

CLICK HERE TO SEE EXPLANATION OF ICONS

9 TechCo organisation and culture

Supporting our purpose

We continuously strive to build a future-fit organisation driven by digital innovation and agility, fostering a unique digital employee experience to motivate our customers to thrive. Above all, we prioritise inclusivity and diversity and a mindful organisational culture to ensure alignment with our purpose in everything we do.

Related material matters

MM3 MM5 MM7

Primary capitals utilised and impacted

IC SRC

Looking ahead

Short-term priorities

- Continue to transform the skills profile of the organisation to enable our transition to a TechCo
- Invest in generative AI skills
- Gender diversity progress across all markets

Medium-term priorities

- **Drive 42% representation of women in senior management by 31 March 2026**
- Embed a culture of inclusivity by promoting our commitment to workforce diversity and localisation
- Promote future-fit skills development in current employees, ensuring that no-one is left behind
- 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 empowering youth by aligning our graduate and bursary programmes to attract these skills
- Identify high-performing females across our markets to develop future skills and leadership through a female empowerment training programme



10 Trusted brand and reputation

Supporting our purpose

We are a purpose-led organisation, connecting for a better future by enabling a digitally inclusive society, with a low environmental impact. We embed these values into our culture and actions, enhancing our reputation by integrating our purpose into product offerings and customer experience. We prioritise earning and maintaining trust through ethical conduct guided by our Social Contract, ensuring responsiveness and transparency to diverse stakeholders.

Related material matters

MM1 MM2 MM3 MM4

MM5 MM7 MM8

Primary capitals utilised and impacted

IC SRC NC

Looking ahead

Short-term priorities

- Develop products and services with our purpose at the core
- Improve communication on our purpose across all markets, ensuring appropriate investment in our Social Contract
- With our foundations funded in the market by OpCos, explore partnerships to scale impact of programmes like m-mama, Je Suis Cap and Code like a Girl
- Leverage our Tech for Good solutions to deliver societal benefit across key verticals such as agriculture, education, energy and health
- Increase focus to maintain and secure brand leadership and reputation across all our markets
- Help people with disabilities, people experiencing abuse and victims of disasters

Medium-term priorities

- **Brand leadership across all markets**
- Continue to combine Vodacom's technology with the potential of the human spirit
- Scale strategic initiatives to drive digital inclusion, such as rural coverage and handset financing
- Provide access to essential services such as healthcare, financial inclusion and education while making the lives of our customers easier, healthier and smarter