South Africa, the WeThinkCode programme trains Africa's top tech talent and drives the digitisation of African businesses. We continue to collaborate with the programme and, accordingly, annually sponsor 10 students as they complete National Qualifications Framework 5 programmes in software engineering and coding at non-traditional learning institutions. In March 2022, we onboarded 10 additional students, investing a total of R1 million.



Providing a safe and healthy employee experience

The health, safety and well-being of each employee continue to be a priority and key focus area across our markets – particularly through the various COVID-19 waves. We aim to achieve a 100% Home Safe culture by managing our top risks, sustaining our employees and suppliers through the pandemic, supporting mental health and building the resilience of all who work for us – our employees and suppliers and their families.



In October 2021, we updated our remote ways of working policy to formalise a hybrid way of working between the office and home. This transition signals the return to normality after the lifestyle changes associated with COVID-19 lockdowns. Although we have seen an improvement in the return to office-based work, our employees are still adjusting to the hybrid working environment.

Employee wellness remained a priority during the year, and we continued to drive several employee support and engagement activities across the Group. Our employee assistance programme counsellors and employee ambassadors worked to assist our workforce with coping strategies, stress management, communication, grief counselling and parental guidance during COVID-19. We hosted 80 sessions in South Africa, attended by 7 800 people.

Vodacom created vaccination opportunities for employees, their families and members of the public by implementing vaccination drives and pop-up vaccination sites. Over 13 700 people were vaccinated there, of whom an average of 55% comprised employees across our markets in Africa. As our employees return to the workplace, we provide free antigen testing to them and their immediate family members should they present with COVID-19 symptoms.

We continued to accelerate our digital transformation journey and unlock new opportunities. Our Vodacom Engage app, a mobile employee engagement platform, continued to be used extensively as the primary communication gateway for the business, offering users a seamless and connected experience. To give our employees a distinctive digital experience, we used the app's COVID-19 functionality to include screening, reporting positive cases and declaring vaccination status. The app had 6 107 active users from across the Group at year end.

We continue to focus on reducing road risk and significantly enhanced our driver behaviour across our OpCos. This decreased both the frequency and severity of incidents, as well as our employee and supplier fatality rates. Tanzania, specifically, celebrated 10 years of being fatality-free. This is primarily attributable to a phenomenal innovative health and safety executive team leading the business and increased ownership of safety and well-being by our leadership, continued engagement with suppliers and proactively monitoring and measuring of field activities.

Sadly the lives of two members of the public were lost as a result of a road accident in Mozambique. To prevent future fatalities, we continue implementing road risk reduction initiatives and adapted learnings from Tanzania across all markets.

Looking ahead

Priorities for FY2023	
SHORT-TERM	Build a skills hub to accelerate critical skills.
	Continue to transform the skills profile of the organisation to enable our transition to a TechCo.
	Realign our operating models.

Vodacom Vision 2025	
MEDIUM-TERM	Embed a culture of inclusivity by promoting our commitment to workforce diversity and localisation.
	Embed a hybrid working culture with the introduction of a progressive remote working policy.
	Promote skills development and youth empowerment.
	Build the coaching capabilities of our leaders.
	Drive the digital transformation agenda by embedding Agile structures and RPA.
	Differentiate the work environment through positive employee engagement.
	Ensure the physical and mental well-being of our employees.
Identify requisite future skills and align our graduate and bursary programme to attract these skills.	
Identify high-performing black females in the market to develop future skills and leadership through a female empowerment training programme.	